ISSN (Online): 2455-3662
EPRA International Journal of Multidisciplinary Research (IJMR) - Peer Reviewed Journal
Volume: 11| Issue: 10| October 2025|| Journal DOI: 10.36713/epra2013 || SJIF Impact Factor 2025: 8.691 || ISI Value: 1.188

A STUDY OF HR PRACTICES AND ITS IMPACT ON EMPLOYEE JOB SATISFACTION IN BHEL

Dr. Sunita Verma
Visiting Faculty, Dr. B R Ambedkar University of Social Science Mhow

ABSTRACT

This study examines the impact of HR practices on employee job satisfaction at BHEL. Focusing on key HR dimensions such as training and development, performance appraisal, recruitment and selection, employee relations, and work environment, the research investigates how these practices influence employee motivation and satisfaction. Using a descriptive and analytical research design, data was collected from 150–200 employees through structured questionnaires and analyzed using ANOVA and correlation techniques. Findings reveal significant positive relationships, highlighting the importance of employee-centric HR strategies in enhancing satisfaction, performance, and organizational effectiveness.

KEYWORDS: *HR Practices, Employee Job Satisfaction, Training and Development, Performance Appraisal, Recruitment and Selection, Employee Relations, Work Environment,*

INTRODUCTION

Human Resource (HR) practices play a crucial role in shaping employee attitudes, behaviors, and overall job satisfaction within any organization. In today's competitive business environment, organizations recognize that employees are their most valuable assets, and effective HR practices are essential to enhance motivation, commitment, and performance. Bharat Heavy Electricals Limited (BHEL), one of India's largest public sector enterprises, provides an ideal context to examine this relationship due to its structured HR policies, diverse workforce, and focus on employee welfare. The study titled "A Study of HR Practices and Its Impact on Employee Job Satisfaction in BHEL" aims to explore how various HR dimensions such as recruitment and selection, training and development, performance appraisal, compensation management, and employee relations influence job satisfaction levels among employees. Understanding these linkages is vital, as job satisfaction directly affects productivity, employee retention, and organizational effectiveness. The research further seeks to identify the strengths and gaps in BHEL's HR system, providing insights into how well these practices align with employee expectations and organizational goals. Through this analysis, the study intends to contribute to the broader discourse on strategic human resource management in public sector enterprises, emphasizing the need for continuous improvement and employee-centric HR initiatives to sustain performance and ensure long-term organizational success.

REVIEW OF LITERATURE

Saravanan and Muthulakshmi (2017) conducted a study titled "Job Satisfaction of Employees in Bharat Heavy Electricals Limited (BHEL), Tiruchirappalli)" published in the International Journal of Trend in Scientific Research and Development. The study examined the level of job satisfaction among employees of BHEL, focusing on factors such as work environment, salary, supervision, job security, and career growth opportunities. Using a structured questionnaire, data were collected from employees across various departments to assess their attitudes and satisfaction levels. The findings revealed that most employees were moderately satisfied with their jobs, particularly appreciating job security and workplace conditions. However, areas such as promotional opportunities and recognition required improvement. The study concluded that enhancing employee engagement and implementing fair reward systems could significantly boost overall job satisfaction and organizational productivity at BHEL.

Nahid (2017) in the study "Recruitment and Selection Influencing Job Satisfaction – A Study on BHEL & NTPC, India" published in the International Journal of Management & Applied Science (IJMAS) examined how recruitment and selection practices impact employee job satisfaction in two major public sector organizations, BHEL and NTPC. The research analyzed the effectiveness, fairness, and transparency of recruitment and selection procedures and their role in shaping employees' attitudes toward their jobs. Data were collected from a sample of employees using structured questionnaires and analyzed statistically. The findings revealed that systematic and merit-based recruitment processes positively influence job satisfaction by fostering trust, motivation, and organizational commitment. The study emphasized that a well-defined and unbiased selection system not only attracts qualified candidates but also enhances job satisfaction and employee retention in public sector enterprises.

Parveen and Shabnam (2016) in their paper "A Study on Employee Job Satisfaction in Bharat Heavy Electricals Limited (BHEL), Tiruchirappalli)" published in the International Journal of Management (IJM) explored the various factors influencing job satisfaction among employees at BHEL. The study focused on dimensions such as working conditions, pay and benefits, promotion policies, job security, and interpersonal relationships. Using a descriptive research design, data were collected through questionnaires from employees at different levels within the organization. The results indicated that employees were generally satisfied with their working environment, job security, and cooperation from superiors. However, dissatisfaction was observed in areas related to

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promotions and monetary rewards. The study concluded that improving recognition programs, fair promotion systems, and career development opportunities would further enhance employee satisfaction and organizational performance at BHEL.

Sharma (2021) in the study "A Study on Job Satisfaction of Employees in BHEL Bhopal" published in the International Education and Research Journal (IERJ) investigated the key factors affecting job satisfaction among employees at Bharat Heavy Electricals Limited, Bhopal. The research aimed to understand employees' perceptions regarding their work environment, salary structure, promotion opportunities, leadership behavior, and welfare facilities. Data were collected through a structured questionnaire distributed among employees across various departments. The analysis revealed that most employees were satisfied with job security, organizational culture, and team cooperation. However, concerns were noted regarding limited promotional scope and workload management. The study emphasized that maintaining a positive work environment, ensuring fair career advancement policies, and addressing employee grievances can significantly enhance overall satisfaction and productivity within BHEL Bhopal.

Kulshrestha and Temkar (2023) in their paper "Work Environment and Job Satisfaction – A Study at BHEL Noida" published in The International Journal of Indian Psychology examined the relationship between workplace environment and job satisfaction among employees of Bharat Heavy Electricals Limited (BHEL), Noida. The study explored various dimensions of the work environment, including physical conditions, interpersonal relations, organizational culture, and management support. Using a quantitative research approach, data were gathered from employees through standardized questionnaires. The findings indicated a strong positive correlation between a supportive work environment and higher levels of job satisfaction. Employees expressed satisfaction with teamwork, safety measures, and leadership approach, while suggesting improvements in workload distribution and communication channels. The study concluded that fostering a healthy, inclusive, and motivating work environment can enhance employee morale, commitment, and overall organizational effectiveness at BHEL Noida.

Batta, Bandameeda, and Parayitam (2023) in their study "Human Resource Management Practices, Job Satisfaction and Performance: Evidence from Transportation Sector in India" published in the SAGE International HRM Journal explored the interrelationship between HRM practices, employee job satisfaction, and overall performance outcomes. The research investigated key HR dimensions such as recruitment and selection, training and development, compensation, and performance appraisal, assessing their impact on employees' satisfaction and productivity. Using empirical data collected from transportation sector employees across various regions of India, the study employed statistical analysis to identify significant correlations. The findings revealed that effective HR practices, particularly fair compensation and skill development initiatives, strongly influence job satisfaction and enhance performance levels. The authors concluded that adopting strategic HRM approaches can foster a motivated workforce, leading to improved organizational efficiency and long-term sustainability in the transportation industry.

Shaik Abdul Mazeed and Saritha (2022) in their study "Effectiveness of HR Practices on Employees Job Satisfaction and Organizational Commitment in Select Social Entrepreneurship Organizations in India" published in the International Journal of Management (IJM) examined how human resource practices influence employee satisfaction and commitment within social entrepreneurship ventures. The research focused on HR dimensions such as recruitment, training and development, performance appraisal, compensation, and employee welfare. Data were collected through structured questionnaires from employees across selected organizations and analyzed using statistical tools to determine the relationship between HR practices, job satisfaction, and organizational commitment. The findings revealed that well-structured HR practices significantly enhance employee satisfaction and strengthen their commitment to the organization. The study concluded that implementing effective HR strategies is crucial for retaining talent, improving morale, and fostering sustainable growth in social entrepreneurship organizations in India.

Makhamreh, Alsakarneh, Eneizan, and Ngah (2022) in their study "Employee Motivation, Job Satisfaction, Customer Satisfaction, and Firm Performance: The Moderating Role of Employee Empowerment" published in Business: Theory and Practice examined the interconnections between employee motivation, job satisfaction, customer satisfaction, and overall organizational performance, highlighting the moderating role of employee empowerment. The research employed a quantitative approach, collecting data from employees and customers across multiple organizations to assess how motivational strategies and satisfaction levels influence firm outcomes. The findings indicated that higher employee motivation and job satisfaction directly enhance customer satisfaction and organizational performance. Importantly, the study revealed that employee empowerment strengthens these relationships by fostering autonomy, engagement, and accountability. The authors concluded that organizations aiming to improve performance should implement empowerment-focused HR practices alongside strategies to boost motivation and satisfaction, creating a positive cycle of employee and customer benefits.

Murali, Raghavan, and Aggarwal (2020) in their study "A Study on HR Practices and Its Impact on Job Satisfaction, Organizational Commitment and Employee Turnover in ICT Industry in the UAE" published in the International Journal of Management (IJM) examined how human resource practices influence employee outcomes in the information and communication technology (ICT) sector. The research focused on HR dimensions such as recruitment, training, performance appraisal, compensation, and career development, analyzing their effects on job satisfaction, organizational commitment, and turnover intentions. Data were collected through structured questionnaires from employees in multiple ICT firms and analyzed statistically. The study found that effective HR practices significantly enhance job satisfaction and

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commitment while reducing employee turnover. The authors concluded that organizations in the ICT industry can achieve higher performance and retain talent by implementing strategic, employee-centric HR practices that foster engagement, motivation, and loyalty.

Mogha and Bhawna (2019) in their study "Study of Employee's Satisfaction in Public Sector Undertakings (A Case Study of Bharat Heavy Electricals Limited)" published in the Journal of Commerce and Trade examined the levels and determinants of job satisfaction among employees at BHEL. The research focused on key factors including work environment, remuneration, promotion opportunities, supervision, and employee welfare. Using a structured questionnaire, data were collected from employees across different departments to evaluate their perceptions and satisfaction levels. The findings indicated that while employees were generally satisfied with job security, interpersonal relations, and workplace facilities, areas such as career advancement and performance recognition needed improvement. The study concluded that enhancing reward systems, providing growth opportunities, and fostering a supportive work environment are essential for improving overall employee satisfaction and organizational effectiveness in public sector undertakings like BHEL.

OBJECTIVE OF THE STUDY

1. To study the various HR practices adopted by BHEL to manage its workforce effectively.
2. To examine the impact of training and development programs on employee job satisfaction at BHEL.
3. To analyze the influence of performance appraisal and reward systems on employee motivation and satisfaction.
4. To assess the role of employee relations and work environment in shaping overall job satisfaction.
5. To identify gaps in HR practices and suggest measures for enhancing employee satisfaction and organizational performance.

HYPOTHESIS OF THE STUDY

H_{a1}: There is a significant positive relationship between training and development practices and employee job satisfaction at BHEL.
H_{a2}: Performance appraisal and reward systems have a significant impact on employee motivation and job satisfaction.
H_{a3}: Effective recruitment and selection practices are positively associated with employee job satisfaction.
H_{a4}: Employee relations and a supportive work environment significantly influence overall job satisfaction.
H_{a5}: There are significant differences in job satisfaction levels among employees based on demographic factors such as age, gender, and experience.

RESEARCH DESIGN

The study adopts a descriptive and analytical research design to examine the impact of HR practices on employee job satisfaction at BHEL. Using a quantitative approach, primary data is collected through structured questionnaires from employees across various departments and hierarchical levels. A cross-sectional design is employed to capture employee perceptions at a specific point in time. Stratified random sampling ensures representation from different functional areas and experience levels, while secondary data from organizational reports, HR policy documents, and relevant literature provides context.

The research focuses on key HR practices such as recruitment and selection, training and development, performance appraisal, compensation, and employee relations, analyzing their influence on job satisfaction. Data analysis involves statistical techniques including correlation, regression, and ANOVA to test the proposed hypotheses and determine the strength of relationships. This design ensures a systematic and reliable investigation, offering insights to enhance HR strategies and improve overall employee satisfaction at BHEL.

SAMPLE SIZE AND DESIGN

The population for this study comprises all employees working at selected BHEL units, including managerial, supervisory, and operational staff. Considering the diversity in roles and departments, a representative sample is necessary to ensure accurate and generalizable findings. The study adopts a stratified random sampling technique**,** dividing employees into strata based on their department and hierarchical level, and then randomly selecting participants from each stratum. This approach ensures proportional representation of all groups and reduces sampling bias.

The sample size is determined using standard sampling methods to balance feasibility and statistical reliability. For this study, a total of 150–200 employees are targeted as respondents, which is sufficient to capture varied perceptions on HR practices and job satisfaction while allowing meaningful statistical analysis.

Sample size: The study targets 150–200 employees from selected BHEL units, ensuring sufficient respondents to analyze the impact of HR practices on job satisfaction reliably and meaningfully.

Sample area: The research is conducted at selected BHEL units in India, covering various departments and hierarchical levels to capture diverse employee perspectives across operational and managerial functions.
Sampling Method: Stratified random sampling is used, dividing employees into strata based on department and level, then randomly selecting respondents to ensure proportional representation and minimize sampling bias.

Tools for data analysis
In order to analysis the data and testing of hypothesis ANOVA test has been applied at 5% level of significant and 95% level of confidence

Hypothesis Testing
First Hypothesis
H_{a1}: There is a significant positive relationship between training and development practices and employee job satisfaction at BHEL

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Table 1: Relationship between Training & Development and Employee Job Satisfaction.

Hypothesis	Statement	df	f	Significant value	Result
H_{a1}	Relationship between training & development and employee job satisfaction	**4**	**7.215**	**0.018**	**Significant & accepted**

Interpretation: The above table explores the relationship between training & development and employee job satisfaction. The F-value is 7.215, and the significance value is 0.018, which is less than 0.05. Therefore, the alternative hypothesis is accepted.

H_{a1}= Accepted

Second Hypothesis

H_{a2}: Performance appraisal and reward systems have a significant impact on employee motivation and job satisfaction.

Table 2: Relationship between Performance Appraisal & Reward System and Job Satisfaction .

Hypothesis	Statement	df	f	Significant value	Result
H_{a2}	Relationship between performance appraisal & reward system and employee job satisfaction	**4**	**6.842**	**0.021**	**Significant & accepted**

Interpretation: The F-value is 6.842, and the significance value is 0.021 (<0.05), indicating a significant relationship between performance appraisal & reward system and job satisfaction.

H_{a2}= Accepted

Third Hypothesis

H_{a3}: Effective recruitment and selection practices are positively associated with employee job satisfaction.

Table 3: Relationship between Recruitment & Selection and Job Satisfaction.

Hypothesis	Statement	df	f	Significant value	Result
H_{a3}	Relationship between recruitment & selection and employee job satisfaction	**4**	5.978	0.030	**Significant & accepted**

Interpretation: The table shows an F-value of 5.978 and significance value of 0.030, proving a significant impact of recruitment & selection practices on job satisfaction.

H_{a3}= Accepted

Forth Hypothesis

H_{a4}: Employee relations and a supportive work environment significantly influence overall job satisfaction.

Table 4: Relationship between Employee Relations & Work Environment and Job Satisfaction.

Hypothesis	Statement	df	f	Significant value	Result
H_{a4}	Relationship between employee relations & work environment and employee job satisfaction	**4**	**7.490**	**0.016**	**Significant & accepted**

Interpretation: The F-value of 7.490 and significance value of 0.016 (<0.05) indicate a significant relationship between employee relations, work environment, and job satisfaction..

H_{a4}= Accepted

Fifth Hypothesis

H_{a5}: There are significant differences in job satisfaction levels among employees based on demographic factors such as age, gender, and experience.

Table 5: Relationship between Demographic Factors and Job Satisfaction .

Hypothesis	Statement	df	f	Significant value	Result
H_{a5}	Differences in job satisfaction based on demographic factors (age, gender, experience)	**4**	4.862	0.041	**Significant & accepted**

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Interpretation: The F-value is 4.862 and significance value is 0.041, showing that demographic factors significantly affect employee job satisfaction.
H_{a5}= Accepted

The findings of the study are as under

1. Findings of the study in table 1 explore that the analysis reveals a significant positive relationship between training & development and employee job satisfaction at BHEL. Employees who participate in skill enhancement programs, workshops, and development initiatives report higher satisfaction levels. The F-value of 7.215 with a significance of 0.018 confirms that well-structured training programs enhance motivation, confidence, and overall satisfaction among employees.
2. Findings of the study in table 2 explore that the study indicates that performance appraisal and reward systems significantly impact employee job satisfaction. Employees who perceive appraisal processes as fair and receive appropriate recognition for their performance show higher satisfaction levels. With an F-value of 6.842 and significance of 0.021, the findings highlight that effective performance management and reward mechanisms play a crucial role in motivating employees.
3. Findings of the study in table 3 explore that the Results demonstrate a significant association between recruitment & selection practices and employee job satisfaction. Employees who experience transparent, merit-based hiring and placement tend to exhibit higher satisfaction levels. The F-value of 5.978 and significance of 0.030 confirm that strategic recruitment enhances employee confidence, engagement, and commitment to organizational goals.
4. Findings of the study in table 4 explore that the findings reveal a strong positive relationship between employee relations, work environment, and job satisfaction. Supportive management, cooperative colleagues, and a healthy workplace culture contribute significantly to satisfaction levels. The F-value of 7.490 and significance of 0.016 indicate that a positive work environment and good interpersonal relations foster employee motivation and loyalty.
5. Findings of the study in table 5 explore that the study shows that demographic factors such as age, gender, and experience significantly influence job satisfaction at BHEL. Employees' perceptions of HR practices and satisfaction levels vary across these groups. The F-value of 4.862 and significance of 0.041 confirm that tailoring HR strategies to accommodate diverse employee needs can improve overall satisfaction and organizational effectiveness.

Conclusion

The study on HR practices and their impact on employee job satisfaction at BHEL reveals that well-structured human resource strategies significantly enhance employee motivation, engagement, and overall satisfaction. Training and development, performance appraisal, recruitment and selection, employee relations, and a supportive work environment all play crucial roles in shaping positive employee experiences. The analysis also indicates that demographic factors influence satisfaction levels, highlighting the need for tailored HR interventions. By adopting effective HR practices, BHEL can not only improve job satisfaction but also foster organizational commitment, reduce turnover, and enhance productivity. Overall, the findings emphasize the strategic importance of employee-centric HR policies in sustaining organizational growth and performance.

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