

**WORK RELATIONSHIPS AND EMPLOYEE SATISFACTION IN POWER SECTOR
IN HARYANA**

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ABSTRACT

Relationship at work place decides the environment and environment affects the progress of an organization. Power sector is the basis of an economy. Relationship at work place in the power sector increase the efficiency and productivity.

INTRODUCTION

Work relationships play an important role for emotional and individual progress. If work relationships are troublesome, person cannot involve in work and motivation to work reduces. There is a strong co-relation between work relations and quality of work. Conflicts lead to job stress. So the factor work relationship includes three components. First component is relationships with sub-ordinates. Second component is relationships with your supervisors. Third component is relationships with your co-workers.

Saari & Judge. (2004). Says that job satisfaction depend on many aspects. Firstly employee attitude towards its job is quite important part. Secondly its experiences at the job. One important aspect knowledge towards its work. Bin & Shmailan. (2015). Says that employee satisfaction includes the engagement of an employee in a work. When he look at the work of its own it finds linkage towards performance and satisfaction. Development and linkage programs also help an employee to get satisfaction. Raziq & Maulabakhsh. (2015). discussed the relation among work environment and job satisfaction. Positive association happens among work environment and job satisfaction. Good work environment maximise job satisfaction. Saari, & Judge, T. A. (2004). Says social and environmental factors effects on employee a lot. Motivation needed to encourage a person. Al-Zu'bi. (2010) finds that there exists a relationship between the age and the organizational justice. There was positive association between organizational justice and job satisfaction. Managers play an important part towards it pressure at work place impact negatively on human. Lastly there is a relation exists between environment and well-being.

OBJECTIVES

To assess employee satisfaction regarding work relationships in the power sector Haryana.

METHODOLOGY

240 employee as sampling unit were taken into account. 60 units from each Nigam. Primary data was collected. ANOVA for job satisfaction was implemented. For further testing shuffle test was implemented.

EXPLANATION

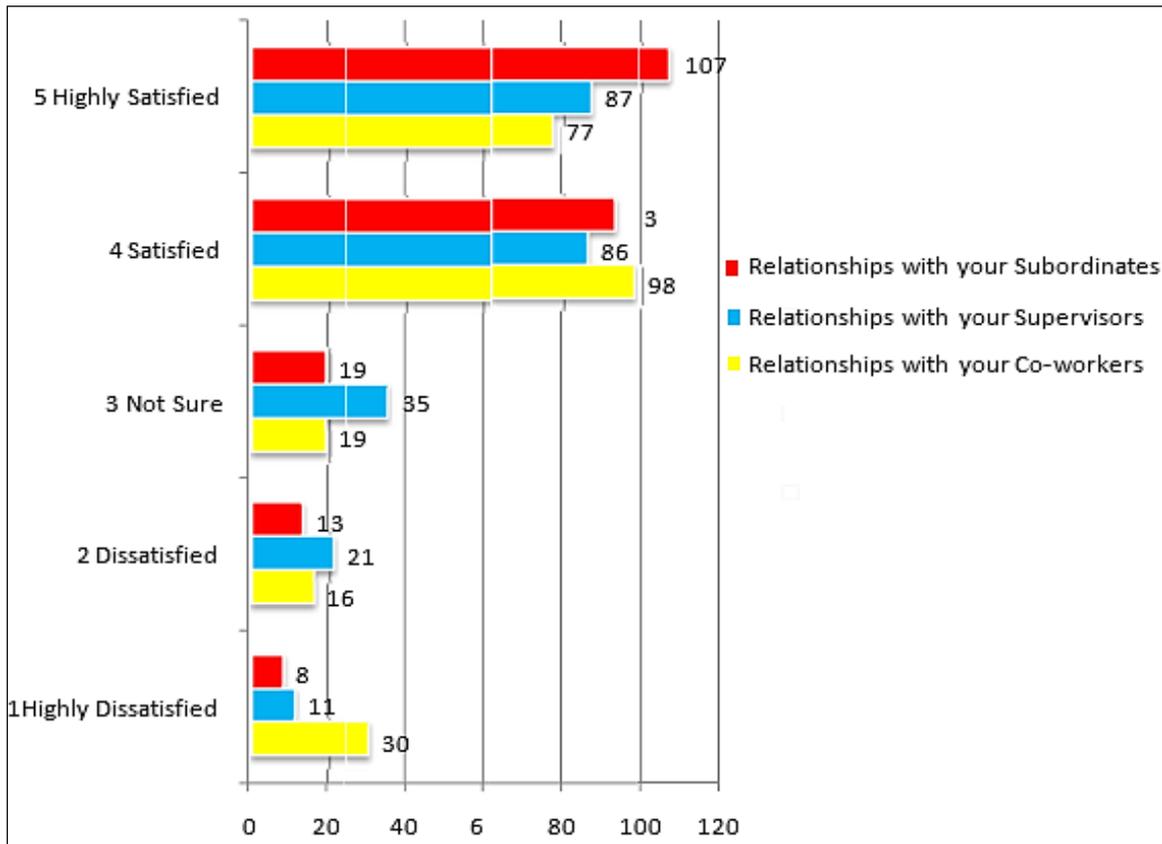


Fig 1: Conditions of Work Relationship and Satisfaction Level of Respondents

Source: Collected through primary data by the researcher

One of the important factor is relationship at workplace. Highly favourable results found regarding power sector employees. First component is relationships with Sub-ordinates. In power sector 83.33% employee among respondents are satisfied or highly satisfied. Second component is relationships with Supervisors. 72% employees among respondents are satisfied or highly satisfied. Third component is Relationships with Co-workers. 72.9% employees among respondents are satisfied or highly satisfied. So generally optimistic results from study are developed.

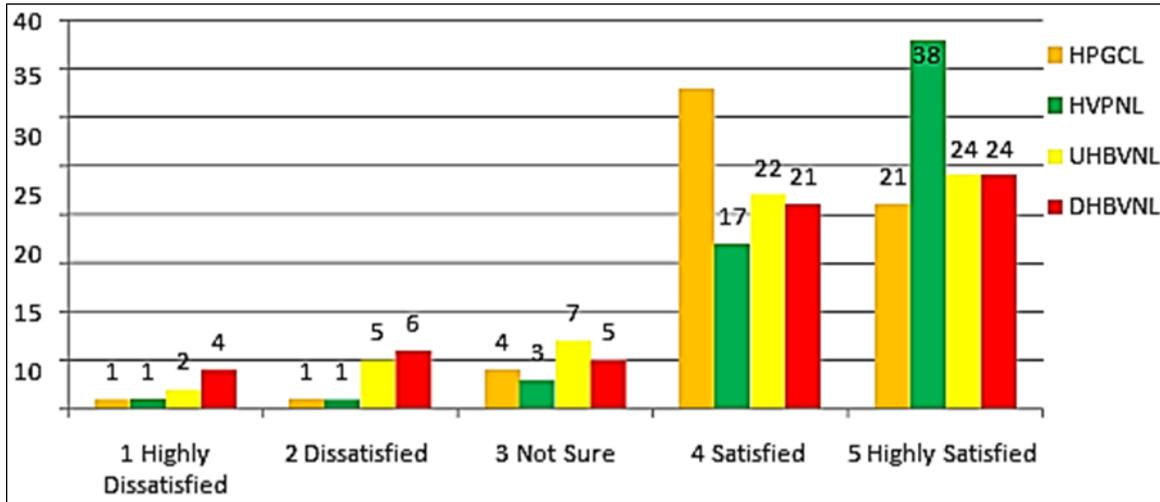


Fig 2: Relationships with Sub-ordinates and Satisfaction level of Respondents

Source: Primary data gather by the researcher

Component relationship with sub-ordinates is shown in figure 2. In HPGCL and HVPNL only 3.3% employees among respondents are dissatisfied or highly dissatisfied. In UHBVNL 11.6% employees among respondents are dissatisfied or highly dissatisfied. In DHBVNL 16.6% employees among respondents are dissatisfied or highly dissatisfied.

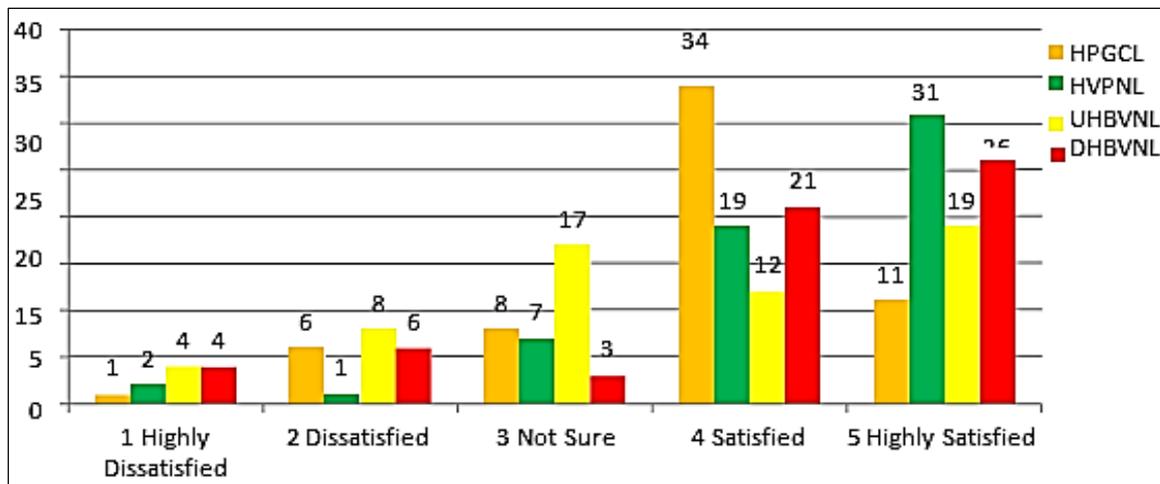


Fig 3: Relationships with Supervisor and Satisfaction level of Respondents

Source: Primary data gather by the researcher

Component relationships with Supervisors are shown in figure 3. Results are highly favourable.

Only 11.6% employees of power sector among respondents are dissatisfied or highly dissatisfied. For HVPNL 5% employees of power sector among respondents are dissatisfied or highly dissatisfied. 20% UHBVNL employees of power sector among respondents are

dissatisfied or highly dissatisfied. Almost same for DHBVNL 16.6% dissatisfied respondents.

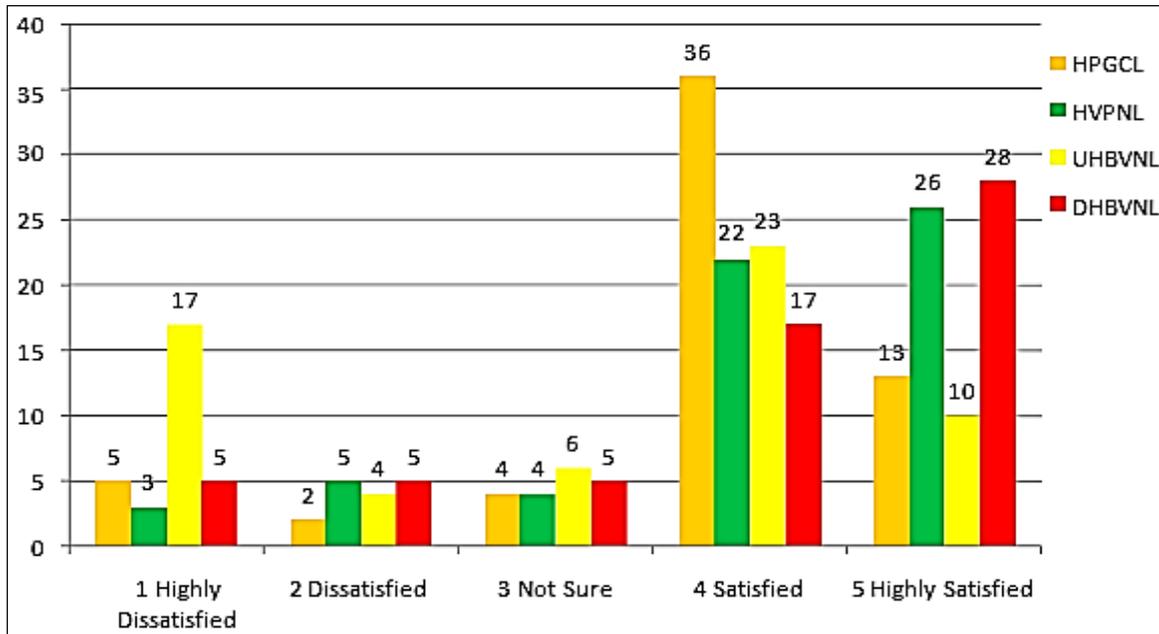


Fig 4: Relationships with Co-workers and Satisfaction level of Respondents

Source: Primary data gather by the researcher

Component Relationships with Co-workers in power sector Haryana is shown in figure 4. Favorable results indicate a good environment. In HPGCL 81.67% employees of power sector among respondents are satisfied or highly satisfied. 80% respondents of HVPNL are satisfied or highly satisfied. Satisfied or highly satisfied employees of power sector among respondents of UHBVNL and DHBVNL employees are 55% and 75%.

Table 1: Summary of ANOVA for work relationships

Source	SS	df	MS	F	p-value
Between Groups	139.413	3	46.471	7.576	.000
Within Groups	1447.583	236	6.134		
Total	1586.996	239			

Source: Calculated by the researcher.

In order to examine the work relationship across four divisions of power sector the results were analysed through analysis of variance (ANOVA). In table 1, the p-value (0.00) is less than level of significance (0.05), hence we reject the null hypothesis (H₀) at 5% level of significance and conclude with 95% confidence that the plants differ significantly in case of

Work Relationships. It means that power divisions differ significantly with regard to Work Relationships. We proceed further to find out which pair(s) of the means differ significantly.

Table 2: Sheffe’s test of multiple comparisons for work relationships

Both sectors	Mean Difference	Std. Error	P
HPGCL vs. HVPNL	-.983	.452	.196
HPGCL vs. UHBVNL	1.167	.452	.087
HPGCL vs. DHBVNL	-.033	.452	1.000
HVPNL vs. UHBVNL	2.150*	.452	.000
HVPNL vs. DHBVNL	.950	.452	.223
UHBVNL vs. DHBVNL	-1.200	.452	.073

Source: Calculated by the researcher.

In table 2, the perception of the employees regarding the work relationships in the pairs of the power plants understudy. These plants are HPGCL, HVPNL, UHBVNL and DHBVNL. Table 4.16 clearly showed that in overall sectors differ significantly on Work Relationships. With overall significant results we need to know which individual pair significant difference. So further assessment is done though post hoc test. Results in table 4.16, show the significant difference through asterisk (*).In the case of work relationships only one pair of divisions shows significant difference, i.e., HVPNL and UHBVNL The mean difference is 2.1, which is significant at .001 probabilities. It means the difference between HVPNL and UHBVNL is the only source of overall significant difference between the four divisions, as shown in ANOVA.

Table 3: Summary of ANOVA for job satisfaction in power sector

Source	SS	df	MS	F	P-value
Between Groups	1313.300	3	437.767	4.066	.008
Within Groups	25407.433	236	107.659	-	-
Total	26720.733	239	-	-	-

Source: Calculated by the researcher

In table 4.17, the overall job satisfaction on power sector is examined. In table 4.17, the p-value (0.008) is less than level of significance (0.05), hence we reject the null hypothesis (H₀) at 5% level of significance and conclude with 95% confidence that the plants differ significantly in case of overall job satisfaction. It means that power divisions differ

significantly with regard to overall job satisfaction. We proceed further to find out which pair(s) of the means differ significantly.

Table 4: Sheffe’s test of multiple comparisons for job satisfaction in power sector

Both sectors	Mean Difference	Std. Error	P-value
HPGCL Vs HVPNL	-5.550*	1.894	.038
HPGCLVs UHBVNL	-2.550	1.894	.613
HPGCL Vs DHBVNL	.233	1.894	1.00
HVPNL Vs UHBVNL	3.000	1.894	.475
HVPNL Vs DHBVNL	5.783*	1.894	.027
UHBVNL Vs DHBVNL	2.783	1.894	.541

Source: Calculated by the researcher

By showing significant difference through ANOVA further investigation is required to look at individual pair responsible for the difference. It needs to be assessed which individual pairs are significant? So post-hoc test is applied. In table 4.18, the perception of the employees regarding the job satisfaction in the pairs of the power plants understudy. These plants are HPGCL, HVPNL, UHBVNL and DHBVNL. The results of test are presented in Table 5.16, where the significant difference has been shown through asterisk (*). In case of overall job satisfaction two pairs are found significantly different, i.e., HPGCL and HVPNL, HVPNL and DHBVNL The mean difference is -5.5 and 5.7 respectively, which are significant at 0.03 and 0.02 probabilities. It means the difference between HVPNL and DHBVNL, HPGCL and HVPNL are the sources of overall significant difference in job satisfaction as shown in ANOVA.

Conclusion

Four divisions differ significantly with regard to work relationships. Further enquiry elaborates that pair HVPNL and UHBVNL is the only source of overall significant difference. In case of HPGCL, work relationship is not correlated with any other factor. In case of HVPNL, work relationship is correlated with general working condition and use of skill and abilities. In case of UHBVNL and DHBVNL work relationship is significantly correlated with all other factors.

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