

# A Case Study - with Overview of Job Satisfaction

Rajesh K. Yadav<sup>1\*</sup> and Nishant Dabhade<sup>2</sup>

<sup>1</sup>Associate Professor & Head, Department of Management, RKDF College of Engineering, Bhopal (M.P.), India; drrajeshkyadav@yahoo.com

<sup>2</sup>Assistant Professor, Department of Management, RKDF College of Engineering, Bhopal (M.P.), India; nishant.dabhade.mgmt@gmail.com

## Abstract

Job satisfaction plays a vital part in employee's performance, increasing, morale and productivity. This research study aims to figure out the working environment of BHEL, Bhopal toward employees job satisfaction, initiatives taken by the management and their effect on the performance of employees. Chi square test is applied to check the authenticity of data given by the respondents (300 employees). Findings suggest that factors responsible for job satisfaction have been identified viz.-: supportive colleagues, conducive working conditions, mentally challenging work and equitable rewards.

**Keywords:** Employee's Satisfaction, Job, BHEL Performance, Productivity and Rewards etc.

## 1. Introduction

This study investigates the job satisfaction level amongst the employee of Bharat Heavy Electrical limited – a leading public sector undertaking of Bhopal (MP) plant. Employees are the greatest resource of an organization. Attracting and retaining the right people is critical to the success of an organization. Human environment focuses on human aspects that influence employee's performance and job satisfaction. Job satisfaction has been defined as the degree of positive affective orientation employees develop towards employment by the organization. Work identifies a person's worth and place in society and influencing psychological identity and welfare. The term "work" is used for paid work or employment. Work interrelate community values, culture and beliefs, thereby furnishes reasons of meaningful subsistence. Work purposeful human activity is directed towards the satisfaction of human needs and desires. Obviously work needs to be satisfying for nurturing a mutual employee-employer beneficial relationship. Job satisfaction leads to work innovation, wherein employee thinks positively and

innovatively. If the employee expectations are satisfied, then they will be highly work motivated and productive for the organization. This study shows job satisfaction factors that affect employee level of BHEL, Bhopal. Logically the satisfied worker shows the maximum effectiveness in work efficiency. [9, 7, 2]

## 2. Overview of B.H.E.L., Bhopal (M.P.)

Bharat Heavy Electrical Limited, Bhopal manufactures integrated power plant equipment, being one of the leading engineering production companies in India, established in 1964, with respect to turnover. It ushered the indigenous Heavy Electrical Equipment industry in India. BHEL is engaged in the engineering, manufacture, design, testing, commissioning construction, servicing a wide range of products including Power services, a core sector of economy, viz. Transmission, Industry, Renewable Energy, Transportation (Railway), Oil & Gas and Defense.

\*Corresponding author:

Rajesh K. Yadav (drrajeshkyadav@yahoo.com)

Most of its manufacturing units and other entities have been accredited to Quality Management Systems (ISO 9001:2008), Environmental Management Systems (ISO 14001:2004) and Occupational Health & Safety Management Systems (OHSAS 18001:2007). BHEL has a share of 59% in India's total installed producing capacity contributing, approx. 69% to the total power generated from utility sets (excluding non-conventional capacity) as on March 31, 2012.

Every employee is given an equal opportunity to develop and step-up their career. The highly skilled and committed workforce of 49,390 employees is its greatest strength. Continuous training and retraining, career planning, a positive work culture and participative style of management - all these have engineered development of a committed and motivated workforce setting new benchmarks in terms of productivity, quality and responsiveness. [1, 17]

### 3. Theories of Job Satisfaction

The content theory of job satisfaction rests on identifying the needs and motives that inspire people. The theory focuses on the inner needs driving people to act in that work environment. Suggesting management by observing employees behavior, can determine and predict their needs.

Abraham H. Maslow developed a need hierarchy theory. According to this theory, The urge to fulfill need is a prime factor in motivation of people at work. Human being strives to fulfill a wide range of needs. Human needs are multiple, complex and interrelated. Human needs form a particular structure or hierarchy. Physiological needs are at the base of the hierarchy while self-actualization needs are at the apex. Safety (security) needs, social needs and esteem (ego) needs are positioned in between. Lower-level needs must at least partially be satisfied before higher level needs emerge. As soon as one need is satisfied, another need emerges. This process of need satisfaction continuous from birth to death.

According to Herzberg, maintenance or hygiene factors are necessary to maintain a reasonable level of satisfaction among employees. These factors do not provide satisfaction to the employees but their absence will dissatisfy them. Therefore these factors are called dissatisfies. These are not intrinsic parts of a job but they are related to conditions under which a job is performed. On the other hand motivational factor are intrinsic parts of the job. Any increase in these factors will satisfy the

employees and help to improve performance. But a decrease in these factors will not cause dissatisfaction.

In 1964, Vroom defined motivation as a process, controlled by the individual, which governed choices among alternative forms of voluntary activities. Motivation is a product of an individual's expectancy that a certain effort will lead to the intended performance, the instrumentality of this performance to achieving a certain result, and the desirability of the result (known as valence) for the individual. Expectancy theory explains the behavioral process of why individuals choose one behavioral option over another. It also explains how they make decisions to achieve the result they desire. Vroom introduces three variables within his expectancy theory: valence (V), expectancy (E), and instrumentality (I).

In 1963, John Stacey Adams introduced the idea that fairness and equity are key components of a motivated individual. Equity theory is based in the idea that individuals are motivated by fairness, and if they identify inequities in the input/output ratios of themselves and their referent group, they will seek to adjust their input to reach their perceived equity. Adams' suggested that the higher an individual's perception of equity, the more motivated they will be, and vice versa - if someone perceives an unfair environment, they will be demotivated. [12]

### 4. Factors Affecting Job Satisfaction

There are a variety of factors that make people feel positive or negative about their job. Moreover, some



Figure 1. Payback of job satisfaction.

employees may be satisfied with a few aspects of their work but dissatisfied with other aspects. Factors that lead to hold positive or negative job perceptions have been identified as follows.

#### 4.1 Recognition

It is an act of notice, praise, or blame supplied by one or more superior, peer, colleague, management person, client, and/or the general public. Recognition is also a factor of motivation in Herzberg's two factor theory.

#### 4.2 Promotion

Promotion refers to designate an actual change in upward direction in job status. The promotion to the next level will result in positive changes such as pay, autonomy and supervision.

#### 4.3 Pay

These are the sequences of events in which compensation plays a major role. There is no doubt that monetary rewards may play a very influential role in determining job satisfaction. Salaries not market related, can lead to dissatisfaction.

#### 4.4 Interpersonal Relations

It involves relationships with superiors, subordinates, and peers or colleague. If the employee experiences the healthy relationship with others within the organization so it will boost the morale and satisfaction toward the job and lead to the higher productivity.

#### 4.5 Supervision

The supervisor's willingness to delegate responsibility and/or to teach subordinates is known as supervision. If workers view their superiors as fair, competent and sincere, the level of job satisfaction will be high. Vice-versa workers that perceive employers as unfair, incompetent and selfish will therefore experience a lower level of job satisfaction.

#### 4.6 Policy and Administration

These are events in which some or all aspects of the organization were related to job satisfaction. Organizational policy plays an important part in the satisfaction of employee toward the job. These should be framed keeping in view of employee's needs and desire.

#### 4.7 Working Condition

Physical working conditions and facilities are equally significant for job satisfaction of employees, viz-: Canteen, Proper lighting, Drinking water, crèches, clean wash-rooms.

#### 4.8 Work Itself

The 'work itself' plays a critical role in determining how satisfied a worker is with the job-: the actual job performance related to job satisfaction. [3]

### 5. Rationale of the Study

It is obvious that employees play critical role in determining the efficiency, effectiveness and sustainability of any public sector undertaking. It is paramount to understanding what motivates them to the extent they are satisfied by the organization and other contextual variables. Job satisfaction is also an essential part of ensuring qualitative service. The research was conducted amongst the employee of BHEL, Bhopal plant. The objective of this research study is to outline the working environment of BHEL, Bhopal with the employees toward job satisfaction and initiatives taken by the management and effects of those initiatives on employees performance. In this study the satisfaction level of employees of BHEL and its effects on their performance and productivity. The concept of job satisfaction is important in more than one way. There can be many factors-: social factors, psychological

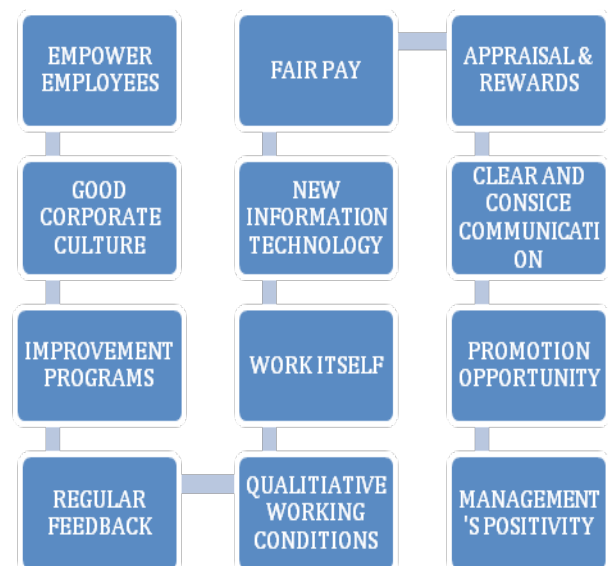


Figure 2. Ways of improving job satisfaction.

factors, Working Environment, Type of job, Family background, domestic schedule and life stage. The job satisfied employee is able to maintain contribution for the success of organization.

The study of Dr. Muhammad Iqbal Saif, Muhammad Imran Malik, Muhammad Zahid Awan (2011) examines the relationship of employee work satisfaction (job satisfaction) and prevalence of work life balance (WLB) practices in Pakistan. A sample of 450 layoff survivors, gathered via stratified sampling, provides the basis for analysis. The layoff survivors are working in two big organizations operating in Pakistan. The results of Regression analysis assured a positive relationship among the variables. Moreover, the results of ANOVA help in understanding that no significant differences prevail with respect to employees' work satisfaction and work life balance at the three levels of management that are the top management, middle level management and the first level management. The results of the current study are discussed in the light of available studies. It is suggested that equal implementation of such policies should be ensured. The study will prove to be a milestone for the researchers, policy makers and students to properly understand the concepts of employee work satisfaction, work life balance and their relationship. Moreover the study also helps the managers of government and non government organizations the importance of effective implementation of WLB policies [14].

The study of Muhammadi Sabra Nadeem, Dr. Qaisar Abbas (2009) was aimed to explore the relationship between work life conflict and job satisfaction in Pakistan. This study found that job satisfaction is significantly negatively correlated with work to family interference and family to work interference. Job satisfaction is also found to be negatively related with stress in this research. However, the correlation of workload is positive and insignificant which shows that workload does not affect the job satisfaction of the employees in Pakistan. Job autonomy emerged as having a strong and clear correlation with job satisfaction, more autonomy in a job leads to higher job satisfaction among employees. The policy alternative should be that a supportive management is required to minimize the conflict between work and family. Top management should realize the importance of work life balance and its adverse affect on job satisfaction [9].

The aim of the study of Lalita Kumari (2012) was to find out about the employee's perception of their work

life balance policies and practices in the public sector banks. Quota sampling method was followed. Survey was conducted among 350 respondents and data was analyzed on the basis of responses provided. Data was analyzed with the help of factor analysis, descriptive statistics, mean, t-test and Karl Pearson's correlation. The findings of the study emphasized that each of the WLB factors on its own is a salient predictor of job satisfaction and there is a significant gap among the female and male respondents with job satisfaction with respect to various factors of WLB. The positive correlation indicates that job satisfaction is an important indicator of WLB. The result of study may have practical significance for human resource managers of especially banks to improve staff commitment and productivity along with designing their recruitment and retention policies [7].

Muhammad Rafiq, Muhammad Javed, Mustajab Khan, Maqsood Ahmed (2012) finds that rewards always play an important role in organization's growth and better performance. This study examines the impact of intrinsic and extrinsic rewards on job satisfaction. The data was collected from 210 call center employees that were working in different telecom organizations. Standardized questionnaire was used to collect data. Results showed positive trends in all variables. Extrinsic rewards are comparatively more important than intrinsic rewards when job satisfaction of employee was evaluated. The results of regression analysis show that job satisfaction is more dependent on extrinsic rewards as compared to intrinsic rewards. The results and its implications for managers have also been discussed [11].

Mosammod Mahamuda Parvin and M M Nurul Kabir (2011) studies that the Pharmaceutical sector has a vital underpinning role in the economic development of a country. This study attempts to evaluate job satisfaction of employees in different pharmaceutical companies. It focuses on the relative importance of job satisfaction factors and their impacts on the overall job satisfaction of employees. It also investigates the impacts of pharmaceutical type, work experience, age, and sex differences on the attitudes toward job Satisfaction. The result shows that salary, efficiency in work, fringe supervision, and co-worker relation are the most important factors contributing to job satisfaction. The overall job satisfaction of the employees in pharmaceutical sector is at the positive level. The nature of business operation, the work culture and the level of job satisfaction have undergone sea change for the pharmaceutical companies. A business

proposition initiated huge investment whereas their stocks was diminishing, bringing a high level of job security apprehension among its employees. This research paper highlights some of these problems and presents a picture of level of job satisfaction among employees of pharmaceutical companies [8].

According to Anitha (2011), employees are satisfied if they get what they expected; job satisfaction relates to inner feelings of workers. Chi Square test and percentage analysis have been used by the author to analyze the job satisfaction of paper mill employees in Udumalpet and Palani Taluk. Providing certain factors such as Canteen, rest room facilities, rewards, recognition and promotion policy could improve the employee's satisfaction [2].

Alam Sageer et al (2012) studied various variables responsible for employee satisfaction which has been discussed such as Organization development factors, Job security factors, Work task factors, Policies of compensation and benefit factor and opportunities which give satisfaction to employees such as Promotion and career development also has been described [13].

According to Sowmya and Panchanatham (2011), the term 'job satisfaction' has been conceptualized in many ways. Job satisfaction focuses on all the feelings that an individual has about the job. It has been assumed by organizational behavior research that individuals who express high satisfaction in their jobs are likely to be more productive, have higher involvement and are less likely to resign than employees with less satisfaction. The researchers have studied job satisfaction of employees in new private sector and select public sector banks specifically in the banking sector of the main metropolitan city named Chennai [16].

Me Sempane et al (2002) worked to establish whether a relationship existed between the variables job satisfaction and organizational culture of employees within a service organization. The study population of 200 employees- 40 were excluded from the study due to poor literacy levels. The Culture and Minnesota Job Satisfaction Questionnaires were administered to the sample of 160 employees-: 121 usable responses were received. High coefficient alphas were obtained on both the Organizational Culture Questionnaire (OCQ) (0,99) and the Minnesota Job Satisfaction Questionnaire (MJSQ) (0,92). Significant differences were found between some biographical variables and responses on the OCQ. A significant relationship was found between

scores of the OCQ and the MJSQ. The managerial implications of the findings were further explored in the study. [15]

Ritu Narang and Alka Dwivedi (2010) aimed to develop a reliable and valid scale to measure the job satisfaction of knowledge workers. The data collected from a sample of 511 knowledge workers, were analyzed, in a 30-item scale with Cronbach alpha value 0.93 and the reliability of subscales ranging from 0.93 to 0.54. The validated instrument comprises of five dimensions: Organizational support, competitive excellence, repressive management practices, fair and transparent management, and supervision and guidance. Regression analysis showed the relative significance of various dimensions [10].

Obasan Kehinde (2011) studied the impact of job satisfaction on absenteeism in Black Horse Industries Limited, a plastic manufacturing industry situated at Ibadan, Oyo State, Nigeria. Extrinsic sources of job satisfaction including Pay, work, promotion, supervision, co-workers, working conditions and fairness were considered. Results obtained indicated that the extrinsic sources of job satisfaction have a direct impact on absenteeism. Thus, the author recommends that employers should pay due attention to extrinsic sources of job satisfaction as major practical tools to reducing absenteeism [5].

The purpose of Jaime X. Castillo and Jamie Cano (2004) study was to describe the amount of variance in faculty member's overall level of job satisfaction explained by Herzberg, Mausner, and Snyderman's (1959) job motivator and hygiene factors. Additionally, the study sought to investigate the suitability of a one-item versus a multi-item measure of overall job satisfaction. The faculty was generally satisfied with their jobs. However, female faculty members were less satisfied than male faculty members. The factor "work itself" was the most motivating aspect for faculty. The least motivating aspect was "working conditions" [3].

Raj Kamal and Debashish Sengupta (2008) studied the degree of overall job satisfaction prevailing among the Bank Officers [4].

## 6. Research Methodology

The study is a descriptive study. Questionnaire is designed to collect the data from various employees and staff members of BHEL, Bhopal (M.P.) [6].

## 7. Objectives of the Study

- To study the working environment of BHEL for the view point of Job satisfaction.
- To study the perception about the job satisfaction amongst the employees of BHEL.
- To study the initiatives taken by the management for job satisfaction of their employees in BHEL.
- To study the effects of job satisfaction on performance and productivity amongst the employees of BHEL.

## 8. Hypothesis

- Working environment plays significant role towards job satisfaction of the employees.
- Employees of BHEL Bhopal have positive perception about the job satisfaction.
- Initiatives taken by the pears have positive impact on the employees of BHEL Bhopal.
- Job satisfaction amongst the employees of BHEL helps in increasing productivity.

## 9. Sampling Plan

- **Sample Unit:** BHEL, Bhopal employees and staff members who are working more than 5 years.
- **Sample Size:** 300 employees.

## 10. Research Approach

Survey (Primary data is collected through self structured questionnaire).

### Questionnaire

**Table 1.** Response towards 'working environment'

Opinion	No.	Percent (%)
Participative	125	41.66
Autonomy	66	22
Capricious	60	20
Red Tapism	49	1.33
Total	300	100

$\chi^2 = 46.423$  df = 3,  $\chi^2 (.05) = 7.81$

When employees were asked about working environment in BHEL, majority of them (41.66%) said participative and 22%, 20%, 1.33% said autonomy, capricious and red tapism consequently. The chi square value radically shows that opinion of the respondents was significantly different on asking about working environment.

**Table 2.** Whether the work allotted was as per qualification and skills of the employees

Opinion	No.	Percent (%)
Strongly agree	61	20.33
Agree	97	32.33
Disagree	78	26
Strongly disagree	64	21.33
Total	300	100

$\chi^2 = 10.79$  df = 3,  $\chi^2 (.05) = 7.81$

When the respondents asked whether the Work allotted to them is according to their qualification, then as a group of 20.33% and 32.33% were strongly agree and agree respectively and 26% and 21.33% were disagree and strongly disagree correspondingly. The chi square value completely shows that the opinion of respondents was significantly different when it comes to allotment of work according to the skills.

**Table 3.** Employees are satisfied with the top management

Opinion	No.	Percent (%)
Strongly agree	78	26
Agree	99	33
Disagree	69	23
Strongly disagree	54	18
Total	300	100

$\chi^2 = 15.65$  df = 3,  $\chi^2 (.05) = 7.81$

When employees were asked - whether they were satisfied with the top Management, then majority of 26% and 33% were strongly agree and agree respectively while only 23% and 18% were disagree and strongly disagree respectively. The chi square value radically shows that opinion of the respondents was significantly different.

**Table 4.** Working hours are satisfactory

Opinion	No.	Percent (%)
Strongly agree	109	36.33
Agree	61	20.33
Disagree	85	28.33
Strongly disagree	45	15
Total	300	100

$\chi^2 = 31.35$  df = 3,  $\chi^2 (.05) = 7.81$

When it is asked to respondents that are you satisfied with the working hours, 36.33% and 20.33% strongly agree and agree respectively and 28.33% and 15% were disagree and strongly disagree correspondingly. The chi square value completely shows that the opinion of respondents was significantly dissimilar when it comes to working hours.

**Table 5.** Employees have necessary authority to perform their duties effectively

Opinion	No.	Percent (%)
Strongly agree	75	25
Agree	85	28.33
Disagree	78	26
Strongly disagree	62	20.66
Total	300	100

$\chi^2 = 3.7$  df = 3,  $\chi^2 (.05) = 7.81$

On asking to the employees that you have necessary authority to perform your duties, then 25% and 28.33% said strongly agree and agree respectively and 26% and 20.66% said disagree and strongly disagree in that order. The chi square value entirely shows that the opinion of respondent was significantly identical.

**Table 6.** Organization regularly organizes Counseling programs for the employees

Opinion	No.	Percent (%)
Strongly agree	55	18.33
Agree	71	23.66
Disagree	94	31.33
Strongly disagree	80	26.66
Total	300	100

$\chi^2 = 10.68$  df = 3,  $\chi^2 (.05) = 7.81$

When respondents were asked whether Counseling programs are regularly organized, then 18.33% and 23.66% were strongly agree and agree respectively and mass of 31.33% and 26.66% were disagree and strongly disagree on this fact. The chi square value radically shows that the opinion of respondents was significantly different.

**Table 7.** Employees share experience to help each other

Opinion	No.	Percent (%)
Strongly agree	66	22
Agree	129	43
Disagree	60	20
Strongly disagree	45	15
Total	300	100

$\chi^2 = 54.96$  df = 3,  $\chi^2 (.05) = 7.81$

When respondents were asked-whether the employees share experience to help each other, then mass of 22% and 43% were strongly agree and agree respectively and only of 20% and 15% were disagree and strongly disagree on this fact. The chi square value radically shows that the opinion of respondents was significantly dissimilar.

**Table 8.** Target accomplishment facilitates appreciation and rewards to the employees

Opinion	No.	Percent (%)
Strongly agree	108	36
Agree	77	25.66
Disagree	62	20.66
Strongly disagree	53	17.66
Total	300	100

$\chi^2 = 23.28$  df = 3,  $\chi^2 (.05) = 7.81$

When employees were asked- whether they get rewards if targets are accomplished, then mass of 36% and 25.66% were strongly agree and agree respectively and said that it improves productivity and only 20.66% and 17.66% were disagree and strongly disagree accordingly. The chi square value completely shows that the opinion of respondents was significantly different when it comes to get rewards on targets accomplishment.

**Table 9.** Organization has good career prospect for employees

Opinion	No.	Percent (%)
Strongly agree	71	23.66
Agree	98	32.66
Disagree	62	20.66
Strongly disagree	69	23
Total	300	100

$\chi^2 = 9.99$  df=3,  $\chi^2 (.05) = 7.81$

On asking to the respondents that you have good career prospect in BHEL, then 23.66% and 32.66% of them were strongly agree and agree in that order and only 20.66% were disagree and 23% were strongly disagree with the statement. Also chi square value depicts that the opinion of respondents was significantly different.

**Table 10.** Physical working condition are satisfactory

Opinion	No.	Percent (%)
Strongly agree	45	15
Agree	56	18.66
Disagree	106	35.33
Strongly disagree	93	31
Total	300	100

$\chi^2 = 33.94$  df = 3,  $\chi^2 (.05) = 7.81$

On asking to the employees that working condition in your organization is satisfactory then 15% were strongly agree and 18.66% agree in that order and crowd of 35.33% respondents were disagree and 31% were strongly disagree about it. The chi square value clearly indicates that the opinion of respondents was significantly different.

**Table 11.** Top management involve employees in decisions making process

Opinion	No.	Percent (%)
Strongly agree	61	20.33
Agree	77	25.66
Disagree	92	30.66
Strongly disagree	70	23.33
Total	300	100

$\chi^2 = 6.84$  df=3,  $\chi^2 (.05) = 7.81$

When employees were asked- whether the that management involves employees in the decisions making process, only 20.33% were strongly agree and 25.66% were agree While as a group of 30.66% and 23.33% were disagree and strongly disagree respectively. The chi square value completely shows that the opinion of respondents was significantly identical on this fact.

**Table 12.** Welfare facilities are Satisfactory

Opinion	No.	Percent (%)
Strongly agree	89	29.66
Agree	76	25.33
Disagree	62	20.66
Strongly disagree	73	24.33
Total	300	100

$\chi^2 = 4.92$  df = 3,  $\chi^2 (.05) = 7.81$

When employees were asked- whether the Welfare facilities are satisfactory of BHEL, then 29.66% were strongly agree and 25.33% were agree While only 20.66% and 24.33% were disagree and strongly disagree respectively. The chi square value completely shows that the opinion of respondents was significantly same on this fact.

**Table 13.** Which factor motivates you most

Opinion	No.	Percent (%)
Salary	94	31.33
Promotion	66	22
Leave	74	24.66
Motivational Talks	24	8
Recognition	42	14
Total	300	100

$\chi^2 = 50.13$  df = 4,  $\chi^2 (.05) = 9.488$

When employees were asked- How you remain motivated, then as a group of 31.33% said Salary and 22% said Promotion, 24.66% said Leave, 8% said Motivational talks and 14% said Recognition respectively. The chi square value completely shows that the opinion of respondents was significantly different regarding this issue.



**Table 14.** Organization recognizes and acknowledges your work

Opinion	No.	Percent (%)
Strongly agree	77	25.66
Agree	88	29.33
Disagree	74	24.66
Strongly disagree	61	20.33
Total	300	100

$\chi^2 = 4.92$  df = 3,  $\chi^2 (.05) = 7.81$

On employees were asked whether the Organization recognizes and acknowledges your work, then mass of 25.66% and 29.33% of respondents were strongly agree and agree and only 24.66% and 20.33% of respondents were disagree and strongly disagree about it respectively. The chi square value radically shows that opinion of the respondents was significantly identical.

**Table 15.** Compensation is satisfactory according to the work

Opinion	No.	Percent (%)
Strongly agree	87	29
Agree	79	26.33
Disagree	68	22.66
Strongly disagree	66	22
Total	300	100

$\chi^2 = 3.86$  df = 3,  $\chi^2 (.05) = 7.81$

When employees were asked- whether the BHEL provides satisfactory compensation according to the Work, then 29% strongly agreed and 26.33% were agree with this statement and merely 22.66% and 22% respondents were disagree and strongly disagree simultaneously. Also the chi square value radically shows that the opinion of respondents was significantly same on above asked issue.

**Table 16.** Rate overall satisfaction with Job

Opinion	No.	Percent (%)
Highly satisfied	79	26.33
Satisfied	96	32
Dissatisfied	67	22.33
Highly dissatisfied	58	19.33
Total	300	100

$\chi^2 = 10.79$  df = 3,  $\chi^2 (.05) = 7.81$

When it was asked to rate the overall satisfaction with your Job, then 26.33% were strongly agree and 32% were agree While only 22.33% and 19.33% were disagree and strongly disagree respectively. The chi square value completely shows that the opinion of respondents was significantly different on this fact.

## 11. Findings

- Overall the employees are quite satisfied and view the BHEL as a good place to work.
- Job satisfaction affects employee morale, turnover, absenteeism, and pro-social behavior, which can be crucial for organizational success.
- Satisfaction with career advancement had a strong association with job satisfaction.
- Working in an environment of cooperation and mutual respect was also important to the employees for job satisfaction.
- Some of the employee enjoys having the opportunity to do a variety of tasks and the fact that extra effort is noticed.
- It is found that most of the employees agree that they are physically stressed in their job. And some of the Employees strongly agree that they are mentally pressurized in their job.
- Majority of the employees agree that their superiors are more helpful and cooperative which may be one of the reasons for job satisfaction.
- It is found that employees are more committed towards their job to get higher reward and appreciation. This attitude towards their jobs however increases family conflict but increases job satisfaction.
- Most of the employees agree that work allotment is based on skills and qualification and generally they are happy with the top management of the organization.
- Since BHEL is a public sector undertaking, so most of the employees are happy with the working hours of the organization.
- Authority to perform duties effectively is another factor of job satisfaction.
- Employees have mutual cooperation and share their experiences to help the other employee.
- Being a PSU and Maharatna company of India, employee reported that BHEL have good career prospect for future growth.

- Most of the employees especially ground level employees are not happy with physical working conditions.
- Salary and Leave are two most vital factors that motivate employees and helps in job satisfaction.
- More than 55% employees are satisfied with the organizational policies and decisions and remaining is waiting for the change in some policies.

## 12. Suggestions

- The employee feels that the work-loads are not equal between colleagues. So equal distribution of work-loads should be done to improve the satisfaction of employee.
- An ideal work culture can be created to achieve job satisfaction. To improve the work environment following ideas should be adopted: More cordial co-workers, more cohesiveness between departments, trust and open communication, having a lighter workload, less red tape, more training opportunities, having better office and wash area facilities, easier access to new technology etc.
- It is recommended to be aware of current satisfaction level of employees in order to address problems efficiently. This will result in a smoother operation that is more suitable to successfully serve the purpose of an organization.
- Open the lines of communication between administration, Board members, Trade union, and Employees as they all should be interested in the common goal of improving productivity and performance of the organization.
- The BHEL administrators need to seek input from staff members as part of the decision making process and they need to place some value on those opinions. This implies that decisions making process is an information gathering process and the decisions should be based on all the information provided by the employees.
- The management should take steps toward improving the morale of the employees by implementing organizational strategies that would enhance the work culture.
- Employees should receive acknowledgement for their outstanding efforts, this can be conducted in the form of continuous appraisals, staff awards or creating an innovative reward system that will heighten their

- morale and at the same time acknowledge their good performance.
- Somewhere employees are dissatisfied or resist the change. So some workshops on motivating staff on the reason for change should be done. And the economical benefits associated with change as well as how staff would benefit from these changes should be communicated properly.
- It's also recommended that when management communicates the policies and procedures of the organization, they should come through as transparent, positive and optimistic.
- Since team work impacts very positively in achieving the goals and the mission of the organization. So proper consideration should be given on individual as well as team rewards.
- The lack of providing feedback put down the employees with a lower level of confidence. Hence appropriate feedback and communication become one of the top priorities of management by ensuring that this takes place regularly and effectively.
- There should be proper pay structures and definite pay policies in place, especially those staff that are continuously upgrading their qualifications and working more than working hours. Salary should be according to job profile and stress level of employees. It is recommended that remuneration serves as a symbol of achievement and a source of recognition.
- Democratic style of decision making and participative management style should be adopted. Until they may feel that they are the ones at the bottom of the hierarchy and are more updated on what's happening at ground level; but management is ignorant to hear their views.
- Work life imbalance is another reason of job dissatisfaction. So, a supportive management is required to minimize the conflict between work and family. Top management should realize the importance of work life balance and its adverse affect on job satisfaction.
- Specific Counseling programs on Work Life Balance can be conducted. Since Different age groups have different perceptions regarding work life balance, so work should be distributed according to the age and gender. It will improve the employee's commitment and satisfaction level along with productivity and profitability.
- Certain modern techniques like Yoga, Instrumental activities should be included in organization to reduce the job stress.

- Regular exercises, mediation and other soft skill practices can improve the emotional balance of the employees and reduce job anxiety.
- There must be brain storming between employees and employers relating to their job profile, job stress, and salary from time to time in order to increase their job-commitment.
- Family welfare programs and family counseling programs can be conducted and also Employees' social gathering programs will be the better option to reduce the mental pressure at the work place.
- Reward and recognition system should be fair and transparently to be adapted to each and every employee in the Organization.

### 13. References

1. About BHEL, Bhopal. Available from: [http://www.bhelbpl.co.in/bplweb\\_new/About.aspx](http://www.bhelbpl.co.in/bplweb_new/About.aspx)
2. Anitha R (2011). A study on job satisfaction of paper mill employees with special reference to Udumalpet and Palani Taluk, *Journal of Management and Science*, vol 1, No.1, 36–47.
3. Castillo J X, and Cano J (2004). Factors explaining job satisfaction among faculty, *Journal of Agricultural Education*, vol 45, Number 3, 65–74.
4. Raj K, and Debashish S (2008). A study of job satisfaction of Bank officers, *Prajnan NIBM (Pune)*, vol XXXVII, No. 3, 229–245.
5. Obasan K (2011). Impact of job satisfaction on absenteeism: a correlative study, *European Journal of Humanities and Social Sciences*, vol 1, No. 1, 25–49.
6. Kothari C R, (2004). *Research methodology – methods and techniques*, new age international publishers, 233–238.
7. Kumari Lalita (2012). Employees' perception on work life balance and its relation with job satisfaction in indian public sector banks, *International Journal of Engineering and Management Research*, vol 2(2), 1–13.
8. Parvin M M, and Kabir M M N (2011). Factors affecting employee job satisfaction of pharmaceutical sector, *Australian Journal of Business and Management Research*, vol 1, No. 9, 113–123.
9. Sabra N M, and Qaisar A (2009). The impact of work life conflict on job satisfactions of employees in Pakistan, *International Journal of Business and Management*, vol 4, No. 5, 63–83.
10. Ritu N, and Alka D (2010). Managing the job satisfaction of knowledge workers: An Empirical Investigation, *Asia Pacific Journal of Business and Management*, vol 1 (1), 1–14.
11. Muhammad R, Muhammad J et al. (2012). Effect of rewards on job satisfaction evidence from Pakistan, *Interdisciplinary Journal of Contemporary Research in Business*, vol 4, No. 1, 337–347.
12. Rao V S P (2009). *Human resource management – Text and cases*, Excel books – New Delhi, 299–306.
13. Alam S, Sameena R et al. (2012). Identification of variables affecting employee satisfaction and their impact on the organization, *IOSR Journal of Business and Management*, vol 5(1), 32–39.
14. Iqbal S M, Imran M M et al. (2011). employee work satisfaction and work - life balance: a pakistani perspective, *Interdisciplinary Journal of Contemporary Research in Business*, vol 3, No. 5, 606–617.
15. Sempene M E, Rieger H S et al. (2002). Job Satisfaction In relation to organizational culture, *SA Journal of Industrial Psychology*, vol 28(2), 23–30.
16. Sowmya K R, and Panchanatham, N (2011). Factors influencing job satisfaction of banking sector employees in Chennai, India, *Journal of Law and Conflict Resolution*, vol 3(5), 76–79.
17. Rajesh K Y, and Nishant D (2013). Performance management system in maharatna companies (a leading public sector undertaking) of India – a case study of B.H.E.L., Bhopal (M.P.), *International Letters of Social and Humanistic Sciences*, vol 4, 49–69.