

Employee Satisfaction: An Organizational Development Approach (A Case Study of BHEL Ranipur Hardwar)

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ABSTRACT

Employee satisfaction is the core issue for any organization no matter which ever field it is. This research paper is designed to answer important questions like how much do people enjoy their jobs? People are satisfied with their job or not? Infact answering these questions with a careful deep thought has become necessity to operate in a global market, where the companies are required to follow people policies that are of global standards. In other words an insight into job satisfaction has become vital in this challenging market scenario. Remember, person's job is more than just the obvious activities of shuffling papers, writing programming code, waiting on customers or driving a truck. Jobs require interaction with co-workers and bosses, following organizational rules and policies, meeting performance standards, living with working conditions that are often less than ideal, and the like.

This paper is the case study of Bharat Heavy Electricals Limited (BHEL) Ranipur, Haridwar, having two main objectives (i) To understand the degree of employee satisfaction and their productivity. And (ii) To analyze the role of Human Resource Management for Development of Bharat Heavy Electricals Limited.

Key Words:

Employee Satisfaction, Productivity, Organizational Development, Working Environment.

INTRODUCTION

BHEL is the largest engineering and manufacturing enterprise in India in the energy related/infrastructure sector, today. BHEL is ushering in the indigenous Heavy Electrical Equipment industry in India-a dream that has been more than realized with a well-recognized track record of Performa. A widespread network comprising of 14 manufacturing companies, which have international recognition for its commitment towards quality. With an export presence in more than 60 countries, BHEL is truly India's industrial ambassador to the world. BHEL's vision is to become a world class engineering enterprise, committed to enhancing stakeholder value.

BHEL is one of the best PSU's making highest profits and highest turnovers every year. Except for the human resources, every field in BHEL is a masterpiece taking for

instance the technological advancements. Even the latest advancements and the technologies are being practiced at BHEL. The pay-packages given at BHEL have no comparison. A number of schemes related to post-retirement are well in practice. Thus, all these factors highlight a remarkable level of satisfaction related to monetary funds, which is the most important motivating factor in the Indian economy. The policies governing the human resources are the same as they were in early 60's and there is a need for several changes depending on the present environment. Since human resource is the most important component in any enterprise and if the policies governing them are looked into well, no doubt BHEL is going to emerge as one of the most efficient organization on the panorama of the PSU's. The economic environment has undergone as a change. BHEL is fully geared to explore and produce heavy machines and power equipments to the highest possibilities, so as to help to strengthen the economy of the country and reduce the import of heavy machines and power equipments for which the country has to spend a good deal of its hard earned foreign exchange.

With the autonomy gained by BHEL, there has been a greater freedom in the matter of capital investment and in the formation of joint ventures. The ultimate objective of all the corporate activity in any country is to bring about value addition to the life of the common man. In keeping with this inherent sentiment, this Public Sector of India has maintained its commitments in the socio-economic development of country's mammoth human resources. BHEL has been at the forefront not only in exploration and exploitation of the hydrocarbon resources but also in helping our countrymen effect improvements in their standards of living especially within the energy related areas. Human resources of an organization are the product of their biological inheritance and interactions with the environment. In order to make effective use of its human resources, an organization must recognize and pay attention to differences between individuals so that each person can maximize his/her potential. The study of problem and prospects of Human Resource Management is covered with Conceptual Analysis and Detailed Analysis, Presentation and Interpretation of findings in Human Resource Management & Development in BHEL.

DATA, OBJECTIVES AND METHODOLOGY

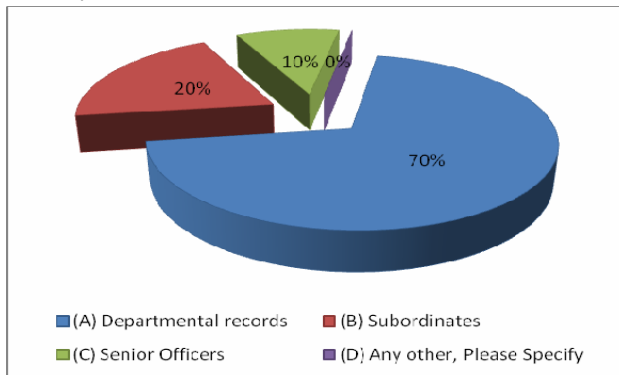
The study area BHEL falls in Ranipuri of the Haridwar District of the Uttarakhand State. This paper is based on the data of 1000 employees from different blocks of BHEL. For the selection of employees Simple Random Sampling is used. The data for this study is collected by questionnaire as well as annual reports of BHEL. After collecting requires data, the data is analyzed by Statistical Software.

The objectives of the study are enumerated below:

1. To understand the degree of employee satisfaction and their productivity.
2. To analyze the role of Human Resource Management for Development of Bharat Heavy Electricals Limited.

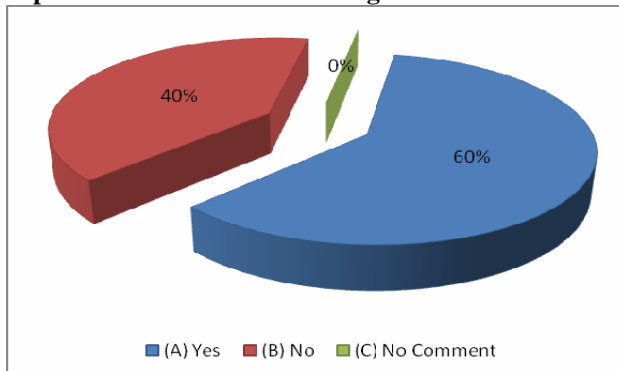
RESULTS

1. What are the major channels of information flow in BHEL?



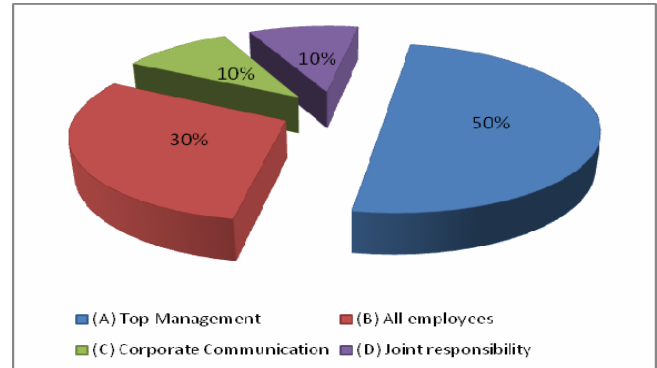
Interpretation: According to above figure, 70% respondents believe that departmental records are the major channels of information flow in BHEL, where 20% of respondents voted for subordinates and 10% of respondents believe in senior officer, who have major channel of information flow in BHEL.

2. Are you consulted in the formulation of your Departmental/Sectional Planning?



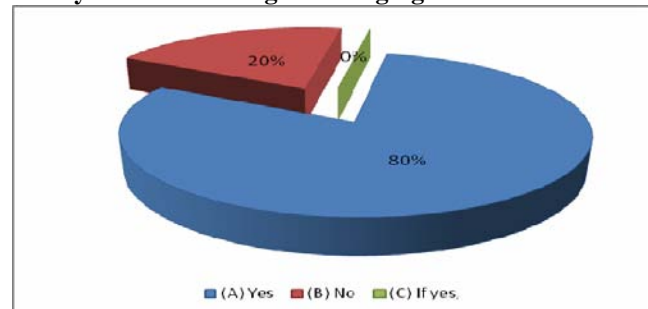
Interpretation: The present survey reveals, that out of the total respondents 60% believe that they have been consulted in the formulation of their departmental sectional planning while 40% of respondents believe that they have been consulted for these kind of planning.

3. Corporate image Buildings is the sole responsibility of:



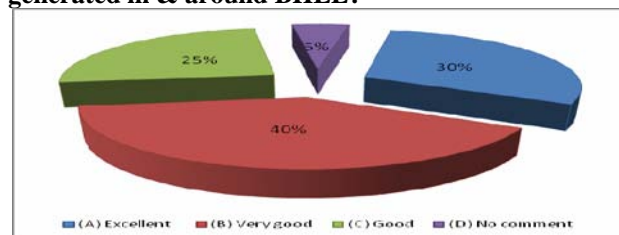
Interpretation: The present survey reveals that 50% of the respondents feel that corporate image building is the sole responsibility of the top management however 30% of the respondents believe that all employees have sole responsibility of the corporate image building. Whereas rest of the respondents equally voted 10% each for corporate communication and joint responsibility is the sole responsible of corporate image building.

4. Do you have a feeling of belonging to the BHEL?



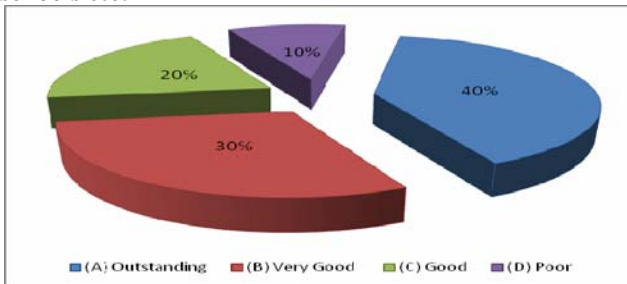
Interpretation: 80% of the respondents admitted that they do have a feeling of belonging to the BHEL. As against this only 20% respondents don't have a feeling of the BHEL while none of the respondents choose last option.

5. How well you consider BHEL as an employer and what extent the opportunities of employment being generated in & around BHEL?



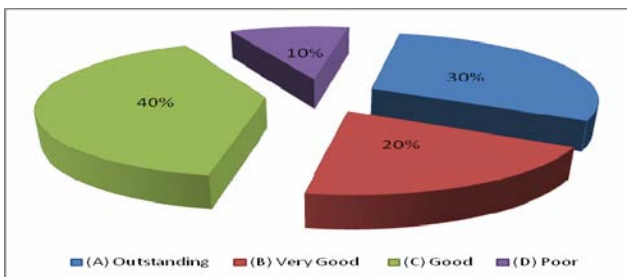
Interpretation: The above figure shows that 30% of the respondents consider excellent as an employer of BHEL and they believe that there is excellent opportunities of employment being generated in around BHEL. Whereas 40% of the respondents consider very good as an employer and employment opportunity and the other hand 25% of the respondents consider good, while 5% of the respondents refuse to comment on this topic.

6. To what extent people in & around BHEL are benefited due to provision of various educational facilities by BHEL e.g. schools, colleges, sports activities, other educational institutes and training schools etc:



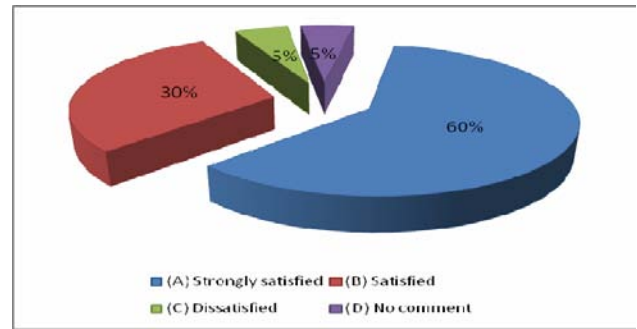
Interpretation: 40% out of the all respondents believe that BHEL provide outstanding provision of various educational facilities for the benefit of people in all around BHEL, 30% of the respondents admitted very good and 20% of the respondents said good while 10% of the respondents think that BHEL provide poor education facilities to benefited in & around BHEL.

7. To what extent BHEL is committed & vigilant towards the employees and society regarding safety, accidents, health risks and pollution etc:



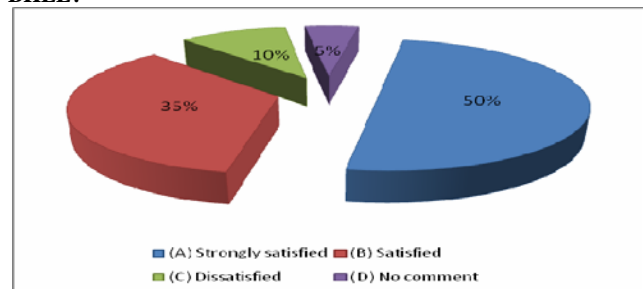
Interpretation: The above figure indicated that 30% of the respondents believe that BHEL commitment and vigilant are outstanding towards the employees and society regarding safety, accidents, health risks and pollution etc. whereas 20% of the respondents believe that very good moreover 40% of the respondents believe that good commitment and vigilant while 10% of the respondents think that BHEL commitment and vigilant is poor.

8. Are you satisfied with the working environment in BHEL?



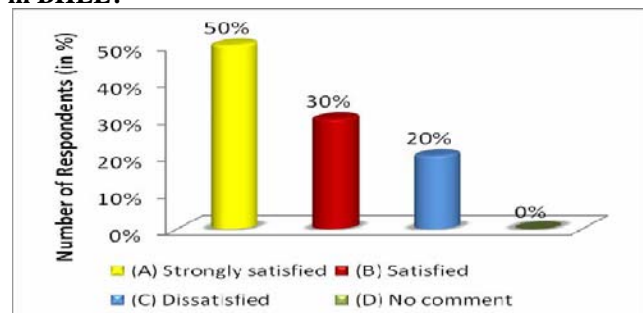
Interpretation: Out of the total number of the respondents 60% are strongly satisfied with the working environment in BHEL, whereas 30% of the respondents believed to be satisfied with the working environment in BHEL. As against this 5% of the respondents are dissatisfied, while as 5% of the respondents refused to comment on this issue.

9. Are you satisfied with the appraisal and target setting in BHEL?



Interpretation: 50% of the total respondents strongly satisfied with the appraisal and target setting in BHEL, 35% of the respondents believed to be satisfied with the appraisal and target setting. Whereas 10% of the respondents are dissatisfied and 5% of the respondents refused to comment in this regard.

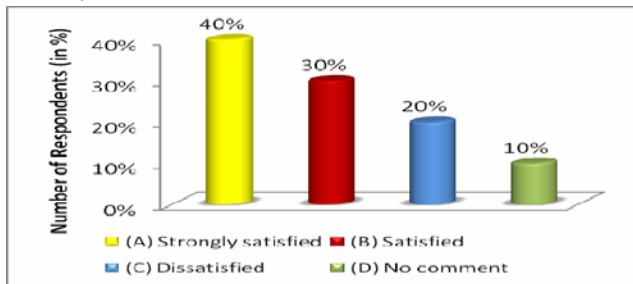
10. Are you satisfied with the training and competency in BHEL?



Interpretation: The present survey reveals that 50% of the respondents are strongly satisfied, 30% of the respondents believe to be satisfied with the training and competency in BHEL, and the other hand 20% of the respondents are dissatisfied and none of the respondents

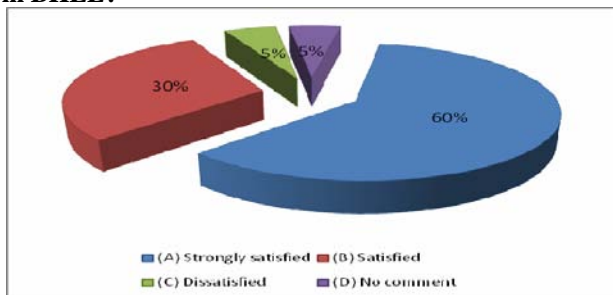
refuse to comment regarding training and competency in BHEL.

11. Are you satisfied with the career development in BHEL?



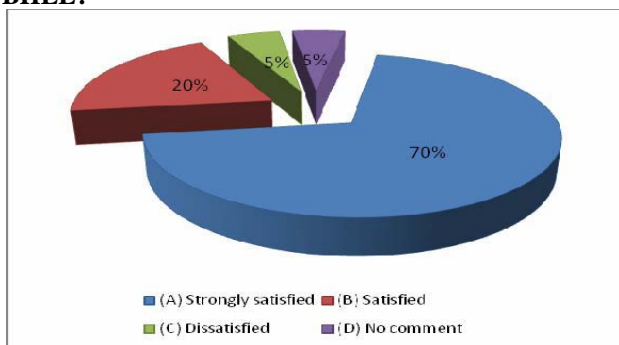
Interpretation: 40% of the respondents are strongly satisfied with the career development in BHEL and 30% of the respondents believed to be satisfied, whereas 20% of the respondents show that they are dissatisfied with the carrier development in BHEL while 10% of the respondents are confused to comment.

12. Are you satisfied with the reward and recognition in BHEL?



Interpretation: The above figure shows that 60% of the respondents believe that they are strongly satisfied with the reward and recognition in BHEL. On the other hand 30% of the respondents believe to be satisfied and 5% of the respondents are dissatisfied, while 5% of the respondents refuse to give any comment.

13. Are you satisfied with the communication in BHEL?



Interpretation: Out of the total no. of the respondents 70% are believed to be strongly satisfied, where as 20% of the respondents shows that they are satisfied with the communication in BHEL. But there are 5% of the respondents who are dissatisfied while 5% of the respondents did not comment on this question.

CONCLUSIONS & SUGGESTIONS

It can be concluded that the success of BHEL is largely dependent on various elements like employee’s performance, finance resources of the organization, new technological initiatives along with restructuring of organization. But the uppermost emphasis is on the Human Resource part of BHEL. The HR department is overall responsible for the different activities being conducted in BHEL. It is important for the HR manager to be proactive rather that reactive. Thus, it can be said that facing all kind of complexities in achieving the performance, BHEL has achieved its entire desire goals with its hard work and unique idea. BHEL is having a good manpower and provides good facilities to their employees. The performance of BHEL can be considered satisfactory and progressive. Industrial conflicts are increasing and these are arising due to indigenous factors. Most of the cases are related to regularization matter; some of them are of service matters including promotion and dismissal. Out of them, some of the cases are still pending before tribunal, High Court etc. If speedy actions are not taken in respect of these issues, then that would snowball into major Human Resource problem suitable modifications /amendments in the existing machinery should be made for sound Human Resources in BHEL.

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