CHAPTER VI

SUMMARY OF FINDINGS, CONCLUSIONS AND SUGGESTIONS

The effectiveness of corporatization of DOT is examined in this study on two angles, i.e., from Subscribers’ perspective and Employees’ perspective. Accordingly the satisfaction level of subscribers and employees is analysed on a before and after approach basis. An in depth analysis of their satisfaction level before corporatization and after corporatization is analysed in detail in chapter four and five. For that purpose data are collected from 383 subscribers and 375 employees, both are selected on a Multi-stage Stratified Purposive Sampling method. The collected data are analysed by applying suitable statistical tests and the results are presented here:

SUMMARY OF FINDINGS

The major findings of the study are reproduced under two sub-headings, i.e., subscribers’ satisfaction level and employees’ job satisfaction level.

6.1. The level of satisfaction of Subscribers on the eve of Corporatisation:
The impact of corporatization on subscriber satisfaction is analysed by taking Five main variables. Thus the major findings are summarised under the six categories including a predictor equation model. The summary of findings from the analysis of the opinion of the subscribers on the satisfaction level during the pre and post corporatisation periods are presented here under five main variables followed by a Predictor Equation Model to identify the major factors of satisfaction.

6.1.1. Organisational Dimension:

6.1.1.1. Extent of Entrepreneurship in the Organisation: The mean marked levels of opinion of 31 per cent in the pre and 34 per cent in the post-corporatisation
periods show that entrepreneurship in the DOT (in the pre-corporatisation period) and in BSNL (in the post-corporatisation period) are not up to the mark. But a slight increase is noticed in the post-corporatisation period.

6.1.1.2. **Strength of Company’s Market Research System:** The very high average levels of opinion (66 per cent in the pre-corporatisation era and 69 per cent in the post-corporatisation era) show that there exists good strength in company’s market research system in both the periods and a slight increase is noticed in the post-corporatisation period.

6.1.1.3. **Company’s Customer Performance Feedback System:** The mean marked levels of opinion are less than average i.e., 29 per cent in the pre-corporatization period and 33 per cent in the post-corporatisation period reveals that the company’s customer feedback system is not up to the mark in both the periods. But it is slightly increased in the post-corporatisation period.

6.1.1.4. **Company’s Competition Intelligence System:** The very high mean marked levels of opinion of 68 per cent in the pre and 70 per cent in the post-corporatisation periods make it clear that there exists a good competitor intelligence system in the company.

6.1.1.5. **Company’s Linkage with Supplier:** The mean marked levels of opinion are 30 per cent in the pre and 32 per cent in the post-corporatisation periods show that the company’s linkage with the supplier is not up to the mark in the post corporatization period also. But a slight increase is noticed in the post-corporatisation period.
6.1.1.6. Company’s Linkage with Customers: The above average level of opinion of 54 per cent in the pre and 59 per cent in the post-corporatisation period reveal that there exists a linkage by the organisation with their subscribers.

6.1.1.7. Reputation of the Company: The very high mean levels of opinions of respondents in the pre-corporatisation are 66 per cent and 68 per cent in the post-corporatisation period. It pinpoints the reputation of the organisation in both the periods.

6.1.1.8. Ethnical Diversity: The mean marked levels of opinions of respondents, 55 per cent in the pre and 57 per cent in the post-corporatisation, indicate that there exists ethnical diversity in the organisation.

6.1.1.9. Loyalty to the Organisation: The mean marked levels of opinions are less than average (49 per cent) in the pre-corporatisation and an above average (54 per cent) in the post-corporatisation periods. It makes a clear indication that there exists loyalty towards the organisation in the post-corporatisation period than before.

6.1.1.10. Quality of Organisation: The mean marked levels of opinions i.e., 57 per cent in the pre and 61 per cent in the post-corporatisation periods, make a clear indication that the quality of the organisation is high in both periods.

6.1.1.11. Fairness of Organisation: The very high mean marked levels of opinions(65 per cent in the pre and 77 per cent in the post corporatisation periods) reveal that the fairness of the organisation is highly appreciable especially in the post-corporatization period.

6.1.1.12. Proud on Organisation: The mean marked levels of opinions are 53 per cent and 56 per cent in the pre and post corporatisation respectively. It indicates that the subscribers are proud of their organisation in both the periods.
6.1.1.13. Organisational Dynamism: The mean levels of opinions in this case are below average (43 per cent in the pre and 49 per cent the post-corporatisation). It shows that the organisational dynamism in both periods is less.

6.1.1.14. Preference to Operator: The mean level of opinion, 52 per cent before corporatization, states that there was less preference to operator in that period and a high mean level of opinion of 62 per cent in the post-corporatisation indicates that there exists preference to operator.

6.1.1.15. Trustworthiness of Operator: The mean levels of opinions on trustworthiness of operator (57 per cent in pre and 62 per cent in the post-corporatisation) indicate that the operators are trustworthy.

6.1.1.16. Frontline Employees Structure of Operator: The recorded mean levels of opinions are 54 per cent and 65 per cent in the periods pre and post corporatisation respectively. It shows that there exists frontline employees structure of operator is better in the post-corporatisation period than before.

6.1.1.17. Long and Continual Services from Operator: The mean marked levels of opinions, 49 per cent in pre and 55 per cent in the post-corporatisation periods, specify that a long and continued services from operator is available now than the past.

6.1.1.18. Preference to operator Ignoring Price: The lesser mean recorded levels of opinions of 33 and 36 per cent in pre and post corporatisation prove that there is no such preference to operator ignoring price in both the periods.

6.1.1.19. Worth Recommendations to Friends and Relatives: Regarding the worth recommendations to friends and relatives are concerned, very high mean levels recorded by respondents (73 per cent in pre and 82 per cent in post) reveal that they
are giving worth recommendations to friends and relatives in a very high level during pre and post corporatisation periods.

6.1.1.20. Worth Recommendation to Other People: The very high mean recorded levels of opinions of 68 per cent in pre and 69 per cent in the post-corporatisation periods indicate that the organisation extend valuable recommendation to other people.

6.1.1.21. Ability to Provide the Best Service: As regards ability to provide best service is concerned, the mean levels recorded by respondents are high as above averages (55 per cent in the pre and 60 per cent in the post corporatisation periods). It makes an indication that the organisation is having the ability to provide the best services in both periods especially during the post-corporisation era.

6.1.2. People Dimension:

6.1.2.1. Employee Morale: As far as people in the organisation are concerned, the productivity of them can be improved only if there is improvement in morale. The mean marked levels in this case are 51 per cent in the pre and 54 per cent in post-corporatisation periods. It gives an indication that the morale of the employees of the organisation are better.

6.1.2.2. Employees’ Interaction with Subscribers: Employees interaction with subscribers are enquired into and the mean recorded levels (51 per cent in the pre and 60 per cent in the post-corporatisation periods) show that there exists good interaction with subscribers by the employees of DOT and a comparatively higher position is noticed in the post-corporatisation period.

6.1.2.3. Employees’ Interaction with Suppliers: The mean levels of opinions of 48 per cent in the pre and 52 per cent in the post-corporatisation period indicate that
the employees are interacted with suppliers at a higher level in the post-corporatisation period than before.

6.1.2.4. **Active Suggestion System:** The mean levels of opinions on active suggestion system (38 per cent in the pre and 34 per cent in the post-corporatisation periods) show that there is no good and active suggestion system in both the cases.

6.1.2.5. **Opportunities for Customer Relations:** The above average levels of mean recorded opinions i.e., 57 per cent in the pre and 63 per cent in the post-corporatisation period, indicate that there is sufficient opportunities for customer relations in both the periods.

6.1.2.6. **Degree of Trust:** The mean levels of opinions on the degree of trust are less than average of 46 per cent in the pre and 49 per cent in the post-corporatisation. It shows that the degree of trust is less.

6.1.2.7. **Leadership in Employees’ Unit:** The leadership in employees’ unit is absent as is seen from the mean recorded levels of opinions of respondents in both pre (32 per cent) and post (35 per cent) corporatization periods.

6.1.2.8. **Degree of Freedom:** As far as degree of freedom of people in the organisation is concerned above average are the recorded levels of opinions in both pre (53 per cent) and post (67 per cent) corporatization periods. It reveals that the degree of freedom in their activities is very high.

6.1.2.9. **Degree of Trust and Confidence:** As far as degree of freedom of people in the organisation is concerned below average levels of opinions are recorded by respondents in both pre (40 per cent) and post (49 per cent) corporatization periods. It reveals that the degree of trust and confidence in them is not up to the mark.
6.1.2.10. **Service Satisfaction:** The mean are high as 57 per cent in the pre and 62 per cent in the post-corporatisation periods. It indicates that there is sufficient service satisfaction from the BSNL employees in the post corporatisation period than pre-corporatisation period (from DOT).

6.1.2.11. **Consideration to Employee Opinion:** The organisation considers the views of the employees as is clear from the mean marked levels of opinions of 55 per cent in the pre and 58 per cent in the post corporatisation periods.

6.1.2.12. **Valuing Employees:** The mean marked levels of opinions of respondents on valuing employees make an idea that they are not considering the employees as valuable to the organization (very low mean levels of 25 per cent in the pre and 26 per cent in the post-corporatisation periods).

6.1.2.13. **Employee Commitment:** The mean levels of opinions, 49 per cent in the pre and 56 per cent in the post-corporatisation periods, show that the employees are committed towards extending services to the subscribers of BSNL in the post corporatisation period than before.

6.1.2.14. **Frontline employees’ Willingness to Help:** The mean levels of opinions (less than average of 44 per cent in the pre and more than average of 53 per cent in post-corporatisation) show that the frontline employees show higher willingness to help the subscribers in the post corporatisation period than before.

6.1.2.15. **Personalised services to Meet Customers’ Need:** The very high mean levels of opinions of 62 per cent in the pre and 65 per cent in the post-corporatisation periods indicate that the employees are ready to meet the personalised services’ needs of the subscribers.
6.1.2.16. **Comfort with the Operator:** A low level of mean of 47 per cent in the pre and 49 per cent in the post-corporatisation periods show that the service depends on comfort with the operator is no longer exist.

6.1.2.17. **Severity of Staff Turnover:** The mean marked levels of opinions are less than average as 46 per cent and 48 per cent respectively of the periods of pre and post-corporatisation indicate that the severity of staff turnover is not serious.

6.1.2.18. **Performance Effectiveness:** A very high mean recorded level of opinion of 70 per cent in the pre and the same level of 70 per cent in the post-corporatisation period reveal that the performance effectiveness of employees is very high.

6.1.2.19. **Satisfaction with Work and Responsibilities:** The high mean recorded levels of opinions of 60 per cent in the pre and 65 per cent in the post-corporatisation show that the workers are satisfied with the work and the responsibilities in extending services to subscribers.

6.1.3. **Technological Dimension:**

6.1.3.1. **Innovation Programmes:** The high average mean recorded levels in both pre (57 per cent) and post-corporatisation (61 per cent) show a clear indication that there exists innovation programmes in general and more particular in the post-corporatisation period.

6.1.3.2. **Low Cost Technology:** The mean marked levels of opinions of 59 per cent in the pre and 71 per cent in the post-corporatisation make it clear that the technology in operation is low cost in both the periods.

6.1.3.3. **Appropriate Technology for Services’ Coverage:** The mean levels of opinions are 66 per cent in the pre-corporatisation period and 70 per cent in the
post-corporatisation period. It gives a clear picture that there exists coverage of service by using appropriate technology.

6.1.3.4. Preference for Technology to Cost: The low average mean levels of 40 per cent in the pre and 41 per cent in the post-corporatisation reveal that preference for technology to cost is absent in both the periods.

6.1.3.5. Adaptability: The mean levels of opinions are high as 59 per cent in the pre and very high as 63 per cent in the post-corporatisation periods. It shows that there exists sufficient measure for adaptation of technology of the competitor.

6.1.3.6. Compatibility: As far as compatibility is concerned the mean recorded levels in both pre and post corporatisation are less than average of 36 per cent and 41 per cent respectively. It shows that the compatibility in both the periods is less.

6.1.3.7. Punctuality in After Sales Service: The case of punctuality in after sales service is examined and the views show that it is less than average in both the periods as is clear from the mean score of 41 per cent in the pre and 45 per cent in the post-corporatisation periods.

6.1.3.8. Consistent Quality Service: A low level of mean of opinion of 44 per cent in the pre and 46 per cent in the post-corporatisation periods show that there exists only less consistent quality service in both the periods.

6.1.3.9. Timely Information on New Service: The mean scores of 48 per cent in the pre and 52 per cent in the post-corporatisation periods reveal that there is enough facility for timely information on new services in the post-corporatisation period than in the pre-corporatisation period.
6.1.3.10. **Easiness for Benefits from Promotional Offers:** The low levels of mean of 41 per cent in the pre and 45 per cent in the post-corporatisation periods show that the scope of getting the benefits from promotional offers is less in both the periods.

6.1.3.11. **Trustworthiness in Policies and Practices:** A less trustworthiness in policies and practices according to respondents as is clear from the low recorded levels of mean scores of 40 per cent and 43 per cent in the pre and post corporatisation periods.

6.1.3.12. **Secured Service Process:** The service process is secured according to respondents in the sample by recording high levels at 58 per cent in the pre and 63 per cent in the post corporatisation periods.

6.1.3.13. **Overall Service Quality:** As regards overall quality service is concerned less than average mean scores of opinions of 49 per cent is recorded in the pre and above average of 52 per cent is recorded in the post-corporatisation periods.

6.1.4. **Planning and Management Dimension:**

6.1.4.1. **External Environmental Sensitivity:** The high mean recorded levels of opinions of 59 per cent in the pre and 64 per in the post-corporatisation periods indicate that there exists sufficient external environmental sensitivity.

6.1.4.2. **Transparency in Pricing Policies:** As far as the transparency in pricing policies are concerned high mean recorded levels of opinions of 59 per cent in the pre and 62 per cent in the post-corporatisation periods show that there is transparency in pricing policies in both the periods.

6.1.4.3. **Attractiveness of Pricing of Products and Services:** The mean levels of opinions are very high as 63 per cent and 68 per cent respectively on the pre and post
corporatisation periods. It pin points that there exists attractiveness of pricing of products and services.

6.1.4.4. **Reasonability of Calling Rate:** The above average mean recorded level of opinion of 56 per cent in the pre and a very high recorded level of opinion in the post (61 per cent) reveal that the call rate is reasonable.

6.1.4.5. **Flexibility of Pricing for Services:** The mean score of opinion is 48 per cent in the pre-corporatisation era states that there was low flexibility of pricing for services, and a high flexibility of pricing for services is noticed in the post-corporatisation period as is clear from the mean recorded level of 51 per cent.

6.1.4.6. **Reputation of Operator:** There exists very high reputation of the operator according to respondents in the sample as is seen from mean of 60 per cent in the pre and 65 per cent in the post-corporatisation periods.

6.1.4.7. **Social Responsibility of Operator:** The social responsibility of the operator is very high according to the respondents as is clear from the mean recorded levels of opinion of 64 per cent during the pre-corporatisation 67 per cent in the post-corporatisation periods.

6.1.4.8. **Brand Image:** The brand image is also high according the respondents in the sample. It is higher (64 per cent) in the post corporatisation than in the pre-corporatisation period (59 per cent).

6.1.4.9. **Monitory Worthiness of Promotional Offers:** The monitory worthiness of promotional offers is very less in both the periods according to respondents and seen from the mean recorded levels of 39 per cent in the pre and 44 per cent in the post-corporatisation periods.
6.1.4.10. **Achievement of proposed reward:** The mean levels of opinions in this case (56 per cent in the pre and 62 per cent in the post-corporatisation) show that the achievement of proposed reward is not high in both the periods.

6.1.4.11. **Trustworthiness of Billing System:** As far as trustworthiness of billing system is concerned above average levels of opinions are marked by the respondents in both the cases. These are 54 per cent and 58 per cent respectively of the pre and post corporatisation periods.

6.1.5. **Operational Dimension:**

6.1.5.1. **Performance Stability:** The above average and very high mean marked levels of opinions of 58 per cent in the pre and 65 per cent in the post-corporatisation periods highlight that there exists a very high performance stability.

6.1.5.2. **Public Image:** The high levels of opinions of 55 per cent in the pre and 61 per cent in the post-corporatisation periods points out that there exists a good public image in the organisation.

6.1.5.3. **Environmental Adaptation:** The mean levels of opinions, 46 per cent in the pre-corporatisation period reveals that the chance of utilisation of environmental adaptation is not up to the mark during the pre-corporatisation era, and 54 per cent indicates that they are succeeded in environmental adaptation during the post-corporatisation period.

6.1.5.4. **New Ideas:** The mean levels of opinions of 41 per cent in the pre and 46 per cent in the post-corporatisation periods depict that they are not succeeded in the introduction of new ideas in the pre-corporatisation era.
6.1.5.5. **Social Impact on the Society:** The social impact on the society is very high according to respondents by marking levels of opinions at very high percentages of 62 in the pre and 68 in the post-corporatisation periods.

6.1.5.6. **Advertising Efficiency:** As far as the efficiency of advertising is concerned high levels of opinions are given by respondents as 58 per cent in the pre and 60 per cent in the post-corporatisation eras.

Based on these findings it is evident that the average subscribers’ satisfaction during the pre and post corporatisation periods are significantly differ from each other i.e., the subscribers’ satisfaction is more during the post-corporatisation period.

6.1.6. **Predictor Equation Model:** The correlation of the main variables to dependent variables are regressed and it reveals the following:

The dependent variables are the levels of satisfaction of subscribers in the pre and post corporatisation of DOT are systematically expressed as ‘$V_7$’ and Independent Variables are: Organisational Dimension ($V_2$); People Dimension ($V_3$); Technological Dimension ($V_4$); Planning and Management Dimension ($V_5$); and Operational Dimension ($V_6$). Let ($V_7$) as 'V$_2$', 'V$_3$', 'V$_4$', 'V$_5$', and 'V$_6$' respectively for knowing the levels of satisfaction of subscribers in both pre and post corporatisation of DOT.

6.1.6.1. **One Variable Predictor Equation:** As far as a single variable is considered the best fit one variable predictor equation is $\bar{V}_7 = 32.38 + 0.39V_3 + 2.17$ (pre-corporatisation); and $\bar{V}_7 = 34.47 + 0.41V_3 + 2.05$ (post-corporatization) as its co-efficient of correlation is the highest at a reduced level of standard error.

6.1.6.2. **Two Variable Predictor Equation:** The best fit two variable predictor equation in both pre and post corporatisation are:
\[ \bar{V}_7 = 15.02 + 0.35V_2 + 0.37V_3 + 1.58 \] and \[ \bar{V}_7 = 18.38 + 0.31V_2 + 0.37V_3 + 1.56 \] as its co-efficient of correlation is the highest and the standard error is less.

### 6.1.6.3. Three Variable Predictor Equation

The best fit three variable predictor equation in both pre and post corporatisation are: \( \bar{V}_7 = 9.33 + 0.33V_2 + 0.32V_3 + 0.19V_4 + 1.20 \) and \( \bar{V}_7 = 10.44 + 0.32V_2 + 0.30V_3 + 0.19V_5 + 1.14 \) as its co-efficient of correlation is the highest and the standard error is less.

### 6.1.6.4. Four Variable Predictor Equation

The best fit four variable predictor equation are \( \bar{V}_7 = 3.94 + 0.30V_2 + 0.27V_3 + 0.19V_4 + 0.16V_5 + 0.75 \) and \( \bar{V}_7 = 4.89 + 0.31V_2 + 0.26V_3 + 0.15V_4 + 0.19V_5 + 0.80 \) as its co-efficient of correlation is the highest and the estimated error is less.

### 6.1.6.5. Five Variable Predictor Equation

The best fit five variable predictor equation are \( \bar{V}_7 = 0.14 + 0.30V_2 + 0.27V_3 + 0.18V_4 + 0.16V_5 + 0.09V_6 + 0.31 \) and \( \bar{V}_7 = 0.10 + 0.31V_2 + 0.28V_3 + 0.15V_4 + 0.18V_5 + 0.09V_6 + 0.42 \) as its co-efficient of correlation is the highest and the error is the lowest.

The mean score, standard deviation and co-efficient of variation is ascertained based on their opinion at different levels to know the significance of the variables and the significant correlation of these variables are taken based on the highest co-efficient of correlation at lower level of error. The regression analysis is made to know the relationship of the independent variables and level of its significance to the total level of subscriber satisfaction is in the order of Technological Dimension \( (V_3) \), People Dimension \( (V_2) \), Planning and Management Dimension \( (V_4) \) and operational Dimension \( (V_5) \) during the pre and post corporatisation periods.

### 6.2. The level of job satisfaction of Employees on the eve of Corporatisation

The summary of findings on the analysis of the opinion of the employees during the pre and post corporatisation periods are illustrated in five main variables followed by
a Predictor Equation Model to identify the factors that contribute to the job satisfaction level of employees.

6.2.1. **Organisational Dimension:** The summary of findings on the analysis of the sub-variables are:

6.2.1.1. **Number of Layers in the Organisation:** The low mean recorded levels of opinions of respondents in the sample during the pre-corporatisation period shows that they are not satisfied with the number of layers in the organisation where as in the post-corporatisation they are recorded a higher level at 53 per cent which means they are now satisfied with it.

6.2.1.2. **Degree of Centralization:** The lower level of average scores of 32 per cent in the pre and 35 per cent in the post corporatisation pin point that the employees are not satisfied with the system of the degree of centralization in pre and post corporatization periods.

6.2.1.3. **Emphasis on Structure and Procedure or Formality:** The average scores in this case are high as 58 per cent in the pre and 63 per cent in the post-corporatisation periods. It indicates that the employees are satisfied with the present system of structure and the procedures.

6.2.1.4. **Extent of Entrepreneurship in the Organisation:** The average score is 41 per cent in the pre-corporatisation reveals that they are not satisfied with the extent of entrepreneurship in the organisation but in the post-corporatisation period a little bit high level of mean score projects that they are satisfied with the extent of entrepreneurship in the organisation in the present time.

6.2.1.5. **Strength of Company’s Market Research System:** The very high average level of opinion at 65 per cent in the pre-corporatisation period reveals that there
exists a good market research system in the organisation. So also a very high level of
mean score of 71 per cent in the post-corporatisation period makes clear that the
strength of company’s market system is satisfactory.

6.2.1.6. Company’s Customer Performance Feedback System: The average
scores of 35 per cent and 44 per cent respectively of the pre and post corporatisation
periods reveal that they are not satisfied with the system of performance feedback in
the organisation in both the periods.

6.2.1.7. Company’s Competitor Intelligence System: As is seen from the very high
mean score of 71 per cent in the pre and 74 per cent in the post corporatization
highlight that the employees are highly satisfied with the company’s competitor
intelligence system.

6.2.1.8. Company’s Linkage with Suppliers: The mean scores in this case are very
low as 38 per cent in the pre and 42 per cent in the post-corporatisation. It indicates
that the respondents are not satisfied with the system of linkage with customers in the
organisation.

6.2.1.9. Company’s Linkage with Customers: The very high mean scores, seen
in this case, show in both the pre (54 per cent) and the post (61 per cent)
corporatisation periods a very good linkage with suppliers is established by the
organisation.

6.2.1.10. Adequacy of Resources: The average scores (57 per cent and 63 per cent
respectively during the pre and post corporatisation) reveal that the respondents
viewed that there exists adequacy of resources in the organisation.
6.2.1.11. **Reputation of the Company:** The respondents are of opinion that the company has very good reputations as is seen from the mean scores of 60 per cent and 75 per cent respectively during the pre and post corporatisation periods.

6.2.1.12. **Physical Work Environment:** The employees are satisfied with the physical work environment in the organisation as is seen from the average scores of 55 per cent in the pre and 60 per cent in the post-corporatisation periods.

6.2.1.13. **Cross-department Relations:** As far as cross department relations are concerned a comparatively high relation exists in the post-corporatisation than the pre-corporatisation period as is clear from the mean scores of 50 per cent and 60 per cent.

6.2.1.14. **Communication Between Units:** The employees are satisfied with the communication system exists in between units as is clear from the above average mean scores of 57 per cent in the pre and 60 per cent in the post corporatisation periods.

6.2.1.15. **Gender Balancing:** The employees are satisfied with the system of gender balancing in the organisation as is seen from the mean scores of 55 per cent and 57 per cent respectively in the pre and post corporatisation periods.

6.2.1.16. **Loyalty to the Organisation:** A high mean recorded level is seen in this case which shows there exist a better loyalty to the organisation. The mean scores in this case are 59 per cent in the pre and 62 per cent in the post corporatisation periods.

6.2.1.17. **Quality of Organisations:** The employees are satisfied with the quality of the organisation by recording very high levels of 68 per cent in the pre and 70 per cent in the post corporatisation periods.
6.2.1.18. **Fairness of Organisation:** As far as fairness of organisation is concerned, the employees are more satisfied with it as is clear from the mean scores of 75 per cent and 80 per cent respectively in pre and post corporatisation period.

6.2.1.19. **Proud on Organisation:** The average scores of 61 per cent in the pre and 62 per cent in the postcorporatisation reveal that the employees are proud on their organisation.

6.2.1.20. **Organisational Dynamism:** The average score of 54 per cent each, both in respect of pre and post corporatisation which depict that the respondents are satisfied with the company’s organisational dynamism.

6.2.2. **People Dimension:**

6.2.2.1. **Employee Involvement in Design:** The average scores of 56 per cent in the pre and 60 per cent in the post corporatisation make it clear that the employees are satisfied with the employee involvement in design.

6.2.2.2. **Employee Involvement in Planning:** As is seen from the very high average scores of 66 per cent in the pre and 69 per cent in the post corporatisation periods point out that there is involvement of employee in formulating the planning programmes and they are satisfied with it.

6.2.2.3. **Employee Education:** The average score of 46 per cent each in both pre and post corporatisation is less than the average. It points out that the workers are not satisfied with their education.

6.2.2.4. **Employee Training:** The average scores of 66 per cent and 67 per cent respectively of pre and post corporatisation reveal that the employees are satisfied with the training provided to employees of the organisation.
6.2.2.5. **Employee Well Being:** The mean recorded levels of opinions are 54 and 55 per cent respectively of the pre and post corporatisation. It shows that the employees are satisfied with their well being provided by the organisation.

6.2.2.6. **Employee Morale:** The mean recorded levels on employee morale are above average (51 per cent and 57 per cent respectively of pre and post corporatisation periods). It shows that the employees are satisfied with the environment provided by the organisation.

6.2.2.7. **Employees’ Interaction with subscribers:** The mean recorded levels of opinions of respondents on interaction with subscribers are 54 per cent in the pre and 65 per cent in the post corporatization period. It reveals that the employees are satisfied on the interaction with subscribers of the organisation.

6.2.2.8. **Employees’ Interaction with Suppliers:** As regards employees interaction with suppliers they record a mean levels of above average of 54 per cent and 61 per cent respectively in the pre and post corporatisation. It shows that they are satisfied with it.

6.2.2.9. **Active Suggestion System:** The employees’ suggestions are taken care of or not are examined and it is seen from the mean recorded levels of opinions of 41 per cent 45 per cent in the pre and post corporatisation periods respectively. It indicates that the employees are not satisfied.

6.2.2.10. **Employee Autonomy:** The employees’ performance autonomy in the DOT and in BSNL is seen proved that the employees are satisfied which is clear from the mean recorded levels of opinions of 57 per cent and 62 per cent respectively in the pre and post corporatisation periods.
6.2.2.11. **Support for Professional Activities:** As regards the opinion on the support for professional activities, the employees are satisfied on it as is clear from the mean scores of 57 per cent and 65 per cent in the pre and post corporatisation periods.

6.2.2.12. **Hiring Practice in the Unit:** The average scores of opinions of 55 per cent and 62 per cent respectively of pre and post corporatisation indicate that the employees are satisfied with the system of hiring practice in organization.

6.2.2.13. **Clarity of Performance:** The average scores of opinions of employees in this case (64 per cent and 71 per cent respectively of the pre and post corporatisation periods) show that the employees are satisfied with the clarity of performance.

6.2.2.14. **Fairness of Workload Distribution:** The employees both in the pre and post corporatisation periods are satisfied with the system of distribution of workload and its fairness in distribution as is clear from the mean levels of opinions of 60 per cent and 68 per cent during pre and post corporatisation periods respectively.

6.2.2.15. **Promotion Opportunity:** The mean recorded levels of opinions are above average of 51 per cent and 54 per cent respectively of both pre and post corporatisation. It depicts that the employees are somewhat satisfied with the promotion opportunities.

6.2.2.16. **Fairness of Hiring External Candidates:** The mean marked levels of opinions in this case are 58 per cent and 62 per cent respectively of pre and post corporatisation periods in respect of fairness of hiring external candidates in the organisation. It indicates that the employees are satisfied with the process of hiring external candidates.

6.2.2.17. **Recognition for employees’ Contributions:** The views of respondents on recognition for employees’ contribution towards the organisation are 61 per cent and
67 per cent respectively of the periods pre and post corporatisation and considerably higher mean score after the corporatization shows improvement in the employees’ satisfaction level in the Recognition for employees’ contributions within the organisation.

6.2.2.18. Recognition for Employee’s Expertise: The expertise of employees and its appreciation are examined and the increase in the mean score of opinion (63 per cent in the pre and 68 per cent in the post corporatisation periods) highlights that employees’ expertise is duly recognised even after corporatization.

6.2.2.19. Guidance from Employees’ Supervisor: The average scores are 58 per cent and 65 per cent respectively of the pre and post corporatisation make it clear that the employees are satisfied with the guidance from the supervisors in the organisation.

6.2.2.20. Feedback on Employees’ Performance: The performance feedback on employees’ performance is marked levels at 53 per cent and 58 per cent respectively of both pre and post corporatisation and it reveals that the employees are satisfied with the feedback system on employees performance in the organisation during the pre and post corporatisation period.

6.2.2.21. Authority to make employees’ Decisions: The average score of 41 per cent indicates that the employees are not satisfied with the authority to make employees’ decision during the pre-corporatisation period. The average score of 45 per cent indicates that the employees are not satisfied with the Authority to make employees’ decision during the post-corporatisation period also.

6.2.2.22. Availability of Mentoring: The average scores on availability of mentoring are 65 per cent and 70 per cent. It shows that the employees are fully satisfied with the mentoring both in the pre and post corporatisation periods.
6.2.2.23. **Relationship with Senior Administrators:** The mean marked levels of opinions on the relationship with senior administrators of the organisation proved that the employees are satisfied. It is clear from mean scores of 59 per cent and 65 per cent in the pre and post corporatisation periods.

6.2.2.24. **Leadership in Employees’ Unit:** The mean marked levels of opinions (40 per cent and 44 per cent) are less than average and it means the employees are not satisfied with the leadership in the employees’ unit both in the pre and post-corporatisation period.

6.2.2.25. **Pressure Feeling to Perform:** The mean scores of less than average of 32 per cent and 34 per cent in respect of pre and post corporatisation reveal that no pressure feeling to perform is noticed by the employees even in post-corporatisation period also.

6.2.2.26. **Degree of Freedom:** There exists sufficient degree of freedom to perform as is seen from the mean recorded levels of satisfaction of employees as 65 per cent and 69 per cent respectively of pre and post corporatisation periods.

6.2.2.27. **Preference for Job to Salary:** There exists preference for job to salary as is clear from the high mean marked levels of 65 per cent and 70 per cent respectively of both pre and post corporatisation periods.

6.2.2.28. **Degree of Trust and Confidence:** The average scores are 51 per cent in the pre and 56 per cent in the post-corporatisation periods. It shows that the degree of trust and confidence is very great according to employees.

6.2.2.29. **Comfort with the Operator:** The average scores of 55 per cent and 59 per cent in the pre and post corporatisation periods reveal that the employees are satisfied with the operator and its performance.
6.2.2.30. **Satisfaction with Salary:** The average scores are 50 per cent and 55 per cent respectively of the pre and post corporatisation periods make it clear that the employees are satisfied with the salary given to them.

6.2.2.31. **Company Benefits and Retirement Plans:** The average scores of opinions of respondents on company benefits and retirement plans show that they are not satisfied with it as is clear from the mean recorded levels of 43 per cent and 47 per cent in pre and post corporatisation periods.

6.2.2.32. **Relationship with Colleagues:** The average scores of 59 per cent in the pre and 64 per cent in the post-corporatisation periods reveal that the employees are satisfied with the cordial relationship among them in the organisation.

6.2.2.33. **Sense of Team Work:** The average scores are 51 per cent and 60 per cent in the pre and post corporatisation periods. It reveals that there exists a sense of team work among employees of the organisation in both the periods.

6.2.2.34. **Supervisor Keeps Employee Informed:** The employees are satisfied with the present system of passing information by supervisor to their subordinates which is clear from the mean marked levels of 59 per cent and 66 per cent respectively of pre and post corporatisation periods.

6.2.2.35. **Severity of Staff Turnover:** The employees argued that there is no question of severity of staff turnover in the organisation as is clear from the mean recorded levels of 37 per cent in the pre and 40 per cent in the post-corporatisation periods.

6.2.2.36. **Performance Effectiveness:** The employees are fully satisfied with effective performance in both the pre and post corporatisation periods as is seen from the mean scores of opinion of 69 per cent and 75 per cent.
6.2.2.37. **Satisfaction with Work and Responsibilities:** The average scores of 64 per cent and 71 per cent in both pre and post corporatisation periods reveal that there exists a satisfactory level of satisfaction with work and responsibilities.

6.2.3. **Technological Dimension:**

6.2.3.1. **Process used by the Firm:** The employees are satisfied with the Process used by the Firm in both pre and post corporatisation as is clear from the mean recorded levels of opinions of 59 per cent in pre-corporatisation and 66 per cent in post-corporatisation periods.

6.2.3.2. **Research and Development Intensity:** Very high mean marked levels of opinions (69 per cent and 77 per cent respectively of pre and post corporatisation) reveal that the research and development intensity in the organisation is very high.

6.2.3.3. **Innovation Programmes:** The average scores 56 per cent in the pre and 65 per cent in the post-corporatisation reveal that the organisation is having innovative programmes in both the periods.

6.2.3.4. **Low Cost Technology:** The average scores of opinion of 64 per cent each in both pre and post corporatisation periods make it clear that the technology in force is low cost during the pre and post corporatisation periods.

6.2.3.5. **Adaptability:** The mean recorded levels of opinions are 64 per cent and 69 per cent in both pre and post corporisation periods. It points out that the organization has the capacity of adaptability in both periods.

6.2.3.6. **Specialisation in Job:** As is seen from the mean recorded levels of opinions that 50 per cent in the pre and 55 per cent in the post-corporatisation show that the programmes introduced by the organization increases the specialisation in jobs in the pre and post corporisation periods.
6.2.3.7. **Enjoyment in Working:** The mean recorded levels of opinions of 54 per cent and 60 per cent in the pre and post corporatisation respectively reveal that the employees are enjoying the job in the organisation in both the periods.

6.2.3.8. **Reliability on Subscribers’ Interests:** The mean scores of opinions of respondents in the pre-corporatisation period (54 per cent) and (61 per cent) in the post-corporatisation periods reveal that the employees work on reliability on subscribers’ interest.

6.2.3.9. **Professional Competence:** The views of respondents on professional competence make it clear that the employees are professionally competent to do the task in both pre and post corporatisation periods (63 per cent and 70 per cent in the pre and post corporatisation periods respectively).

6.2.4. **Planning and Management Dimension:**

6.2.4.1. **Long Term Objectives:** The employees are satisfied with the long term objectives of the organisation in both pre and post corporatisation as is seen from the mean recorded levels of opinions of 61 per cent and 65 per cent respectively of the pre and post corporatisation periods.

6.2.4.2. **Action Plans:** The employees are satisfied with the action plans of the organisation as is noticed from the mean recorded levels of 58 per cent and 65 per cent respectively of both pre and post corporatisation periods.

6.2.4.3. **Short Term Objectives:** The employees are satisfied with the short term objectives as is clear from the mean recorded levels of opinions of 62 per cent and 69 per cent respectively of the pre and the post-corporatisation periods.

6.2.4.4. **External Environmental Sensitivity:** As far as the organisation’s external environmental sensitivity is concerned, the employees give high opinion scores of 62
per cent and 69 per cent in respect of pre and post corporatisation periods which depict a better satisfaction level.

6.2.4.5. Planning Flexibility: As far as planning flexibility is concerned a lower level of satisfaction is recorded by employees in the pre-corporatisation period (44 per cent). Where as a high level is recorded in post-corporatisation period which specify that there exists sufficient planning flexibility in the company and are satisfied with that (51 per cent).

6.2.4.6. Quantum of Employees’ Input in Decision Making: A very high mean recoded level is seen in both pre and post corporatisation eras in respect of employees input in decision making process. The mean recorded levels in this case are 65 per cent and 72 per cent respectively of the pre and post corporatisation periods.

6.2.4.7. Pay Parity: The employees of the organisation are satisfied with the pay parity in operation as is noticed from the mean recorded levels of opinion of 59 per cent in the pre and 66 per cent in the post corporatisation periods.

6.2.4.8. Working Relationship: As far as working relationship is concerned the satisfaction of employees are more during post-corporatisation period (61 per cent) than pre-corporatisation period (51 per cent). It is clear from the mean recorded levels of opinions of employees.

6.2.4.9. Sense of Common Purpose: As far as sense of common purpose is concerned the level of satisfaction of employees is there during the post-corporatisation period (51 per cent). But there is no such activity in the pre-corporatisation period as is seen from the mean recorded level of 45 per cent.
6.2.4.10. **Caring:** The employees are not satisfied with the caring from the part of the organisation as is clear from the mean recorded levels of opinion of 33 per cent in the pre and 40 per cent in the post-corporatisation periods.

6.2.4.11. **Transparency in Pricing Policies:** The employees are highly satisfied with the transparency in pricing policies of the organisation and it is more in the post-corporatisation period (70 per cent) than the pre-corporatisation (65 per cent).

6.2.5. **Operational Dimension:**

6.2.5.1. **Profit Growth:** The mean recorded levels of opinions of 65 per cent and 58 per cent in the pre and post corporatisation depict that there is profit growth in the organization but the profit growth during post-corporatization is less than the prior period.

6.2.5.2. **Sales Revenue:** The mean recorded levels of opinions of 62 per cent and 70 per cent in the pre and post corporatisation periods depict that there is growth in sales revenue.

6.2.5.3. **Financial Strength:** The employees’ views represented by average scores of 54 per cent and 61 per cent in both pre and post corporatisation periods reveal that there is adequate financial strength.

6.2.5.4. **Operating Efficiency:** The average scores in this case are 68 per cent in the pre and 57 per cent in the post corporatisation. It reveals that there exists high operating efficiency in both the periods.

6.2.5.5. **Performance Stability:** There is high performance stability in the organisation in the pre and post corporatisation periods as is seen from the mean scores of 57 per cent and 69 per cent respectively in the pre and post corporatisation periods.
6.2.5.6. Employee Morale: The employee morale in the organisation is low according to employees as is seen from the mean scores of 45 per cent and 49 per cent in the pre and post corporatisation periods.

Based on these findings, it is clear that the average level of employees’ job satisfaction during the pre and post corporatisation periods are significantly differ from each other i.e., the employees’ job satisfaction on the organization is more during the post-corporatisation period.

6.2.6. Predictor Equation Model: The study now summarises the relationship between the dependent and independent variables through five predictor equations models as given below:

The dependent variables are the levels of satisfaction of employees before and after corporatisation of DOT are systematically expressed as \( V_7 \) and Independent Variables are: Organisational Dimension \( (V_2) \); People Dimension \( (V_3) \); Technological Dimension \( (V_4) \); Planning and Management Dimension \( (V_5) \); and Operational Dimension \( (V_6) \). Let \( (V_7) \) as \( 'V_2', 'V_3', 'V_4', 'V_5', \) and \( 'V_6' \) respectively.

6.2.6.1. One Variable Predictor Equation: The best fit one variable predictor equation in pre and post corporatisation based on the co-efficient and the error are

\[
\bar{V}_7 = 26.27 + 0.53V_3 + 1.80 \quad \text{and} \quad \bar{V}_7 = 29.55 + 0.52V_3 + 1.72
\]

6.2.6.2. Two Variable Predictor Equation: The best fit two variable predictor equation in both pre and post corporatisation by considering the beta co-efficient and the standard error are \( \bar{V}_7 = 14.11 + 0.22V_2 + 0.53V_3 + 1.54 \) and

\[
\bar{V}_7 = 14.53 + 0.23V_2 + 0.54V_3 + 1.38
\]
6.2.6.3. Three Variable Predictor Equation: The best fit two variable predictor equation in both pre and post corporatisation are

\[ \bar{V}_7 = 7.20 + 0.23V_2 + 0.51V_3 + 0.14V_5 + 1.18 \]
and

\[ \bar{V}_7 = 7.80 + 0.24V_2 + 0.51V_3 + 0.14V_5 + 1.01 \]

6.2.6.4. Four Variable Predictor Equation: Based on the computation of constant, the beta co-efficient of variables and standard error, the best fit from variable predictor equation are

\[ \bar{V}_7 = 2.84 + 0.23V_2 + 0.48V_3 + 0.11V_4 + 0.14V_5 + 0.84 \]
and

\[ \bar{V}_7 = 2.90 + 0.22V_2 + 0.47V_3 + 0.13V_4 + 0.14V_5 + 0.62 \]

6.2.6.5. Five Variable Predictor Equation: The best fit from variable predictor equation are

\[ \bar{V}_7 = 0.30 + 0.23V_2 + 0.44V_3 + 0.12V_4 + 0.07V_5 + 0.33 \]
and

\[ \bar{V}_7 = 0.35 + 0.23V_2 + 0.43V_3 + 0.12V_4 + 0.07V_5 + 0.33 \]

The Variables, People Dimension (V_3), Planning and Management Dimension (V_5), Organisational Dimension (V_2), Technological Dimension (V_4), and Operational Dimension (V_6) are the prominence of the independent variables to dependent variable in the order of correlation co-efficient and the standard error. It is seen proved from the regression model that the major factors such as organisation, people, technology, planning and management and the operational ones are very significant in increasing the level of satisfaction of the employees in both pre and post corporatisation eras.

6.3. Summary of findings on Inter and Intra stakeholder satisfaction:

This part analyses the stakeholder satisfaction’s association and similarity with respect to gender, regional and other demographical dimensions. This part has two sections, viz., the first session verifies the association and similarities of satisfaction of subscribers and the second with that of employees.
Section A: Subscribers’ satisfaction

6.3.1. There is no significant difference in subscribers’ satisfaction on corporatisation of DOT in respect of subscribers at different regions viz., rural and urban areas: The average subscribers’ satisfaction in respect of respondents at rural and urban areas are significantly differ from each other i.e., the subscribers’ satisfaction is more in the urban areas.

6.3.2. There is no significant difference in subscribers’ satisfaction on corporatisation of DOT in respect of Male and Female subscribers: The average subscribers’ satisfaction in respect of male and female respondents are significantly differ from each other i.e., the subscribers’ satisfaction in respect of male respondents is more.

6.3.3. There is no significant difference in subscribers’ satisfaction on corporatisation of DOT in respect of respondents at different Districts viz., Thiruvananthapuram, Ernakulam and Kannur: The average level of subscribers’ satisfaction on corporatisation of DOT is not the same in all the three districts viz., Thiruvananthapuram, Ernakulam and Kannur. The subscribers’ satisfaction in different districts is significantly different from each other.

6.3.4. There is no significant difference in subscribers’ satisfaction on corporatisation of DOT in respect of respondents at different age groups viz., Below 35 years, 35 to 50 years and Above 50 years: The average level of subscribers’ satisfaction on corporatisation of DOT is the same in all the three age groups.

6.3.5. There is no significant difference in subscribers’ satisfaction on corporatisation of DOT in respect of respondents at differently educated groups
viz., Below Degree, Degree and Above Degree: The average level of subscribers’ satisfaction on corporatisation of DOT is not the same in all the three educational groups.

Section B: Employees’ job satisfaction

6.3.6. There is no significant difference in Employees’ job satisfaction on corporatisation of DOT in respect of employees at different regions viz., rural and urban areas: The average employees’ job satisfaction in respect of respondents at rural and urban areas are significantly differ from each other i.e., the employees’ job satisfaction is more in the urban areas.

6.3.7. There is no significant difference in Employees’ job satisfaction on corporatisation of DOT in respect of Male and Female employees: The average employees’ job satisfaction in respect of male and female respondents are significantly different from each other i.e., the male employees’ job satisfaction is more than that of female respondents.

6.3.8. There is no significant difference in Employees’ job satisfaction on corporatisation of DOT in respect of respondents at different Districts viz., Thiruvananthapuram, Ernakulam and Kannur: The average level of employees’ job satisfaction on corporatisation of DOT is not the same in all the three districts viz., Thiruvananthapuram, Ernakulam and Kannur.

6.3.9. There is no significant difference in Employees’ job satisfaction on corporatisation of DOT in respect of respondents at different age groups viz., Below 35 years, 35 to 50 years and Above 50 years: The average level of employees’ job satisfaction on corporatisation of DOT is not the same in all the three age groups. The employees’ job satisfaction in the group Below 35 years with mean
value 60.77 and employees’ job satisfaction in the group 35 – 50 years with mean value 61.32 are placed under single subset 2, as there is no significant difference among their satisfaction level.

6.3.10. There is no significant difference in Employees’ job satisfaction on corporatisation of DOT in respect of respondents at differently educated groups viz., Below Degree, Degree and Above Degree: The average level of employees’ job satisfaction on corporatisation of DOT is the same in all the three educational groups.

CONCLUSIONS

In this part each and every main variable having sub-variables or items are apparently shown a favourable satisfaction level as far as the subscribers and employees of the organization are concerned. Needless to highlight those satisfactory sub-variables for the purpose of improving the stakeholder satisfaction towards which the study primarily aims at and hence, those sub-variables which need improvement are discussed in the foregoing paragraphs.

a. The conclusions drawn from the analysis of the opinion of subscribers:

As regards the main variable Organisational Dimension is concerned the following are the conclusions drawn:

1. The mean marked levels of opinion of subscribers in the pre and post corporatisation periods show that scope for entrepreneurship in the organisation is less.

2. The Company’s Customer Performance Feedback System is not up to the mark even after corporatisation.
3. Company’s Linkage with Supplier is not satisfactory according to respondents as is seen from their mean marked level of opinion.

4. Organisational Dynamism is less according to the respondents in the sample.

5. Majority of the respondents are of the opinion that there exists Preference to operator Ignoring Price.

As regards the main variable People dimension is concerned the following are the conclusions drawn:

6. Active Suggestion System has not improved even after corporatization.

7. Degree of Trust in Organisation has marginally declined by virtue of vast possibilities.

8. Leadership in Employees’ Unit has not been seen as is reported by the respondents.

9. Degree of Trust and Confidence has to be nurtured as the level of satisfaction recorded is at a lower side.

10. Valuing Employees is not at its optimum level as is seen from the mean level of opinion of respondents.

11. Comfort with the Operator is not at the desired level even after corporatization.

As regards the main variable Technological Dimension is concerned the following are the conclusions drawn:

12. Preference for Technology to Cost is absent even after corporatisation.

13. Compatibility as regards technology is less in pre and post corporatisation period.
14. Punctuality in After Sales Service shows that it is less than average in both the periods as is clear from the mean score.

15. As far as the Consistent quality service is concerned there exists only less consistent quality service in both the periods according to subscribers.

16. The views of respondents on the fairness for benefits from promotional offers shows that the scope of getting the benefits from promotional offers is less in both the periods.

17. Trustworthiness in Policies and Practices is also less according to respondents in the sample.

As regards the main variable Planning and Management Dimension is concerned the following is the conclusion drawn:

18. The monetary worthiness of promotional offers is very less in both the periods.

As regards the main variable Operational Dimension is concerned the following is the conclusion drawn:

19. The mean level of opinion depicts that they had not succeeded in the introduction of new ideas in the pre-corporatisation era.

b. The conclusions drawn from the analysis of the opinion of Employees:

As regards the main variable Organisational Dimension is concerned the following are the conclusions drawn:

1. Degree of centralization is less according to employees.

2. Extent of entrepreneurship in the organisation is absent.

3. Company’s customer performance feedback system is not satisfactory.
4. Company’s linkage with suppliers is not satisfactory.

As regards the main variable People dimension is concerned the following are the conclusions drawn:

5. The employees are not satisfied with the opportunities for employee education in both pre and post corporatisation eras.

6. As regards the active suggestion system is concerned, the employees are not satisfied.

7. With respect to authority to make employees’ decisions, the employees are not satisfied with it during the pre-corporatisation period.

8. The employees are not satisfied with the leadership in the employees’ unit both in the pre and post corporatisation periods.

9. The employees viewed that there is no question of pressure feeling to perform the task.

10. Regarding the company benefits and retirement plans, they are not satisfied with it during the pre and post corporatisation periods.

As regards the main variable planning and management dimension is concerned the following is the conclusion drawn:

11. The employees are not satisfied with the caring from the part of the organisation.

As regards the main variable Operational Dimension is concerned the following is the conclusion drawn:

12. The employee morale in the organisation is low according to employees as is seen from the mean score in the pre and post corporatisation periods.
SUGGESTIONS

a. The following suggestions are made for improving the satisfaction of the subscribers:

1. The BSNL should institute measures to optimise their organisational base so as to enable it to redesign for improving the scope for entrepreneurship in the organisation.

2. The Company’s Customer Performance Feedback System is to be revised reaping the advantages of corporatization.

3. Company should draft manual, for better linkage and rapport with their supplier, for having economies in operation which would reduce the service charges.

4. Measures for improving Organisational Dynamism are to be ensured and instituted urgently.

5. There exists tariff optimisation as majority of the respondents prefer the operator ignoring the price.

6. Active Suggestion System has to be improved and handle the grievances systematically for ensuring better service.

7. Measures are needed to enhance the degree of trust in the organisation which has marginally declined by virtue of vast possibilities.

8. Impart leadership training for the employees for creating leaders in the organisation for ensuring efficient services to subscribers.
9. Degree of Trust and Confidence of the employees have to be nurtured as the level of satisfaction recorded is at a lower side.

10. Valuing employees is to be optimised through proper evaluation techniques.

11. Measures for subscribers’ Comfort with the Operator is to be given prime importance.

12. Preference should be given for cost reduction techniques rather than technology.

13. Punctuality in after sales service should be improved and consistent quality service is to be ensured.

14. Measures to improve the fairness of benefits from promotional offers to the subscribers’ needs, are to be improved.

15. Improvement for trustworthiness in policies and practices is also need to be taken care of.

16. Steps to improve the monitory worthiness of promotional offers is in need of improvement.

17. The BSNL should introduce new and attractive ideas to attract new customers and to maintain the existing customers.

b. The following are the suggestions made for improving the level of job satisfaction of the employees:

1. Measures to improve entrepreneurship in the organization are required to be implemented.

2. Company’s customer performance feedback system is to be rationalized.

3. Company’s linkage with suppliers is to be improved.

4. More opportunities are to be instituted for employee education.
5. Active suggestion system is to be made more effective.

6. More opportunities should be provided for making employees’ decisions authoritative.

7. Training on leadership among the employees is urgently required.

8. Company benefits and retirement plans must be more rationalised.

9. Care services for the employees are to be more rationalised in the organisation.

10. Measures to improve employees’ morale in the organisation are urgent necessity.

**Topics for further research**

1. A Comparative Study on the Financial Performance of BSNL and DOT.


3. A Comparative Study on the Performance of BSNL in Kerala with that of in Mumbai.