

# A STUDY OF ORGANIZATIONAL DEVELOPMENT PRACTICES AND ITS IMPACT ON JOB SATISFACTION WITH REFERENCE TO SELECTED PRIVATE SECTOR ORGANIZATION

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## ABSTRACT

*The purpose of the present study is to explore the association between organizational development practices and employee job satisfaction with respect to selected private sector organizations. Training & development, job rotation, job evaluation, performance appraisal has been discussed ad OD practices in order to explore the relationship with job satisfaction. The study was based on primary data which has been collected by using questionnaire method and random stratified method has been used for sample collection. Total questionnaire. The final questionnaire has been distributed among the 200 employees has 163 employees have positively filled and replied. Findings of the study indicated that Training & development, job rotation, job evaluation significantly and positively related with job satisfaction, however, performance has not been found significant*

## INTRODUCTION

In the present scenario of business organizational practices has become most important area of human resource development because it is related with overall performance of the organizations. However, effective organizational development practices is important for both employee as well as organizational. The development of organizational development practices is mostly depending on the implementation of human resource activity in the organization. On the other hand it is directly related with employee performance as well as job satisfaction. Most of the research study has been exploring that effective implementation of organizational development practices is related with overall organizational performance as well as productivity. The present study is related with organization development practices and employee job satisfaction in the selected private organizations. There are several OD practices which may be implement by the organization such as training & development, job rotation, job evaluation, performance appraisal etc. the present study explore how the organizational development practices influence the level of job satisfaction during various working condition. The study is based on primary data which has been collected among the employees of selected public sector organization. In order to collect the primary data a well structure questionnaire has been prepared on the basis of various OD practices and employee job satisfaction.

### Organizational development practices used for the study

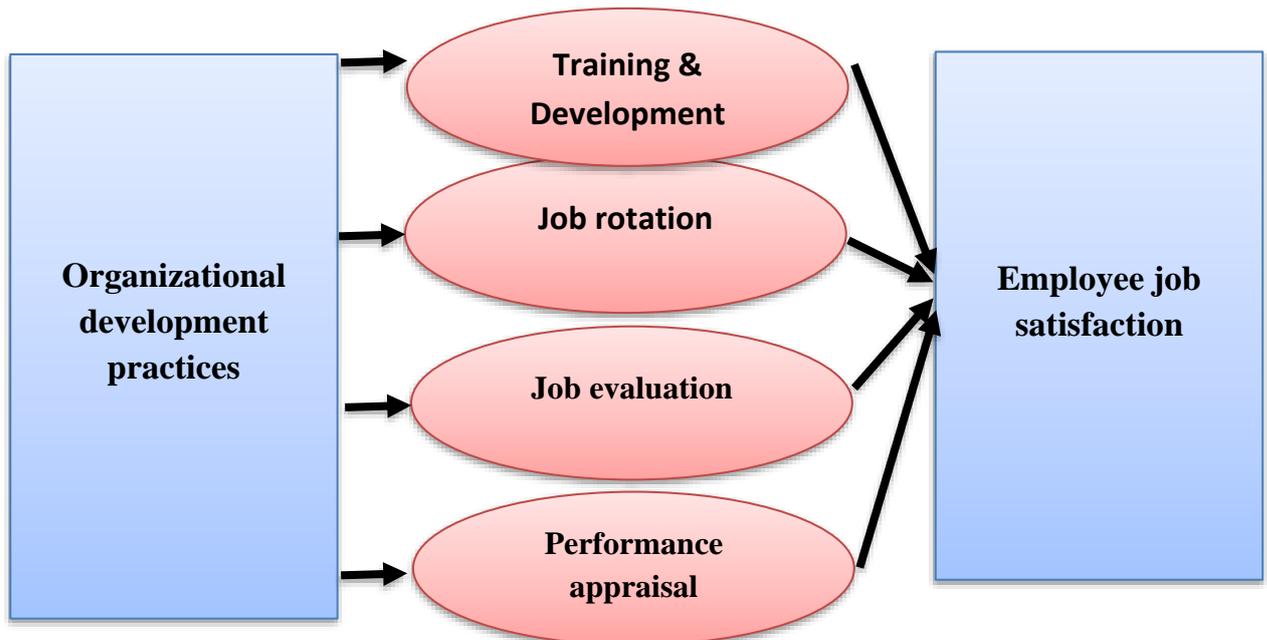
The present study is related with various OD practices such as

1. **Training & development:** training and development is one of the most important practice of organizational development which is related with improvement of the employee's skills in order to complete different organizational activities along with higher productivity. Now a day each and every organization are implementing and introducing effective method of training to improve employee productivity which may result to improve the overall organizational performance.
2. **Job rotation:** rotation of job most important activity of organization which may be related with employee performance as well as their satisfaction. Most of the research study have been indicates that job rotation is most important activity in order to use the skill and experience of the employees in order to complete different organizational task. On the other hand employees are also interested to be engaged with different task when he fell boring and wants to use their skills for handling different responsibility.
3. **Job evaluation:** job evaluation is most important practice of organizational development because it is related with employee performance and their satisfaction. However, the job analysis is important to examine the status of complication of job of the employee. On the other hand the process of job analysis is applied to point

out the effectiveness and productivity of the employees because it helps the organization to reward the employees after evaluation their job and performance in order to make them satisfied.

4. **Performance appraisal:** performance appraisal is a continuous activity of organization with respect to practices related to organizational development. However, the effective appraisal system is most important part which helps organization to identify the experience and skill among the employees in order to offer them the best responsibility according to their interest.

### Research Framework



### LITERATURE REVIEW

**Dana Kausilas (2000)**, this research work indicated the great change in the relationship among men and women, in this research researcher conducted study on friendship outside the work place and found that there is significant impact of relationship and work place on the performance of the employee in different conditions.

**Juhn R Baldwiti (2008)**, indicated in their research work that, large organization work more on training in order to develop their employee than small organization, they also suggested that organization whose enlarge their assets as per employee are more interested to offer training than small organization, When other factors are taken in to account, manufacturing firms are less likely to offer training to their employees"

**Jaime (2000)**, suggested that, rotation in job enable employee mentally and physically fit in different working conditions through creating positive attitude, it also help employee to reduce work pleasure adjust thing in a new perspective and also increased self-motivation. Authors also suggested that these all automatically improved employee performance during the work and increased the Organizational culture activity.

**Wheeler (2001)**, this research study suggested that, increasing market pressure companies should implement some type of organizational change towards decrease market budget, and this type of significant change creates moral and job satisfaction among the employees in different and complex working conditions. This research study evaluate the effects of budget reduction and other organizational changes on the morality of employees of hospital industries

### OBJECTIVES OF THE STUDY

The objectives of the study are as under

1. To study the relationship between organization development practices and employee job satisfaction towards training & development.

2. To study the relationship between organization development practices and employee job satisfaction towards Job rotation.
3. To study the relationship between organization development practices and employee job satisfaction towards job evaluation.
4. To study the relationship between organization development practices and employee job satisfaction towards performance appraisal.

### **FORMULATION OF HYPOTHESIS**

The present study is based on null and alternative hypothesis which has been framed on the basis of various OD practices and employee job satisfaction. The various hypothesis of the study are as under

**H<sub>01</sub>:** There is no significant relationship between organizational development practices and employee job satisfaction with respect to training & development.

**H<sub>a1</sub>:** There is a significant relationship between organizational development practices and employee job satisfaction with respect to training & development.

**H<sub>02</sub>:** There is no significant relationship between organizational development practices and employee job satisfaction with respect to Job rotation.

**H<sub>a2</sub>:** There is a significant relationship between organizational development practices and employee job satisfaction with respect to Job rotation.

**H<sub>03</sub>:** There is no significant relationship between organizational development practices and employee job satisfaction with respect to job evaluation.

**H<sub>a3</sub>:** There is a significant relationship between organizational development practices and employee job satisfaction with respect to job evaluation.

**H<sub>04</sub>:** There is no significant relationship between organizational development practices and employee job satisfaction with respect to performance appraisal.

**H<sub>a4</sub>:** There is a significant relationship between organizational development practices and employee job satisfaction with respect to performance appraisal.

### **RESEARCH METHODOLOGY**

The research methodology is a systematic process to find the solution of any research problem by using any appropriate tools and techniques. The research methodology for present study is analytical in nature which includes the data collection, sampling, measurement tools and tools for data analysis. In order to explore the relationship between organizational development practices and employee job satisfaction the primary data has been collected by using the questionnaire method. The questionnaire has been prepared on the basis of different OD practices and employee job satisfaction, however, questionnaire contain 12 questions along with multiple choice option. While secondary data has been collected from various published research study as well as other published research material.

### **SAMPLE SIZE AND DESIGN**

The sample for the present study has been design on the basis of the relationship between organizational development practices and employee job satisfaction of selected private organization. The collection of sample has been done by using appropriate method according to the nature of the study. However, the sample has been collected from the different geographical location of the employees as well as the organization. In order to properly understanding the terminology the questionnaire has been design in Hindi and English both language. The final questionnaire has been distributed among the 200 employees of the selected organization, however 163 employees has been positively replied and filled the questionnaire, however, the final sample size of the study is 163.

### **SAMPLING METHOD**

The study is based on random stratified method of sampling, in which the entire population has been classified in small blocks and units.

### **SAMPLE AREA**

The sample area for the present study is limited up to selected private organizations which are located on the different geographical locations of the Bhopal.

### **MEASUREMENT SCALE**

The measurement of the data for present study was based on systematic scaling of the information. However, the scaling process has been done by using 5 point Likert scale such as 01 strongly disagree to 05 strongly agree.

**TOOLS FOR DATA ANALYSIS**

The data for present study has been analysis by using pearson t test at 95% of confidence level and 5% of significance level.

**TESTING OF HYPOTHESIS**

**Table 1**  
**Organizational development practices and employee job satisfaction**

Hypothesis	Independent Variables	df	t-value	p-value	Result
H <sub>01</sub> /H <sub>a1</sub>	Training & development	2	6.713	<b>0.003</b>	<b>Significant</b>
H <sub>02</sub> /H <sub>a2</sub>	Job rotation	2	8.601	<b>0.021</b>	<b>Significant</b>
H <sub>03</sub> /H <sub>a3</sub>	Job evaluation	2	4.129	<b>0.000</b>	<b>Significant</b>
H <sub>04</sub> /H <sub>a4</sub>	Performance appraisal	2	5.003	<b>0.079</b>	<b>Not Significant</b>

Dependent variable: Job satisfaction

**FINDINGS**

The various findings of the study are as under

1. The above table explores the relationship between organizational development practices and employee job satisfaction with respect to training and development. Since the score of t is 6.713 and p value is 0.003, which is significant at the 5% level of significance. The result evidently recommended to the rejection of null hypothesis. However, findings states that training and development activities of the various selected organization is positively and significantly related with employee job satisfaction. Hence the alternative hypothesis is accepted.

**(H<sub>a1</sub>= Accepted)**

2. The above table explores the relationship between organizational development practices and employee job satisfaction with respect to job rotation. Since the score of t is 8.601 and p value is 0.021, which is significant at the 5% level of significance. The result evidently recommended to the rejection of null hypothesis. However, findings states that job rotation activities of the various selected organization is positively and significantly related with employee job satisfaction. Hence the alternative hypothesis is accepted.

**(H<sub>a2</sub>= Accepted)**

3. The above table explores the relationship between organizational development practices and employee job satisfaction with respect to job evaluation. Since the score of t is 4.129 and p value is 0.000, which is significant at the 5% level of significance. The result evidently recommended to the rejection of null hypothesis. However, findings states that job evaluation activities of the various selected organization is positively and significantly related with employee job satisfaction. Hence the alternative hypothesis is accepted.

**(H<sub>a3</sub>= Accepted)**

4. The above table explores the relationship between organizational development practices and employee job satisfaction with respect to performance appraisal. Since the score of t is 5.003 and p value is 0.079, which is not significant at the 5% level of significance. The result evidently recommended to the rejection of alternative hypothesis. However, findings states that performance appraisal activities of the various selected organization is not significantly and positively related with employee job satisfaction. Hence the null hypothesis is accepted.

**(H<sub>04</sub>= Accepted)**

**CONCLUSION**

The organizational development practices are the continuous activity of the organizational which is related with overall productivity as well as employee job satisfaction. the present study is related with related with organizational development practices and employee job satisfaction with respect to training and development, job rotation, job evaluation and performance appraisal. The study has been used systematic data analysis process to present the findings of the study. The findings of the study indicate that organizational development practices is playing the most important role towards employee job satisfaction. the result of hypothesis testing indicates that training & development, job rotation and job evaluation is highly and positively associated with job satisfaction of the employees. However, performance appraisal has not been found significantly associated with level of job satisfaction among the employees working in various private sector organizations.

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