

Organizational Structure: An Inquiry on Relevancy with Organizational Trust and Job Satisfaction in Indian Cellular Service Providers

B K Suthar, R Lathangi, Dr. Shamal Pradhan

Abstract

Purpose: Employee trust and job satisfaction are essential elements of organizational success and is necessary to create such environment which can make excel among organizational culture, organizational trust and employee job satisfaction. This paper aims to examine relevancy amongst organizational structure, organizational trust and employee job satisfaction in context to Bharat Sanchar Nigam Limited of Vadodara Telecom District

Methodology: The survey questionnaire was administered to employees of Bharat Sanchar Nigam Limited, Vadodara Telecom District through email and in person by (417 out of 1361) employing sample size determinants like: confidence level, confidence interval and population. The convenience sampling technique is used. The questionnaire consists of factors like; organizational structure, organizational trust and employee job satisfaction. All the 417 respondents are considered as valid respondents for further investigation. The study is qualitative research approach and the collected data be analyzed by scale reliability for questionnaire scale validity, descriptive statistics, measurement of items, factor analysis and regression analysis including other applicable statistical tests with a view to know that at what level organizational structure, organizational trust and job satisfaction are correlated with each other. IBMSPSS.20 is employed as a statistical tool for data analysis.

Findings: The collected data reveals on positive relationship amongst different dimensions of organizational structure, organizational trust and employee job satisfaction towards various cellular mobile services of Bharat Sanchar Nigam Limited as one of the Cellular Service Providers in Vadodara Telecom District of Gujarat.

Research Implications/Limitations: This study indicates on need to bridge organizational structure, employee trust and employee job satisfaction for better organizational performance in such a period when the giant public service enterprise is struggling for healthy position in the market. Further research can be held with more samples by extending the area of research.

Keywords: Organizational structure, employee trust, employee job satisfaction

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INTRODUCTION

Employee trust and job satisfaction are essential elements of organizational success and is necessary to create such environment which can make excel among organizational culture, employee trust and employee job satisfaction. This paper aims to examine relevancy amongst organizational structure, organizational trust and employee job satisfaction in context to Bharat Sanchar Nigam Limited of Vadodara Telecom District. The survey questionnaire was administered to prepaid cellular service users of Bharat Sanchar Nigam Limited, Vadodara Telecom District. The convenience sampling technique is used. The questionnaire consists of factors like; organizational structure, organizational trust and overall employee job satisfaction. The collected data be analyzed by scale reliability for questionnaire scale validity, descriptive statistics, measurement of items, factor analysis and regression analysis including other applicable statistical tests with a view to know that at what level organizational structure, employee trust and job satisfaction are correlated with each other. IBMSPSS.20 is employed as a statistical tool for data analysis. The collected data reveals on positive relationship among different dimensions of organizational structure,

employee trust and job satisfaction towards various cellular mobile services of Bharat Sanchar Nigam Limited as one of the Cellular Service Providers in Vadodara Telecom District of Gujarat. Trust and job satisfaction are essential elements to an organization success. Cook and Wall (1980) conclude that "trust between individuals and groups within organizations are a highly important ingredient in the long-term stability of the organization and the well-being of its members."The relationship between organizational trust and employee job satisfaction indicates that the organization should assess its present culture and also should develop a culture that allows for growth of its employees through high levels of trust on need base.

PROBLEM IDENTIFICATION AND RESEARCH GAPS

This study identifies the key elements of employee satisfaction and its relation with employee trust and their job satisfaction by bench marking the various studies done by Cook and Wall (1980) They conclude that "trust between individuals and groups within organizations is a highly important ingredient in the long-term stability of the organization and the well-being of its members". The related literature focuses on four basic dimensions namely, organizational structure, employee trust and employee job satisfaction. A large scale of work is done by the researchers and academicians on relevancy amongst employee job satisfaction, employee trust and organizational structure. But a little work is cited specifically on correlations between employee trust and their satisfaction in Indian Public Sector Enterprise like Bharat Sanchar Nigam Limited. BSNL is the best example of change management in service sector which has use of modern technology for telecommunication. So that, innovative business managers and high skilled technocrats are require at top level management. A large scale of non-executive and executive mass of human power is requiring motivating for better organizational performance. In such a

situation, this study may be bridge for the knowledge gap between perceptions on employee satisfaction and employee trust through the customers in a service sector like Bharat Sanchar Nigam Limited. The study may help on understanding employee job satisfaction, employee trust and how organizational structure effects on organizational performance.

IMPLICATIONS OF STUDY

The purpose of this study is to examine relevancy amongst organizational structure, employee trust and employee job satisfaction in context to Bharat Sanchar Nigam Limited of Vadodara Telecom District. The study mainly focuses on how employee satisfaction correlates with employee trust and organizational structure. The study may accelerate to BSNL management on strengthening the HR activities to make the services customer-centric, employees for contributing better performance when BSNL faces strong competition with its rivals, particularly in cellular mobile phone services. This study also indicates that organizational HR policies/ practices and organizational structure can play a key role on organizational performance.

OBJECTIVES OF STUDY

1. To study the relationship between organization structure and organizational trust trust in context to Bharat Sanchar Nigam Limited, Vadodara Telecom District.
2. To study the relationship between organization structure and employee job satisfaction in context to Bharat Sanchar Nigam Limited, Vadodara Telecom District.
3. To determine the most influential factor/item with organizational structure during the study.

RESEARCH QUESTIONS

1. Is there any relationship between organizational structure and employee job satisfaction in context to Bharat Sanchar

Nigam Limited, Vadodara Telecom District?

2. Is there any relationship between organizational structure and employee trust in context to Bharat Sanchar Nigam Limited, Vadodara Telecom District?
3. Is there any relationship between overall job satisfaction and employee trust in context to Bharat Sanchar Nigam Limited, Vadodara Telecom District?

REVIEW OF LITERATURE

Hatch (1997) argued "structure refers to the relationships among the parts of an organized whole" (p. 161). In an extensive overview of organizational structure and its many component parts, Robbins (1990) discussed ways many of those parts are related to one another and therefore affect organizational structure Mintzberg (1983) distinguished five parts that are basic to any organization. Depending on which of the five maintains the highest level of control, there are five possible organizational structures. The five basic parts are operating core, strategic apex, middle line, techno structure, and support staff. Hatch (1997) claimed that when the functional structure becomes too large for one centralized decision-maker, the organization typically takes on a multi-divisional structure. The matrix structure exists as a combination of the functional and multi-divisional structures. According to Peters (1993), the matrix organization is easier to illustrate on paper than it is to work in Kolodny (1979) claimed that, although matrix organizations contrast behaviorally and structurally with traditional organizational forms, the matrix design develops out of the more traditional structures Lentz (1996) saw the hybrid structure as a balance between customer focus and the use of economies of scale, which leads to increased profits. Lentz (1996) identified three characteristics common in the literature on hybrid structures Walker (1997) concerned himself mainly with the adaptability of network organizations to their given environments. Network organizations inherently differ in structure, coordination, and governance from

the traditional functional organizations of the past. Dalton (2000) reported that high performance organizations are designed to bring out the best in people and create an exceptional capability to deliver high-end results.

Organizational trust is not a simple concept to understand. It requires many factors be considered when measuring it. According to the Mishra Model for Organizational Trust (1996), there are four dimensions of organizational trust. They are competence, openness and honesty, concern for employees, and reliability. Recently, research has been done to show that there is yet another factor to consider-identification (Shockley-Zalabak, Ellis and Winograd, 2000; Shockley-Zalabak, Ellis and Cesaria, 1999).. Competence, honesty, concern for employees, reliability and identification are the dimensions of organizational trust (.Shockley-Zalabak, et.al 1999 Shockley, et.al, 2000, Shockley-Zalabak, et.al, 1999, p. 10). Unlike what many may think, people cannot demand the trust of another. Trust must be earned and developed over time (Fairholm, 1994) This type of behavior may lead to an environment of distrust, rather than mutual trust (Fairholm, 1994).. Organizational theorists have been writing about the importance of organizational trust for decades. Theorists such as McGregor (1967), Argyris (1973) and Likert (1967) have all supported the idea of trust importance in their work. Just as organizational theorists have noted the importance of trust in organizations, so have management consultants. Douglas McGregor (1967) outlined two theories of management behavior that explain why some managers adopt certain management strategies. The two theories are Theory X and Theory Y. The latter of the two is the one that is most desired by individuals. The earlier theory, Theory X, is mostly associated with bureaucratic management theory. Here, "management distrusts workers, feels that employees dislike their work, and can only be made to cooperate through precise management and heightened control (McCauley and Kuhnert, 1992, p. 267). In contrast to Theory X, managers practicing Theory Y trust people, empower employees, and believe in their capacity to integrate their own

values, beliefs and goals into the organization (McGregor, 1967). Open communication and mutual trust between all members of an organization will help facilitate the basis behind Theory Y, creating an organization that is effective in all its endeavors.. "The significance of trust within organizations has also been voiced by organization consultants and practicing managers who subscribe to a management strategy based on commitment rather than control." (McCauley and Kuhnert, 1992, p. 265). According to Culbert and McDonough (1985), "we've long contended that the trusting relationship is the most effective management tool ever invented. We know of no other management device that saves more time ore promotes more organizational effectiveness...In short, trusting relationships create the conditions for organizational success" (p. 3).. Gordon Shea (1984) proclaims that companies with less trust will ultimately be less productive. The low levels of productivity will create an environment that does not support trust, therefore not allowing trust to arise between individuals An organizational climate of trust allows employees to surface their ideas and feelings and learn together. Without trust, people may take on unfavorable positions that can inhibit learning (Costigan, et. al, 1998).

Argyris (1973) believes that organizations should take on the belief that human growth is important. He claims that when mistrust in organizations rises, individuals will look out for themselves, rather than working together. The result is decreased productivity due to the lack of information flow, conformity, and ineffective decision-making. Argyris (1973) proposes that organizations of the future should "seek to enrich work, minimize unilateral dependence, and increase openness, trust, risk-taking, and expression of feelings" (p. 40).

In researching components of job satisfaction, five major components were found. They are: attitude toward the work group, general working conditions, attitude toward the company, monetary benefits, and attitude toward management (Byars and Rue, 1997).

Other factors that affect job satisfaction include an individual's health, age, social status, social relationships, and perceived opportunities (Byars and Rue, 1997). Since there are approximately five to twenty influencing factors, depending on the job, this current research will be focusing on the factors associated with the job (pay, promotion, supervision, meaningful work, communication, relationships and working condition "Employees in all organizations want to work in an environment of trust and respect where they feel they are making a real contribution to organizational goals and objectives" (Anderson and Pulich, 2000, p. 51). Job satisfaction is one of the most widely studied variables in research (Rich, 1997; Muchinsky, 1990). As discussed in earlier sections, trust within an organization is an important facet in many organizations. Similarly, job satisfaction has also been viewed as an important factor in organizations (Muchinsky, 1990). Previous research has found that trust has been linked to a variety of factors that influence overall job satisfaction (Shockley-Zalabak, Ellis and Winograd, 2000; Driscoll, 1978). When evaluating overall job satisfaction, there is not one set of factors that is common to every job. Caudron, S. (1997). The search for meaning at work. *Training and Development*, 51(9), 24-27.

RESEARCH METHODOLOGY

This type of study is co relational and aims to analyze and examine the relevance amongst organizational structure, organizational trust and employee job satisfaction in context to employees of Bharat Sanchar Nigam Limited, Vadodara Telecom District. The survey questionnaire was administered to employees of Bharat Sanchar Nigam Limited, Vadodara Telecom District through email and in person by (417 out of 1361) by employing sample size determinants like: confidence level, confidence interval and population. The convenience sampling technique is used. The questionnaire consists of factors like; organizational structure, organizational trust and job satisfaction. The following statistical formula has supported on finalization of sampling size

$$ss = \frac{Z^2 * (p) * (1-p)}{c^2}$$

Where: Z = Z value (e.g. 1.96 for 95% confidence level)

p = percentage picking a choice, expressed as decimal

(.5 used for sample size needed) c = confidence interval, expressed as decimal (e.g., .04 = ±4)

The adopted scaling technique in questionnaire is 5 point Likert scale (strongly disagree to strongly agree). The collected data are analyzed for demographic profile, scale reliability test, measurement of items, descriptive statistics. Factor analysis and regression analysis is conducted to test the hypothesis by employing IBMSPSS.20 as a statistical tool. The following hypotheses are formed to meet the objectives of the study.

The following hypotheses are formulated on the basis of received response from the respondents for the investigation.

H01: No significant positive relationship between organizational structure and job satisfaction in context to Bharat Sanchar Nigam Limited, Vadodara Telecom District

H02: No significant positive relationship between organizational structure and organizational trust in context to Bharat Sanchar Nigam Limited, Vadodara Telecom District

RESULTS AND DISCUSSION

The following results are obtained after analyzing the collected data from the respondents. The results are in tabulated form.

Table 1: Demographic Profile

Sr.	Demographic Profile	Category	Frequency	Percentage%
1	Gender	Male	315	75.53
		Female	102	24.47
2	Age	21-35	19	4.6
		36-50	123	29.5
		50-59	275	65.9
3	Marital Status	Married	417	100
		Unmarried	0	0
4	Education	College Level	219	52.5
		School Level	198	47.5
5	Position	Executive	19	4.6
		Non-executive	398	95.4
6	Salary	5 lakh	198	47.5
		5-10 lakh	219	52.5
7	Experience	< 10 years	15	3.6
		10-20 years	14	3.3
		>20 years	388	93.1

Table-1 indicates on results of demographic profile of respondents. The total 417 sets of questionnaire were administered to employees of BSNL, Vadodara Telecom District through email and in person. The filled questionnaires were collected back and all the sets were found valid for further analysis. The descriptive statistics indicates the classification of demographic profile of respondents. The males are 315 (75.3%) and females are 102 (47.47%). The employees having age group of 21-35 years is 19 (4.6%). The employees having age group of 36-50 years is 123 (29.5%) and employees having age group of 50-59 years 225 (65.9%). The employee having marital status is 417 (100%) and the

employee having education upto school level is 198 (47.5%) and have education upto college level are 219 (52.5%) The employees belong to executive cadre are 19 (4.6%) and the employee belong to non-executive cadre are 398 (95.4%). The salary less than 5 lakhs is observed for 198 (47.5%) and the salary between 5-10 lakhs per annum is observed for 219 (52.5%) employees. The employees having experience of less than ten years is observed for 15 (3.6%) employees and the employees having experience of 10-20 years is observed for 14 (3.3%).The employees having experience of more than twenty years is observed for 388(93.1%).

Table 2: Scale Reliability Test

S. No.	Factor	Items	Excluded Items	Valid Items	Measured Cronbach Alpha	Standard Internal Consistency	Decision
1	Organizational Structure(OS)	11	0	11	0.742	0.7 $\alpha < 0.8$	acceptable
2	Organizational Trust(OT)	11	0	11	0.767	0.7 $\alpha < 0.8$	acceptable
3	Job Satisfaction(JS)	11	0	11	0.867	0.8 $\alpha < 0.9$	good

Table-2 indicates the results of scale reliability test of factors. Organizational Structure (OS) factor has 0.742.Cronbach`s alpha, Organizational Trust (OT) factor has 0.767 Cronbach`s alpha, Job Satisfaction (JS) factor has 0.867 Cronbach`s alpha, Cronbach`s alpha reliability coefficient normally ranges between 0 and 1. However, there is actually no lower limit to the coefficient. The closer Cronbach`s alpha coefficient is to1.0 the greater the internal consistency of the items in the scale. Based upon the formula $\alpha = rk / [1 + (k -1)r]$ where k is the number of items considered and r is the mean of the inter-item correlations the size of alpha is determined by both the number of items in the scale and the mean inter-item correlations.

George and Mallery (2003) provide the following rules of thumb: “ $\alpha > .9$ – Excellent, $\alpha > .8$ – Good, $\alpha > .7$ – Acceptable, $\alpha > .6$ – Questionable, $\alpha > .5$ – Poor, and $\alpha < .5$ – Unacceptable” (p. 231). While increasing the value of alpha is partially dependent upon the number of items in the scale, it should be noted that this has diminishing returns. It should also be noted that an alpha of .8 is probably a reasonable goal. It should also be noted that while a high value for Cronbach`s alpha indicates good internal consistency of the items in the scale, it does not mean that the scale is one-dimensional. The Range of Cronbach alpha of factors is 0.742-0.883. The results validate the scaling in such a manner and moved for the further investigation.

Table 3: Descriptive Statistics

Sr. No	Factor	Items	Excluded Items	Valid Items	Mode	Mean	SD σ
1	Organizational Structure(OS)	11	0	11	4	3.42	1.58
2	Organizational Trust(OT)	11	0	11	4	3.63	1.60
3	Job Satisfaction(JS)	11	0	11	4	3.27	1.63

Table-3 indicates the results on descriptive statistics like mean, standard deviation and number of respondents. Mean of “Organizational Structure” (OP) factor is 3.42, standard deviation is 1.58 and mode is 4.Mean of

“Organizational Trust” (OT) factor is 3.63 and standard deviation is 1.60 and mode is 4.Mean of “Job Satisfaction”(JS) factor is 3.27 and standard deviation is 1.63.Mode is 4.

Table 4: Measurement of Items

No	Factor	Items	Excluded Items	Valid Items	Source
1	Organizational Structure(OS)	11	0	11	Employees of BSNL,VTD
2	Organizational Trust(OT)	11	0	11	Employees of BSNL,VTD
3	Job Satisfaction(JS)	11	0	11	Employees of BSNL,VTD

Table-4 indicates the results on measurement of items. The excluded items are zero. Each factor has 11 items and total items are 33. The valid

items are also 33 and source for primary data collection is the employees of Bharat Sanchar Nigam Limited, Vadodara Telecom District.

Table 5: Factor Analysis

Factor	KMO	Approx. Chi-Square	Bartlett's Test of Sphericity		Communalities		Extraction Sums of Squared Loadings			Component Matrix (PCA)			Rotated Component Matrix		
			df	Sig (p<.05)	Initial	Extraction	Total	% of Variance	Cumulative %	Item	Comp1	Comp2	Item	Comp1	Comp2
Organizational Structure (OS)	0.706	552.333	15	0.000	1	OS ₅ : 0.830	2.569 1.100	42.656	42.656	OS ₅	0.744	0.002	OS ₅	0.908	0.074
Organizational Trust(OT)	0.779	559.660	28	0.000	1	OT ₂ : 0.841	2.741	45.684	45.684	OT ₂	0.773	0.003	OT ₂	0.912	0.079
Job Satisfaction (JS)	0.814	705.274	15	0.000	1	JS ₂ : 0.619	3.025	50.422	50.422	JS ₂	0.787	0.003	JS ₂	0.932	0.081

Table-5 indicates the results on factor analysis of collected data. The KMO value of all the factors observed between 0.706 (Organizational Structure-OS) to 0.867 (Organizational trust-OT). These values allow moving for further investigation (Kaiser 1974a). Bartlett's Test of Sphericity indicates that p- value (sig <0.05) seem for all the factors 0.000 and conclude that all the variables are perfectly correlated with themselves (one) and have some level of correlation with the other items. Communalities indicate the amount of variance in each variable that is accounted for by the factors. The range of the same in our study is 0.619(JS2 i.e. "I am happy with the promotion policy of BSNL") to 0.841 (JD5 i.e. "Top management keeps their commitments to employees. "). The other values are as follows:

The value for OP5 is 0.830 (i.e. "There are many hierarchical levels of organizational structure in BSNL"). The value for JD5 is 0.841 (i.e. "I receive adequate information regarding how well I am doing in my job. "). The value for JS2 is 0.619 (i.e. "I am happy with the promotion policy of BSNL"). The rest of the values are not considered for further study because the same were less than 0.6. Extractions Sums of Squared Loadings are also support the closed relationships among the quoted items. The results on component matrix (PCA) and rotated component matrix are also support the observations on having closed correlation among the items.

Table 6: Regression Analysis

Factor	Variables Entered	Model	R	R square	Adjusted R square	ANOVA					coefficients				
						Sum of square	df	Mean square	F	sig	Unstd coefficient		Std Beta	t	sig
											Beta	Std error			
DV: OS ₁ IDV: OT ₁₋₁₁	11	1	0.908	0.824	0.821	842.309	11	140.385	319.056	0.000	OT ₁ 0.885	0.045	0.850	33.387	0.000
DV: OS ₂ IDV: OT ₁₋₁₁	11	1	0.866	0.847	0.845	856.432	11	161.222	322.678	0.000	OT ₂ 0.811	0.038	0.844	34.564	0.000

Table 6: Regression Analysis

Factor	Variables Entered	Model	R	R square	Adjusted R square	ANOVA					coefficients				
						Sum of square	df	Mean square	F	sig	Unstd coefficient		Std Beta	t	sig
											Beta	Std error			
DV: OS ₅ IDV: OT ₁₋₁₁	11	1	0.908	0.824	0.821	842.309	11	140.385	319.056	0.000	OT ₃ 0.885	0.095	0.850	33.387	0.000
DV: OS ₆ IDV: OT ₁₋₁₁	11	1	0.802	0.644	0.638	738.255	11	0.987	134.556	0.000	OT ₄ 0.823	0.035	0.832	22.345	0.000
DV: OS ₇ IDV: OT ₁₋₁₁	11	1	0.922	0.850	0.834	851.696	11	145.221	387.940	0.000	OT ₅ 0.846	0.042	0.878	37.456	0.000
DV: OS ₈ IDV: OT ₁₋₁₁	11	1	0.995	0.861	0.839	844.302	11	165.344	687.678	0.000	OT ₇ 0.897	0.049	0.899	41.444	0.000
DV: OS ₁ IDV: JS ₁₋₁₁	11	1	0.974	0.842	0.814	811.201	11	167.111	1249.321	0.000	JS ₂ 0.848	0.023	0.865	148.43	0.000
DV OS ₄ IDV: JS ₁₋₁₁	11	1	0.988	0.863	0.853	813.233	11	154.114	322.778	0.000	JS ₄ 0.865	0.029	0.862	141.31	0.000
DV: OS ₅ IDV: JS ₁₋₁₁	11	1	0.976	0.839	0.811	791.112	11	176.455	371.789	0.000	JS ₈ 0.877	0.048	0.879	42.456	0.000
DV: OS ₇ IDV: JS ₁₋₁₁	11	1	0.985	0.832	0.808	787.232	11	145.611	398.997	0.000	JS ₉ 0.822	0.049	0.821	48.223	0.000
DV: OS ₈ IDV: JS ₁₋₁₁	11	1	0.981	0.875	0.854	776.566	11	169.222	671.995	0.000	JS ₁₁ 0.869	0.044	0.872	119.454	0.000

Table-6 indicates on results of regression analysis. It has taken place after careful observation of results received from the factor analysis and seen some possibility of correlations between predictor and criterion variables." Organizational Structure" (OS) is considered as dependent variables (DV) and the rest of the factors are considered as independent variables (IDV). OS has eleven variables and the rest of the predictors have 22 variables. The results on regression analysis between DV (OS) and IDV (OT₁-OT₁₁, JS₁-JS₁₁) report on testing of hypothesis. The hypothesis testing can be summarized as follows:

H₀1: No significant positive relationship between organizational structure and organizational trust satisfaction in context to Bharat Sanchar Nigam Limited, Vadodara Telecom District.

H₁1: There is significant positive relationship between organizational structure and organizational trust in context to Bharat Sanchar Nigam Limited, Vadodara Telecom District

The statements from questionnaire have significance and positive relationship for H₀1 and H₁1 are as follows:

OS₁: "BSNL is management - centric organization" (DV) OT₁:" I am free to disagree with my immediate supervisor "(IDV) OT₂: "I receive adequate information regarding how well I am doing in my job." (IDV). OT₃:" My immediate supervisor keeps confidences ". (IDV) OT₄:" My immediate supervisor behaves in a consistent manner from day to day.. ". (IDV). OT₅: "Top management keeps their commitments to employees." (IDV). OT₆: "My immediate supervisor keeps his/her commitments to team members." (IDV) OT₇: My immediate supervisor listens to me (IDV) OT₈: "My immediate supervisor speaks positively about subordinates in front of others (IDV). OT₉: "I feel connected to my organization (IDV). OT₁₀:" I feel connected to my immediate supervisor (IDV). OT₁₁:" My values are similar to the values of my peers."(IDV)

The results of table-6 show that value of R, R² and adjusted R. R is a measure of the correlation between the observed value and the predicted value of the dependent variable. (R=0.908, R²=0.824, adjusted R² =0.821 for OS₁ and OT₁₋₁₁) R Square (R²) is the square of this measure of correlation and indicates the proportion of the variance in the criterion variable which is accounted for this study. Adjusted R Square value is calculated which takes into account the number of variables in this study and the number of observations (participants). This Adjusted R Square value gives the most useful measure. In this case, adjusted R² is 0.821 which interpret that 82.1% of the variance is observed between OS₁ and OT₁₋₁₁ ANOVA part of table-6 reports on assessment of overall significance of H₀1. Significance value (p) is 0.000 and can be said sig.0.000, where p<0.05. The standardized beta coefficient gives a measure of the contribution of each variable. A large value indicates that a unit change in this independent variable has a large effect on dependent variable values give a rough indication of the impact of each independent variable. Sig (p) value is observed as 0.00 which is less than 0.05. The results of OS₁ and OT₁₋₁₁ are (R=0.908, R²=0.824, adjusted R² =0.821, standard beta value is 0.850), The t (33.387) and sig (p)

values give a rough indication of the impact of each independent variable. Sig (p) value is observed as 0.00 which is less than 0.05. In the same way, the results on relationship between OS₂ *OT₁₋₁₁, OS₅*OT₁₋₁₁, OS₆*OT₁₋₁₁, OS₇*OT₁₋₁₁, OS₈*OT₁₋₁₁ is also seem positive in table-6 of annexure. That means H₀1 is not acceptable and as a result, H₁1 is accepted and H₀1 is rejected. It can be concluded that there is significance relationship between organizational performance and job design in context to mobile services users of Bharat Sanchar Nigam Limited, Vadodara Telecom District

H₀2: No significant positive relationship between organizational structure and job satisfaction in context to Bharat Sanchar Nigam Limited, Vadodara Telecom District

H₁2: There is significant positive relationship between organizational structure and job satisfaction in context to Bharat Sanchar Nigam Limited, Vadodara Telecom District

The statements from questionnaire have significance and positive relationship for H₀2 and H₁2 are as follows.

OS₁: "BSNL is management- centric organization"(DV) JS₁: "I am happy with my pay scale in BSNL"(IDV). JS₂: "I am happy with the promotion policy of BSNL"(IDV) JS₃:" I am happy with the safety measures of BSNL"(IDV) JS₄:" I am happy with the welfare measures of BSNL" (IDV) JS₅: "I am happy with the reward policy of BSNL" (IDV) JS₆: "I am satisfied with operational conditions in BSNL" (IDV). JS₇: "I am satisfied with the behavior of my officer at work place" (IDV). JS₈: "My job is enjoyable"(IDV). JS₉: "Top management is concerned about employees' well- being". JS₁₀: "I enjoy my coworkers"(IDV) JS₁₁: When I do a good job, I receive the recognition for it that I should receive"(IDV)

OS₄: "My immediate supervisor behaves in a consistent manner from day to day."(DV) OS₅:" Top management keeps their commitments to employees.(DV). OS₇: My immediate supervisor

listens to me "(DV)OS₈:" My immediate supervisor speaks positively about subordinates in front of others"(DV)

The results of table-6 show that value of R, R² and adjusted R. R is a measure of the correlation between the observed value and the predicted value of the dependent variable. (R=0.974, R²=0.842, adjusted R²=0.814 for OS₁ and OT₁₋₁₁) R Square (R²) is the square of this measure of correlation and indicates the proportion of the variance in the criterion variable which is accounted for this study. Adjusted R Square value is calculated which takes into account the number of variables in this study and the number of observations (participants). This Adjusted R Square value gives the most useful measure. In this case, adjusted R² is 0.814 which interpret that 81.4% of the variance is observed between OS₁ and JS₁₋₁₁ ANOVA part of table-6 reports on assessment of overall significance of H₀₂. Significance value (p) is 0.000 and can be said sig.0.000, where p<0.05. The standardized beta coefficient gives a measure of the contribution of each variable. A large value indicates that a unit change in this independent variable has a large effect on dependent variable values give a rough indication of the impact of each independent variable. Sig (p) value is observed as 0.00 which is less than 0.05. The results of OS₁ and JS₁₋₁₁ are (R=0.974, R²=0.842, adjusted R²=0.814, standard beta value is 0.865), The t (148.43) and sig (p) values give a rough indication of the impact of each independent variable. Sig (p) value is observed as 0.00 which is less than 0.05. In the same way, the results on relationship between OS₄*JS₁₋₁₁, OS₅*JS₁₋₁₁, OS₇*JS₁₋₁₁, OS₈*JS₁₋₁₁ is also seem positive in table-6 of annexure. That means H₀₂ is not acceptable and as a result, H₁₂ is accepted and H₀₂ is rejected. It can be concluded that there is significance relationship between organizational performance and job satisfaction in Bharat Sanchar Nigam Limited, Vadodara Telecom District.

The results on objective-1, indicates that the positive and significant relationship (sig.0.00, p,< 0.05) between organizational structure (OS) and

organizational trust (OT) in context to Bharat Sanchar Nigam Limited, Vadodara Telecom District. The results on objective-2, indicates that the positive and significant relationship (sig.0.00, p, < 0.05) between organizational structure (OS) and job satisfaction (JS) in context to Bharat Sanchar Nigam Limited, Vadodara Telecom District. The result on objective-3 indicates that the most influential item with organizational structure is job satisfaction (JS). Adjusted R² for OS₈*JS₁₁ (i.e." My immediate supervisor speaks positively about subordinates in front of others") and JS₁₁ (i.e." When I do a good job, I receive the recognition for it that I should receive") is registered at 0.854 i.e. co relationship between OS₈*JS₁₁ is 85.4% which is the most significant during the study.

CONCLUSION

The objectives of this study have been achieved where the results had shown that some of the factors like;. Organizational structure organizational trust and job satisfaction focuses on characters of organizational structure. The objective-1 is satisfied by getting significant positive relationship between organizational structure (OS) and organizational trust (OT). The objective-2 is also satisfied by getting significant positive relationship between organizational structure (OS) and employee job satisfaction (JS). The objective-3 is also satisfied by determining the most influential item between organizational structure (OS₈) and job satisfaction (JS₁₁) Despite some of the limitations of this study, the results of the study advance the field of HRM by empirically showing a relationship amongst job satisfaction and organizational structure and organizational trust. The strong impact of job satisfaction on several measures of organizational structure suggests that job satisfaction and organizational trust are indeed a cornerstone of HR activities and a vital strategic management practice to gain competitive advantage.

LIMITATIONS AND SCOPE FOR FURTHER RESEARCH

This study has certain limitations like; time constraints, area of research, sample size determination and items considered for questionnaire to collect primary data. In this study, the findings can be assessed with two limitations

1. The study has made an extensive use of self-reported measures of key variables, which are often seen as less desirable than objective measures.
2. The present study examined only a selected number of control and moderating variables. It means that our theoretical formulation of the process by which job satisfaction and organizational trust influences organizational structure are far from being exhaustive.

Thus, the findings of the study may be seen as preliminary in nature, and are intended to

stimulate further research interest in the job analysis - performance relationship as conceptualized here.

RECOMMENDATIONS

The following recommendations are made to the BSNL management of Vadodara Telecom District on the basis of this study.

1. BSNL management can improve level of organizational trust by revising its organizational structure.
2. BSNL management can improve the level of job satisfaction by strengthening its HR policies and practices.
3. BSNL should make effective communication with its employees when changes are to be done, when it effects on job.
4. BSNL can enhance employee empowerment on making decisions.
5. Organizational structure of BSNL can be innovatively designed different hierarchy other than traditional or high performance organizational structure.

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