

## Work Environment and Job Satisfaction -A Study at BHEL Noida

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### ABSTRACT

Job happiness and satisfaction are assumed to be the outcomes of a favourable Workplace environment. Organisation works smoothly provided some factors are appropriately considered. These factors can be varied, for instance, organisational culture, motivation, effective communication, satisfaction, environment, etc. This research paper aims to investigate the association between two factors, precisely, work environment and job satisfaction of employees. **Purpose:** This study examines the work environment and job satisfaction levels of executives at BHEL (Bharat Heavy Electricals Limited, Electronics Division), Noida. 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 essential element for any organization success and employee well-being. The study's conclusions imply that an employee's job happiness is favourably correlated with their workplace environment. Both employees and the company gain from the provision of a supportive work environment. **Design/Methodology:** Descriptive research design, Purposive sampling technique was used. Primary Data collection was done using a structured questionnaire formulated based on 5-point Likert scale. Sample Size was 130, Sampling unit was BHEL Employees- Electronic Division at Noida, Software used- IBM SPSS, Statistical tools - 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, Organization culture and factors considered to map Job Satisfaction level were Motivation, Appreciation, Performance Appraisal, Career development programs, employee's Rewards and Recognition. ***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 which will help the employers to design an effective work environment in a successful manner to create an encouraging workplace for the employees. **Social Implications:** 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.

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Which will also help to Motivate the Employees to work with dedication and Involvement in the Organization.

**Keywords:** *Work Environment, Job satisfaction Level, Motivational factors, Organizational culture, Welfare facilities*

## **W**ork Environment

The context, social dynamics, and physical conditions in which someone works are referred to as their work environment. Morale, interpersonal connections at work, performance, job happiness, and employee health can all be significantly impacted. Finding an employer who promotes a positive environment can be made easier by being aware of what a work environment is and what a healthy one looks like. In this article, we define a work environment, examine its components, analyse the many types, give a list of criteria that make a workplace a good place to work, and explain why having a good environment is crucial.

### **ELEMENTS OF WORK ENVIRONMENT**

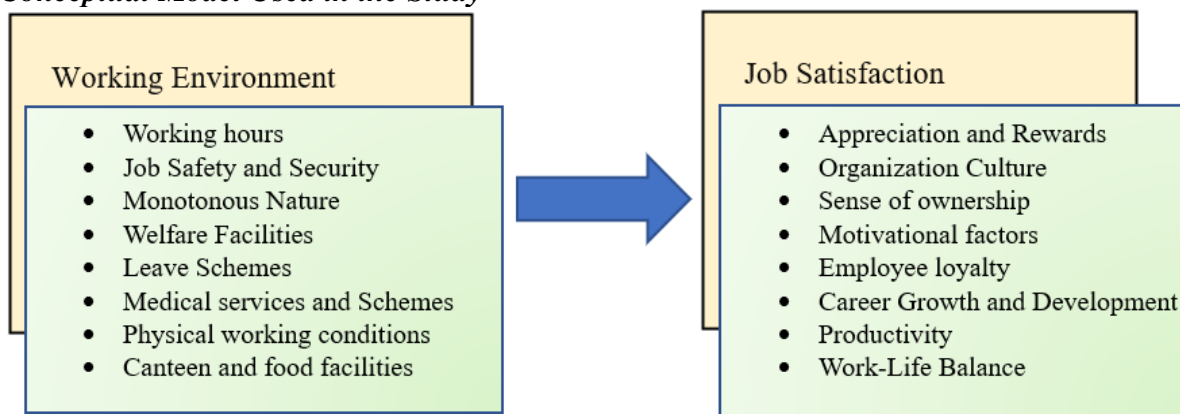
1. Flexible Working Environment
2. Open Communication
3. Showing Gratitude for Hard Work
4. Great Workplace Culture
5. Unity and Teamwork
6. Professional Work Atmosphere
7. Providing Training and Career Growth Opportunity
8. Good Leadership
9. Assurance for Equality
10. Employees are Action-Oriented
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 are now trying to measure this feeling, with job satisfaction surveys becoming a staple at most workplaces. It is 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 superior quality of life.
- The promise of career progression coordinated with employees' personal growth target.

*Conceptual Model Used in the Study*



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 to keep employees' satisfaction levels at a fair level, certain maintenance or hygiene components are required. Although these variables do not make the workers happy, their absence will make them unhappy. These elements are hence referred to as dissatisfies. These are not 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 will not 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

**COMPANY PROFILE**

BHEL is one of the largest engineering and manufacturing companies of its kind in India engaged in design, engineering, construction, testing, commissioning, and servicing of a wide range of products and services with over 180 product offerings to meet the ever-growing needs of the core sectors of economy. BHEL has been a reliable designer, manufacturer and supplier of world class power generation, transmission, transportation, defence, aerospace, and industrial equipment for infrastructure sector to customers across the globe. The company undertakes projects and contracts in all modes including EPC, Supply, Supply & Supervision, Consortium partner, Contract Manufacturer, etc., as per customer requirement. Our spectrum of offerings includes one-stop solution for hydro, nuclear, solar, gas, thermal, railways, transmission as well as standalone products such as compressors, transformers, shunt-reactors, motors, pumps, heat exchangers, valves, oil-field

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equipment, after sales support etc. BHEL is deeply aligned to the vision of a self-reliant India. Consistent expenditure of more than 2.5% of its turnover on R&D and innovation; establishment of world-class manufacturing assets, development and absorption of new technologies; and creating sustainable business solutions and initiatives in skilling youth, promoting health & hygiene, education, cleanliness and environment protection, stand a testimony to our commitment to contribute not just to our business interests, but also to society at large.

### ***Statement of the Problem***

The study aims to investigate the relationship between the work environment and job satisfaction level of executives at BHEL EDN. Despite the importance of a positive work environment and job satisfaction for employee motivation and performance, there is limited research on the specific factors that influence these outcomes for executives in the context of BHEL EDN. Therefore, the problem is to identify the key elements of the work environment that affect job satisfaction and to determine the extent to which these factors impact the executives' overall job satisfaction levels.

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

<b>S.NO</b>	<b>2</b>
<b>Name of the Authors</b>	Dirar AbdelAziz Al-maaitah, Tha'er Majali, Malek Aloud
<b>Year of Study</b>	2021
<b>Sampling unit where study was conducted</b>	The Role of Leadership Styles on Staffs Job Satisfaction in Public Organizations
<b>Sample size taken</b>	250
<b>Variable /Model used in the study</b>	Job satisfaction, leadership styles, Public Universities, employees' commitment
<b>Statistical tools used in the Study</b>	Multiple regression
<b>Observation of the Study</b>	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;
<b>Limitations of the Study</b>	The study is only applicable to public sector organization.

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<b>S.NO</b>	<b>3</b>
<b>Name of the Authors</b>	Muhammad Syafii A. Basalamah, Ajmal
<b>Year of Study</b>	2021
<b>Sampling unit where study was conducted</b>	The Role of Work Motivation and Work Environment in Improving Job Satisfaction
<b>Sample size taken</b>	105
<b>Variable /Model used in the study</b>	Work Motivation, Work Environment, Job Satisfaction
<b>Statistical tools used in the Study</b>	Regression analysis
<b>Observation of the Study</b>	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
<b>Observation of the Study</b>	It was only applicable to city of Makassar

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

<b>S.NO</b>	<b>5</b>
<b>Name of the Authors</b>	Abdul Haeba Ramli
<b>Year of Study</b>	2019
<b>Sampling unit where study was conducted</b>	Work Environment, Job Satisfaction and Employee Performance in Health Services
<b>Sample size taken</b>	82
<b>Variable /Model used in the study</b>	Compensation, Job Satisfaction, Employee Performance
<b>Statistical tools used in the Study</b>	Reliability Test, Validity Test
<b>Observation of the Study</b>	The work environment has a positive and significant impact on job satisfaction.
<b>Limitations of the Study</b>	The study is related to Health care sector only

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<b>S.NO</b>	<b>6</b>
<b>Name of the Authors</b>	Dalkrani, Maria; Dimitriadis, Efstathios
<b>Year of Study</b>	2019
<b>Sampling unit where study was conducted</b>	The effect of job satisfaction on employee commitment
<b>Sample size taken</b>	439
<b>Variable /Model used in the study</b>	Job Satisfaction, Organizational Commitment, Private Employees, Greek Organizations
<b>Statistical tools used in the Study</b>	Factor analysis, regression analysis
<b>Observation of the Study</b>	The results showed that the “Social Aspects of job,” “Job Characteristics” and “Work Environment,” are the most crucial factors positively affecting organizational commitment, while "Promotion" and "Rewards" are not significant factors.
<b>Limitations of the Study</b>	During survey, some limitations were found to exist, the largest being the small sample size

<b>S.NO</b>	<b>7</b>
<b>Name of the Authors</b>	George Kafui Agbozo, Isaac Sakyi Owusu <sup>2</sup> , Mabel A. Hoedoafia, Yaw Boateng Atakorah
<b>Year of Study</b>	2017
<b>Sampling unit where study was conducted</b>	The Effect of Work Environment on Job Satisfaction: Evidence from the Banking Sector in Ghana
<b>Sample size taken</b>	105
<b>Variable /Model used in the study</b>	Social Interactions, Employee Efficiency, Working Behaviours, Management Practices, Worker Motivation
<b>Statistical tools used in the Study</b>	Descriptive analysis using SPSS software
<b>Observation of the Study</b>	The study emphasizes the need for management to improve the work environment of employees to boost productivity.
<b>Limitations of the Study</b>	The study is only Applicable to Banking Sector

### **RESEARCH METHODOLOGY**

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

#### *Objective of the study*

- To examine the factors affecting working environment 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.

**DATA ANALYSIS AND FINDINGS**

*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.

**INFERENCE 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

*Table 5.2 Table showing Correlation between employee perception and job satisfaction level*

	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 .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
I get Appreciation and Rewards if the desired work or targets are accomplished	Pearson Correlation Sig. (2-tailed) N	.468 .000 130	1 .000 130

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

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**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 concluding So, 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 fantastic 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 fantastic 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.
- Organization should provide necessary training and development, organizations should assess the skills and knowledge gaps within their workforce, align training programs with organizational goals, and offer a variety of learning opportunities such as workshops, seminars, online courses, mentoring, and job rotations.
- It is important for the organizations to ensure that the performance appraisal process is well- designed, fair, and transparent. It should include clear performance criteria, effective evaluation methods, and opportunities for employees.

### 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



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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 numerous 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 extremely 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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***Conflict of Interest***

The author(s) declared no conflict of interest.

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