

# Study of Employee's Satisfaction in Public Sector Undertakings (A Case Study of Bharat Heavy Electricals Limited)

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## Abstract

*Employee satisfaction, also known as job satisfaction, is the extent to which an individual is happy with their job and the role it plays in their life. The extent to which employers prioritise employee satisfaction depends on the employer and the industry – the Hawthorne studies and the work of George Elton Mayo in the 1930s put the link between employer satisfaction and productivity on the radar. Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their co-workers, supervisors or subordinates and their pay. Satisfaction researchers tend to differentiate between affective satisfaction and cognitive job satisfaction – affective satisfaction is the sum total of pleasurable emotions and feelings associated with the job and its place in the individual's life, whereas cognitive satisfaction refers to rational satisfaction over particular facets of the job e.g. pay and day-to-day responsibilities. There are a wide variety of theories surrounding employee satisfaction. Dispositional theory, for example, argues that individuals are predisposed to a certain level of job satisfaction regardless of the job or industry. Range of Affect Theory, put forward by Edwin A. Locke in the 1970s, is a theory based on expectations – satisfaction depends on the gap between what an employee expects from a job and what they actually get.*

**Keywords:** Employee Satisfaction, Motivation, BHEL, DA.

**Classification-JEL :** J28, L32

## 1. INTRODUCTION

Employee or Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies

enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfilment. Job satisfaction is defined as a positive emotional response by a person after doing a particular job or when he is present at work. Leading organizations are now 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. The whole object of human resource management is to secure from the employees' maximum performance in terms of the pre-determined objectives. The employees should be committed. Keith Davis has emphasized that Employee satisfaction is an end state of feeling among employees that grows with the organizational climate and policies which means that organization's policy, defined norms, organizational goals, etc. contributes more to the job satisfaction of any employee. In his words, "Employee Satisfaction, is an end state of feeling that emerge, grow and are upheld by the organizational climate." As per the traditionally operated principles monetary incentives were considered an important satisfaction ingredient. But, recently due to increasing complexity of organizations and increasing awareness among employees, there is a constant increase in the number of job-satisfier determinants. Employee satisfaction is a very complex implication of psychological and environmental factors that cause a person to say "I am satisfied with my work." Its description includes a variety of variables. These variables are many in number.

## 2. REVIEW OF LITRATURE

Javad, Shahina and Premarajan, R K (2011), Effects of Distributive andprocedural Justice perceptions on Managerial Pay and Job Satisfaction,The IUP Journal of Organisational Behaviour, Vol. X, no. 3 pp. 7-25. 27. They provided that distributive justice and procedural justice had differentiating impact on Job Satisfaction and four facets of pay satisfaction i.e. level, raise, benefits and administration. The survey carried out among 122 Indian managers. It was found that the distributive justice as a

more important predictor of all four dimensions of pay satisfaction and Job Satisfaction.

Rane, D B (2011), Employee Job Satisfaction: An Essence of Organisation, HRM Review, Vol. XI, no. 7, pp. 11-16. He explained that the employee Job Satisfaction was essential to face the dynamic and ever-increasing challenges of maintaining productivity of the organisation by keeping their work force constantly engaged and motivated. The study found that the high Job Satisfaction correlated strongly with the feeling of having fun at work. The article explained that the possible ways to enhance their performance in order to face new challenges were providing positive work environment, the appreciation of performance, personal recognition of employees by the management, and employee participation in decision making, providing training facilities to improve worker's skills and potentials. There should be a continuous process of assessment of Job satisfaction of employees by obtaining feedback in a specially designed evaluation format before and after the training programmes.

## 3. RESEARCH METHODOLOGY

The present research work is based on personal observations as well as interviews with the workers, Questionnaire pertaining to workers and management has been used for collecting the required information and data regarding various aspects covered in by the study. Along with this primary data generated for the purpose, secondary sources of data has also been utilized. However, the secondary data projected in different chapters have been collected from the different agencies of the Labor Department.

## 4. OBJECTIVES OF THE STUDY

- To Explain different theory of motivation,
- To Understand the salary component of BHEL,

- To Evaluate Job Satisfaction for Workers at BHEL.

## 5. SCHOOL OF THOUGHT REGARDING EMPLOYEES SATISFACTION

There are many schools of thought regarding Employees satisfaction, but the three major ones are as under:

a) Herzberg's Motivation-Hygiene Theory- According to this theory, Herzberg has established that there are two separate set of conditions which are responsible for motivation and dissatisfaction of workers. When one set of condition called motivators are present in the organization, workers feel motivated but its absence does not dissatisfy them. Similarly, when another set of conditions called dissatisfies is absent in the organization, workers feel dissatisfied but its presence does not motivate them. The two sets are unidirectional i.e. their effect can be seen in one direction only.

There are some job conditions which if present, build high levels of job satisfaction. However, if these conditions are not present, they do not cause dissatisfaction. Herzberg called these 'motivational factors' or 'satisfiers'. These are:

1. Achievement
2. Recognition
3. Advancement (through creative and challenging work)
4. The work itself.
5. The possibilities of personal growth
6. Responsibility

Herzberg was of the opinion that these factors lead to strong motivation and therefore, job satisfaction when they are present, but do not cause much dissatisfaction when they are absent. The details of the two sets of factors are noted in the table given which shows that there are some factors which self-motivate a person. On the other side are factors mainly responsible for dissatisfaction in the job. However, these factors do not remain the same for every

individual. They can vary from one job to another.

b) Need Fulfillment Theory Under the Need Fulfillment Theory, it is believed that a person is satisfied if he gets what he wants, and the more he wants something or the more important it is for him the more satisfied he is when he gets it. And the more dissatisfied he is when he doesn't get what he wants. This situation keeps on fluctuating and is never constant. It is a general behavior of any human being; he is never satisfied in one condition. The priorities of job satisfaction keep on changing.

c) Social Reference Group Theory- The Social Reference Group Theory is similar to Need Fulfillment except that it takes into account not the desires, interest and needs of an individual, but rather the point of view and opinions of the group to whom the individual looks for guidance. Such groups are defined as "reference groups" for individual in that they define the way in which he should look at the world and evaluate various phenomena in the environment including himself. Thus, according to this theory, if a job meets the interests, desires and requirement of a person's reference group, he will like it and if it does not, he will not like it.

## 6. FACTS RESPONSIBLE FOR JOB SATISFACTION

Thus, the importance of the various factors appears to change from one situation to another. Hence, a study of the factors leading to job satisfaction must be discussed in general terms. There are many factors, but only those considered most important, which have been classified under the following three heads are discussed as under:

### A) Organisational Variables

(a) Occupational Level- The higher the level of job, the greater the level of satisfaction of individual. This is because higher level jobs

carry greater prestige and self-control. This relationship between occupational level and job satisfaction develops from the Social Reference Group Theory in that our society values some job more than others. Hence, people in the more valued jobs will like them more than those who are in less valued jobs. This may also stem up from Need Fulfillment Theory. People in higher level jobs find most of their needs satisfied than when they are at lower level jobs.

(b) Job Content- Greater the variation in job content and lesser the repetitiveness with which the tasks are performed, the greater the satisfaction of individuals involved. The rework in the same job does not satisfy any individual. Likewise, continuous changes of work station also does not give satisfaction. For an organization to improve the contents of their employees' jobs and making them more challenging for them, more opportunities to use advanced skills, more opportunity for growth and more chance to contribute their ideas should be given. Improving the job content, going in for job enrichment motivates an employee to perform better thereby leading to greater job satisfaction.

(c) Considerate Leadership- People like to be treated with consideration. Hence considerate leadership results in greater job satisfaction than inconsiderate leadership. When the leader is considerate, the employee feels different from his group and gets a feeling of recognition. It encourages an employee to develop, grow and rise in an organisation thereby leading to greater job satisfaction.

(d) Role Perception- Different individuals hold different perception about their role i.e. the kind of activities and behaviour they should engage in to perform their job successfully. The more accurate the role perception of an individual, the greater his satisfaction.

(e) Skill Potential- Where skill exists to a considerable degree it tends to become the first source of satisfaction to the workman. Skill as a determinant of job satisfaction, operates

together with several other factors such as kind of work, occupational status, responsibility, length of service, personality characteristics, etc. The workman feels comfortable on the job when he can perform independently the entire work and is sure of getting the recognition for the job he has completed. Various studies have shown that highly skilled workers have significantly higher job satisfaction than un-skilled workers.

(f) Interaction in the Work Group- Interaction in the work group relates with the interaction with the:

- Peers
- Superiors
- Subordinates

Interaction among the work group plays a vital role in job satisfaction. The relationship with the superiors, the peers and the subordinates should be cordial. A tensed relationship reduces the level of job satisfaction. Interaction is most satisfying when -

- (i) It results in the understanding that other person's attitude are similar to one's own.
- (ii) It results in being accepted by others; and
- (iii) It facilitates the achievement of goals

(g) Performance Appraisal Meetings- Performance review is the most significant and indispensable tool for an organisation. The information it provides is highly useful in making decisions regarding various aspects such as promotions and merit increases. It also helps in pinpointing weak areas of employees which can be dealt with by providing them with necessary counseling and training as the case may be. By making effective use of the performance review system, an organisation can improve productivity, create a positive work environment and recognise and reward achievements. Performance review meetings helps an employee in improving his performance on the job by encouraging employees to express their views or seek clarifications on job duties thereby

helping in preventing any grievances. By holding such meetings periodically, an organization ensures that its employees can derive greater satisfaction from their jobs.

(h) Training and Development- Training and Development activities are the main mechanisms through which an individual's goals and aspirations can be integrated with organization's goals and requirements. Training can be used as one of the tools for employee development. By investing in training and development activities, an organization shows its concern for its employees. Employees as individuals learn, grow, improve their abilities to perform a wide variety of roles within and outside organizations and acquire socially desirable attitudes and values and hence contribute to greater job satisfaction to them.

#### B) Personal Variables

For some people it appears most jobs will be dissatisfying irrespective of the organizational conditions involved, whereas for others, most jobs will be satisfying. Personal variables like age, sex, educational level etc. are also determinants of job satisfaction. Some personal variables are as under:

(a) Age-Researches have proved that there is a positive relationship between job satisfaction and age up to pre-retirement age and then there is a sharp decrease in satisfaction. An individual aspires for better and more prestigious jobs in later years of his life. If these channels of advancement are blocked, his level of satisfaction declines.

(b) Educational Level- With Occupational Level kept constant there is a negative relationship between educational level and job satisfaction. The higher the educational level, the higher the reference group which the individual looks to for guidance to evaluate his job rewards. A highly qualified and educated individual strives for more prestige and recognition in his job. He also wants more job reward. A lesser educated person especially the

blue collars have more impact of financial incentives on their job satisfaction level than of non-financial incentives.

(c) Family Size- The greater the number of dependents on an individual, the lesser he is satisfied with his perks and pays. The lesser the family size, lesser the responsibility and more satisfied an employee may be.

(d) Sex of the Employee- Various studies in India and abroad have shown that women workers have greater job satisfaction than men. This is so despite the fact that women workers are generally discriminated against in job competition and pay. The fact that on general women workers are more satisfied could be attributed to the reason that women's financial needs and ambitions are less as compared to men.

(e) Time on the Job- It has been observed by several researchers that job satisfaction is relatively high for an employee at the time he begins his professional life. This slowly drops in the fifth to eight year. However, job satisfaction rises with more time on the job.

(f) Physical Work Load- Every individual differs in his physical and mental level. An individual who can afford more mental strain if he is given a task which requires more physical stress, he will be less satisfied with his work. A person having more aptitude and intelligence if he is given a task which requires the use of more mental work and aptitude, he will be more satisfied with his job.

(g) Individual morale- Job satisfaction is a predecessor of morale. If high morale is present there is high job satisfaction.

#### C) Factors influence by the Management

Incentive system is the factor influenced by the management. Incentive system exists in every organisation. The types of incentives have different role to play in different set of conditions. These are as given under:-

a) Financial incentives

In a developing or underdeveloped economy the financial incentives have a major role to play. In a developing economy like India most people work to get money as money is their basic need satisfier. The people in general are poor and they rely on their wages for the fulfillment of their basic needs. At lower levels, where the physiological needs are not fully satisfied, money is an important need satisfier. However, as one rises higher in the management hierarchy, and therefore in the need hierarchy, money may still be important in the view of rising prices, inflation in India, but its importance diminishes as other non-financial incentives become more powerful. Hence, adequate compensation program is necessary to attract and retain employees.

b) Non-financial incentives

The non-financial incentives are the "psychic wages" aimed at satisfying the other needs in the hierarchy. The psychological need for "safety and security" can be satisfied by the psychological climate or environment of the work place. The human beings need for "belongingness and love" in the work situation can be met by providing appropriate interaction.

i) Job satisfied- Participative management techniques can make a valuable contribution. Participation of employees in decision making especially in their work area is important for job satisfaction.

ii) Job security- If a person is fully confident that his job is secured, he will be more willing and put in extra efforts in performing his tasks. He becomes self-determined and more committed. Thus, if an individual think that he has modest personal control over his destiny, he will persist at the tasks allotted to him.

iii) Pay and Promotional Opportunities- All other things being constant these two variables are positively related to satisfaction. Adequate policies regarding promotion is important to generate continued motivation

among employees. Promotion refers to assignment to an individual a position of greater responsibility or increased authority. It fulfils an employee's needs for self-actualization. If a person is satisfied with the promotional policy of the organization and if the promotional policy is followed fairly and performance appraisal is done in an unbiased and fair atmosphere employee will be more satisfied and motivated.

iv) Discipline- Maintaining a proper discipline is essential for every organization. Every organization should have an atmosphere where proper discipline is maintained. When everyone in the organization is bound by some common understanding of some common purpose, the discipline is on a plane that no other form can reach. Management should provide uniformity in disciplinary action for similar instances of breaking rules. Good managers direct discipline against an act and not against the person. Such an attitude helps them administer discipline impartially and fearlessly.

v) Job Analysis- Job Analysis is the process by means of which a description is developed of present method and procedure of doing a job, physical condition in which the job is done, relation of the job with other jobs i.e. it provides a complete knowledge about jobs. Most of the people are not aware of the job to be performed by them. So proper job analysis and its complete knowledge to the employees is essential. If an employee has adequate knowledge of the job, he will be more satisfied in doing it. Job analysis is also an important in selection process. If during selection process, proper job analysis is done and proper match is done between job and personal traits, personal characteristics and qualification of a person, he will be more satisfied e.g. If a person who is an expert in personnel field is given a job of marketing he will not be satisfied. Job Analysis also reveals the knowledge and skill required to do a job. Matching skill with job is also essential for job satisfaction.

vi) Working Conditions- Proper working condition at the place of work is essential. A person while performing his job remains at his place of work for at least three-fourth of his work time. So, the place of work should not be over-crowded, it should not be open, it should be well-ventilated, properly lighted and other facilities should be proper to make the employees satisfied.

vii) Advancement Opportunities- Every individual who joins an organization does not want to be stable. The employees especially the white collars always long for advancement opportunities in their career. If the organization provides full scope for advancement and career development opportunities, he will be more satisfied. Thus, it will reduce turnover.

viii) Job Satisfaction and Interpersonal Interaction- Interpersonal relationship that prevails in the work-group can be viewed as the environment for the work group that ultimately determines the attitude, job satisfaction and motivation of an individual, interpersonal interaction and interpersonal communication.

(ix) Downward flow of Information- Employees always desire information from the Management. They would like to know how they are doing and how they can improve. They also want to know about the company - its plans, processes and possibilities for promotion. Very few employees believe that they are getting more information than they want.

(x) Morale and Job-satisfaction- Morale is a condition which exists in a condition where people are:

- a. Motivated towards high productivity;
- b. Want to remain with organization;
- c. Act effectively in crisis;
- d. Accept necessary changes without resentment;
- e. Actually, promote the interest of the organization; and
- f. Satisfied with their jobs.

According to this description of morale, job satisfaction is an important dimension of morale and not the morale itself. morale is a general attitude of workers and relates to a group while job satisfaction is an individual feeling which could be caused by a variety of factors including group.

#### 7. WAGE COMPONENTS OR WAGE STRUCTURE IN BHEL

Wages means the remuneration paid for the service of labor in production. There are the payments made by the employers for the efforts put in by the workers in production. In order to find out the real wages, which determine the standard of living, we have to take into account the purchasing power of money, subsidiary earnings, which may be in the form of free housing, free electricity, cheaper rations, etc., chances of additional income, payment of bonus, over-time payment, and also the conditions of work and employment, etc. A more comprehensive definition of wages may be: "Wages means all remuneration by way of salary, allowance, or otherwise expressed in terms of money or capable of being so expressed which would, if the terms of employment express or implied were fulfilled be payable to a person employed in respect of his employment or work done in such employments."

This definition given in Payment of Wages Act, 1936, clearly says that whatever an employee gets in cash are wages but in order to fragmentize the wages certain components are being followed by the Company which are described as under:

(a) Basic Wage- Basic wage is a stable wage paid over a period of time which could be on a monthly, weekly or daily basis. It cannot be decreased but it is increased annually by way of increment. This can also be termed as base wage for computing Provident Fund, Gratuity, House Rent Allowance (HRA). The basic wage depends upon different types of skills performed by the workers in different industries.

(b) Dearness Allowance (DA)- The system of payment of dearness allowance arose after the First World War as a result of the steep rise in prices of essential commodities like foodstuffs. At present, there are several systems of paying dearness allowance to the employees to meet the changes in the cost of living. One of the methods of paying dearness allowance is by a flat rate, under which a fixed amount is paid to all categories of workers, irrespective of their wage scales. The second method is linking it with the consumer price index numbers published periodically by the Government. The main advantage of this system is that it neutralizes the actual increase in the cost of living. In addition, this method is more realistic because it regulates the payment of allowance on the basis of actual price movement in a given region, as opposed to the flat rate system.

(c) House Rent Allowance (HRA)- In some of the organizations the introduction of House Rent Allowance (HRA) is by virtue of a settlement arrived between the management and the union. At BHEL India, the Company provides accommodation to majority of their employees and House Rent Allowance is deducted in lieu of the above accommodation. But those who are not provided with an accommodation are being paid House Rent Allowance as per the percentage defined on the Basic Wage. This component of wage plays a more important role for people living in metropolitan cities as the cost of living especially accommodation is high in these cities. By paying House Rent Allowance to its employees living in metropolitan cities, the Company in its own way makes an effort to keep its employees satisfied as this way the burden of accommodation is equally shared by both the parties and in some cases, it is totally on the Company.

(d) Conveyance Allowance- At BHEL, there is a facility of providing transportation to its employees. However, this facility is not available to all its employees as some of them

live in areas where it is not feasible to provide them with this facility. In such cases, the Company has a provision of giving Conveyance Allowance which is fixed for all categories of employees as per the grade.

(e) Education Allowance- It is a social allowance given to the workers to upgrade the educational standards of their kith and kin. At BHEL, all encouragement is given to its employees to educate their children. This is a step that direction.

(f) Production Bonus- This is linked with annual targets and is paid once in a year at BHEL. It is based on the overall productivity of the plant. The idea behind this wage component is that this would lead to an increase in productivity and also the workers would be encouraged to work in terms leading to the development of team-spirit. A healthy sense of competition would be encouraged.

(g) The Fringe Benefits- The workers employed with BHEL, also get some non-financial benefits in order to develop in them a sense of belongingness to the Company. These fringe benefits can be described as Festival Holidays, Sick Leaves, taking workers for an annual outing like a trip to any hill-station or to a picnic or both, etc.

## 8. INCENTIVES AND EMPLOYEES' WELFARE SCHEMES IN BHEL

Employee welfare is an important aspect of Industrial Relations. It is that extra dimension which gives satisfaction to the workers in a way which even a good wage cannot. It has got an added importance because of the growth of industrialization and computerization. It can be considered as an expression of the assumption by an industry of its responsibility for its employees. Labor Welfare or Employee Welfare has been defined in various ways. Here, the researcher would like to point out that social security is considered an important facet of labourwelfare. These welfare services are rendered to workers and their families by BHEL,



with the purpose of not only raising their satisfaction but also to increase their moral, their belongingness towards the organization, and at the same time their social and cultural levels to help them adjust to a better life. Providing rest and recreational facilities helps in decreasing stress on and off the job - both mental and physical at the same time contributing to their efficiency and comfort. Involvement in various cultural activities helps in reducing the involvement of workers in social evils like alcoholism, drug abuse, etc. The researcher, would, therefore, enumerate the different methods by which welfare measures are organized for workers in BHEL. The wage structure of an employee in BHEL, consists of several components such as basic wage, dearness allowance, an annual production bounds and a host of fringe benefits and incentives. In addition to these components of wage, several welfare schemes are also in practice at BHEL. The researcher has reviewed the present labor welfare measures under various headings in respect of the different components of welfare.

(a) Sanitary and Hygiene Facilities- The Factories Act, 1948, requires that every factory must be kept clean and free from effluvia flowing from any drain or privy, that a sufficient supply of drinking water must be made available at suitable and convenient points, that latrines and urinals for male and female workers must be provided, that spittoons must be kept in convenient places in a clean and hygienic condition, and that adequate, suitable, clean and conveniently accessible and separately screened washing facilities must be provided for male and female workers.

Keeping the above in mind, at BHEL, the maintenance of a clean sanitary and hygienic work environment is accepted as an important basic welfare amenity. These include toilets, water coolers for providing drinking water and water for washing. All these are very necessary, because of the hot and humid climate. The number of taps, basins, latrines, urinals and

spittoons in this organisation is adequate. But, the researcher observed that the condition of these facilities is inadequate. According to him, this is probably because of improper maintenance, workers ignorance and poor habits.

(b) Rest Facilities- This amenity provides a prescribed number of seats on the shop floor and rest rooms or shelters. They help in reducing fatigue, as it enables a worker to sit down occasionally without any break in his work, and contributes to his comfort and efficiency. Rest rooms are provided so that employees may take rest during their break for rest and meal. Workers can also wait in comfort till the time they start work, particularly before and after late shifts. These places must be clean, well equipped, well lighted and ventilated and provided with drinking water wherever necessary. At BHEL, a community centre is located near the workers work-place both for workers staff and officers. It is furnished and cooler. Open gardens are developed here and it has been observed by the researcher that workers prefer the shade of trees and sitting outside in the lawns of the garden.

(c) Canteen and Feeding Facilities- According to the Factories Act, 1948, every factory consisting of 150 or more workers should provide a lunch room, with provision for drinking water, to enable workers to eat the meals brought by them, and where over 250 workers are working there should be a canteen.

The workers canteen is increasingly recognized all over the world as an essential part of the industrial establishments providing undeniable benefits from the point of view of health, efficiency and wellbeing. Keeping this objective in mind and to introduce an element of nutritional balance into the otherwise deficient and unbalanced diet of the workers, providing them with cheap and fresh food and at the same time giving them an opportunity to relax in comfort near the place of work, thereby saving them time and trouble on account of

exhausting journeys to and from work after long hours in the factory, there is a Canteen having two lunch halls for worker and staff & officer separately with a capacity of approximately 40 persons at a time at BHEL. For its proper management, a canteen services improvement committee has been organised. The committee invites tenders for the supply of items, approves the quality of food and settles the price. Food and drinks are provided to the workers at subsidised rates which includes both lunch and dinner as well as snacks like tea, samosa, kachauri, cutlets, eggs, biscuits, etc. For lunch and dinner there is usually one dal, one seasonal vegetable, rice and chappatis. On special occasions and once every fifteen days, the menu differs and sweet-dish is also given.

(d) Medical Facilities- Since the Second World War, the importance of preventive and curative medical care has increased. The health care for workers helps to reduce the incidence of sickness and therefore, increase in productivity. Considerable attention has been paid to the provision of medical facilities for workers at BHEL. A first-aid kit in every department and each section is provided. Ambulance facility is available on telephone. BHEL has kept doctors on panel and also arrangement with Nursing Home time to time doctors also visit to plant for regular checkup of workers. Provisions of different Acts regarding health of workers are in practice as per rules here.

(e) Housing- At BHEL, housing facilities are provided for about 25% of their employees. A house allotment committee has been organized with a view to give allotment of vacant quarters to the employees. The housing facility here is industrial centers.

(f) Recreational and Cultural Facilities- Recreation is a leisure time activity which is a healthy diversion and a spare-time occupation. It lessens the monotony and labor of every day work and helps in personality development. It has become almost an essential welfare amenity

in Dehradun, plays a very important role. Not only it encourages its employees to go in for higher education but also provides an education allowance to the workers for educating their family members. This allowance is however limited to two children of an employee. They also provide bus facility for school going children.

(g) Dresses/Uniforms- In BHEL, 2 pants, 2 shirts and one pair of shoes are provided every year to all industrial workers. Security staff, office attendants, drivers, duplicating operators, daftari are given woolen dresses in addition to above and an extra pair of shoes with socks. The factory gives safety shoes to workers working in maintenance, electrical and foundry department; rain coat to medical staff, telephone operator, pump operator, all gardeners, maintenance workers, etc.

(h) Torch- Torch is provided to security staff, medical staff, drivers and sub-station staff.

(i) Welfare Officer- There is a Welfare Officer at BHEL, to manage the welfare activities.

## 9. CRITERIA OF EMPLOYEES SATISFACTION FOR WORKERS AT BHEL

It is a well-known fact that a worker does not live by bread alone. Several researches have also established that workers do not work duly for money. Monetary reward is, undoubtedly, one of the major factors in a job, but there are several other needs that a worker tries to satisfy through work. All the job factors are not of same importance to workers. So, it is necessary to find out the relative importance, to the employee, of the various factors contributing to job satisfaction. Only, when such relative importance of various factors is known to the management, then proper action can be taken. For this purpose, workers were given a list of ten factors which are usually considered as relevant occupational objectives with a request to rank them in order of their relative importance perceived by them.

The analysis of the primary data collected, compiled and presented in the following table has shown that the employees do not work for monetary gains alone.

Table -1  
Employees Satisfaction Ranking In BHEL, India

Job Factors	Rank I	Rank II	Rank III	Rank IV	Rank V	Total
Salary	20	5	3	60	12	100
Job Security	65	18	10	7	0	100
Promotional Opportunity	22	10	16	12	40	100
Fringe Benefits	58	22	20	0	0	100
Good Working Conditions	6	9	45	25	15	100
Total	100	100	100	100	100	

Table- 1 shows that only 20 workers have given first rank to salary, while 60 workers have given fourth rank to salary. Thus, salary is accorded the fourth rank in the hierarchy of their occupational values. Job Security and Fringe Benefits ranked good because 65 and 58 workers gave them 1st in rank. But data showed that there is a problem in promotional opportunity because 40 workers gave it Vth rank which is big question mark on this company. And if we talk about working conditions this is also not good because 45 persons gave it IIIrd, 25 persons gave it IVth rank and 15 persons gave it Vth rank. So above table prove that company should more focus on Salary, Promotion and Working Condition because workers face problem in it.

Table -2  
Employees Views Regarding Promotion Policies

Satisfaction Level	No. of Respondents
Highly Satisfied	10
Satisfied	12
Nutral	8
Dissatisfied	42
Highly Dissatisfied	28
Total	100

In Table-2 we focused on Employees views regarding promotion policies. In table -1 we saw that 40 workers are not satisfied. In Table-2 we saw that only 10 workers are Highly satisfied while 12 workers are satisfied and 8 are neutral. But the problem arises when we saw the dissatisfied persons, they are 42, very big number. Last but not least Highly dissatisfied persons are 28. So, the table showed that 70 workers belonged to dissatisfied category and this is very serious problem for the company. Company should take some amendment in it. Because this prove a big dissatisfaction among workers regarding job.

#### 10. ROLE OF JOB SATISFACTION FOR GOOD LABOUR MANAGEMENT RELATIONS

Job Satisfaction plays a vital role in maintaining a healthy work environment leading to harmonious Industrial Relations. If the larger number of employees are not satisfied in their job due to any reason, it may lead to dissatisfaction and an indifferent attitude towards work, resulting into low productivity. The line managers and the management should always keep in mind that the employees must be recognized for the services rendered by them and also the factors which influence job satisfaction which have already been discussed in the earlier parts of this chapter. Dissatisfaction among employees may cause boredom, stress, low morale, frustration and certainly it affects employees' concentration on work, efficiency and productivity. This may lead to poor quality of work, absenteeism, employee resentment, resistance to change and moreover they become adamant in their attitude and are not willing to co-operate with the management for any improvement. This conflict situation results in the employees uniting against the management and forming a union. It is therefore important, in order to maintain peaceful work situation, to prevent job dissatisfaction and increase job satisfaction of the employees. This can be done by identifying and fulfilling the

required inputs thereby arresting the situation which may cause dissatisfaction. The assumption which seems most realistic is that satisfaction and good industrial relations are in a circular relationship in which each affects the other.

a) Job Satisfaction and Productivity- The concept of human relations assumed that high job satisfaction leads to high productivity but later researches indicated that this was an incorrect assumption. Satisfied workers can either be high producer, low producers or only average producers. Therefore, the researcher wants to reveal that sound Industrial Relations occur when both individual and organizational needs are satisfied through work. A positive work environment is needed for sound Industrial Relations to occur. Such an environment exists when the nature of the leader, the job, and the organization is such that workers can satisfy their own needs while simultaneously helping the organization to achieve its objectives. It must also be borne in mind that job satisfaction is dynamic. Almost like a machinery which requires proper installation, operation and maintenance, the adequate level of job satisfaction is required to be achieved, used and maintained; otherwise it can leave more quickly than it does arrive.

b) The Union- Management Interface- The impact of Unions has been seen on an employee's performance and job satisfaction. The union contract affects motivation through determination of wage rates, seniority rules, layoff procedures, promotion criteria, and security provisions. Unions influence the competence with which employees perform their jobs by offering special training programs to their members, by requiring apprenticeships, and by allowing members to gain leadership experience through union organizational activities. The actual level of employee performance is further influenced by collective bargaining restrictions placed on the amount of work produced, the speed with which work can be done, overtime allowances per worker, and

the kind of tasks an employee is allowed to perform. The Researcher observed that the specific effect of unions on job satisfaction is mixed. It was seen that unions had a positive effect on both productivity and job satisfaction as a result of improvements in Industrial Relations as well as improvements in the quality of the labor force. In contrast, the Researcher also feels that unions can negatively impact on job satisfaction by contributing to a poorer industrial relations climate. The evidence, then, it is felt is too inconsistent to draw any meaningful conclusions.

## 11. CONCLUSION

The importance of job satisfaction is obvious. Managers should be concerned with the level of job satisfaction for three reasons:

(1) There is clear evidence that dissatisfied employees absent themselves more often and are more likely to perform poorly.

(2) It has been demonstrated that satisfied employees have a better frame of mind and are motivated.

(3) Satisfaction on the job carries over to the employee's life outside the job and he always thinks positive.

The Researcher reviewed the evidence between satisfaction and withdrawal behaviors in this research paper which was very clear. Satisfied employees have lower rates of both turnover and absenteeism. If the two withdrawal behaviors are considered separately, the influence of satisfaction on turnover can be seen more clearly. Specifically, satisfaction is strongly and consistently having a negative relationship with an employee's decision to leave the organization. Although, a negative relationship was also found between satisfaction and absence, conclusions with certainty cannot be drawn. Job satisfaction is a general attitude towards one's job. It is the difference between the number of rewards workers receive and the amount they believe they should receive.

Although, it represents an attitude rather than a behavior, it is considered an important aspect in an organization. Hence, for management, job

satisfaction is important because a satisfied work force translates into higher productivity



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