



## Examining the effect of employee training on job satisfaction: A case study of BHEL

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### ABSTRACT

*It has been an established fact that Job satisfaction is one of the most widely researched subjects in the area of organizational behavior and human resource management. The experts believe that the satisfied employees are likely to be more productive and committed to their job and committed employees imply high turnover. In the present scenario, where most people are concerned with high expectations of work and earning, the concerns like job satisfaction must be considered with meticulous care as the workforce that isn't satisfied cannot contribute with the best of their skills. It is quite pertinent to understand the areas that are sensitive towards the employee satisfaction. As per the experts, the concept of job satisfaction is intangible and is multi-variable. A number of factors influence job satisfaction of employees. Training at the workplace is one such factor. Training is undoubtedly one of the most important and effective measures to improve the performance and capability of each organization's staff. In particular, training is an important function for an organization to cultivate employees' explicit and implicit knowledge, skills, and abilities and transfer employees into the valuable resources of an organization. This function is not only linked to improvement of business performance but also an effective determinant in shaping employee attitudes, which are critical variables to influence job performance. The present paper is an attempt to know that whether the employees are satisfied as far as the training part is concerned and whether they get the training that they need to do their job well at BHEL. Also, it aims at knowing that whether the employees are aware of the training and development opportunities available at BHEL and what kind of training is given to them by the company.*

**KEYWORDS:** Job satisfaction, Training, Management, Contentment, Factors affecting job satisfaction.

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### I. Introduction:

Human Resource Management is the sum-total of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the employees comprising of executives, supervisors, workers. It is a term used to refer the philosophy, policies, procedures and practices related to the management of people in an organization. It's desirable for every organization that human resources should be utilized to the maximum possible extent, in order to achieve individual and organizational goals. Maintaining a good work atmosphere is an important aspect of HRM because the performance of employees in an organization is largely driven by the work atmosphere that prevails at the workplace. A good working environment is one of the benefits that the employees can expect from an efficient human resource team. A safe, clean and healthy environment can bring out the best from an employee. A friendly atmosphere gives the staff member's job satisfaction as well. Employee satisfaction is a measurement of how happy workers are with their job and working environment. Keeping high morale among workers can be of tremendous benefit to any institution, as happy workers will be more likely to produce more, take fewer days off, and stay loyal to the institution. It is thus the employees' performance that ultimately decides the attainment of goals. However, the employee performance is to a large extent, influenced by motivation and job satisfaction.

Every employee, while joining any particular organization has certain motives in mind such as security of income and job, better prospects in future, and satisfaction of social and psychological needs. Moreover, every person has different sets of needs at different times. Thus it becomes the responsibility of the management to recognize this basic fact and provide appropriate opportunities and environment to people at work to satisfy their needs.

Job satisfaction is one of the most researched variables in the area of workplace psychology. 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,” while the others as “the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs.”

**Training as a determinant 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. Training at the workplace is one such factor. Training is undoubtedly one of the most important and effective measures to improve the performance and capability of each organization's staff.

In particular, training is an important function for an organization to cultivate employees’ explicit and implicit knowledge, skills, and abilities and transfer employees into the valuable resources of an organization. This function is not only linked to improvement of business performance but also an effective determinant in shaping employee attitudes, which are critical variables to influence job performance. The present study aims at knowing whether the employees are satisfied as far as the training part is concerned and whether they get the training that they need to do their job well at BHEL. Also, the study aims at knowing that whether the employees are aware of the training and development opportunities available at BHEL and what kind of training is given to them by the company.

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 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 stratified random sampling method. The data was analysed using descriptive statistics which included the mean, standard deviation, percentile scores to represent the basic demographic profile, determinants of job satisfaction and level of job satisfaction among the employees of BHEL working at Haridwar, New Delhi and NOIDA. Besides that ANOVA was used for comparison of determinants and Chi square test was used to establish association between level of job satisfaction and basic demographic profile of the employees. 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: Frequency & Percentage (Basic Demographic variables)**

N=600

Variables	Opts	Frequency(f)	Percentage (%)
UNIT	BHEL , Haridwar	425	71%
	BHEL, NOIDA	65	11%
	BHEL, New Delhi	110	18%
Department	Administration	147	25%
	HR	50	8%
	Marketing & Sales	83	14%

	Accounts	34	6%
	Technical support	286	48%
	Any other	0	0%
Job Profile	Executive	163	27%
	Supervisor	114	19%
	Worker	323	54%
Gender	Male	453	76%
	Female	147	25%
Experience in BHEL	Fresher	118	20%
	Less than 05 years	76	13%
	Between 05-10 years	199	33%
	Between 10-15 years	122	20%
	More than 15 years	85	14%

The **Table 1.1** shows the Frequency & Percentage distribution of Basic Demographic variables of the BHEL employees.

**Unit:** As per the Unit, majority of the BHEL employees 425 (71%) were employed at BHEL, Haridwar, followed by 110 (18%) were employed at BHEL, New Delhi and the least 65 (11%) were employed at BHEL, NOIDA.

**Department:** As per the Department, majority of the BHEL employees 286 (48%) were posted as Technical support, followed by 147 (25%) were posted in administration, followed by 83 (14%) were posted in marketing & sales, followed by 50 (8%) were posted as HR and the least 34 (6%) were posted in the accounts but none of them was posted in any other department.

**Job Profile:** As per the Job Profile, majority of BHEL employees 323 (54%) were working as a worker, followed by 163 (27%) were working as an executive and the least 114 (19%) were working as a supervisor.

**Gender:** As per Gender, majority of BHEL employees 453 (76%) were male and 147 (25%) were females.

**Experience in BHEL:** As per experience in BHEL, majority of BHEL employees 199 (33%) had a work experience between 05 to 10 years, followed by 122 (20%) had a work experience between 10 to 15 years, followed by 118 (20%) were fresher, followed by 85 (14%) had a work experience more than 15 years and the least 76 (13%) had a work experience less than 05 years.

#### Training at BHEL:

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

**Table 1.2: Employees' perception regarding the training they receive at BHEL**

**N=600**

Variables		Groups							Association				
Variables	Opts	BHEL, Haridwar (%)	BHEL, NOIDA (%)	BHEL, New Delhi (%)	BHEL, Haridwar (f)	BHEL, NOIDA (f)	BHEL, New Delhi (f)	Total	Chi Test	P Value	df	Table Value	Result
I get the training I need to do my job well in BHEL.	Strongly disagree	5.9%	7.7%	6.4%	25	5	7	37	29.856	0.000	8	15.507	Significant
	Disagree	3.8%	20.0%	7.3%	16	13	8	37					
	No Opinion	8.5%	12.3%	10.0%	36	8	11	55					
	Agree	38.6%	32.3%	34.5%	164	21	38	223					
	Strongly agree	43.3%	27.7%	41.8%	184	18	46	248					

During the course of the survey, the respondents were asked whether they get the training to do their job well at BHEL. The **Table 1.2** shows that there was a significant association as per the Chi square test. The calculated chi square value (29.856) was more than the tabulated value that is (15.507) at 0.05% level of significance, with (8df). The data also revealed that the employees at all three units were found to be pretty satisfied as far as training is concerned. If we compare the data, the employees at BHEL, Haridwar were found to be more satisfied than their counterparts at New Delhi and NOIDA as shown in **Figure 1.1**.

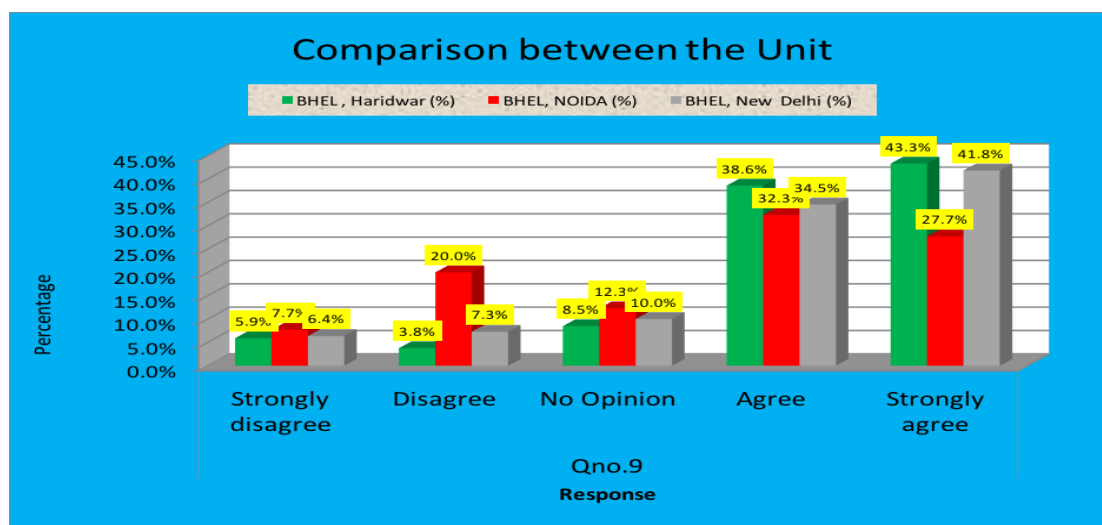


Figure 1.1: Employees' perception regarding the training they receive at BHEL

Table 1.3: Employees' awareness regarding training & development activities at BHEL

N=600

Variables		Groups							Association				
Variables	Opts	BHEL, Haridwar (%)	BHEL, NOIDA (%)	BHEL, New Delhi (%)	BHEL, Haridwar (f)	BHEL, NOIDA (f)	BHEL, New Delhi (f)	Total	Chi Test	P Value	df	Table Value	Result
I am aware of available training and development activities in BHEL.	Strongly disagree	4.2%	9.2%	7.3%	18	6	8	32	19.001	0.015	8	15.507	Significant
	Disagree	9.4%	9.2%	8.2%	40	6	9	55					
	No Opinion	5.2%	16.9%	10.0%	22	11	11	44					
	Agree	31.8%	20.0%	30.9%	135	13	34	182					
	Strongly agree	49.4%	44.6%	43.6%	210	29	48	287					

The employees were also asked to tell whether they are aware of the available training and development activities undergoing at BHEL. As per the data gathered during the course of study, 287 employees strongly agreed to it while 182 of them agreed to it. The **Table 1.3** shows that there was a significant association as per the Chi square test. The calculated chi square value (19.001) was more than the tabulated value that is (15.507) at 0.05% level of significance, with (8df). Thus, the majority of the employees were found to be satisfied in this context. The employees at BHEL, Haridwar were found to be more satisfied than the employees at New Delhi and NOIDA as shown in **Figure 1.2**.

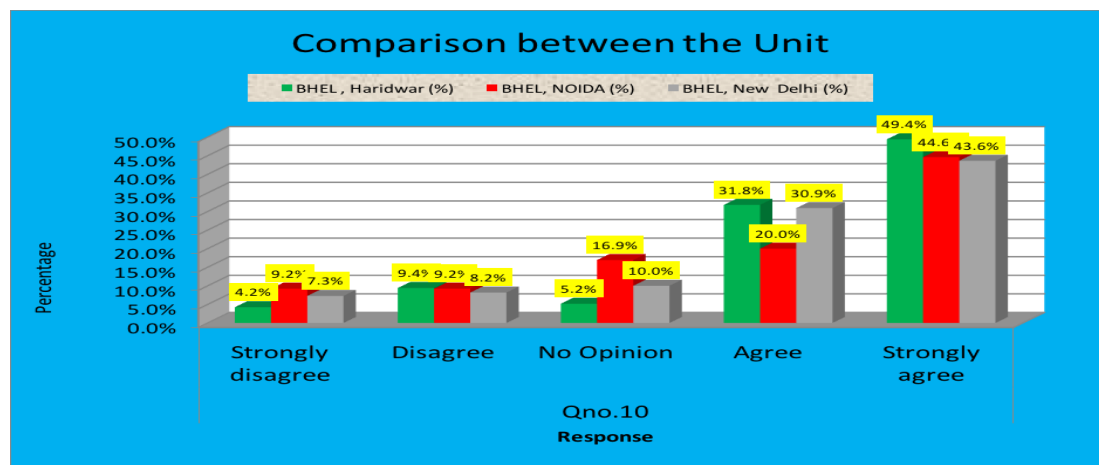


Figure 1.2: Employees' awareness regarding training & development activities at BHEL

Table 1.4: Training provided by BHEL to its employees

N=600

Variables	Opts	BHEL, Haridwar (f)	BHEL, Haridwar (%)	BHEL, Noida (f)	BHEL, Noida (%)	BHEL, New Delhi (f)	BHEL, New Delhi (%)
BHEL provides which kind of training to improve your skills:	None	207	48.7%	24	36.9%	39	35.5%
	One	114	26.8%	19	29.2%	22	20.0%
	Two	35	8.2%	12	18.5%	20	18.2%
	Three	20	4.7%	3	4.6%	6	5.5%
	Four	0	0.0%	0	0.0%	0	0.0%

When asked about the kinds of training given by BHEL to its employees, the employees responded that they have received almost all kinds of training at BHEL such as Technical, Managerial, Soft skills, Stress Management and other department specific training as well. If we have a look at the **Table 1.4** it depicts that in BHEL, Haridwar majority 207 (48.7%) had no kind of training, followed by 114 (26.8%) who had one kind of training, followed by 35 (8.2%) who had two kinds of training and the least 20 (4.7%) had three kinds of training. However, none of them had four kinds of training.

Whereas in BHEL, Noida majority 24 (36.9%) had no kind of training, followed by 19 (29.2%) who had one kind of training, followed by 12 (18.5%) who had two kind of training and the least 3 (4.6%) had three kind of training. However, none of them had four kinds of training.

Last but not the least, in BHEL, New Delhi majority 39 (35.5%) had no kind of training, followed by 22 (20.0%) who had one kind of training, followed by 20 (18.2%) who had two kinds of training and the least 6 (5.5%) who had three kinds of training. However, none of them had four kinds of training.

Table 1.5: Training provided by BHEL to its employees

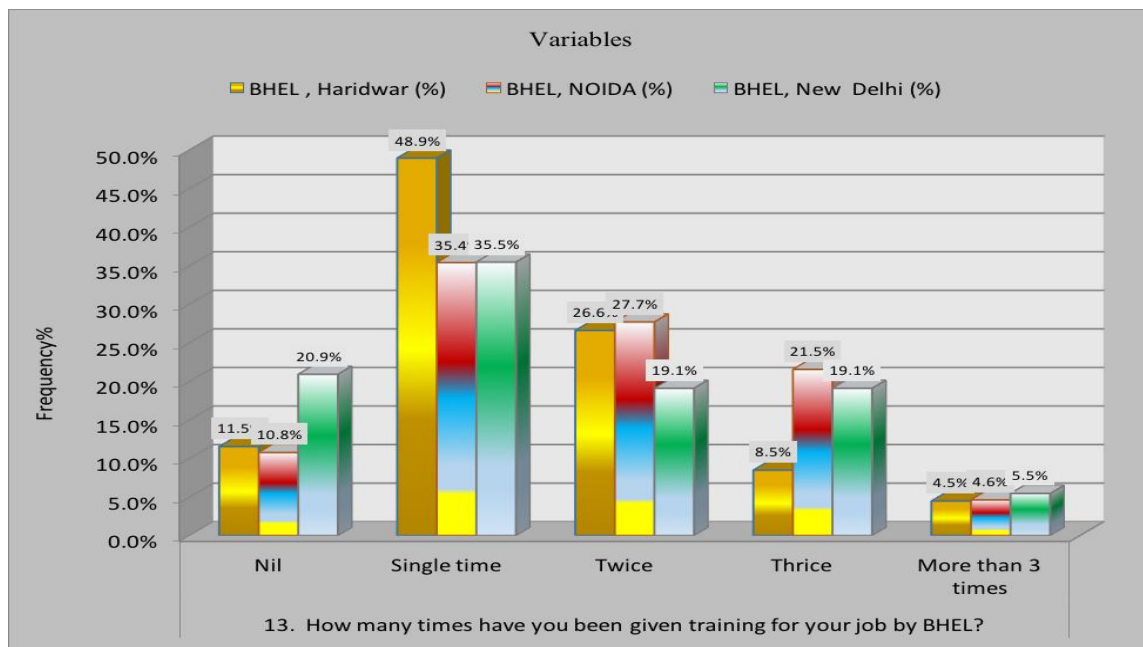
N=600

Variables	Opts	BHEL, Haridwar (f)	BHEL, Haridwar (%)	BHEL, Noida (f)	BHEL, Noida (%)	BHEL, New Delhi (f)	BHEL, New Delhi (%)
How many times have you been given training for your job by BHEL?	Nil	49	11.5%	7	10.8%	23	20.9%
	Single time	208	48.9%	23	35.4%	39	35.5%
	Twice	113	26.6%	18	27.7%	21	19.1%
	Thrice	36	8.5%	14	21.5%	21	19.1%
	More than 3 times	19	4.5%	3	4.6%	6	5.5%

The employees were also asked to mention the number of times they have received training at BHEL. The **Table 1.5** shows the frequency & percentage distribution of the number of times the employees have received training at BHEL. As per number of training given, in BHEL, Haridwar majority 208 (48.9%) were given training single time, followed by 113 (26.6%) who were given training twice, followed by 49 (11.5%) who were given no training, followed by 36 (8.5%) who were given training thrice and the least 19 (4.5%) who were given training more than 3 times.

Whereas in BHEL, Noida majority 23 (35.4%) were given training single time, followed by 18 (27.7%) were given training twice, followed by 14 (21.5%) were given training thrice, followed by 7 (10.8%) were given no training and the least 3 (4.6%) were given training more than 3 times.

Whereas in BHEL, New Delhi majority 39 (35.5%) were given training single time, followed by 23 (20.9%) were given no training, followed by 21 (19.1%) each were given training twice & thrice respectively and the least 6 (5.5%) were given training more than 3 times, as shown in **Figure 1.3**.



**Figure 1.3: Training provided by BHEL to its employees**

**Table 1.6: Analysis of variance (ANOVA) of the Training component**

ANOVA	PART III (Training)		
	Group A	Group B	Group C
Mean	8.22	7.34	7.94
S.D.	2.036	2.527	2.280
Number	425	65	110
Maximum	10	10	10
Minimum	2	2	2
Range	8	8	8
F test	5.107		
Table Value at 0.05	3.011		
P value	0.006		
Result	Significant		

**The Table 1.6** shows the comparison of responses received from all the three units of BHEL done using Anova at 0.05% level of significance. According to it, among the BHEL, Haridwar employees mean value was 8.22 and standard deviation value was 2.036, whereas among BHEL, NOIDA employees mean value was 7.34 and standard deviation value was 2.527. Similarly, among BHEL, New Delhi employees mean value was 7.94 and standard deviation value was 2.280. The calculated F value that is 5.107 was more than the tabulated value that is 3.011, which was statistically significant, as shown in **Figure 1.4**.

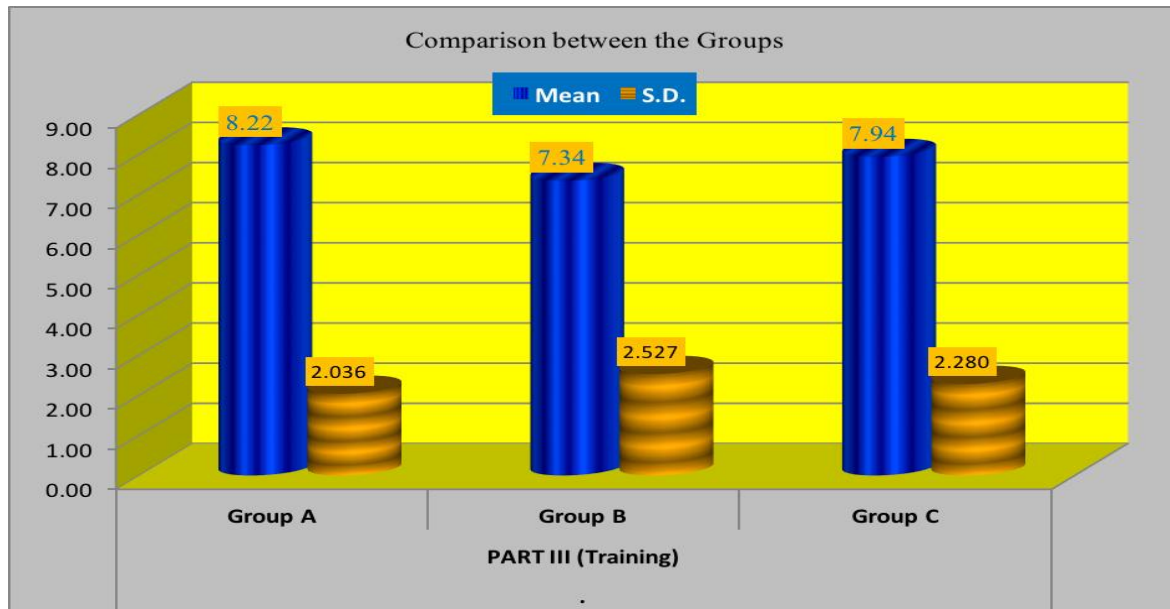


Figure 1.4: Analysis of variance (ANOVA) of the Training component

Thus, it can be stated that BHEL keeps its employees updated through regularly scheduled training programmes. As far as the training part is concerned, the employees at BHEL are satisfied enough as they believe that they get the training to do their job well at BHEL. It's also an important finding that majority of employees at BHEL are well aware of the available training and development activities undergoing at BHEL. During the study it has also been found that the employees receive almost all kinds of training at BHEL such as Technical, Managerial, Soft skills, Stress Management and other department specific training as well. One of the most important findings of the study is that the majority of employees at BHEL are well trained. As far as the comparison between three different units of BHEL is concerned, the data analysis has proved that at BHEL, New Delhi the employees get more training opportunities than the employees at BHEL, NOIDA and BHEL, Haridwar.

## II. Findings and conclusion:

The study has proved that the employees at BHEL are a satisfied lot as far as the appraisal part is concerned. BHEL keeps its employees updated through regularly scheduled training programmes. As far as the training part is concerned, the employees at BHEL are satisfied enough as they believe that they get the training to do their job well at BHEL. It's also an important finding that majority of employees at BHEL are well aware of the available training and development activities undergoing at BHEL. During the study it has also been found that the employees receive almost all kinds of training at BHEL such as Technical, Managerial, Soft skills, Stress Management and other department specific training as well. One of the most important findings of the study is that the majority of employees at BHEL are well trained. As far as the comparison between three different units of BHEL is concerned, the data analysis has proved that the employees at BHEL, Haridwar are the most satisfied as far as training programmes of the company are concerned. At the level of satisfaction, the employees at New Delhi unit come at the second place while the employees at NOIDA unit stood at the third place. 81.9 % employees at BHEL, Haridwar believe that they get the training they need to do their job well in BHEL while at BHEL, New Delhi and BHEL, NOIDA, 76.3 % and 60 % employees felt so. Similarly, 81.2 % employees at BHEL, Haridwar, 74.5 % employees at BHEL, New Delhi and 64.6 % employees at BHEL, NOIDA said that they are aware of available training and development activities in BHEL.

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