

**A STUDY OF JOB SATISFACTION IN HUMAN RESOURCES
ADMINISTRATION SERVICES OF BHUTAN POWER
CORPORATION LIMITED**



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Thematic Paper
entitled
**A STUDY OF JOB SATISFACTION IN HUMAN RESOURCES
ADMINISTRATION SERVICES OF BHUTAN POWER
CORPORATION LIMITED**

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M.M. (LEADERSHIP AND HUMAN RESOURCES MANAGEMENT)

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ABSTRACT

This research tries to study the different reasons affecting the job satisfaction amongst the employees of Human Resources & Administration Services of Bhutan Power Corporation. Upon close investigation & communicating with the employees five factors have arrived as the dominating factor contributing to dissatisfaction. These five major factors are: repetitive nature of the job, non-conducive work environment, lack of autonomy, the isolation of the divisions and finally lack of appreciation for the work and the department.

The objective of conducting the study is to dive deep down into the roots of the problems, analyse and identify the issues more closely. After the identification of the most prominent factors, provide corrective measures to address the issue. The goal of the study is to furnish the findings to the BPC management and highlight the dangers if timely actions are not taken to erase the problem of employee dissatisfactions. This study will also help BPC in understanding the reasons more clearly.

KEY WORDS: Job satisfaction/ Investigation of dissatisfaction/ Remedial actions

30 pages

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LIST OF ABBREVIATIONS



BPSO	Bhutan Power Corporation Limited
BPC	Business Planning Systems Operators
CS	Corporate Services
DCSD	Distribution & Customer Services Department
FAS	Finance & Accounts Services
HRAS	Human Resources Administration Services
ICD	Information Communication Department
ITD	Information Technology Department
MDO	Managing Director's Office
OCI	Organization Climate Index
PMS	Performance Management System
PBIS	Performance Based Incentive System
PSD	Procurement Services Department
RDD	Research Development Department
RED	Rural Electrification Department
SAP	System Application Products
SFSB	Security Fire Services Bureau
SUIT	System Utilization & Implementation Team
TD	Transmission Department
TCD	Transmission Construction Department

CHAPTER I

INTRODUCTION

Bhutan Power Corporation Limited (BPC) is one of the largest corporations in Bhutan with over two thousand five hundred employees. It has been always looked upon as one of the most preferred and likeable organization to work in Bhutan due to its excellent company profile, attractive salary and the job security as it is a state-owned corporation. The perks and benefits of BPC is also very competitive amongst many corporations in Bhutan. BPC is well known in Bhutan for implementation of the new and advanced HR policies and systems such as the Performance Management System (PMS) and the Performance Based Incentive System (PBIS). Likewise, even in the information technology aspect BPC is in the forefront with implementation of System Application Products (SAP), an integrated IT system which integrates all BPC working aspects into IT system. Besides that, technical aspects and engineering strength of BPC is commendable with installation of Geographical Information System substations (which is one of its first kind in Bhutan being installed) that is operated by BPC and the wind power projects along with hydro power projects and construction projects it undertakes. Overall in the bigger picture, BPC has been able to portray itself as one of the successful organizations to work in.

BPC started the organization climate index (OCI) in 2012 and was carried out annually until 2014. In 2014, it was decided that the survey shall be carried after every three years. The recent study was carried out in 2018. The study determines employee satisfaction, engagement and finds out overall working aspects, happiness and job satisfaction level of the employees in the company. This survey has been carried out four times now. However, the organization fails to take further action after the OCI is completed and failed to address any issues identified through the survey. The study has become as one of the tasks for Human Resources Administration Services (HRAS) to carry out after every three years only to achieve the yearly bonus.

The study has not helped in any way to resolve issues of employees or to improve the overall state of the organization.

1.1 Organizational Climax Index (OCI) report 2018

As per the organization climate index report 2018 (BPC OCI, 2018), survey covers all aspect and areas of study involving the study of the rules and policies of the company, the management, the immediate supervisors support, the work distribution, the region wise performance, and the grade wise satisfaction level, the job satisfaction one feel in respective departments to name a few. It is aimed to uncover all possible factors to understand the situation and climatic condition of overall BPC. There is clear statistical data covering all aspects of the organization, but it has not been analysed further & studies on it were not done. The extensive summary and comprehensive conclusion of the BPC in OCI report boils down to top ten important findings of the report which states that over all company's OCI score falls in between fair and satisfactory. The study indicates BPC employees are highly committed but feel there is no proper career growth in the organization. The employees also feel that right people are not sent for right trainings and the rules of the company are lenient, flexible and inconsistent which hampers in achievement of organizational goals. The employees understand the Performance Appraisal System but feels it is implemented unfairly and the compensation and benefits do not suffice the workload they have to bear. The study also indicates the working environment of BPC is very good, but the job distribution is unfair, health and safety are given top priority in BPC and lastly the employees trust their leaders and capabilities, but the decisions taken by the leaders are seen as inconsistent.

1.2 Objectives of the Study

Although there are many positive signals favouring the overall OCI study, we cannot neglect the integral components such as employee job satisfaction which has ripple effect on the organization and organizational performance. Thus, understanding the danger of employee dissatisfaction in the organization and its repercussion on health and working environment of the company. Studies conducted

by many researchers support that employee satisfaction is one of the primary needs in any organization. The satisfaction level of the employees often concludes the goodwill, the name and fame and the survival of the company. The staff turnover reduction, drastic employee performance increment and the ability to achieve organizational competitiveness is subject to employee performance (Ghazzawi, 2008). There are multiple factors contributing to the employee satisfaction which have been found out in relation to one's job performance, the work atmosphere and the stability of the job could also lead to employee satisfaction (Herzberg, 1968). The above discussion has been mentioned because the OCI 2018 report of BPC indicates HRAS as the most dissatisfied department. In BPC there are thirteen different departments namely Rural Electrification Department (RED), Distribution & Customer Services Department (DCSD), Procurement Services Department (PSD), Transmission Department (TD), Transmission Construction Department (TCD), Finance & Accounts Services (FAS), Research Development Department (RDD), Security Fire Services Bureau (SFSB), Corporate Services (CS), Information Communication Department (ICD), Managing Director's Office (MDO), Human Resources Administration Services (HRAS) & Business Planning Systems Operators (BPSO).

Out of the thirteen different departments in the year 2013, 2014 & 2018 the HRAS been found the least satisfied department with the most unsatisfied employees. This revelation should be paid due attention as HRAS is the department which acts as the facilitator and bridges the gap between the management and the employees. It is also considered as one of the departments which is there to ensure employees are motivated and their welfare and concerns are addressed. With the employees in HRAS themselves dissatisfied the question of ability to serve the employees and motivate them remains a greater doubt. Thus, a study needs to be carried out to understand the reasons for the dissatisfaction and remedial actions can be taken to mend the problem so that HR can serve its customers better and help the company and management in elimination of employee related issues.

Thus, the topic of this discussion and finding has been chosen solely due to the concern for this subject and being part of the HR department for past nine years' prior being transferred to the System Utilization & Implementation Team (SUIT) under the Information Technology Department (ITD) of BPC. The alarming signals

the HRAS department has emitted indicating its dissatisfaction with the department has generated strong interest to further investigate the findings at employee level.

Another aspect of trying to find out the reason for the dissatisfaction of HRAS is also because until now the OCI report has been in just a report form, a life, flesh and blood has not been fed into it. With this study and supplemented by the factual findings of OCI data, this study aims to showcase the reasons behind the dissatisfaction of the HRAS employees and help BPC in future to further investigate such problems.

Therefore, the main research question is:

Why employees of HRAS department are not satisfied with their current job?

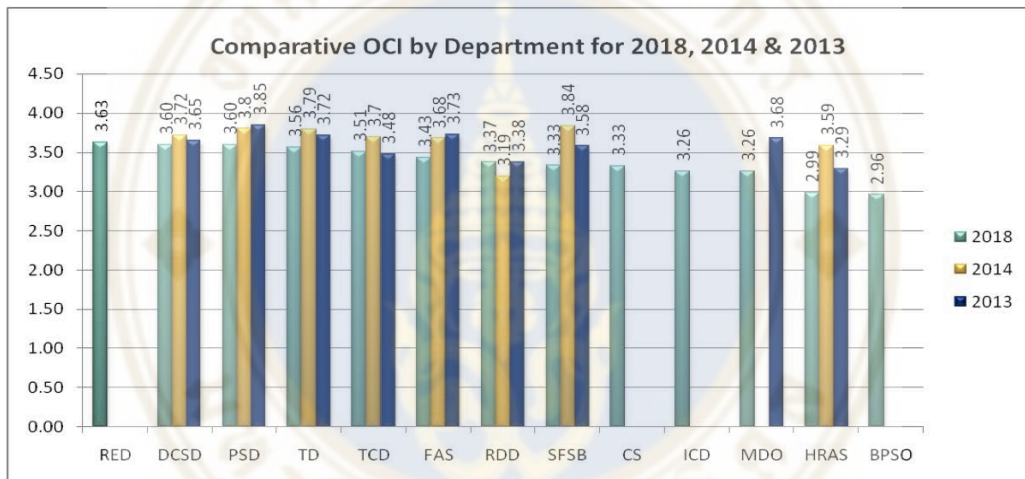


Figure 1.1 OCI Report on Job Satisfaction by Department

Source: BPC, OCI 2018 report

Note: The horizontal axis shows the department abbreviations defined above.

CHAPTER II

LITERATURE REVIEW

2.1 Definition of Job Satisfaction

Job satisfaction is “a pleasurable feeling that results from the perception that one’s job fulfills or allows for the fulfillment of one’s important job values” as stated in book of organizational behavior (Wagner & Hollenbeck, 2002) In spite of the great concern related to satisfaction of employees and their overall satisfaction there is no particular definition defining satisfaction in isolation nor a systematic approach and measure measuring satisfaction directly. Thus, the definition proposed for satisfaction in this work is in accordance to the definition of attitude and job satisfaction used by numerous researchers. Attitude is an evaluative statement corresponding to likeliness or an unfavorable expression about an object, person or event. It indicates the feeling about something, example if I say I like my job it indicates the attitude I have for the job (Robbins & Judge, 2013).

Likewise, in terms of employee satisfaction the satisfaction defines the attitude of the employee towards their work and containment they get out of their work. It also describes that major part of people’s life and time are absorbed in talking and thinking of work. Thus, for more fortunate one’s jobs are the great satisfaction source and to many it may bring greater unhappiness (Hertzberg, Mausner, & Snyderman, 2004). The feelings that people have about their job and its aspects is also known as job satisfaction in simple terms. It is the length a person dislikes or likes one job and the difference in attitude they have (Spector, 1997).

2.2 The Importance of Job Satisfaction

The negative effects of job dissatisfaction leading to disloyalty, increase in absenteeism, regularity of accidents, improper coordination and cooperation forces to highlights the importance of job satisfaction (Aziri, 2011). Spector (Spector, 1997),

indicated three satisfaction features of jobs which are: (a) Organizations driven by human values, with presence of fairness and respect there is greater level of job satisfaction experienced by employees due to mental and emotional balance (b) Job satisfaction level and behavior of the employees can explicitly impact the activities and functions of the organization. This directly implies that the positive or the negative behavior of the employees results from one's job satisfaction. He also mentioned that job satisfaction is organizational/ unit's activity indicating the variation in the satisfaction level of different units/ departments in organization can be measured via the job satisfaction level. The job satisfaction indication can be taken as one of the gauging elements necessitating the requirement of change to foster better performance. The job satisfaction level is influenced by various factors namely the work nature, carrier growth and advancement, working conditions and work groups, salary, and the management which leads the organization success (Ghazzawi, 2008).

In addition to support the above factors, Robbins and Judge (Robbins & Judge, 2013) has listed twenty-one factors that directly relates to job satisfaction which are as follows.

2.3 Factors of Job Satisfaction

Some of the factors leading towards job satisfaction are (Robbins & Judge, 2013):

1. Autonomy & independence
2. Benefits
3. Carrier advancement opportunity
4. Carrier development opportunity
5. Compensation / pay
6. Communication between employees and management
7. Contribution of the work to organizations business goals
8. Feeling safe in the work environment
9. Flexibility to balance life and work issues
10. Job security
11. Job specific training
12. Management recognition of employee job performance

13. Meaningfulness of the job
14. Networking
15. The variety of work

2.4 Theories & Frameworks

2.4.1 Herzberg's Two Factor Theory

One of the well-known and most widely used theories of job satisfaction is the Herzberg's two factor theory which is also known as the motivation-hygiene theory. His theory states that intrinsic factors lead to greater job satisfaction and motivation than the extrinsic factors. It spells out that the relation an individual has with their work and the attitude they project determines its success or the failure. Thus, in his theory he classifies the satisfactory factors as Motivators/ Intrinsic factors which are (work recognitions, individual achievement, work responsibility & the work itself, growth & advancements) and the Extrinsic/ Hygiene Factors consists of (company policy, work supervision, work environment & conditions, salary, peer's relationship, relationship with subordinates, status & Job security). The suggestions acquired from Herzberg states that to increase the job satisfaction the emphasis on motivator factors or the intrinsic factor should be focused (Robbins & Coulter, 2005).

2.4.2 The conceptual framework affecting job satisfaction

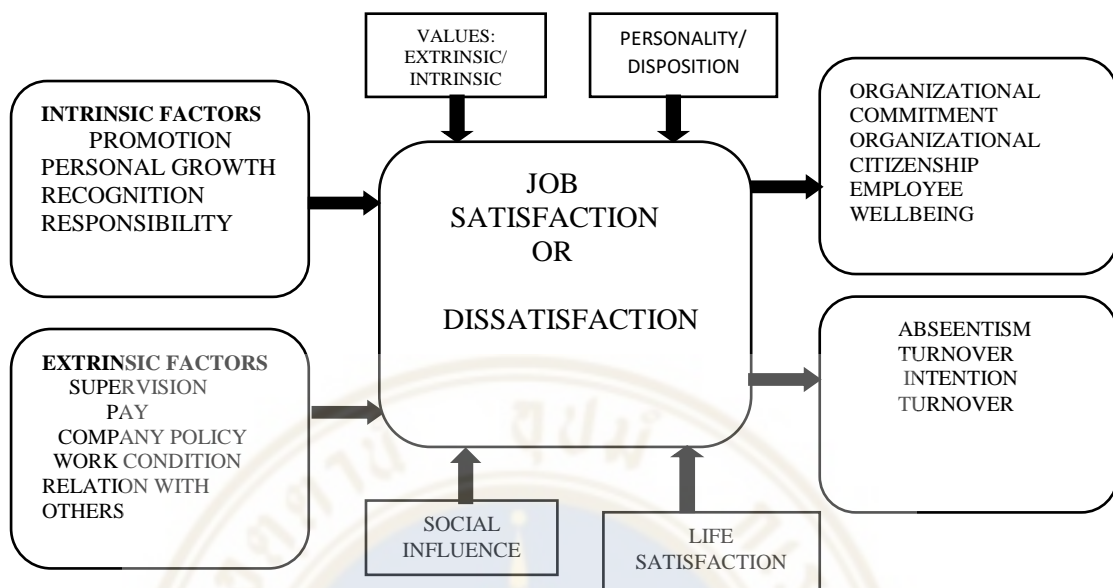


Figure 2.1 Factors affecting Job satisfaction & Dissatisfaction Model

Source : (Raziq & Maulabakhsh, 2015)

As per the figure there are two critical factors namely intrinsic and extrinsic factors of job satisfaction/ dissatisfaction that directly affects its outcomes. Aside from these two factors there are other four external factors that also affects the job satisfaction/ dissatisfaction which are values, personal disposition, social influence & life satisfaction. With positive correlation of the four factors it leads to job satisfaction with organizational commitment, citizenship, and employee wellbeing. Likewise, with negative correlations the result ends in dissatisfaction with the results of absenteeism, turnover intentions and turnovers.

2.4.3 Job Characteristics Model

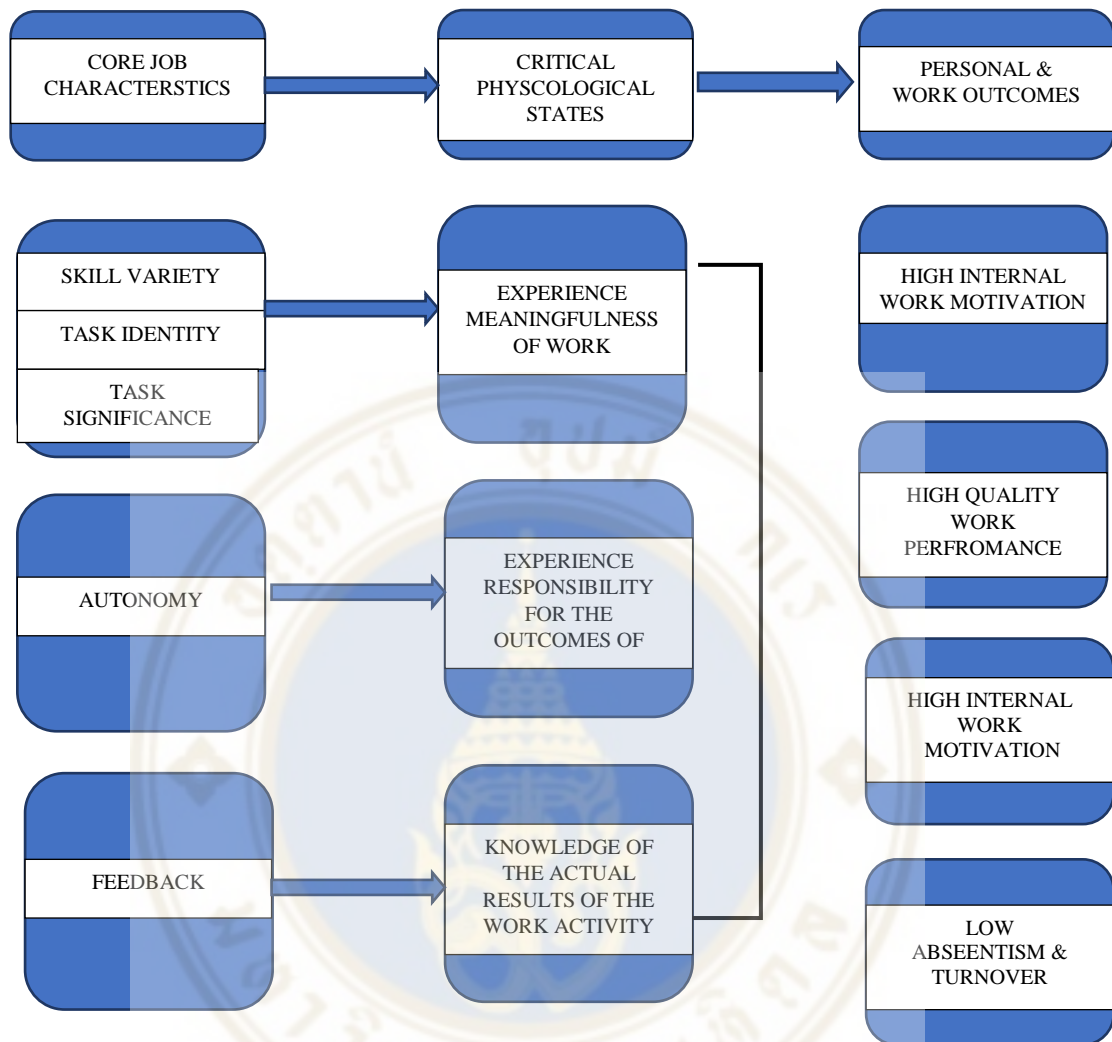


Figure 2.2 Job Characteristics Model

Source: (Robbins & Coulter, 2005)

The model looks at two input factors of characteristics of job & the critical psychological states in the job. Within the job characteristics with availability of skill variety, task identity & significance with autonomy & feedback indicates positive psychological states with meaningfulness to work, responsibility towards outcomes, and knowledge about actual result of work thus translating into positive personal and work outcomes which leads to satisfaction. Thus, the end results of high internal workforce, high quality performance, satisfaction with work and low absenteeism are achieved.

CHAPTER III

RESEARCH METHODOLOGY

In order to obtain proper information and get better understanding of the topic of discussion the research type opted is qualitative method along with the BPC OCI data as the primary source. This is also because the organization has substantial information in the form of survey findings. Hence, with the urgency of finding out reasons for dissatisfaction, an in-depth interview is required for this study. Therefore, data via open ended interview has been collected and analyzed for this purpose. The use of skype (virtual interview), we chat, and calls has been conducted as various interview communication medium with four different employees in the BPC, HRAS who have been with the company for more than five years.

The qualitative research pronounces description of derivation of “inside-out” from the viewpoint of the participants. It supports in better understanding of the process and the realities, its structure & features. This form of research with the precisions it accounts and the voluminous description it provides not only depicts reality but also the state of art for itself (Flick, Von Kardorff, & Steinke, 2004). Using this method of research option, it will work like a mirror reflecting clearly in discovering the rationales, opinions and the in-depth experience of the interviewees.

A proper and in-depth interview will be used as the technique for this study to enable the interviewer to unveil and explore feelings, opinions and stance of the interviewee. The collection of information will be meaningful, rich and spilling the beans of dissatisfaction arousing from multiple sources and its impact on the interviewees. The questions asked has been kept as an open-ended question as it allows room for better discussion and provision for follow up question to seek clarifications and add more clarity and meaning to share expressions & opinions. The open-ended questions give permissible time to adjust, get comfortable and the creation of right ambience and thought procession for the interviewees.

The primary objective of conducting the open-ended interview sessions is to understand multiple areas and factors that lead to rise of dissatisfaction in their department. The full concentration will be focusing on the multiple factors leading to the accumulated dissatisfaction and why and what causes them to be dissatisfied with their job.

3.1 Interviewee Selection Criteria

The decision to have four interviews with the HRAS employees who have been with the HRAS over five years has been selected because of the multiple change in HRAS department Head. Along with it, of the four selected employees for interview, two hold the position of Manager in HRAS and the other two are the HR Officers. The approximate estimated time allocated for each interview is one hour thirty minutes per interviewee. The choice of the four employees has been made as all of them work in different divisions under the HRAS department. Each person shoulders different responsibilities and that will be a better mix and richer perspective which will allow the examination of similarity and polarity in ideas which can be extracted for comparison and contrast.

The choice of interviewing the two Managers has been the first approach and then followed by two HR officers. The criteria set for selecting the interviewee is as follows:

- ❖ Should be in officer level and above position as has better knowledge of business processes.
- ❖ Has been working in the same department over five years' period.
- ❖ Should be working in any one of the divisions in HRAS but with different work assignments.
- ❖ Has Management experience and is in a position to reveal the truth.

3.2 Interview Questions

The focal research question for this paper is to find out why employees of HRAS department are not satisfied with their current job. Hence open-ended interview

questions have been prepared for data collection. The intention of keeping the question open is to allow exploring all the possibilities and areas from the interviewees. In order to supplement the pre hand prepared questions some guiding questions are also derived to support the case. In addition, the same questions will be asked to all the four participating employees for the interview so that each respondent shares his/ her opinions genuinely and honestly and can make a similarity and contrasting statements clearly. The following are the interview questions asked to the interviewees:

1. How would you define your job responsibilities?
2. How challenging/ interesting do you find your work in this department?
3. Could you please narrate some stories? (interesting or challenging)
4. How would you define the working environment of the department?
5. What are some of the good things about the organization that motivates you to work?
6. In what ways does your organization de-motivate you? Why?

The account of the dates, time and mode of interview conducted with the interviewees are mentioned below. As the basics of research and its ethical considerations and for the confidentiality purpose disclosure of the names of the interviewees shall be withheld. Thus, the name allocated to each participant shall be:

- (a) Ms. Sun- Manager
- (b) Ms. Moon - Manager
- (c) Ms. Star- HR officer
- (d) Ms. Earth- HR officer

Likewise, the divisions shall also be named as Division A, B & C

The interview for the first Manager, Ms. Sun was conducted via skype on February 2, 2019 from 13:00 PM until 15:00 PM with the interviewee responding from residence.

The second Manager, Ms. Moon's interview was conducted on February 3, 2019 from 10:00 AM-12.30 PM via the voice call on we chat application responding from residence. The third Ms. Star's interview which was done on February 8, 2019 on the face book messenger call responding from residence and same was the mode communication used for Ms. Earth, but the interview was conducted on February 9, 2019 from evening 5:00 PM-7.30 PM responding from residence.

3.3 Description of Interviewees

Ms. Sun joined BPC in the year 2006 and was based in the division A. Since the start of career and until now she has been working in the same division over ten years. Currently she is serving as the Manager of division A. Ms. Moon joined BPC in 2004 and was placed in division B. She has been working in that department over 10 years. Today she serves as the Manager of Division B. Ms. Star joined BPC in the year 2012 under Division C and as HR officer. She continues to serve in the same division in the same capacity of HRAS officer currently. Ms. Earth joined the company in 2012 in the capacity of HR officer and later was transferred to Division A in 2013. She has been with the division for more than five years.

All these employees share one common story that they feel their job has become monotonous and are tired working in the same division, doing the same thing for so many years. There is no looking forward to going to the work and all of them have served the company more than five years. The HR director is the overall boss of the HRAS in the company. In their tenure of work, all of them have had the experience to work under three different HR directors and has very different feeling and relation with the boss.

CHAPTER IV

FINDINGS & ANALYSIS

Based on the responses of the interviewees & the arguments supplemented by them, the discussion points have been analysed, organized and consolidated under various category indicating the factors leading to their dissatisfaction.

4.1 The Repetitive Nature of Work

All the four respondents (Ms. Sun, Moon, Star & Earth) strongly expressed their disliking towards their job because of its mundane repetitiveness. They said they do not relate to their job & do not find any meaning out of their job. Since the start of their career and until now they have been working in the same division. They said that there is nothing exciting & interesting elements remaining in their work. Ms. Moon at one point said, “I feel more like a machine”. She said she has been doing her training works over ten years and doesn’t feel like putting her mind and head in the work. Ms. Earth also expressed her inner feeling and stated I feel so much like a “dead log”, my work is so routine, plain & unchallenging. I seldom feel that it has become such a routine task that without having to think I just key in data’s, making me realize more about the repetitiveness in my work. All of them feels they have not experienced personal growth due to carrying out one kind of work only, there is no job enlargement nor diversity.

As per (Game, 2007) the effect of boredom at work has implications on the physical & psychological health deterioration, there is increase in stress and risk of cardiovascular diseases and other health associated problems. The impact of boredom is the reduction in efficiency along with reduction in cognitive and other motor skills of employees. He stated that individuals also reported repetitive tiredness, and errors in work and find hard to retain and concentrate on information. Ms. Earth said she often regrets on her being transferred to the Head office. Had she been in her old

regional office she would be doing various kinds of work and she feel she had something strong and savoury to chew upon.

4.2 The Work Environment in HRAS

The interviewees pointed that unpleasant work atmosphere in HRAS. They did not state it is very depressing but was careful enough to put in words like it's not an interesting place to work. Especially, Ms. Sun who had studied abroad and had some experience of internship in some foreign firms had chance to observe and see many good offices set up and work stations placement, the feeling of goodness and positive energy generated out of the lay out of the office. She says the HRAS office with the high raised cubicle work stations provided to employees gives her the sense of isolation and direct indication of barrier. It is so unwelcoming and symbolizes defensiveness. She added that the HRAS is one of the busiest and most visited offices by both internal and external customers and most of the time it's hard to even see the person behind the cubicle. She also stated that they are in the office which is there to serve the customers and build positive relations and from the set-up it should give pleasant, inviting and welcoming ambience. She said she did try to approach and request for change in office set up but the concern was waste in earlier investment and the pretext of requirement of personal space, change could not be implemented.

Ms. Star who is one of the HR officers cited an example stating that the Managers are always in run for extension of their personal manager chambers. This affects so much in space distribution for the staff who share the common work space floor. She stated with an example that she gets large number of visitors in a day relating to her work, but her space is so little that it's hard to accommodate even a single person properly. Thus, the work space becomes very cramped and when visitors flood in proper customer treatment is unable to provide.

As argued by (McGuire & McLaren, 2009) individuals wellbeing does not function in isolation, its absence and the presence highly depends on its environmental variables. The environmental variables affect reactions of individuals to cooperate or react negatively. Creation of comfortable and supportive workplace increases an

individual's wellbeing. The proper space lay out and availability of required equipment's also has strong effect on their well-being.

4.3 Lack of Autonomy

When examining the statements of the four interviewees' one reason that directly or indirectly surfaced upon various times were the lack of autonomy in work. Ms. Sun & Moon especially stated that the existence of bureaucracy makes a work process lengthy and tedious. Both have been working in their respective divisions for such long period of time and are well versed with their work. However, they still feel lack of autonomy in their work. They do not find any room of freedom to make decisions and execution of any plans they want in their respective divisions despite being the manager. Every small decision must be reported to the concerned authority and their consensus must be sought. There is no autonomy being a manager to make certain decisions. Permission must be sought to take new initiatives, which would greatly benefit the employees in general, which often is declined. Another annoying thing that Ms. Moon feels is that challenging and interesting task are often given to the Managers of other divisions who does not have any experience or understand the work just because he/she gets along with the people in power. This further creates a lot of confusion and misunderstanding between the managers which causes bitterness in the work atmosphere. When concerned authority is confronted and asked for reasons for allotting different work to different manager who do not belong to that division, there is no justified response. This further aggravates the situations and causes frustrations amongst the employees

Ms. Star & Earth on other hand talking of their autonomy states that their own immediate Managers do trust them and provide them small rooms to make decisions on behalf of the division. They often call up for meetings and seek for various recommendations to improve and enhance efficiency and discusses about work and its progress. The managers do buy in their suggestion which makes them feel happy. However, the lack of autonomy faced by the managers and their restricted ability to make decisions refrains them from making any recommendations and suggestions for the HRAS overall. The initiatives are not given much importance

unless it is to solve a thriving issue and are sidelined often. Eventually, everyone stops bothering about any initiatives and does not actively participate during the departmental discussions. In fact, there is no proper information dissemination and department meetings are hardly held.

In the works of Dedahanov et. Al., (Dedahanov, Rhee, & Gapurjanova, 2018) the results of their findings also indicated that self-belief about an individual job is enhanced by its job autonomy. When individuals get self-assurance about their work capabilities and performance, it helps them open up about the serious problems that might occur related to work unit they foresee, even when there is un-consensual agreement from various people. People tend to speak and share more opinions and suggestions when it is paid heed and remains aloof or distances themselves when they find it won't matter and will not be considered.

4.4 The Motivation Factor that makes them Cling On

The one factor that motivates them to work and strive harder despite all the problems they see in the department is the benefits that the company provides. All the four respondents agree that in BPC employee care in terms of benefits, health and insurance are the best amongst other organization in Bhutan. The company comes up with various schemes to compensate the employees and there are good allowances provided to the employees. Though there is strong lack of work coordination in the department between the divisions, but the personal relationship the employees have with each other is very cordial and warm. This makes them want to work in HRAS despite the negative side related to work.

Another motivation that drives them to work is the happiness that they get when the internal customers (employees) & the external customers of the company show appreciation and are happy with the services they render. Ms. Sun on various account recollects how she and her team could help the rural site office employees on the explanation of the new performance ratings, help clear the PBIS pay out which was big confusion as the new changes were initiated in 2018 and this system of pay out was new. Ms. Moon stated she goes length away to help the employees from the site office who visit her office. Especially arrangement of travel documents, the police

clearances and the audit clearances which are mandatory requirement for travel in Bhutan that needs to be taken care by the individual themselves prior to travelling. She and her team render full support and help them make the whole documents ready. The employees share a great sense of gratitude and appreciation for the help rendered beyond their boundaries.

Ms. Moon, Sun, Star & Earth believes in the deep-rooted Buddhist belief of caring and helping other and they associate themselves with servant leadership which is principle leadership of our king. As per Jit et. al., (Jit, Sharma, & Kawatra, 2016) the servant leadership not only encompasses the whole dynamics of leadership but also constitutes of characteristics such as motivation to serve other, care, concerns and promotion of community sense. This kind of leader is motivated with the need to render services and serve which outweighs the need for power for oneself. This kind of leaders need to feel the lasting effect of individuals' growth through service they render, the organizational existence and service to the society. Thus, the respondents feel sense of utter satisfaction when they able to serve others and see happiness on their customers face.

4.5 The Isolation of the Divisions

When confronted with the question of defining the working environment of the division, all the four respondents stated that they correspond only if there is a need and mostly stick to their boundaries of work. This one line spoke many dimensions of isolation, aloofness and non-coordination of divisions. They do not remember one project where all the divisions had to work together. The only time the divisions worked together was mostly on administrative arrangements for events which was companywide and HRAS had to be the lead coordinator and it was most time one-day work. The examples they gave indicated most of administrative activity coordination such as stated above. When the divisions are aloof and do not have cross communication, they are not in position to understand and engage in learning from each other. Thus Ms. Sun & Moon feels that they never had an opportunity where they had to sit down and discuss about work together. Everyone preferred to retain their barriers and zone. No one tries to encroach and learn from each other. Owing to this

habit within HRAS it feels more like different department but not the branch of one department said Ms. Star. These factors affect a lot as said by Ms. Earth, as an example she said especially when we must get data, we need to approach division A for data, and then we must wait until the concerned person is free and can give us support. Had there been some cross over of work, room for learning and teachings some of the basic requirement of data extractions and findings of data's and basic requirement could be fulfilled by everyone. These are the simple examples that hinders day to day activities, many such hurdles they face are due to lack of cross division function working. Ms. Earth & Ms. Star feels that none of the Managers initiates the cross-division learnings nor there is any pressure from the concerned authority.

As per Charoensukmongkol et. al., (Charoensukmongkol, Moqbel, & Gutierrez-Wirsching, 2016), the co-workers and the supervisors have great influence over employees and their performance as well. The relationship quality the employee's practices and nourishes with their co-workers affect the work tiredness they feel. The co-workers are the set of people with whom one works in close proximity and have the most frequent interactions. They are defined as the ones who are there in times of need and are dependable, as well as those receptive to work related issues. The reduction in emotional drainage may be lessened when emotional support such as empathy and care is rendered to one another. The frequent communication and sharing of work-related ideas and subject between each other help dissolve the negative feelings arising for their job. The good relationship between the employees tends to increase trust and support each other better and foster better learning and development of each other.

4.6 Lack of Appreciation for their Work & Department

Another reason all the four respondents feel which makes them feel dissatisfied mostly is the lack of appreciation for their work and the department they work for. The higher authorities and employees always highlight the one person who is not happy with HRAS and often forgets the ninety-nine employees who are happy. They feel that there is no respect and appreciation towards the department and for the work HRAS carries out. Everyone tends to share opinion HRAS work is easy and can be carried out by anyone.

Ms. Sun and Ms. Moon stated in their statements that in most of the management meetings and important meetings the HR department is always treated as a punching bag and blamed for things which they are not responsible and some which HRAS has no control over. The treatment of HRAS like a liability to the organizations make them more dissatisfied. They feel that all HRAS' work cannot be measured and are intangible but the work HRAS carries out and the important mediator role HRAS plays are indispensable to the organization. When there is lack of support from the higher authorities, it a huge dissatisfaction factor for the HR employees. They relate this to weak leadership as well and lack of appreciation for these working employees.

As per (Ramlall, 2004) in his explanation for the job characteristic model of Hackman and Oldman states that the individuals job starts to generate motivation when three psychological factors are met. The first being the personal feeling of responsibility one feels for their work and its outcomes. The second one being that the employee must be able to relate and feel the meaningfulness of their work. This is the feeling and the belief the employee gets that their work is making a big contribution and significant enough to achieve overall performance and organizational effectiveness. The third being the employee's awareness in the assessment of effectiveness of one's own work and able to convert into performance the efforts. Overall it spells that the significance of the job should be there for employees to relate with the job. The job should be valued and given importance by others which in turn helps employee get satisfaction out of their work.

CHAPTER V

CONCLUSION & RECOMMENDATION

5.1 Conclusion

The purpose of this study is to understand why HRAS employees are dissatisfied with their job, while the rest of the departments in BPC are contented. The need to find out the reasons are critical because being under one umbrella of the company there are variations in results of job satisfaction. The findings of the factors that leads to HRAS employee's dissatisfactions summed up to six strong statements which are stated below:

- (a) The repetitiveness of the job.
- (b) The work environment in HRAS.
- (c) Lack of Autonomy.
- (d) The motivational factor that makes them cling on.
- (e) The isolation of the division.
- (f) Lack of appreciation for their work & department.

The findings from this study also suggest that employees are not encouraged and interested in working at the department any longer due to repetitiveness of the job. As employees had to do same job day to day, they found it not interesting. As stated in earlier researches for instance Game (Game, 2007) the repetitiveness of the job nature could result in stress at workplace. Although, the respondents did not mention the work being stressful, there were other psychological issues like loss of interest, diversity and motivation. Therefore, leading to low satisfaction from the work.

Work condition that also includes the workplace environment, office spaces, furniture, lighting etc., effect the work attitude of employees, researchers point it as an important determinant of satisfaction. Likewise, the HRAS employees are facing non appealing workspace which causes negative energy radiation thus causing non enjoyment to their physical surrounding and hampering their work life. Factors

like highly raised cubicle partitions, too little spaces, and insufficient lighting has affected employees' interest in working at their offices.

Gladwell (Gladwell, 2008) pointed out the importance of connection among effort, reward and satisfaction, where satisfaction was found to be more crucial than financial rewards. In this study also it was found that managers and other employees were provided almost no autonomy in decision making. For every little matter, they had to go through long bureaucratic process, which delays the work performance and discourages development of new ideas and initiatives. Indeed, another factor affecting employee's satisfaction level in the organisation.

Besides, lack of interaction and communication among the divisions makes it difficult for administrative coordination's. Since the divisions and department hardly had common discussion forums or meetings organized causing no learning or associating atmosphere for the employees within the department. Furthermore, there is also no appreciation and encouragement from the top management on employee's performance. This was defined as lack of support from the top management by the employees and hence leading to low job satisfaction. Nevertheless, factors such as attractive compensation, warm relationship among employees and friendly clients and their appreciative gestures were found to be satisfying. Therefore, it is crucial for HRAS department to investigate these reasons and make working environment more conducive and satisfactory for its better functioning and future management.

5.2 Recommendations

As satisfaction is a crucial factor for organization performance, based on findings from this study some practical recommendations BPC can undertake to address job satisfaction issues immediately are:

5.2.1 Start a Job Rotation

Within the divisions HRAS can start off by having job rotations among the divisions. One of the reasons for dissatisfaction was repetitive and boring nature of work. If HRAS opt for job rotation of staff and the managers within the divisions, it will prove to be a very effective measure to check on the decline of dissatisfaction as

every individual will get opportunity to work in new division. When there is too much routine work involved in one's job an alternative to adopt is job rotation. As job rotation involves the timely shuffle of employees with the similarity in skills and nature of work within the organizational level. The job rotation has advantages of reduction in boredom and enables employees to understand their contribution towards organization with increase in motivation as stated by (Robbins & Judge, 2013).

5.2.2 Establish Bimonthly HR Catch-Up Meetings

HRAS can start off by having bimonthly (two months once) meetings and update about the work and activities each division is carrying out. The HRAS can discuss on the issues or problems any division is facing. Likewise, any new plans or information that needs to be shared in the department should be done open and transparent so that the trust of employee's is regained and there is effective communication in the department. As suggested by Winit & Kantabutra (Winit & Kantabutra, 2017), trust is the confidence a firm has with its counterparties and it is the perceived integrity and reliability when one associates with the firm. In addition to building trust with the openness of communication and timely dissemination of information in transparent ways via the meetings and discussions, it will lead to association or identification of oneself with the department. As per Bhattacharya et. al., (Bhattacharya, Korschun, & Sen, 2009), the term identification is the representation of individuals or a groups self-concept to the group it associates itself and relates to be its members with representation of coherence. They further argue that the individuals who firmly identify themselves with the organization supports and promotes the firm. Thus, with timely communication and building of trust the satisfaction level can slowly be uplifted.

5.2.3 Informal Mentoring & In-house Trainings

HRAS can conduct divisional turn taking informal trainings or mentoring activities for few hours on any agreed day to have in-house trainings within the divisions. The experts or the well-versed employee from the assigned division can coordinate the training to other employees especially for the jobs which cuts across all three divisional needs such as HR system's various data generation and extraction

which is almost daily basis requirements. Likewise, the employee data, performance management and details management can be shared with all the divisions. Hence HR can find some common grounds and suitable mentoring activates which can be helpful to all divisions. This way there will be evolution of a learning environment and a better work relationship development within the employees. The organization which projects sensitivity to individual and organizational goals and inclines towards learning & development tends to have better job satisfaction increment as mentioned by Rose et al., (Rose, Kumar, & Pak, 2009). The findings also indicate a parallel mediating relationship between increased work performance and organizational learning.

5.2.4 Start Quality Circles

The quality circles are groups of employees from the organization who meet over stipulated time to identify and resolve the issues related to job (Wagner & Hollenbeck, 2002). The QCs enables the employee's in management of respective jobs. It helps in promoting teamwork and cooperation within the groups, as well as increases decision making capacity. It would also allow fostering of greater communication in and between the groups. In the event of complicated matters, the QCs might meet on need base or even monthly basis for critical issues to discuss about problems associated with work. The BPC HRAS can also start off with formation of QCs so that the employees and managers can discuss about their job and resolve issues related to individuals' job. This will allow the deeper understanding of one another job needs.

The future course of action that HRAS can take to improve its employee job satisfaction is:

5.2.5 Single Common Department Yearly Targets

In BPC the yearly bonus payment is made based on the departmental target achievement which is decided in the beginning of the year. The individual department is assigned their whole year's target and bonus plays a vital role in employee's behaviour guidance. Until now in HRAS when the departmental target is finalized the department then further bifurcates the targets and divides into divisional targets. In

such event the divisions put in their whole effort to achieve their respective division targets only. Hence forth HRAS should avoid dividing the targets into divisional targets. Rather name it as department targets and let the divisions come up with plans and measures to achieve the targets together. If the divisions come up with collaborative action plans it will eventually ensure that employee must mix and learn as well as support each other. With such formulas in place it will make the divisions have cross functional communication, as well as foster better team work and bigger avenue to collaborate and cooperate. Malik (Malik, 2013) stated that during the team formation the phase where the team members and the teams are introduced, in the initial phase the communications seem to be scanty and the limitations in the contributions by the members for the team seems less as they are not open about their opinions. As the barriers of unfamiliarity demolishes there is increase in information sharing. Individuals who are involved in team tend to better understand each other and personal characteristics as well thus leading to increase in deeper information exchange. Likewise, as time passes the individuals share their knowledge when they are familiar with each other and the team. This would mean better flow of communication, understanding each other and sense of ownership to the team and contributing to the team individually and as a group in whole.

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APPENDIX A: INTERVIEW QUESTIONNAIRES

Part 1: Respondents Details

Respondents Name (code)	Employee Designation/ Position	Department/ Divisions	Years of Service

Part 2: Interview Questionnaires

1. How would you define your job responsibilities?
2. How challenging/ interesting do you find your work in this department?
3. Could you please narrate some stories? (interesting or challenging)
4. How would you define the working environment of the department?
5. What are some of the good things about the organization that motivates you to work?