A STUDY ON WORK ENVIRONMENT AND JOB SATISFACTION LEVEL OF EXECUTIVES AT BHEL EDN

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ABSTRACT

- **Purpose**: This study examines the work environment and job satisfaction levels of executives at BHEL EDN (Bharat Heavy Electricals Limited, Electronics Division). This study aims to understand the factors of work environment at BHEL and how it influences job satisfaction level of Executives which is considered as a very crucial and important element for any organization success and employee well-being

- **Design/Methodology**: Descriptive research design, Data collection was done using questionnaire was formed on the basis of 5-point Likert scale   Sample Size– 130, Sampling unit –BHEL Employees, Software- IBMSPSS, Statistical tools- descriptive analysis, Correlation, Regression, Statisticaltools-descriptive analysis, Correlation, Regression

- **Findings:** The result of the study was demonstrated by considering the elements of Work environment like – employee welfare facilities, Leave scheme, Medical Schemes, working hours, Physical working conditions, Organization culture and factors considered to map Job Satisfaction level were Motivation , Appreciation , Performance Appraisal, Career development programs, employee's Rewards and Recognition etc.) It was found in the study that most influencing factors at BHEL were Employee Appreciation and Recognition and Employee Welfare facilities which motivates them to work in the organization

- **Practical Implications:** The findings of the study have various Managerial Implication for the organization that want to have a significant association between work environment and Job satisfaction level of the executives this finding will help the Employers Design an Effective work environment in successful manner which will help both Employer and Employees

- **Social Implications:** Somehow the study is also useful for Societal impact in terms of Effective. Workplace Practices like Performance Appraisal, Welfare facilities, Appreciations and Rewards will increase the Job satisfaction level of Employees. Which will also help to Motivate the Employees to work with dedication and Involvement in the Organization

Key word: Work Environment, Job satisfaction Level, Motivational factors, Organizational culture, Welfare facilities

- **Introduction**

Work Environment

A work environment is the setting, social aspects and physical conditions in which an individual performs their job. It can have a significant effect on morale, workplace relationships, performance, job satisfaction and employee health. Understanding what a work environment is and what a healthy one looks like can help you find an employer that fosters a positive atmosphere. In this article, we answer the question 'What is a work environment?', explore the elements of a work environment, discuss the different types, share a list of positive workplace environment characteristics and detail why a positive environment is important.

ATTRIBUTES OF WORK ENVIRONMENT

1. Flexible Working Environment

2. Open Communication

3. Showing Gratitude for Hard Work

4. Great Workplace Culture

5. Unity and Teamwork

6. Professional Work Atmosphere

7. Providing Training and Career Growth Opportunity

8. Good Leadership

9. Assurance for Equality

10. Employees are Action-Oriented

11. Respect for Diversity

12. Paying Competitive Salary Package

Job Satisfaction

Job satisfaction, an unquantifiable metric, is defined as a positive emotional response you experience when doing your job or when you are present at work. Leading organizations arenow trying to measure this feeling, with job satisfaction surveys becoming a staple at most workplaces. It's important to remember that job satisfaction varies from employee to employee.

In the same workplace under the same conditions, the factors that help one employee feel good about their job may not apply to another employee. For this reason, it is essential to have a multidimensional approach to employee satisfaction, covering the following areas:

- The challenging nature of work, pushing employees to new heights
- A level of convenience (short commutes, access to the right digital tools, and flexible hours)
- Regular appreciation by the immediate management and the organization as a whole
- Competitive pay, which employees maintain a good quality of life
- The promise of career progression in sync with employees' personal growth target

❖ **Company Profile**

Company Name	Bharath Heavy Electricals Limited
Logo	
Industry	Electrical Equipment
Founder	Government of India
A reaserved	Worldwide
Address	PB2606, Mysore Road, Bangalore 560026
Chairman and Managing Directors	DR.NALINSHINGHAL
Year of Establishment	1956
Entry to International Market	2012
Head Quarters	NewDelhi
Products	• Gas and Steam Turbines • Boilers • Electrical Locomotives • Generators • Heat Exchangers • Switchgears and Sensors • Automation and Control system • Power electronics • Transmission systems
Number of Employees	29,500 as per 2021

❖ **Literature Review**

S.NO	1
Name of the Authors	T. K. Vinod Kumar
Year of Study	2021
Sampling unit where study was conducted	The Influence of Demographic Factors and Work Environment on Job Satisfaction Among Police Personnel
Sample size taken	6041
Variable /Model used in the study	Job Satisfaction, police, organizational characteristics, job characteristics, India
Statistical tools used in the Study	Regression
Observation of the Study	The study examined the impact of demographic factors, organizational, and job characteristics on job satisfaction
Limitations of the Study	The study has limitations in the sample selection not being reflective of the actual composition of the different ranks in the organization

S.NO	2
Name of the Authors	Dirar AbdelAziz ,Al-maaitah, Tha'er Majali, Malek Alsoud
Year of Study	2021
Sampling unit where study was conducted	The Role of Leadership Styles on Staffs Job Satisfaction in Public Organizations
Sample size taken	250
Variable /Model used in the study	Job satisfaction, leadership styles, Public Universities, employees' commitment
Statistical tools used in the study	Multiple regression
Observation of the Study	It was also found that the transactional leadership style has an insignificant effect on job satisfaction. Thus, it was concluded that transformational leaders are more effective to apply in the public universities;
Limitations of the Study	The study is only applicable to public sector organization

S.NO	3
Name of the Authors	Muhammad Syafii A. Basalamah,Ajmal
Year of Study	2021
Sampling unit where study was conducted	The Role of Work Motivation and Work Environment in Improving Job Satisfaction
Sample size taken	105
Variable /Model used in the study	Work Motivation, Work Environment,JobSatisfaction
Statistical tools used in the Study	Regression analysis
Observation of the Study	The results of this study indicate that motivation has a significant effect on job satisfaction. The universities and study programs must improve indicators in the work environment to create comfortable working conditions so that it will increase the job satisfaction of private university lecturers in the city of Makassar
Observation of the Study	It was only applicable to city of Makassar

S.NO	4
Name of the Authors	RafiaHasanTaheri, Md.ShiponMiahand Md. Kamaruzzama
Year of Study	2020
Sampling unit where study was conducted	Impact of Working Environment on Job Satisfaction
Sample size taken	50
Variable /Model used in the study	Working Environment, Job Satisfaction, Agricultural Extension, Rural Electrification
Statistical tools used in the Study	Regression analysis, Correlation analysis
Observation of the Study	The result employees from both of the organizations agree on the positive impact of the working environment on job satisfaction.
Limitations of the Study	It was only applicable to Bangladesh Rural Electrification Board.

| S.NO	5
Name of the Authors	Dr. R. Gopinath, Dr. R. Kalpana
Year of Study	2020
Sampling unit where study was conducted	Relation of Job involvement with Job satisfaction
Sample size taken	250
Variable /Model used in the study	Job Involvement, Job Satisfaction, Academic Leaders
Statistical tools used in the Study	Chi-square, Regression
Observation of the Study	Job Involvement has a significant relationship with Job Satisfaction. The researcher concluded that Job Involvement gives good opportunity for advancement to fulfil the personal life goals. It creates Job Satisfaction to academic leaders in the universities.
Limitations of the Study	The study conducted to Tamil Nādu universities academic leaders only. Therefore, the results cannot be generalized

❖ **Objective of the study**
- To examine the factors affecting working environment of employees at BHEL
- To identify the factors influencing Job satisfaction level of employees at BHEL
- To analyse the impact of work environment on job satisfaction level of employees at BHEL
- To suggest suitable ways to improve the work environment and level of job satisfaction for the executives at BHEL EDN

❖ **Research methodology**
- Type of Research: Descriptive Research
- Sample size: 130(BHEL EDN)
- Data type: Primary data from Survey and Secondary data source from website.
- Tools and Techniques: Descriptive Research, Regression analysis, Correlation analysis

❖ **Conceptual framework**
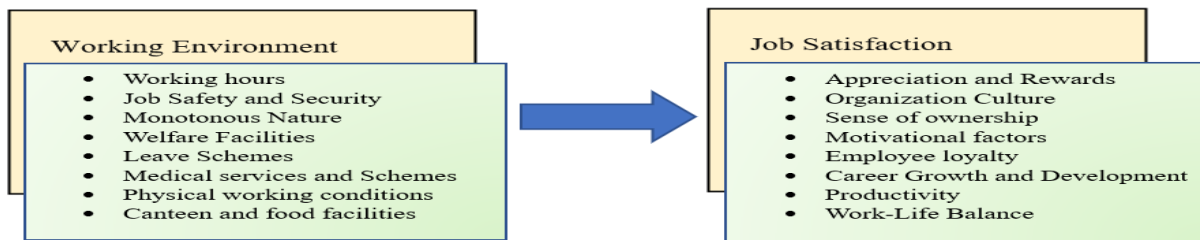
A conceptual model of Working Environment and Job satisfaction

THEORIES FOR JOB SATISFACTION AND WORK ENVIRONMENT

The foundation of the content theory of job satisfaction is the recognition of human wants and motivations. The theory focuses on the underlying motives that cause people to behave in that workplace. suggesting that management may identify and anticipate employees' wants by watching how they behave. A need hierarchy hypothesis was created by Abraham H. Maslow.

This idea contends that one of the main things that motivates people at work is the desire to satisfy their needs. Every human aspires to meet a variety of demands. Human needs are numerous, intricate, and interconnected. Human needs have a specific hierarchy or structure. Self-actualization needs are at the top of the hierarchy, while physiological needs are at the bottom. Social needs, esteem (ego) needs, and safety (security) requirements are positioned in between. Lower level

Herzberg claims that in order to keep employees' satisfaction levels at a fair level, certain maintenance or hygiene components are required. Although these variables don't make the workers happy, their absence will make them unhappy. These elements are hence referred to as dissatisfies. These aren't fundamental components of a job, but they are connected to the circumstances in which a task is carried out.

On the other hand, intrinsic elements of the job include motivational factors. Any improvement in these variables will please the staff and enhance performance. However, a decline in these elements won't make people unhappy. Vroom defined motivation as a process that the individual controls and that guides decisions among many sorts of voluntary activity in 1964. The expectation of an individual is the source of motivation

❖ **Data Analysis and Interpretation**
  • **Table showing the Descriptive statistics of demographic factors**

Descriptive statistics	Gender	Age	Experience	Educational qualification
Mean	1.192308	1.892308	2.384615	3.176923
Standard Error	0.0347	0.055948	0.064037	0.046928
Median	1	2	2	3
Mode	1	2	2	3
Standard Deviation	0.395638	0.637901	0.730133	0.535056
Sample Variance	0.15653	0.406917	0.533095	0.286285
Kurtosis	0.503037	-0.53665	0.341454	3.32334
Skewness	1.579726	0.094675	0.955828	-0.47911
Range	1	2	3	3
Minimum	1	1	1	1
Maximum	2	3	4	4
Sum	155	246	310	413
Count	130	130	130	130
Confidence Level(95.0%)	0.068654	0.110694	0.126699	0.092847

Interpretation: It is observed that majority of the respondents were Male, and Majority of the respondents who are working in the organization are in the age group of 35-50 years, Majority of the respondents were Graduate-Engineering/ Graduate-Non-Technical working in the organization

Inferential Analysis

Hypothesis :1

H0: Employees of BHEL does not have positive perception about the job satisfaction

H1: Employees of BHEL have positive perception about the job satisfaction

Correlations

		you feel satisfied working at BHEL, and I intend to continue, grow and serve the organization in future also	Employees are satisfied with the organization culture at BHEL	I get Appreciation and Rewards if the desired work or targets are accomplished
you feel satisfied working at BHEL, and I intend to continue, grow and serve the organization in future also	Pearson Correlation Sig. (2-tailed) N	1 130	.512 .000 130	.468 .000 130
you feel satisfied working at BHEL, and I intend to continue, grow and serve the organization in future also	Pearson Correlation Sig. (2-tailed) N	.512 .000 130	1 .000 130	.561 .000 130
I get Appreciation and Rewards if the desired work or targets are accomplished	Pearson Correlation Sig. (2-tailed) N	.468 .000 130	.561 .000 130	1 .000 130

Correlation is significant at the 0.01 level (2-tailed).

Job Satisfaction and Intend to continue: There is positive correlation value of r=0.512 p- value is 0.01

Job Satisfaction and Organization Culture: There is positive correlation value of r=0.512 p-value is 0.01

Job Satisfaction and Appreciation and Rewards: There is positive correlation value of r=0.468 p-value is 0.01

p-value of 0.01 which is less than 0.005.

Hence the null hypothesis will be rejected, and alternative hypothesis will be accepted concludingSo, Employees of BHEL have positive perception about the Job satisfaction

❖ **Suggestions**

• Improving working hours can indeed have a positive impact on employee satisfaction it can be done by reducing overtime and over work and Employee involvement in scheduling, consider their preferences and individual needs when creating work schedules. This level of autonomy and flexibility can enhance job satisfaction.

• Building and improving organizational culture is crucial for creating a positive and productive work environment. Encourage honest and open communication among all organisational members.

This includes consistent and useful channels of communication like team meetings, town halls, and feedback systems. Establishing a secure area where staff members may voice their opinions, issues, and comments encourages a culture of cooperation and trust

• Team outings are a great way to promote team bonding, boost morale, and enhance collaboration within a group. Which increase the relationship between the employees in the organization

• Introducing merchandise products containing the company name or logo to employees can be a great way to foster a sense of belonging, unity, and pride among your workforces These can include items like t-shirts, hoodies, caps, bags, notebooks, pens, water bottles, or any other relevant products

❖ **Conclusion:**

BHEL EDN Provides the employees a maximum amount of motivation with training and development programs, and welfare facilities Recognition and Appreciation, Promotion, and Hike in salary motivate them to work in the organization.

Employees feel pride Working in a reputed public sector undertaking as it is a boon for the employees' The company ensures the job security of the employees. As we all know, work environment and job satisfaction are the key factors. For the success of every enterprise When employees are satisfied Automatically the performance will increase which leads to productivity Which leads to the growth and success of the organization Which helps to achieve the organizational goals effectively and efficiently.

The result shows that the level of job satisfaction of the employees depends on various factors such as the work environment. Employer-Employee relationship and motivational factors are such as Promotion, Recognition and Appreciation. Overall, the level of job satisfaction among executives at BHEL is very high. It is suggested to Improve the working environment and provide more facilities to its employees in future.

By conducting a comprehensive study on the work environment and job satisfaction levels of executives at BHEL EDN, valuable insights can be gained to enhance employee satisfaction, productivity, and overall organizational success. Implementing the recommendations derived from this study can contribute to a positive work environment that nurtures the well-being and professional growth of executives, leading to higher job satisfaction levels and improved organizational outcome

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