

Workplace Communication And Job Satisfaction: A Case Study Of Bharat Heavy Electrical Ltd. (BHEL)

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ABSTRACT

It has been said that the concept of job satisfaction is intangible and it is multi-variable. A number of factors influence job satisfaction of employees. Communication at the workplace is one such factor. It comes under the purview of job context facet of job satisfaction. Various researchers have termed communication as the first and foremost determinant of job satisfaction. As communication affects employees' attitude towards his job and reduces their uncertainty, it is one of the key factors associated with job satisfaction. Workplace communication is considered as very important to companies since it allows companies to be productive and operate effectively. Employees can experience a boost in morale, productivity and commitment if they are able to communicate up and down the communication chain in an organization. The present research paper aims at throwing light upon whether the communication network at Bharat Heavy Electrical Ltd. (BHEL) is strong enough to keep the employees informed about the changes that affect them within the company and whether the company timely informs the employees when important things happen. Not only this, an effort has also been made to know whether the BHEL management is successful enough in communicating the objectives of the company to the employees and whether the employees see any link between the objectives of the company and their own objectives

KEYWORDS: Job satisfaction, Communication, Management, Contentment, Factors affecting job satisfaction.

Introduction: Job Satisfaction can be understood as the feeling of contentment or a sense of accomplishment, which an employee derives from his or her job. It is a result of appraisal that causes one to attain their job values or meet out their basic needs and is also a determinant of the extent a person likes or dislikes his or her job. It is said that the attitude of the employees towards their job becomes positive when they realize that their job facilitates them in achieving their needs and values, directly (by performing it) or indirectly (by the package

they get). It represents the difference between an employee's expectations from his or her job and the experience he or she derives from it. The more the gap is, the higher is the level of dissatisfaction.

Job satisfaction is one of the most researched variables in the area of workplace psychology.¹ It is equally popular among the researchers in human resource management, organizational behaviour and occupational as well as organizational psychology. They have provided their own definitions of what job satisfaction is. Some have defined it as “the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values,”² while the others as “the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs.”³

Facets of job satisfaction:

Job Satisfaction, as it is said, is all about an individual's feelings towards his or her work, work environment, salary, organizational culture, job security and so on. It has two prime facets as given in the figure below:

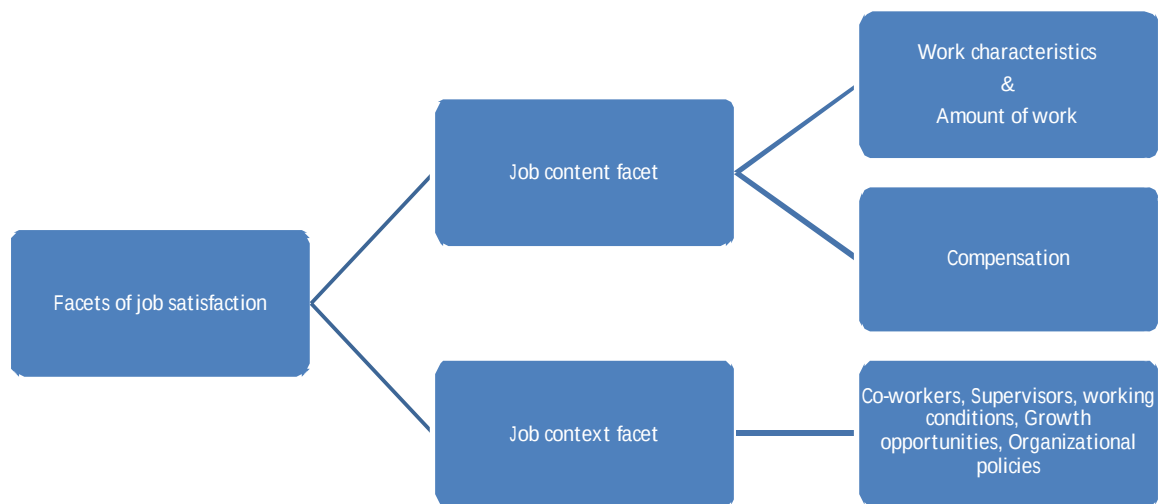


Figure 1.1: Facets of job satisfaction

¹ Lu, H., Barriball, K. L., Zhang, X. & While, A.E. 'Job satisfaction among hospital nurses revisited: A systematic review', International Journal of Nursing Studies, 49, 2012, pp. 10-17.

² Locke, E.A., 'The Nature and Causes of Job Satisfaction'. In Dunnette, M.P. (Ed.) Handbook of Industrial and Organizational Psychology, Chicago: Rand McNally, 1976, pp. 1297-1350.

³ Lu, H., While, A.E. & Barriball, K.L., 'Job satisfaction among nurses: a literature review', International Journal of Nursing Studies, 42, 2, 2005, pp. 211.

The job content facet includes the work characteristics, the amount of work and the compensation while the **job context facet** includes the co-workers/ colleagues/supervisors, working conditions, growth and development opportunities and organizational policies.

Communication as a job context facet of job satisfaction:

It has been said that the concept of job satisfaction is intangible and it is multi-variable. A number of factors influence job satisfaction of employees. Communication at the workplace is one such factor. As it is mentioned above it comes under the purview of job context facet of job satisfaction. Various researchers have termed communication as the first and foremost determinant of job satisfaction. As communication affects employees' attitude towards his job and reduces their uncertainty, it is one of the key factors associated with job satisfaction. According to Euske & Roberts (1987)⁴, "Job satisfaction has also a significant positive relationship with communication and therefore the communication-satisfaction link is a crucial part of organizational success." Workplace communication is considered as very important to companies since it allows companies to be productive and operate effectively. Employees can experience a boost in morale, productivity and commitment if they are able to communicate up and down the communication chain in an organization.

The present research paper aims at throwing light upon whether the communication network at Bharat Heavy Electrical Ltd. (BHEL) is strong enough to keep the employees informed about the changes that affect them within BHEL and whether the company timely informs the employees when important things happen. Not only this, an effort has also been made to know whether the BHEL management is successful enough in communicating the objectives of the company to the employees and whether they see any link between the objectives of the company and their own objectives.

The present study is based upon a survey conducted on the employees of three different units of Bharat Heavy Electrical Ltd. (BHEL) situated at New Delhi, NOIDA (Uttar Pradesh) and Haridwar (Uttarakhand). The study has been conducted at BHEL, Power Sector - Project Engineering Management (BHEL PEM), NOIDA (Uttar Pradesh), BHEL Heavy Electrical

⁴ Euske, N. A. & Roberts, K. H. (1987). Evolving perspectives in organization theory: Communication implications. In F. M. Jablin, L. L. Putnam, K. H. Roberts, & L. W. Porter (N.d.), Handbook of organizational communication: An interdisciplinary perspective (pp. 41-69). Thousand Oaks, CA: Sage Publications.

Equipment Plant (HEEP) and BHEL Central Foundry Forge Plant (CFFP), Haridwar (Uttarakhand) and BHEL Corporate Head Office, Siri Fort, New Delhi. In the present study, the descriptive survey technique of data collection has been used. The total number of respondents taken from all three units of BHEL is 600. The sample includes 425 respondents from BHEL, Haridwar, 110 respondents from BHEL, New Delhi and 65 respondents from BHEL, NOIDA. The sample size is unequal due to the different employee strength at these three units of BHEL as BHEL, Haridwar is the largest unit while BHEL, New Delhi and BHEL, NOIDA come at second and third spot, respectively. The sample has been selected with the help of random sampling method. The data collected through the questionnaires has been tabulated and all the responses have been quantified with appropriate numbers during the research process. The coded data has been classified and tabulated and statistical treatment with the help of Statistical Package for the Social Sciences (SPSS) has been given using the Cronbach's alpha.

The Cronbach's alpha has been used as a reliability test in the present study. Cronbach's alpha is a convenient test used to estimate the reliability, or internal consistency, of a composite score. It means that how closely related a set of items are as a group. It is considered to be a measure of scale reliability. The study has used the following thumb rule for interpreting the dichotomous questions i.e. the questions based upon the 5-point Likert scale:

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Figure 1.2: Thumb rule for Cronbach's alpha

The data has been presented in the form of tables, graphs and charts in order to make it understandable and presentable and findings and conclusion has been drawn.

Basic details of employees:

The first part of the questionnaire was designed to know the basic demographic profile of the employees. The employees were asked to tell about the department in which they are working, the nature of their job profile, their gender and the period of their association with BHEL. The data gathered has been presented as under:

Table 1.1: Department wise bifurcation of the respondents

BHEL Unit	Administration	HR	Marketing & Sales	Accounts	Technical support	Total
BHEL, Haridwar	105 (24.71)	20 (4.71)	42 (9.88)	10 (2.35)	248 (58.35)	425 (70.83)
BHEL, NOIDA	15 (23.08)	6 (9.23)	9 (13.85)	8 (12.35)	27 (41.54)	65 (10.83)
BHEL, New Delhi	27 (24.55)	24 (21.82)	32 (29.09)	16 (14.55)	11 (10.00)	110 (18.33)
Total	147 (24.50)	50 (8.33)	83 (13.83)	34 (5.67)	286 (47.67)	600

Data Source: Computed Primary Data (Data in brackets is in percentage terms)

The Table 1.1 shows the department wise detail of the respondents. The survey was conducted upon 600 employees of BHEL working at the BHEL units in Haridwar, New Delhi and NOIDA. Among them, 425 respondents were from BHEL, Haridwar, 65 from BHEL, NOIDA and 110 from BHEL, New Delhi. The respondents were chosen from five different departments namely, Administration, HR, Marketing and sales, Accounts and Technical support. If we have a closer look upon the data, it shows that out of the 600 respondents, 147 belong to the administration department, 50 belong to the HR department, 83 belong to the Marketing and sales department, 34 belong to Accounts department and 286 belong to the Technical support department. Thus the majority of the respondents i.e. 47.67% belong to the Technical support department while the respondents from the Accounts department i.e. 5.67% are the lowest in number. The respondents from Administration department, HR department and Marketing and sales department form the 24.50%, 8.33% and 13.83% respectively. Thus the sample size is representative of all the major departments of BHEL.

Table 1.2: Job profile of the respondents

BHEL UNIT	Executive	Supervisor	Worker	Total
BHEL , Haridwar	114 (2.68)	60 (14.12)	251 (59.06)	425
BHEL, NOIDA	18 (27.69)	14 (21.54)	33 (50.77)	65
BHEL , New Delhi	31 (28.18)	40 (36.36)	39 (35.45)	110
Total	163 (27.17)	114 (19.00)	323 (53.83)	600

Data Source: Computed Primary Data (Data in brackets is in percentage terms)

The table 1.2 attempts to describe the job profile of the respondents. Out of the total 600 respondents, 163 have an executive job profile, 114 have a supervisory role to play in the organization and 323 are workers. Thus the sample includes the respondents from top to bottom level of the organization.

Table 1.3: Gender wise classification of the respondents

BHEL UNIT	Males	Females	Total
BHEL, Haridwar	307 (72.24)	118 (27.76)	425
BHEL, NOIDA	62 (95.38)	3 (4.62)	65
BHEL, New Delhi	85 (77.27)	25 (22.73)	110
Total	454 (75.67)	146 (24.33)	600

Data Source: - Computed Primary Data (Data in brackets is in percentage terms)

The table 1.3 deals with the gender wise classification of the respondents. Out of the total respondents, the majority i.e. 454 were males while 146 were females.

Table 1.4: Experience wise classification of the respondents

BHEL UNITS	Fresher	Less than 05 years	Between 05-10 years	Between 10-15 years	More than 15 years	Total
BHEL, Haridwar	68 (16.00)	58 (13.65)	162 (38.12)	82 (19.29)	55 (12.94)	425
BHEL, NOIDA	17 (26.15)	8 (12.31)	7 (10.77)	25 (38.46)	8 (12.31)	65
BHEL, New Delhi	32 (29.09)	10 (9.09)	27 (24.55)	18 (16.36)	23 (20.91)	110
BHEL Total	117 (19.50)	76 (12.67)	196 (32.67)	125 (20.83)	86 (14.33)	600

Data Source: Computed Primary Data (Data in brackets is in percentage terms)

The table 1.4 segregates the respondents upon the basis of their experience. It indicates that the majority of the respondents i.e. 32.67% are having an experience between 05-10 years

while 19.50% of them are fresher. There are 12.67% respondents who have been working with BHEL for less than 05 years while 14.33% respondents have an experience of more than 15 years. Also there are 20.83% respondents who have an experience between 10-15 years.

Workplace communication at BHEL:

The employees were asked certain questions regarding the workplace communication at BHEL to assess their level of job satisfaction. The responses received from them have been presented as under:

Table 1.5: Employees' perception regarding information about changes that affect them

BHEL UNITS	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Total	Cronbach's Alpha value
BHEL , Haridwar	129	229	24	19	24	425	0.908
BHEL, NOIDA	5	31	6	18	5	65	0.837
BHEL, New Delhi	29	54	10	11	6	110	0.867
Total	163	314	40	48	35	600	0.891

Data Source: Computed Primary Data

During the course of the survey, the respondents were asked that do they generally feel informed about the changes that affect them within BHEL. To this, 163 respondents replied that they strongly agree to the fact that they feel informed while 314 said that they agree with it. There were 40 respondents who didn't have any idea about it while 48 of them disagreed and 06 strongly disagreed. If we have a look at different units of BHEL, there were 129 respondents at BHEL, Haridwar who strongly agreed to the fact while there were 229 respondents who agreed. Also there were 24 respondents who didn't have an opinion over the issue while 19 respondents disagreed and 24 strongly disagreed. At BHEL, NOIDA only 05 respondents admitted that they strongly agree to the fact while 31 of them said they agreed. There were 06 respondents who were without any opinion over the issue while 18 respondents agreed and 05 strongly disagreed. Last but not the least, at BHEL, New Delhi, 29 respondents said that they strongly agree to the fact that they generally feel informed about the changes that affect them within BHEL. However, 54 respondents at BHEL, New Delhi agreed to it while 10 respondents didn't have any opinion. There were 11 respondents who disagreed to the fact while 06 respondents strongly disagreed.

It is interesting to note here that the value of Cronbach's Alpha of the total respondents is 0.891 whereas it is 0.981 for the respondents of BHEL, Haridwar, which is higher than the former. It reflects that the employees at BHEL, Haridwar feel more informed about the changes that affect them within BHEL than rest of the employees. Similarly, the value of Cronbach's Alpha in BHEL, NOIDA employees is 0.837 whereas it is 0.867 for BHEL, New Delhi employees. It reveals that employees of BHEL in Delhi feel more informed about the changes that affect them as compared to the employees of BHEL, NOIDA.

Table 1.6: Employees' perception regarding timely dissemination of information

BHEL UNITS	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Total	Cronbach's Alpha value
BHEL Haridwar	197	154	23	28	23	425	0.905
BHEL NOIDA	20	19	5	15	6	65	0.727
BHEL, New Delhi	49	37	7	11	6	110	0.88
Total	266	210	35	54	35	600	0.882

Data Source: Computed Primary Data

The respondents were asked that do they feel that they are timely informed when important things happen in their organization. To this, 266 respondents replied that they strongly agree to the fact that they are timely informed while 210 said that they agree with it. There were 35 respondents who didn't have any idea about it while 54 of them disagreed and 06 strongly disagreed. If we have a look at different units of BHEL, there were 197 respondents at BHEL, Haridwar who strongly agreed to the fact while there were 154 respondents who agreed. Also there were 23 respondents who didn't have an opinion over the issue while 28 respondents disagreed and 23 strongly disagreed. At BHEL, NOIDA 20 respondents admitted that they strongly agree to the fact while 19 of them said they agreed. There were 05 respondents who were without any opinion over the issue while 15 respondents agreed and 06 strongly disagreed. Last but not the least, at BHEL, New Delhi, 49 respondents said that they strongly agree to the fact that they are timely informed. However, 37 respondents at BHEL, New Delhi agreed to it while 07 respondents didn't have any opinion. There were 11 respondents who disagreed to the fact while 06 respondents strongly disagreed.

It is interesting to note here that the value of Cronbach's Alpha of the total respondents is 0.882 whereas it is 0.905 for the respondents of BHEL, Haridwar, which is higher than the

former. It reflects that the employees at BHEL, Haridwar feel more informed in a timely manner when important things happen at BHEL than it is being felt by the rest of the employees. Similarly, the value of Cronbach's Alpha in BHEL, NOIDA employees is 0.727 whereas it is 0.88 for BHEL, New Delhi employees. It reveals that employees of BHEL in Delhi feel timelier informed as compared to the employees of BHEL, NOIDA.

Table 1.7: Employees' perception regarding their work is linked with BHEL's objectives

BHEL UNITS	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Total	Cronbach's Alpha value
BHEL, Haridwar	90	167	124	29	15	425	0.921
BHEL, NOIDA	10	18	17	15	5	65	0.758
BHEL, New Delhi	19	37	31	14	9	110	0.905
Total	119	222	172	58	29	600	0.9

Data Source: Computed Primary Data

The employees were also requested to tell that do they feel that their work is linked to the objectives of their organization, i.e. BHEL. The majority of the employees i.e. 222 said that they agree to the fact while 119 strongly agreed to it. On the other hand 29 employees said that they strongly disagree to it while 58 of them said that they disagree. There were 172 employees who preferred to remain silent upon the issue as they were having no opinion. If we analyze the data in a unit wise manner, then we realize that 90 employees from BHEL, Haridwar strongly agreed to it while 167 agreed. Similarly, 124 employees of BHEL, Haridwar were having no opinion over the issue while 29 of them disagreed and 15 strongly disagreed. The employees at BHEL, NOIDA and BHEL, New Delhi, too, registered their responses. At BHEL, NOIDA the majority of employees i.e. 18 agreed to the fact while 10 of them strongly agreed. However, 17 of them were having no opinion while 15 disagreed and 05 strongly disagreed. Last but not the least, 19 employees at BHEL, New Delhi strongly agreed when they were asked that do they feel that their work is linked to the objectives of their organization while 37 of them agreed. There were 31 employees who had no opinion while 14 of them disagreed and 09 disagreed.

The value of Cronbach's Alpha of the total employees is 0.9 while those of BHEL, Haridwar is 0.921, BHEL, NOIDA is 0.758 and BHEL, New Delhi is 0.905. Thus we can infer that the

employees as BHEL, Haridwar and BHEL, New Delhi have a greater perception that their work is linked to the objectives of their organization, i.e. BHEL than their counterparts at BHEL, NOIDA.

Table 1.8: Employees' perception regarding communication of BHEL's objectives

BHEL UNITS	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Total	Cronbach's Alpha value
BHEL, Haridwar	153	155	53	35	29	425	0.9
BHEL, NOIDA	18	22	6	14	5	65	0.705
BHEL, New Delhi	35	40	16	10	9	110	0.836
Total	206	217	75	59	43	600	0.87

Data Source: Computed Primary Data

As far as the communication part is concerned, the last question that was asked to the employees was that do they feel that their managers clearly communicate to them the objectives of the company to achieve. To this, 206 employees replied that they strongly agreed while 217 said that they agreed to it. There were 75 employees who said that they had no opinion over the issue while 59 of them disagreed and 43 strongly disagreed. At BHEL, Haridwar, 153 employees said that they strongly agree that their managers clearly communicate them the company's objectives while 155 agreed to it. There were 53 employees who had no opinion over the issue while 35 of them disagreed and 29 strongly disagreed. At BHEL, NOIDA, 18 employees strongly agreed while 22 of them agreed. Similarly, 06 employees had no opinion while 14 of them disagreed and 05 strongly disagreed. At BHEL, New Delhi, 35 employees strongly agreed while 40 agreed. Also 16 employees had no opinion over the issue while 10 of them disagreed and 09 strongly disagreed. Having a look at the Cronbach's Alpha value it seems that it is 0.87 for the overall employees of BHEL while it is 0.9 for BHEL, Haridwar which indicates that the employees there feel that their managers are quite successful in communicating them the objectives of BHEL. However, the Cronbach's Alpha value at BHEL, NOIDA (0.705) and BHEL, New Delhi (0.836) is lesser than the overall value and is indicative of the fact that the managers there are not so successful in communicating the company's objectives to the employees.

Table 1.9: Reliability Test: Workplace communication at BHEL

Area	BHEL UNITS	Cronbach's Alpha value
Communication	BHEL, Haridwar	0.93
	BHEL, NOIDA	0.811
	BHEL, New Delhi	0.902
	Total	0.912

The table 1.9 depicts the reliability test of the communication component. The table shows the Cronbach's alpha value in units of BHEL pertaining to communication between the employees and management or the employer. The Cronbach's Alpha in reliability test shows the internal consistency of the test or scale. Further, the internal consistency describes the extent to which all the items in the test measure the same concept and hence it is connected to the inter relatedness of the items within the test. In addition to it the reliability test estimates the amount of measurement error (random error) in the test. The high value of Cronbach's Alpha shows the low degree of random error. The value of Cronbach's Alpha of the total employees is 0.912 whereas it is highest for the BHEL, Haridwar employees at 0.93. Similarly, the value of BHEL, NOIDA employees is 0.811, whereas 0.902 for the BHEL, New Delhi employees. Thus the table indicates that the BHEL employees receive communication in a clear and timely manner by the management or the employer. The highest value of Cronbach's Alpha at BHEL, Haridwar at 0.93 reflects that there is an excellent communication between the management or employer and employees there. The Cronbach's Alpha value is 0.811 at BHEL, NOIDA which shows that there is less communication between the management or employer and the employees. Similarly, with a Cronbach's Alpha value of 0.902, BHEL Delhi, too, seems lacking on the communication part as compared to BHEL, Haridwar.

Findings and conclusion:

The study has proved that the employees at BHEL are satisfied with the communication mechanism adopted by the company. It has been found during the study that the employees at BHEL generally feel informed about the changes that affect them within BHEL. It has also been found that the employees at BHEL feel that they are timely informed when important things happen in their organization. Another interesting finding of the study is that the majority of employees at BHEL feel that their work is linked to the objectives of their organization and that the managerial staff at BHEL is successful enough in communicating

the objectives of the company to the employees. As far as the comparison between three different units of BHEL is concerned, the data analysis has proved that at BHEL, NOIDA there is less communication between the management or employer and the employees. Similarly, BHEL Delhi, too, seems lacking on the communication part as compared to BHEL, Haridwar. Thus, it can be concluded that BHEL has a strong communication network and its employees are pretty satisfied as far as workplace communication is concerned.

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