

A Study on Employee Job Satisfaction at One of the Most Prestigious Indian Refineries Located In Madhya Pradesh

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ABSTRACT

In this era of worldwide movement towards globalization job satisfaction has received much attention of researches, psychologists and human resource managers. Job satisfaction has a direct effect on employee's turnover, absenteeism, accidents, unionization and productivity. And vice-versa high level of job satisfaction leads to employee's psychological wellbeing and life satisfaction. Thus organizations can improve their output by playing to the signature, strength of individuals, enabling them to work more efficiently by providing greater job satisfaction to the workforce. The present study is an attempt to assess the level of employee job satisfaction and work environment at an eminent oil refinery located in Madhya Pradesh. The sample consisted of 65 employees from a total population of 576 employees from top management, middle management and junior management. Data collection was done through a use of an in-house questionnaire. The questionnaire consisted of 66 questions with major focus on various areas of management i.e. leadership and planning, culture, communications, career development, role clarity, recognition and rewards, teamwork and cooperation, working conditions, supervisor, training programs, balance in work-life, facilities, security, benefits, overall satisfaction at workplace. Majority of questions had five alternatives of answers- Strongly Agree, Agree Somewhat, Neutral, Disagree Somewhat and Strongly Disagree. The questionnaire included few open-ended questions too for more elaborate explanations. Major findings show an above satisfactory response from the employees. Hence, the employees show high levels of job satisfaction and work environment satisfaction

Keywords: *Employee Job Satisfaction, Prestigious Indian Refineries*

Job satisfaction is a measure of worker's contentedness with their job, whether or not they like the job or individual aspects or facets of job, such as nature of work or supervision (Spector, 1997). It refers to an employee's sense of well-being within his or her work environment. Job satisfaction is "the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values (Locke, 1976). It is the result of a combination of extrinsic rewards, such as remuneration and benefits, and intrinsic rewards, such as respect and appreciation (Heathfield, 2018). In today's competitive era it's vital for any organization to satisfy its workforce by means of higher motivation, loyalty, happiness and contentment. Staff perception about the work environment is

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important because they help identify issues related to employee well-being and organizational functioning. Organizations around the globe are operating in an unprecedented manner for increasing their human resource satisfaction. High job satisfaction is identified as one of the most important factors to retain employees in oil and gas companies (Harun et al. 2014). It is also a critical measure for talent retention for such companies.

The present refinery is promoted by government of Madhya Pradesh and it deals with producing kerosene, liquefied petroleum gas, motor spirit, diesel and aviation turbine fuel. In research conducted at SAPREF (South African Petroleum Refinery) based on utility of Herzberg's Two-Factor theory in explaining employee job satisfaction, the results have shown that the key factors that led to employee job satisfaction were working conditions, interpersonal relations, recognition, advancement and growth, achievement and company and administrative policies. It was also found that employees, in general, do not differ in job satisfaction factors regardless of their position in the company, age and gender (Byukusenge, 2010). In another research based on Iranian Oil Industry results indicated a direct relationship between staff motivation and job satisfaction (Rezaee & Hamidian, 2018). Harun et al. (2014) concluded in their study on Malaysian oil and gas companies staff that job satisfaction had significant positive relationship with organizational commitment. Moreover, Dickey, et al. (2009) have also established the importance of job satisfaction in determining workers' intentions to quit jobs not only from the gas and oil companies, but from the industry as a whole. But there is limited evidence of such research in Indian context on such organisations. Hence this research will make a significant contribution in understanding aspects involved in job satisfaction in refinery employees in India.

Objective

- The main objective of this survey is to assess the level of employee job satisfaction and work environment with an aim of making improvement recommendations.

METHODOLOGY

The sample for the study includes a total of 65 employees from a total population of 576 employees. Random sampling technique was used to select samples from the population. The samples comprised of 9 employees from the top management, 19 from the middle management (ie. 15 from middle management technical staff and 04 from non-technical) and 37 from junior management level (ie. 32 from technical staff and 05 from non-technical).

Data collection was done through a use of an in-house questionnaire at the oil refinery for measuring employee satisfaction. The questionnaire consisted of 66 questions with major focus on various areas of management ie. leadership and planning, culture, communications, career development, role clarity, recognition and rewards, teamwork and cooperation, working conditions, supervisor, training programs, balance in work-life, facilities, security, benefits, overall satisfaction at workplace. Majority of questions had five alternatives of answers- Strongly Agree, Agree Somewhat, Neutral, Disagree Somewhat and Strongly Disagree. The questionnaire included few open-ended questions too for more elaborate explanations. Likert scale was used to measure employee responses.

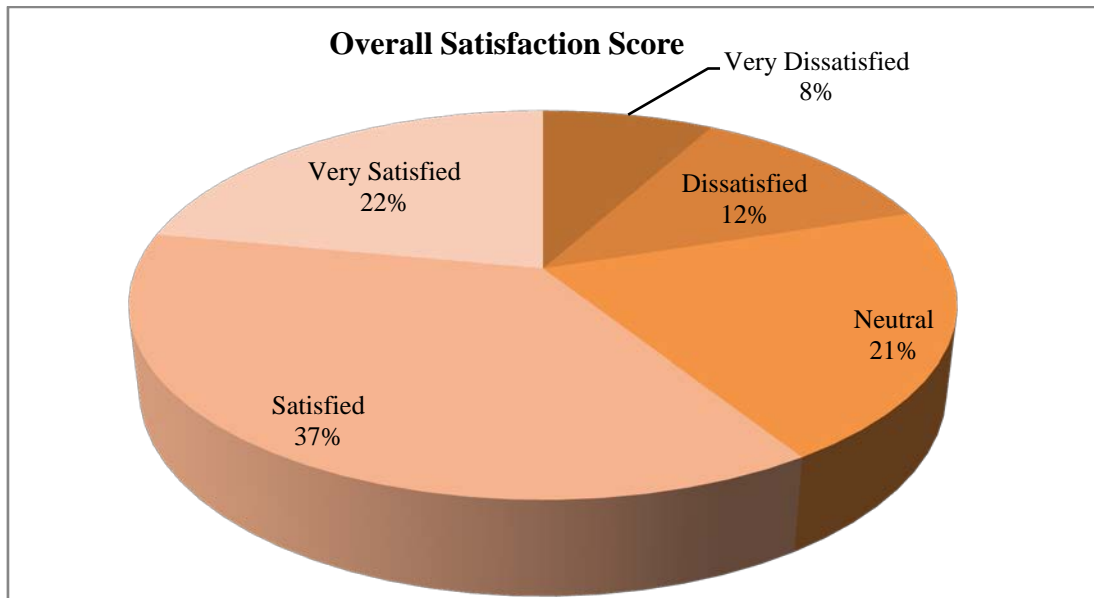
Various meetings were undertaken with relevant authorities at Refinery Limited in Madhya Pradesh and detailed research plans were explained to them. With their due support few of the employees were contacted and selected for the study. A total sample of 65 was selected for the research study. The respondents were asked to fill in the data with utmost sincerity as

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their names weren't recorded anywhere in the study. Most of the questions were Likert scale based but few of them were open-ended too. Hence, the importance of each answer was explained to them. The completed answer sheets were collected and it was checked that no statement is left unanswered. Interpretation and scoring were made once the data was gathered.

ANALYSIS AND DISCUSSION

Based on data collected from the questionnaires filled by the various employee groups following is the summary of total level of satisfaction at the oil refinery.



The overall graph shows the perceptions of most of the refinery's employees lie above satisfactory mark. Analysis of the level of satisfaction that the respondents indicated are satisfactorily to 59 % within the organization. Hence, the employees show high levels of job satisfaction and work environment satisfaction. During the research one fourth of employees at workplace wished to recommend others for employment at this refinery. Almost 30% of the employees wanted to continue at refinery for more than five years while 37% for two-five years. Most of the employees feel safe, secured and comfortable in their work environment. Here, the employees believe in the spirit of working in teamwork towards organization's shared goal of success. Majority of employees feel they have enough opportunities to grow within the organization for their career growth. The results of study by Ganapathi (2016) show that salary, work environment, job security and personal growth are having positive impact on job satisfaction of workers in construction industry which actually supports the findings of this study as well. One research finding concludes that employees are satisfied with the initial training programs but not with the ongoing training sessions. Employees who are dissatisfied or less satisfied are because of lack of work-life balance, working hours, food quality, inadequate medical, entertainment, school and play facilities for children and families, unfair appraisal system, employee grievances etc. Research work by Jeyarathnam and Malarvizhi (2011) indicates almost the same factors of dissatisfaction among the employees of sugar mill employees in Tamilnadu. Apart from the positive points in the organization the overall results show evidence of numerous opportunities for improvement and areas where urgent management's attention and actions are needed.

CONCLUSIONS

The top management feels that the policy of recruitment and problem solving approach should be reviewed. It's important for them to be included in all decision making be it technical or non-technical. Encouraging participation in decision making and authority at all levels is significance for personal happiness. Achievements of each member towards the company should be recognized. Entertainment at township for employees and their families should be developed.

The middle management focuses on the negative aspects as in better canteen, medical, school facilities, recreation and play for children of working employees to be availed to the employees. Employee's career growth and profile change should be considered at least after 5 years of service in their organization. Transparent policies pertaining to leaves, salary, career progression etc should be designed. Employees are given feedback but always oral not written. Hence written feedback is equally significant for its reliability. Inter department job rotation shall be there for all the employees working at this refinery as per their interest and willingness. Work-life balance should be encouraged and synergy between departments should be followed. The employee grievances and their proper handling mainly related to HR issues should be worked on.

The junior management considers canteen facilities, salary revisions, medical benefits, policies of promotions, training, refinement of PMS system, provision of higher studies aid, lucrative incentives etc to be of utmost significance for the management. They believe recruitments and selection should be made on abilities rather than qualifications. There should be a decrease in the bureaucracy culture within the organization. Employees should be given health hazard allowance for respective area which are highly sensitive in nature. Better handling of grievances particularly issues between employees and third party (viz. contractor). It has been seen that the third parties are on the upper hand against the employee many times.

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Conflict of Interest

The authors clearly declared this paper to bear no conflict of interests

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