"A STUDY ON JOB SATISFACTION OF EMPLOYEES IN BPCL KONCHI REFINERY LIMITED"

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ABSTRACT

Job satisfaction is one of the important factors which have drawn attention of managers in the organization as well as academicians. Various studies have been conducted to find out the factors which determine job satisfaction and the way it influences productivity in the organization. Though there is no conclusive evidence that job satisfaction affects productivity directly since productivity depends on so many variables, it is still a prime concern for managers. Job satisfaction is the mental feeling of favorableness which an individual has about his job. It is often said that “A happy employee is a productive employee.” Job satisfaction is very important because most of the people spend a major portion of their life at their working place. Moreover, job satisfaction has its impact on the general life of the employees also, because a satisfied employee is a contented and happy human being. A highly satisfied worker has better physical and mental well-being. The study tries to evaluate how human resource factors affect the satisfaction level of employees in BPCL–Kochi Refinery Limited. It assesses how far welfare and financial factors motivate the employees in the company. The study also attempts to analyze the opinion of employees towards the working life in the company.

KEY WORDS: Job Satisfaction, Employee Turnover, Job Security, Job Rotation

INTRODUCTION

Job satisfaction refers to a person’s feeling of satisfaction on the job which act as a motivation to work. It is not the self-satisfaction, happiness or self-contentment but the satisfaction on the job.

Satisfaction does mean the simple feeling state accompanying the attainment by an impulse of its objective. Research workers differently described the factors contributing the job satisfaction and the job dissatisfaction.

JOB SATISFACTION - MEANING AND DEFINITION

Job satisfaction will be defined as “the amount of overall positive effect or feelings that individuals have towards their jobs” - Fieldman and Arnold.

LITERATURE REVIEW

Paul E. Spector (1997) summarizes the findings concerning how people feel towards work, including: cultural and gender differences in job satisfaction and personal and organizational causes; and
potential consequences of job satisfaction and dissatisfaction. He provides with a pithy overview of the application, assessment, causes and consequences of job satisfaction.

Sophie Rowan (2008) reveals how to create a happier work life, without changing career. She provides practical and realistic guidance on how one can achieve optimal job satisfaction and overcome the obstacles that make so many of us unhappy at work.

Robert M. Hochheiser (1998) reassessed the meaning of the workplace and proposed a simple formula for success- Forget the idea that hard work alone leads to success and instead focus on building good relationships. He asserts that the best way to win at work is to understand what is needed to support the egos of bosses, peers, and subordinates. Accurate assessment of those needs can then be indirectly associated with one's own personal goals and exploited to make substantive workplace gains. Methods of determining needs are given for a variety of situations, and strategies are offered to help make some of the worst work situations at least marginally better through networking and personal development.

C. J. Cranny, Patricia Cain Smith, Eugène F. Stone (1992) reveals perceiving future opportunity can actually be more motivating than actually receiving a raise, getting promoted, or being given additional responsibilities.

Jane Boucher (2004) offers practical advice for improving both your attitude about your job and the job itself. She shows workers how to cope with keeping their jobs in this difficult economy.

Chris Stride, Toby D. Wall, Nick Catley (2008) presented widely used measurement scales of Job Satisfaction, Mental Health, Job-related Well-being and Organizational Commitment, along with benchmarking data for comparison. The benchmarking data is based on a sample of almost 60,000 respondents from 115 different organizations across a wide spectrum of industries and occupations. Information is given by occupational group, and is further broken down by age and gender.

Joanna Penn (2008) teaches how to improve your position in your current employment, gaining more from your job, discovering more about yourself and what it is you would be happy doing, stress management and people management.

Evren Esen (2007) examined in terms of industry and staff size as well as employee age and gender more than 20 indicators of job satisfaction including career-advancement opportunities, benefits, the flexibility to balance life and work, and compensation.

Elwood Chapman (1993) helps to determine employee level of satisfaction and then assists in making positive changes to increase both satisfaction level and quality of work.

Patricia Buhler, Jason Scott (2009) present an academic argument for building an employee-centered culture. They also examined a real-world case study of a company that has experienced the economic benefits of this practice, making it abundantly clear that modern businesses can't afford not to make employee satisfaction a top priority.
THEORETICAL FRAMEWORK

The term job satisfaction was brought to limelight by Hoppock (1935). According to him job satisfaction is a combination of psychological, physiological and environmental factors that makes a person to admit, “I am happy at my job”.

STATEMENT OF THE PROBLEM

Employees are the central forces of an industry and only with their efficiency, an organisation can move into success. Only with a group of satisfied employees the company can lead into success. For employees satisfaction, the company must provide adequate welfare measures. By conducting a job satisfaction survey, we can analyze whether the employees are satisfied or not and also whether they are motivated by the general, welfare, financial and other related factors.

OBJECTIVES OF THE STUDY

The study aims to achieve the following objectives:-

1. To evaluate how human resource factors (general factors) affect the satisfaction level of employees in BPCL - Kochi Refinery Limited.
2. To assess how far welfare and financial factors motivate the employees in BPCL - Kochi Refinery Limited.
3. To determine the various facilities provided by BPCL - Kochi Refinery Limited.
4. To determine the opinion of employees towards the working life in BPCL - Kochi Refinery Limited.
5. To conduct a brief study to analyse the various functions performed by these sections.

METHODOLOGY

TYPE AND SOURCE OF DATA

Both primary and secondary data are used for the study. The primary data are collected by using questionnaire method. Secondary data are collected from books, journals, company manuals, company website, company magazines and informal talk with the officers and the employees.

TOOLS AND TECHNIQUES

Tools and techniques involves various accounting techniques and statistical tools like percentages and ratios.

POPULATION

The survey was conducted in three departments of BPCL - Kochi Refinery Limited, namely, Human Resource Development & Industrial Relations (HRD & IR) Department, Personnel Department and Finance & Accounts (F & A) Department.
The total number of employees in 3 departments are 148.

- HRD & IR – 38
- Personnel – 28
- F & A – 82

**SAMPLE**

Convenience sampling was used for the survey. Out of the total 148 employees, 50 employees were selected as sample. The questionnaires were distributed to the respondents in the selected sample.

**LIMITATIONS OF THE STUDY**

1. Due to the busy work schedule of the employees, the responses may not be sincere and hence invalid.
2. Time constraint resulted in an inadequate focus in all sections.

**ANALYSIS AND INTERPRETATION OF DATA**

**Chart 1.1**

<table>
<thead>
<tr>
<th>JOB SECURITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
</tr>
<tr>
<td>Good</td>
</tr>
<tr>
<td>Average</td>
</tr>
</tbody>
</table>

Source: Primary data through questionnaire

The chart shows that 94% of the employees are satisfied. 48% have excellent opinion about job security. When adequate job security is provided to the employees it will motivate them to do their work and increase productivity.

**Table 1.1: Training And Development**

<table>
<thead>
<tr>
<th>Satisfaction</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Good</td>
<td>27</td>
<td>54</td>
</tr>
<tr>
<td>Average</td>
<td>20</td>
<td>40</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>
BPCL - Kochi Refinery Limited provides various types of training such as apprenticeship training, refresher training etc which improves the performance of the employees and thus results in better production. The above table reflects that 60% of the employees are satisfied of which 54% have good opinion too. But rest 40% of them are dissatisfied with the training and development facilities provided.

Chart 1.2

INTER PERSONAL RELATIONSHIP

Source: Primary data through questionnaire

The above chart shows that from the total of 70% satisfied employees, 56% have good opinion with respect to the interpersonal relationship existing in the organization. Rest 30% are dissatisfied. Interpersonal relationships among employees serve as a source of support, comfort, advice and assistance to the individual group members and it will have a positive impact on job satisfaction.

Table 1.2: Communication

<table>
<thead>
<tr>
<th>Satisfaction</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Subordinates</td>
<td>Peer groups</td>
</tr>
<tr>
<td>Excellent</td>
<td>13</td>
<td>9</td>
</tr>
<tr>
<td>Good</td>
<td>32</td>
<td>40</td>
</tr>
<tr>
<td>Average</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>50</td>
</tr>
</tbody>
</table>
Source: Primary data through questionnaire

The table and the chart depicts that:

1. 90% of the employees are satisfied about communication with subordinates.
2. 98% of the employees are satisfied with respect to peer group communication.
3. Regarding communication with superiors, 88% of the employees are satisfied.

### Table 1.3: Inter Personal Relationship

<table>
<thead>
<tr>
<th>Satisfaction</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>7</td>
<td>14</td>
</tr>
<tr>
<td>Good</td>
<td>28</td>
<td>56</td>
</tr>
<tr>
<td>Average</td>
<td>15</td>
<td>30</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
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**FINDINGS**

The following are the major findings of the study:-

1. BPCL - Kochi Refinery Limited provides adequate job security to the employees which motivate them to do their work.
2. The employees are free from various tensions regarding their family security and thus they devote more time for their work.
3. BPCL - Kochi Refinery Limited should give more emphasis on training and development programmes.
4. Interpersonal relationships among employees existing in the organisation needs more encouragement.
5. There is free flow of communication between subordinates, superiors and peer groups.
6. Interdepartmental relationships in BPCL - Kochi Refinery Limited is excellent.
7. Majority of the employees are of the view that the promotion policies adopted by the company should be revised.
8. The grievance handling system is favoured and unfavoured by the employees equally.
9. Job rotation system should be improved with a view to develop multiple skills in employees and create greater job interest and career options.
10. Career development in the company is limited only to ambitious and achievement oriented employees for improving their skills.
11. The employees do not have greater involvement in decision-making.
12. The employees are highly satisfied with the medical benefits provided by the company.
13. Majority of the employees feels that the transportation facilities should be improved.
14. The employees are satisfied with the sick, casual, maternity and personal leave provided to them.
15. The canteen facility of BPCL - Kochi Refinery Limited is excellent.
16. The leave travel facilities provided by BPCL - Kochi Refinery Limited are satisfactory.
17. The employees are satisfied housing facilities.
18. BPCL - Kochi Refinery Limited has excellent club facilities in the form of music, sports, games and theatre.

19. BPCL - Kochi Refinery Limited provides good salary package to employees, which energises them to work more and reduce labour turnover.

20. The employees are satisfied with the incentives earned.

21. The company gives adequate importance to its retired employees through its medical benefit scheme and pension package.

22. BPCL - Kochi Refinery Limited’s housing, vehicle and educational loans at concessional rate of interest are satisfactory.

RECOMMENDATIONS

Based on the above findings, the following recommendations are made for improving job satisfaction among employees in BPCL - Kochi Refinery Limited.

1. Training programmes has to be provided based on the job content. It should be job related and knowledge based.

2. More and more opportunities should be provided to employees to promote interpersonal relationships.

3. Incentives may be provided to employees who successfully complete courses under company’s education assistance scheme.

4. The company should re-introduce the transportation facility to its officers which will reduce cost over-run and savings in income.

5. Job rotation is to be made at least once in three years.

6. The promotion policy should be time bound and uniform inorder to keep the morale of the employees high.

7. The grievance handling system should be made more efficient and the company should see that complaints are solved quickly.

8. The employees should be given an opportunity to participate in decision-making. So that the decisions can be smoothly implemented.

CONCLUSIONS

An employee’s assessment of how satisfied or dissatisfied he or she is with his or her job is a complex summation of a number of discrete job elements. This job satisfaction study was a procedure by which employees report their feelings towards their job and work environment. It helped as a powerful diagnostic instrument for assessing employee problems.
**BIBLIOGRAPHY**


