EMPLOYEE SATISFACTION SURVEY FOR BHEL

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ABSTRACT

The study was undertaken to find out the "Employee satisfaction with reference to "BHARAT HEAVY ELECTRICALS LIMITED, TRICHY". The primary data for the study were collected from the employees and staff working in the plant in trichy, using questionnaire method and personal interview. The sample size was 30000-. The study was successfully completed and the responses were analyzed and the results were obtained with the help of excel, finding out the satisfaction level of employees using perrcentage analysis and charts . Overall the survey of employee satisfaction at BHEL was satisfactory. The detailed description of the analysis and finding of the study are presented in the report.

KEYWORDS: BHEL, Employee Satisfaction, Associate Survey

INTRODUCTION

An organization's success is largely dependent on the quality and the work effort of its employees. It is necessary that the organization should study the employee satisfaction and their requirements periodically. This study helps the organization to know and understand employee's requirement and satisfaction level. Internal satisfaction is prior to external satisfaction.

Company Profile

BHEL is the largest engineering and manufacturing enterprise in India in the energy-related/infrastructure sector, today. **BHEL** was established more than 40 years ago, 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 performance. The company has been earning profits continuously since 1971-72 and paying dividends since 1976-77. **BHEL** caters to the core sectors of the Indian Economy, viz. Power, Transmission, Industry, Transportation, Renewable Energy, Oil & Gas and Defence.

The wide network of **BHEL**'s 15 Manufacturing Divisions, 4 Power Sector Regional Centres, 8 Service Centres, 15 Regional Offices, 4 Overseas Offices, 1 Subsidiary and over 100 project sites spread all over India enables the Company to promptly serve its customers and provide them with suitable products, systems and services -- efficiently and at competitive prices.

The high level of quality & reliability of its products is due to the emphasis on design, engineering and manufacturing to international standards by acquiring and adapting some of the best technologies from leading companies in the world, together with technologies developed in its R&D CENTRES

QUALITY POLICY

BHEL has acquired certifications to Quality Management Systems (ISO 9001), Environmental Management Systems (ISO 14001) and Occupational Health & Safety Management Systems (OHSAS 18001) and is also well on its journey towards Total Quality Management.

REVIEW OF THE LITERATURE

According to Commerce Clearing House ("Management Ideas & Trends," December 18, 2002), when it comes to what employees value most, HR has missed the mark. In a USATODAY survey, employees ranked job security as the top of three aspects that are "very important" to *"worker satisfaction:"*

  1. Job security - 65%

  2. Benefits - 64%

  3. Communication between employees and management - 62%

On the other hand, HR professionals ranked the following as **"*very important to worker happiness:*"**

  1. Communication between employees and management - 77%

  2. Recognition by management - 62%

  3. Relationship with immediate supervisor - 61%

Winning Associates Survey: In addition to the factors that USATODAY and SHRM used, certain factors are obtained to be important they are:

- > **Benefits**

- > **Friends and relationships at work**

- > **Relationships with immediate supervisor**

- > **Salary/Wages**

- > **Communications between management and employees**

- > **Recognition by management**

- > **Job security**

> **Fair policies and procedures.**

  - > **Pleasant physical working conditions and length of commute**

By classic motivation/job satisfaction theory, only recognition and communications would be considered factors leading to motivation and job satisfaction. But realistically, since the lack of any one of them could lead to one hating his or her job, they are all important factors in employee happiness and/or satisfaction.

The result of the survey conducted to find the list of factors affecting job satisfaction:

Factor	Chosen as #1	Chosen as #2	Chosen as #3
Benefits	10%	20%	16%
Friends and relationships at work	4	4	7
Relationships with immediate supervisor	15	10	8
Salary/Wages	**30**	**23**	**20**
Communications between management and employees	10	11	8
Recognition by management	10	9	13
Job security	9	7	8
Fair policies and procedures	9	11	10
Pleasant physical working conditions and length of commute	4	5	11

The comparison between HR and non-HR positions is presented in the member's only section.

While HR and Non-HR respondents list Salary/Wages as the number one factor, non-HR outnumbered HR by 3 to 1. That is, while **21%** of HR listed salary as number one and ranked it as first (with "Relationships" coming in a close second), **47%** of non-HR respondents did so. Further, neither group "agreed" with the above results from SHRM or USATODAY.

SCOPE OF THE STUDY

> The study covers various HR activities such as training, welfare measures, grievance handling Procedures, team working, communication, promotion, compensation, acceptance, career development, decision making, job security and work environment.

> The study was conducted on various levels such as:

FACTORS USED IN THE CLIMATE STUDY TO DETERMINE EMPLOYEE SATISFACTION

➢ ACCEPTANCE & TREATMENT
➢ TEAMWORK & INTERPERSONALRELATIONSHIP
➢ COMMUNICATION
➢ WELFARE & GRIEVANCE HANDLING
➢ TRAINING & DEVELOPMENT
➢ RECOGNITION,COMPENSATION AND REWARDS
➢ JOB SECURITY & CAREER GROWTH
➢ WORK ENVIRONMENT
➢ SAFETY
➢ PARTICIPATION IN MANAGEMENT
➢ LOSS OF PERSONAL & FAMILY LIFE
➢ OVERALL SATISFACTION

OBJECTIVES OF THE STUDY

Ø TO FIND OUT THE PERCENTAGE OF EMPLOYEES SATISFIED IN BHEL PLANT TRICHY
Ø TO KNOW THAT TRAINING PROGRAMS ARE CONDUCTED TO DEVELOP EMPLOYEE'S SKILLS
Ø TO KNOW WHETHER EMPLOYEE'S SUGGESTIONS ARE ACCEPTED.
Ø TO KNOW WHETHER EMPLOYEES ARE WELL GUIDED AT WORK.
Ø TO KNOW THE DEGREE OF TEAM WORKING AND COMMUNICATION EXISTS IN THE ORGANIZATION
Ø TO KNOW THE SATISFACTORY LEVEL OF EMPLOYEES IN WELFARE FACILITIES PROVIDED AND GRIEVANCE HANDLING PROCEDURES.
Ø TO KNOW HOW FAR THE EMPLOYEES ARE SATISFIED ABOUT THEIR RECOGNITION, PROMOTION, COMPENSATION AND WORK ENVIRONMENT IN THE ORGANIZATION.
Ø TO KNOW THE LEVEL OF CONFIDENCE ABOUT THEIR JOB SECURITY IN THE ORGANIZATION

RESEARCH METHODS

Methodology Applied

Data Collection: Questionnaires (both in English and Tamil) were prepared and administered on staff, executives, workers selected on systematic random sampling.

Data Analysis: The data thus obtained was converted into percentages separately for each plant and then consolidated for obtaining the overall employee satisfaction level , this was done with the help of excel and bar charts.

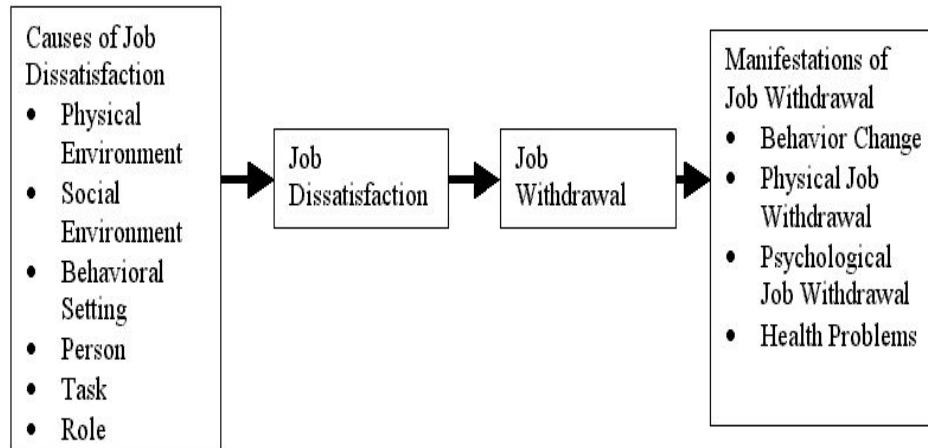|	
	SAMPLING DESIGN
Sample Unit	The respondents are executives, JMS, office staff ,factory staff and factory workers
Sample Type	The sample type used in this survey is systematic random sampling
Sample Size	The sample size is 33% of regular employees (800).
	DATA COLLECTION
Primary data	Structured questionnaire and interview method is used for data collection
	Questionnaire Design is closed ended type
	Questionnaire was designed in both English and Tamil for staff and employees
Secondary data	Company brochures Web sites

Limitations of the Study

➤   The whole population was cannot be used for data collection only a percentage of the employees can be selected using system random sampling.

RESEARCH METHODOLOGY

What is Employee Satisfaction?

The company's ability to fulfill the physical, emotional, and psychological needs of its employees.

It is an obvious statement but 'high employee satisfaction levels can reduce employee turnover'. Dissatisfied employees tend to perform below their capabilities, result in high turnover of staff and leave their jobs relatively quickly and are not very likely to recommend your company as an employer. Employee satisfaction research give employees 'a voice' and also allow the pinpointing of problematic areas leading to the raising of staff satisfaction levels, developing and reviewing of staff management and optimizing corporate communications.

Objectives of Employee Satisfaction

Issues we will cover include the current workplace situation, management styles/attitudes, internal communications, workplace atmosphere, corporate culture/vision and image. Employee satisfaction research encompasses many different research techniques but the measurement of satisfaction is only the first step to improving employee satisfaction.

Stage 1: The issues to research are gathered through qualitative depth interviews or internal focus groups with staff

Stage 2: Questionnaires administered to staff either through a written survey or electronically via an intranet/e-mail/website

Stage 3: Staff workshops present the findings and allow the workforce to have their questions answered as to 'what it all means'.

Stage 4: Improvements are implemented based on the survey results – Our consultants will work alongside your company to help put into practice the survey recommendations .

Stage 5: Benchmark surveys - measurement of change needs to take place at specified time intervals to check on employee attitudes.

Employee satisfaction market research may not be as expensive as you think. Moving your staff satisfaction research to the Web will dramatically reduce the cost and significantly improve the quality of the results you receive. In fact, employee satisfaction surveys conducted online have resulted in approximately 75% completion rates compared to 65% for the traditional "paper and pencil" methodology.

Employee satisfaction and retention have always been important issues for physicians. After all, high levels of absenteeism and staff turnover can affect your bottom line, as temps, recruitment and retraining take their toll. But few practices (in fact, few organizations) have made job satisfaction a top priority, perhaps because they have failed to understand the significant opportunity that lies in front of them.

Satisfied employees tend to be more productive, creative and committed to their employers, and recent studies have shown a direct correlation between staff satisfaction and patient satisfaction.[1] Family physicians who can create work environments that attract, motivate and retain hard-working individuals will be better positioned to succeed in a competitive health care environment that demands quality and cost-efficiency.

What's more, physicians may even discover that by creating a positive workplace for their employees, they've increased their own job satisfaction as well.

Herzberg's Theory

In the late 1950s, Frederick Herzberg, considered by many to be a pioneer in motivation theory, interviewed a group of employees to find out what made them satisfied and dissatisfied on the job. He asked the employees essentially two sets of questions:

1. Think of a time when you felt especially good about your job. Why did you feel that way?

2. Think of a time when you felt especially bad about your job. Why did you feel that way?

From these interviews Herzberg went on to develop his theory that there are two dimensions to job satisfaction: motivation and "hygiene" (see "Two dimensions of employee satisfaction"). Hygiene issues, according to Herzberg, cannot motivate employees but can minimize dissatisfaction, if handled properly. In other words, they can only dissatisfy if they are absent or mishandled. Hygiene topics include company policies, supervision, salary, interpersonal relations and working conditions. They are issues related to the employee's environment. Motivators, on the other hand, create satisfaction by fulfilling individuals' needs for meaning and personal growth. They are issues such as achievement, recognition, the work itself, responsibility and advancement. Once the hygiene areas are addressed, said Herzberg, the motivators will promote job satisfaction and encourage production.

KEY POINTS:
• Employee satisfaction affects every aspect of a medical practice, from patient satisfaction to overall productivity.
• Frederick Herzberg theorized that employee satisfaction has two dimensions: "hygiene" and motivation.
• Hygiene issues, such as salary and supervision, decrease employees' dissatisfaction with the work environment.
• Motivators, such as recognition and achievement, make workers more productive, creative and committed.

Applying the theory

To apply Herzberg's theory to real-world practice, let's begin with the hygiene issues. Although hygiene issues are not the source of satisfaction, these issues must be dealt with first to create an environment in which employee satisfaction and motivation are even possible.

Company and Administrative Policies: An organization's policies can be a great source of frustration for employees if the policies are unclear or unnecessary or if not everyone is required to follow them. Although employees will never feel a great sense of motivation or satisfaction due to your policies, you can decrease dissatisfaction in this area by making sure your policies are fair and apply equally to all. Also, make printed copies of your policies-and-procedures manual easily accessible to all members of your staff.

If you do not have a written manual, create one, soliciting staff input along the way. If you already have a manual, consider updating it (again, with staff input). You might also compare your policies to those of similar practices and ask yourself whether particular policies are unreasonably strict or whether some penalties are too harsh.

Supervision: To decrease dissatisfaction in this area, you must begin by making wise decisions when you appoint someone to the role of supervisor. Be aware that good employees do not always make good supervisors. The role of supervisor is extremely difficult. It requires leadership skills and the ability to treat all employees fairly. You should teach your supervisors to use positive feedback whenever possible and should establish a set means of employee evaluation and feedback so that no one feels singled out.

Think of a time when you felt especially good about your job? Why did you feel that way?

Salary: The old adage "you get what you pay for" tends to be true when it comes to staff members. Salary is not a motivator for employees, but they do want to be paid fairly. If individuals believe they are not compensated well, they will be unhappy working for you. Consult salary surveys or even your local help-wanted ads to see whether the salaries and benefits you're offering are comparable to those of other offices in your area. In addition, make sure you have clear policies related to salaries, raises and bonuses.

Interpersonal Relations: Remember that part of the satisfaction of being employed is the social contact it brings, so allow employees a reasonable amount of time for socialization (e.g., over lunch, during breaks, between patients). This will help them develop a sense of camaraderie and teamwork. At the same time, you should crack down on rudeness, inappropriate behavior and offensive comments. If an individual continues to be disruptive, take charge of the situation, perhaps by dismissing him or her from the practice.

Even a nice chair can make a world of difference to an individual's psyche.

Working Conditions: The environment in which people work has a tremendous effect on their level of pride for themselves and for the work they are doing. Do everything you can to keep your equipment and facilities up to date. Even a nice chair can make a world of difference to an individual's psyche. Also, if possible, avoid overcrowding and allow each employee his or her own personal space, whether it be a desk, a locker, or even just a drawer. If you've placed your employees in close quarters with little or no personal space, don't be surprised that there is tension among them.

Before you move on to the motivators, remember that you cannot neglect the hygiene factors discussed above. To do so would be asking for trouble in more than one way. First, your employees would be generally unhappy, and this would be apparent to your patients. Second, your hardworking employees, who can find jobs elsewhere, would leave, while your mediocre employees would stay and compromise your practice's success. So deal with hygiene issues first, then move on to the motivators:

Work itself. Perhaps most important to employee motivation is helping individuals believe that the work they are doing is important and that their tasks are meaningful. Emphasize that their contributions to the practice result in positive outcomes and good health care for your patients. Share stories of success about how an employee's actions made a real difference in the life of a patient, or in making a process better. Make a big deal out of meaningful tasks that may have become ordinary, such as new-baby visits. Of course employees may not find all their tasks interesting or rewarding, but you should show the employee how those tasks are essential to the overall processes that make the practice succeed. You may find certain tasks that are truly unnecessary and can be eliminated or streamlined, resulting in greater efficiency and satisfaction.wo dimensions of employee satisfaction

Frederick Herzberg theorized that employee satisfaction depends on two sets of issues: "hygiene" issues and motivators. Once the hygiene issues have been addressed, he said, the motivators create satisfaction among employees.

| Hygiene issues (dissatisfiers) |
| Company and administrative policies |
| Supervision |
| Salary |
| Interpersonal relations |
| Working conditions |
| Motivators (satisfiers) |
| Work itself |
| Achievement |
| Recognition |
| Responsibility |
| Advancement |

Achievement: One premise inherent in Herzberg's theory is that most individuals sincerely want to do a good job. To help them, make sure you've placed them in positions that use their talents and are not set up for failure. Set clear, achievable goals and standards for each position, and make sure employees know what those goals and standards are. Individuals should also receive regular, timely feedback on how they are doing and should feel they are being adequately challenged in

their jobs. Be careful, however, not to overload individuals with challenges that are too difficult or impossible, as that can be paralyzing.

Recognition: Individuals at all levels of the organization want to be recognized for their achievements on the job. Their successes don't have to be monumental before they deserve recognition, but your praise should be sincere. If you notice employees doing something well, take the time to acknowledge their good work immediately. Publicly thank them for handling a situation particularly well. Write them a kind note of praise. Or give them a bonus, if appropriate. You may even want to establish a formal recognition program, such as "employee of the month."

Responsibility: Employees will be more motivated to do their jobs well if they have ownership of their work. This requires giving employees enough freedom and power to carry out their tasks so that they feel they "own" the result. As individuals mature in their jobs, provide opportunities for added responsibility. Be careful, however, that you do not simply add more work. Instead, find ways to add challenging and meaningful work, perhaps giving the employee greater freedom and authority as well.

<center>Employees will be more motivated to do their jobs well if they have ownership of their work.</center>

Advancement: Reward loyalty and performance with advancement. If you do not have an open position to which to promote a valuable employee, consider giving him or her a new title that reflects the level of work he or she has achieved. When feasible, support employees by allowing them to pursue further education, which will make them more valuable to your practice and more fulfilled professionally.

METHODS

Research Design

The research design adopted for this study is descriptive research design

Simple Random Sampling

A sampling procedure that assures that each element in the population has an equal chance of being selected is referred to as simple random sampling .Let us assume you had a school with a 1000 students, divided equally into boys and girls, and you wanted to select 100 of them for further study. You might put all their names in a drum and then pull 100 names out. Not only does each person have an equal chance of being selected, we can also easily calculate the probability of a given person being chosen, since we know the sample size (n) and the population (N) and it becomes a simple matter of division:

n/N x 100 or 100/1000 x 100 = 10%

This means that every student in the school as a 10% or 1 in 10 chance of being selected using this method.

Many statistics books include a table of random numbers, which are predetermined sets of random numbers. It is possible to start at any point on the table and move in any direction to choose the numbers required for the sample size. However, technology has given us a number of other alternatives: many computer statistical packages, including SPSS, are capable of generating random numbers and some phone systems are capable of random digit dialling.

If a systematic pattern is introduced into random sampling, it is referred to as "systematic (random) sampling". For instance, if the students in our school had numbers attached to their names ranging from 0001 to 1000, and we chose a random starting point, e.g. 533, and then pick every 10th name thereafter to give us our sample of 100 (starting over with

0003 after reaching 0993). In this sense, this technique is similar to cluster sampling since the choice of the first unit will determine the remainder.

There are a number of potential problems with simple and systematic random sampling. If the population is widely dispersed, it may be extremely costly to reach them. On the other hand, a current list of the whole population we are interested in (sampling frame) may not be readily available. Or perhaps, the population itself is not homogeneous and the sub-groups are very different in size. In such a case, precision can be increased through stratified sampling

Some problems that arise from random sampling can be overcome by weighting the sample to reflect the population or universe. For instance, if in our sample of 100 students we ended up with 60% boys and 40% girls, we could decrease the importance of the characteristics for boys and increase those of the girls to reflect our universe, which is 50/50.

Measuring job satisfaction
Likert Scale

- A Likert item is simply a statement which the respondent is asked to evaluate according to any kind of subjective or objective criteria; generally the level of agreement or disagreement is measured. Often five ordered response levels are used, although many psychometricians.
- Likert scaling is a bipolar scaling method, measuring either positive or negative response to a statement. Sometimes a four-point scale is used; this is a forced choice method since the middle option of "Neither agree nor disagree" is not available.
- The final score for the respondent on the scale is the sum of their ratings for all of the items (this is why this is sometimes called a "summated" scale). On some scales, you will have items that are reversed in meaning from the overall direction of the scale. These are called **reversal items**. You will need to reverse the response value for each of these items before summing for the total. That is, if the respondent gave a 1, you make it a 5; if they gave a 2 you make it a 4; 3 = 3; 4 = 2; and, 5 = 1.

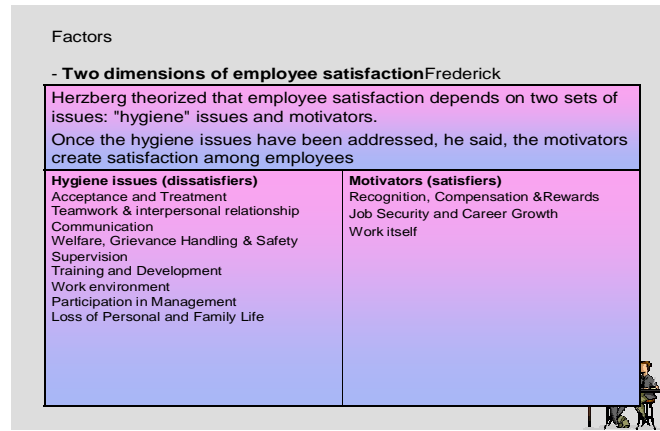# Measuring job satisfaction
Likert Scale

Likert scale is used for :
- AGREEMENT
- FREQUENCY
- IMPORTANCE
- QUALITY
- LIKELIHOOD

Here we use a type of frequency:

• Very Frequently • Frequently • Occasionally • Rarely • Very Rarely • Never	• Always • Very Frequently • Occasionally • Rarely • Very Rarely • Never	• Always • Usually • About Half the Time • Seldom • Never	• Almost Always • To a Considerable Degree • Occasionally • Seldom
• A Great Deal • Much • Somewhat • Little • Never	• Often • Sometimes • Seldom • Never	• Always • Very Often • Sometimes • Rarely • Never	

Factors

- Two dimensions of employee satisfaction Frederick

Herzberg theorized that employee satisfaction depends on two sets of issues: "hygiene" issues and motivators.

Once the hygiene issues have been addressed, he said, the motivators create satisfaction among employees

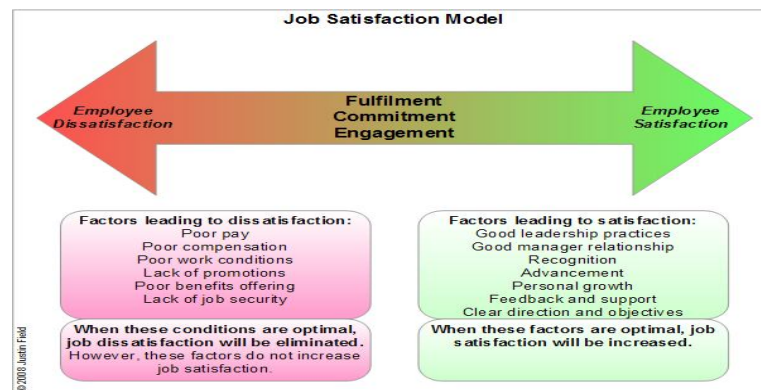| **Hygiene issues (dissatisfiers)**	**Motivators (satisfiers)**
Acceptance and Treatment Teamwork & interpersonal relationship Communication Welfare, Grievance Handling & Safety Supervision Training and Development Work environment Participation in Management Loss of Personal and Family Life	Recognition, Compensation &Rewards Job Security and Career Growth Work itself

RESULTS & CONCLUSIONS

Suggestions and Findings

The Employees seem t be satisfied with their salary package, privileges, environment and work timimg.

The improvement with the recent pension scheme as made the the PSU a successful one, hence this study proves BHEL trichy performs well.

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