

# Adequate and fair compensation management essay

[Business](#), [Management](#)



We, Baby Kumari Mandal and Sidhani Honey Mahesh hereby declare that the project report entitled-" Quality Of Work Life At Gujarat Refinery" Under the guidance of MS. Shirufi Purohit, Submitted in partial fulfillment of the requirement for the general study of Master of Business Administration to Gujarat Technological University, is my original work- research study –carried out and not submitted for the award of any degree /diploma / fellowship or other similar titles or prizes to any other institution /organization or university by any other person.

**Place: signature**

## PREFACE

**“ A great place to work is where you trust the people you work for, have pride in what you do, and enjoy the people you work with”**

**-Robert Levering**

The business world today changing at the speed of light and so is competition. If organization is to survive and grow amidst this fierce competition, they have to adapt fast to the changing environment. The success of any organization is highly dependent on how it attracts recruits, motivates and retains its workforce. Organization that adopts a ‘ control’ approach may not be able to deliver only consistent results however today’s organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. Therefore. Organization are required to adopt a strategy to improve the employees " Quality of Work Life" to satisfy both the organizational objectives and employee needs.

Managing HR in the knowledge based industry is a significant challenge for HR managers as it involves a multi task responsibility. In the present scenario, HR manager perform a variety of responsibilities. Earlier their role was confined to administrative function like managing manpower requirements and maintaining rolls for the organization. Now it is more strategic as per the demands of the industry. So, the project, which is a part of studies intends to provide a student with sufficient knowledge to develop an equation to connect theory and practical aspects and thereby gives an opportunity to test and verify application of theory and comprehends interaction between management concepts and practice.

## **ACKNOWLEDGEMENT**

The satisfaction and happiness that accompany the successful completion of any task would be incomplete without the people who made it possible, whose consistent guidance and encouragement crowned the efforts with success. It give us great contentment in submitting our Project Report on the subject matter' To study the impact of Quality of Work life on employee" which is carried out as a partial fulfilment for the degree of masters of business administration in human resource management at Parul institute of Management and Research, affiliated to Gujarat technological university. We owe thanks to a great many people who helped and supported us in completing this project. On successful completion of the dissertation we would like to thank all the respondents who were very cooperative and spared their valuable time in filling up the questionnaires. We want to express our sincere thanks to our Director, Dr. PKG Murthy for valuable

suggestions during the Project term. Our project guide Ms. Shirufi Purohit, Asst. Professor at Parul institute of Management and Research for giving us this opportunity to do this project under her guidance.

## **EXECUTIVE SUMMARY**

The concept of quality of work life (QWL) deals with the issue of how rewarding or satisfying the time spent in the workplace is. As such, QWL may reflect working conditions and contextual issues such as relationships with work colleagues and the intrinsic satisfaction of the job itself. A movement focusing on employee perceptions of job satisfaction and job challenges, health and safety at work, job fulfillment and working conditions and the balance between work and non-work. The movement has promoted such things as flexitime, autonomy, employee participation in decision-making, etc. Underlying this use of QWL is the belief that it enhances employee performance and productivity; however, empirical proof of this relationship is not conclusive. Quality of working life is dependent on the extent to which an employee feels valued, rewarded, motivated, consulted, and empowered. It is also influenced by factors such as job security, opportunities for career development, work patterns, and work life balance. Objective:

### **Broad Objectives:**

a) The term Quality of Work Life (QWL) aims at changing the entire organizational climate by humanizing work, individualizing organizations and changing the structural and managerial systems. b) It takes into consideration the socio-psychological needs of the employees. c) It seeks to

create such a culture of work commitment in the organizations which will ensure higher productivity and greater job satisfaction for the employees.

### **Other Objective**

Quality of work life refers to the favorableness or unfavourableness of the job environment of an organization for its employees. It is generic term which covers a person's feelings about every dimension of his work e. g. economic incentives and rewards, job security, working conditions, organizational and interpersonal relationships etc.

## **INDEX**

### **SR. NO**

### **PARTICULARS**

### **PAGE NO**

**1**

**Company Profile**

**7**

**2**

**Literature Review**

**11**

**3**

**Research Methodology**

**18**

**4**

**Data analysis**

**21**

**5**

**Findings**

**39**

**6**

**Limitation**

41

7

## **Conclusion and Suggestion**

42

8

## **Bibliography**

45

9

## **Annexure**

-

## **Company Profile**

Indian Oil Corporation Ltd. is India's largest company by sales with a turnover of Rs. 4, 09, 957 crore (\$ 85, 550 million) and profit of Rs. 3, 955 crore (\$ 825 million) for the year 2011-12. Indian Oil is the highest ranked Indian company in the latest Fortune ' Global 500' listings, ranked at the 83rd position. Indian Oil's vision is driven by a group of dynamic leaders who have made it a name to reckon with. The Indian Oil Group of companies owns and operates 10 of India's 20 refineries with a combined refining capacity of 65. 7 million metric tones per annum. Figure 1. 1 Units of Indian Oil Corporation Ltd.

### **1. 1 Products**

It has a portfolio of powerful and much-loved energy brands that includes Indane Gas Auto Gas Natural Gas Petrol/Gasoline Diesel/Gas oil ATF/Jet

FuelSERVO lubricants & greasesMarine Fuels &

LubricantsKeroseneBulk/Industrial FuelsBitumenIn Petrochemicals, Indian Oil offers a full slate of products includesLinear Alkyl Benzene (LAB)Purified Terephthallic Acid (PTA) andAn extensive range of polymers. Indian Oil holds a significant market share of LAB in India and exports to 19 countries. It is the largest suppliers of Mono-Ethylene Glycol (MEG) in the domestic market. Execution of a state-of-the-art 120, 000 tonnes per annum Styrene Butadiene Rubber (SBR) unit is underway at Panipat. The SBR unit is expected to further strengthen Indian Oil's presence in the speciality petrochemicals sector.

## 1. 2 Gujarat Refinery

The Gujarat Refinery at Koyali in Western India is IndianOil's largest refinery. The refinery was commissioned in 1965-1966. Its facilities include five atmospheric crude distillation units. The major units include CRU, FCCU and the first Hydrocracking unit of the country. Gujarat Refinery, operating with an installed crude processing capacity of 18 million metric tonnes per annum, processes indigenous and imported, both low sulphur and high sulphur grades of crude oil. The product slate includes besides fuels, petrochemical products such as Linear Alkyl Benzene (LAB), Polypropylene Feed Stock, Food & Polymer Grade Hexane. Gujarat Refinery is implementing a mega project worth around Rs. 7000 crore to comply with the road map for supplying eco-friendly Bharat Stage-III and IV compliant MS and HSD and to upgrade the bottom of the barrel to improve the gross margin of the Refinery. The Refinery has invested about 40% of the project cost for



producing eco-friendly products to take care of environment at the consumer's end. Quality Improvement units like Diesel Hydrotreater, Sulphur Recovery Plant with 99.9% conversion along with state-of-art Sulphur Pelletisation Unit and Hydrogen Unit have already been commissioned. The Refinery has already started dispatching both BS-III and -IV compliant products to the market. The project related to the up gradation of the bottom of the barrel is at an advance stage of construction / commissioning. To take care of environment, Gujarat Refinery has registered its Clean Development Mechanism project " Flare Gas Recovery" under the United Nations Framework for Combating Climate Change, and the facilities have already been installed. State-of-art Central Effluent Treatment facilities have been made installed to meet the revised MINAS specifications. Total treated effluent recycling in the cooling tower is already been in place as a part of IndianOil's fresh water conservation policy. Gujarat Refinery has given top most priority to tree plantation as a part of air pollution control measures. About 2 lakh trees have been planted over 139 acres land in the periphery of the Refinery. By setting up a pond spread over 3 acres, a home away from home has also been created for birds, both migratory and non-migratory. It is Gujarat Refinery's sustained endeavor to conserve energy by adopting well hydrogen recovery and management system, recovery of heat from residual heat of hot streams, selecting high efficiency and latest technology / equipment and minimizing the specific energy consumption through reduction of fuel & loss. The specific energy consumption expressed in terms of MBN (Thousand British Thermal Units / Barrel / Energy Factor) has come down from 100 to 64 within a span of 15 years. Efforts are on to achieve the

industry benchmark level. Committed to safe operations, Gujarat Refinery has achieved accident free 89 million man-hours till July 2010. All process units - existing and under implementation - comply with all applicable safety standards and norms which includes installation of gas detectors, centralised fire call monitoring system, firefighting facilities, process interlocks etc. Gujarat Refinery has two fire stations with firefighting network spreading all over the refinery with monitors, hydrants and remote operated monitors. A three-Tier safety review level operates proactively to avoid any untoward incident. As a part of disaster management, mutual aid facilities among the adjoining industries are in place to supplement a well-defined disaster management policy of the Refinery. Gujarat Refinery is accredited with ISO-9001: 2008, ISO-14001: 2004 OHSAS 18001: 2007.

## **Literature Review**

### **2. 1 Quality of work life**

A high quality of work life is essential for organizations to continue to attract and retain employees. QWL is a process in which organizations recognize their responsibility to develop job and working conditions that are excellent for the employee and organization. An effective leader influences the followers in a desired manner to achieve goals. It is evident from the literature different leadership styles may affect organization effectiveness and performance. The interventions of QWL will effectively utilize the employee potentials by ensuring great participation and involvement of workers. Encouraging open communication between employer and employees Creating an atmosphere where employees are treated with dignity

and respect. Helping to ensure that employees conduct themselves in a professional and safe manner. To some, QWL refers to industrial democracy, increased worker participation in decision-making, or a culmination of the goals of the human relations movement of two decades ago. To others, especially those in management, the term suggests any of a variety of efforts to improve productivity through improvements in the human rather than the capital or technological input of production. Many view the quality of work life as closely related to, if not merely a broader and more up-to-date term for, such concepts as job satisfaction, humanizing work, or individualizing organizations. Thus, efforts to improve QWL are seen as closely akin to organizational development programs. The most comprehensive and widely - quoted definition of QWL was developed. Major conceptual categories as a framework for analyzing and assessing Quality of work life. Richard Walton, who proposed eight major conceptual categories as a framework for analyzing and assessing the phenomenon.

## **1. Adequate and fair compensation**

Does pay received meet socially determined standards of sufficiency of the recipient's subjective standard? Does pay received for certain work bear an appropriate relationship to pay received for other work?

## **2. Safety and healthy environment**

The employees should not be exposed to physical conditions or work arrangements that are unduly hazardous or unhealthy is widely accepted. In the future, when health will be less the issue than comfort, more stringent

standards that today's will possibly be imposed. These may include minimizing odors, noise, or visual annoyances.

### **3. Development of human capacities**

To varying degrees work has become fractionated, deskilled, and tightly controlled; planning the work is often separated from implementing it. So jobs differ in how much they enable the worker to use and develop his skills and knowledge, which affects his involvement, self-esteem, and the challenge obtained from the work itself.

### **4. Growth and security**

Attention needs to be given to the extent to which the worker's assignments contribute to maintaining and expanding his capabilities, rather than leading to his obsolescence the degree to which expanded or newly acquired knowledge & skills can be utilized in future work assignments; and(c) the availability of opportunities to advance in organizational or career terms which peers, family members, or associated recognize.

### **5. Social Integration**

Whether the employee achieves personal identity and self-esteem is influenced by such attributes in the climate of his workplace as freedom from prejudice, a sense of community, interpersonal openness, the absence of stratification in the organization, and the existence of upward mobility.

### **6. Constitutionalism**

What rights does the worker have and how can he(or she) protect these rights? Wide variations exist in the extent to which the organization culture

respects personal privacy, tolerates dissent, adheres to high standards of equity in distributing rewards, and provided for due process in all work-related matters.

## **7. The total life space**

A person's work should have a balanced role in his life. This role encompasses schedules, career demands, and travel requirements that take a limited portion of the person's leisure and family time, as well as advancement and promotion that do not require repeated geographical moves.

## **8. Social relevance**

Organization acting in a socially irresponsible manner causes increasing numbers of these employees to depreciate the value of their work and careers. For example, does the worker perceive disposal, marketing techniques, employment practices, and participation in political campaigns?

## **2. 2 Strategies For Improving The Quality Of Work Life**

The strategies for improvement in QWL include self-managed work teams, job redesign and enrichment, effective leadership and supervisory behavior, career development alternative work schedules, job security, administrative or organisational justice and participating management.

### **Self –managed work teams**

These are also called autonomous work groups or integrated work teams.

These work teams are formed with 10 to 20 employees who plan, co-ordinate and control the activities of the team, with the help of a team leader, who is

one among team. Each team performs all activities including selecting their people. Each team perform all activities including selecting their people. Each team has authority to make decisions and regulate team performs all activities including selecting their people. Each team has authority to make decisions and regulate the activities. Group as a whole, is accountable for the success or failure. Salaries and fixed both on the basis of individual and group achievement.

### **Job redesign and enrichment**

Narrow jobs can be combined into larger units of accomplishment. Jobs are redesigned with a view to enriching them to satisfy higher other human needs.

### **Effective leadership and supervisory behavior**

The manner in which an individual leads has a direct influence on how that person may operate in a supervisory capacity. Northouse (2007) defines leadership as "a process whereby an individual influences a group of individuals to achieve a common goal". This process is executed by encouraging others to achieve goals, and provides direction to organizations in a manner that makes it more cohesive and rational. In a nut shell, leadership can be defined as the use of power and influence to accomplish a task (Schnake, 1987) through the creation and sharing of a clear vision that others are willing to follow. The manner in which leaders supervise their employees plays an important part in their professional growth. It is not only their responsibility to lead employees, it is also important for supervisors to serve as mentors and coaches in an effort to enhance employee

performance and development. As a mentor, supervisors are looked upon as role models who are responsible for guiding employees toward the achievement of their professional goals. Mentors in most cases display more experience, skills, or knowledge than employees that they are attempting to mentor. Coaches, on the other hand, are responsible for teaching and directing employees through encouragement and advice. Pemberton (2006) describes coaching as a " means of using your daily interactions with staff in a more purposeful way". Coaching is a valuable management tool that encourages employees to think and make their own decisions. It facilitates diversity by giving employees the opportunity to accomplish outcomes in a manner that works best for them, and provides opportunity for the emergence of essential competency issues.

### **Career development**

Provision for career planning, communicating &counseling the employees about the career opportunities career path, education and development and for second careers should be made.

### **Alternative work schedules**

Provision for flexible working hours, part time Employment's, job sharing and reduced workweek should be made.

### **Job security:**

This is the employee's list of the priority. It should be adequately taken care off.

## **Reward System**

If there is one message it is that there are reward system practices that can contribute to a high quality of work life. Admittedly, what is good and what is bad depends partially on organisational and environmental conditions, but these can be identified and dealt with. On the one hand it seems clear that improving the QWL is not simply a matter of providing more extrinsic rewards, as some would have us believe. On the other hand it also seems clear that reward systems cannot be ignored in efforts to produce a high QWL, as there would have a believe. Any serious effort to improve QWL must consider reward system and must deal with the complexities and conflicts inherent in them.

## **Promotion**

Promotions, and indeed virtually all movements of employees from one job to another in an organization, are handled in a similar manner by most organizations. Decisions about who will be moved where and when are made by managers who are at least one organization level above both the position that is to be filled and the individuals who are being considered to fill it. Promotion and job change decisions are typically regarded as so important that only individuals higher up in the organization can be trusted to make them.

## **2. 3 Government Strategies To Improve QWL**

Improving the QWL is a reasonable goal for our society. However, many individuals who recognize the value of a high quality work life would oppose government pressure on employers to improve it. Managers in the private



sector might cite such government action as a misdirection of energy away from adding to the nation's economic wellbeing through the pursuit of profits. Others might see government action on this issue as an encroachment on the collective bargaining process. Only government pressure can stimulate some organizations, however, positive government programs would both hasten and extend of their voluntary activity in this area. The federal government might undertake any of a variety of possible strategies to improve the quality of work like. 1. The government can modify existing laws affecting the QWL. 2. New legislation can set and enforce QWL standards of employment. 3. New legislation can reward organizations with government incentives for adopting QWL innovation. 4. New legislation to require all employers to begin a change process with each organization to improve the QWL it provides its employees. 5. Government funds can support programs to advance the state of the art in QWL practice and knowledge. 6. The government can serve directly as a model QWL employer or encourage its contractors to become such models. 7. Finally, the government can change the policies on education and the economy to improve the QWL.

### **3. Research Method**

We use Descriptive research is undertaken when the we want to know the characteristics of certain groups. Here we had used Descriptive method. A descriptive research study is preferred on account of its simplicity and is not affected by the movement of elements in the sample. The research includes survey and fact finding enquiries of different kinds. The major purpose of

descriptive research is description of a situation or of an association between variables.

### **3. 1 Methods of Data Collection**

These data have been collected by the structured questionnaire. The secondary data are readily available from the published materials from historical records

### **3. 2 Data Collection**

There are two types of data that are available for the research purpose viz., the primary data and secondary data. Primary Data: Primary data was collected through questionnaire schedules by personal contact with employees. Secondary Data: Secondary data was collected from 1. Company literature 2. Internet

### **3. 3 Sampling Plan**

Random sampling method is used for this research because it was most convenient to use.

### **3. 4 Presentation of Data**

The data are presented through charts and tables.

### **3. 5 Sample Size**

The total Population is 2003 respondents are there in the organization. We have taken sample from administration building where the population size is 200. Sampling The total respondents are 100. Sampling Method Data collection is Simple Random sampling method.

### 3. 6 Research design

The study design is an exploratory in nature which aims to explore organizational employee's quality of work-life.

#### 3. 6. 1 Independent and dependent variable

Independent variables are •Age•Sex•Education•Experience  
Dependent variables are •Organizational employee's quality of work-life.

#### 3. 6. 2 Tools of data collection

**Primary source** An organizational employee's quality of work-life questionnaire having closed ended answers will be used for collection of data. The questionnaire consists of 15 questions related to quality of work-life at Gujarat Refinery. A 5 point scale is used in the questionnaire.

**Secondary source:-** •Observation•Annual reports of the organization•Website of the organization

### 4. Data analysis

Data are collected from the employee of Gujarat Refinery age and experience in years

#### 4. 1 Age of The employee

##### Age of Employees

Less than 40 years	40 to 45 years	45 to 50 years	More than 50 years	Total
31	33	24	12	100

##### Frequency

31332412100

## Percentage

31332412100Table no. 01 Age of EmployeesChart 01. Age of Employees

## Interpretation

From the above table it can be depicted that the as per the age factor is considered 31% employees are less than 40 years, 33% are between 40 to 45 years, 24% are between 40 to 50 years and 12% are more than 50 years of age. It can be also seen in chart for the same.

## 4. 2 Experience of the employee

### Experience of Employees

Less than 5 years5 to 10 years10 to 50 years15 to 20 yearsMore than 20 yearsTotal

## Frequency

1620302212100

## Percentage

1620302212100Table no. 02 Experience of EmployeesChart 02 Experiences of Employee

## Interpretation

As per experience of employees from where samples are taken are 16% employees are less than 5 years, 20% are 5 to 10 years, 30% are 10 to 15 years, 22% are 15 to 20 years and 12% have more than 20 years of experience. Thus it is mixture of all.

## **Question No. 01 Compensation paid by the company is attractive.**

### **Question No. 1**

Strongly Agree Agree Neutral Disagree Strongly disagree Total

### **Frequency**

8658415100

### **Percentage**

8658415100 Table no. 03 Question No. 1 Chart 03. Question No. 1

### **Interpretation**

From the above table and chart we clearly see that 65% of employees agree that compensation paid by the company is attractive whereas 8% strongly agree, 15% strongly disagree, 8% are neutral to this and 4% disagree to it. Thus it can be concluded majority of employees agree that compensation paid by company is attractive.

## **Question No. 2 I am given adequate and fair compensation for the work I do**

### **Question No. 2**

Strongly Agree Agree Neutral Disagree Strongly disagree Total

### **Frequency**

8658154100

### **Percentage**

8658154100 Table no. 04 Question No. 2 Chart 04. Question No. 2

## Interpretation

From the above table, it can be depicted that out of 100 respondents 65% say majority respondents agree that they are given adequate and fair compensation for the work they do. Also 8% strongly agree to it, 8% are neutral, 15% disagree and 4% strongly disagree to it. Thus, it can be concluded that majority of the respondents were Agreed with the above statement.

## Question No. 3 IOCL is providing good welfare facilities.

### Question No. 3

Strongly Agree Agree Neutral Disagree Strongly disagree Total

### Frequency

46016812100

### Percentage

46016812100 Table no. 05 Question No. 3 Chart 05. Question No. 3

## Interpretation

From the above table and chart it can be depicted that from 100 respondents 60% agree to the statement that company provide good welfare facilities whereas 4% strongly agree to it, 16% are neutral, 8% respondents disagree and also 12% strongly disagree to it. Thus we see here majority of respondents agree that company provide good welfare facilities.

## Question No. 4 Transport facility is convenient.

### Question No. 4

Strongly Agree Agree Neutral Disagree Strongly disagree Total

### Frequency

880444100

### Percentage

880444100Table no. 06 Question No. 4Chart 06. Question No. 4

### Interpretation

From the above table and charts it can be seen that out of 100 respondents 80% agree that transport facility is convenient whereas 8% strongly agree, 4% are neutral to it, 4% disagree and 4% strongly disagree to it. Thus it can be concluded that majority agree that transport facility is convenient facility for them

## Question No. 5 Canteen facility is good enough

### Question No. 5

Strongly Agree Agree Neutral Disagree Strongly disagree Total

### Frequency

84181528100

### Percentage

84181528100Table no. 07 Question No. 5Chart 07. Question No. 5

## Interpretation

From the above table and chart it is seen that out of 100 respondents 41% agree that canteen facility is good enough, 8% strongly agree to it, 8% are neutral, 15% disagree and 28% strongly disagree to it. Thus, it is seen that majority agree to it.

## Question No. 6 Work assignments are distributing fairly

### Question No. 6

Strongly Agree Agree Neutral Disagree Strongly disagree Total

### Frequency

441151525100

### Percentage

441151525100 Table no. 08 Question No. 6 Chart 08. Question No. 6

## Interpretation

From the above table and chart can be seen that out of 100 respondents 41% agree when asked that work are distributed fairly, 4% strongly agree, 15% are neutral, 15% disagree and 25% strongly disagree to it. Thus it can be seen that majority agree to the fairly distribution of work. Also other parameters suggest that it should be done such that more and more are satisfied and agree about fairly distribution of work.

## Question No. 7 I feel comfortable with my present job.

### Question No. 7

Strongly Agree Agree Neutral Disagree Strongly disagree Total



**Frequency**

8684416100

**Percentage**

8684416100Table no. 09 Question No. 7Chart 09. Question No. 7

**Interpretation**

From the above table and chart out of 100 respondents when asked that do they feel comfortable with their present job, 68% agree to it, 8% strongly agree, 4% are neutral, 4% disagree and 16% strongly disagree to it. Thus it can be concluded that majority agree that they are comfortable with their present job.

**Question No. 8 The organisation motivates me to develop new and more efficient ways to do my work.****Question No. 8**

Strongly AgreeAgreeNeutralDisagreeStrongly disagreeTotal

**Frequency**

41631841100

**Percentage**

41631841100Table no. 10 Question No. 8Chart 10. Question No. 8

**Interpretation**

From the above table and chart out of 100 respondents 4% strongly agree that organization motivates me to develop new and more efficient ways to do my work, 16% agree to it, 31% are neutral, 8% disagree and 41% strongly

disagree to it. Thus it can be concluded that more steps and other activities needed for better improvement.

### **Question No. 9 I feel that working for the company will lead to achieve my personal goal.**

#### **Question No. 9**

Strongly Agree Agree Neutral Disagree Strongly disagree Total

#### **Frequency**

4 4 5 3 1 4 1 6 1 0 0

#### **Percentage**

4 4 5 3 1 4 1 6 1 0 0 Table no. 11 Question No. 9 Chart 11. Question No. 9

#### **Interpretation**

From the above table and charts out of 100 respondents 45% agree that working for the company will lead to achieve their personal goal, 4% strongly agree to it, 31% are neutral, 4% disagree and 16% strongly disagree to it. Thus it can be concluded that though majority agree to the above statement but much needed for more improvement.

### **Question No. 10 I have enough freedom in my position to take independent action when needed.**

#### **Question No. 10**

Strongly Agree Agree Neutral Disagree Strongly disagree Total

#### **Frequency**

4 1 0 3 5 4 1 1 0 1 0 0

## Percentage

410354110100Table no. 12 Question No. 10Chart 12. Question No. 10

## Interpretation

From the above table and chart out of 100 respondents 4% strongly agree, 10% agree, 35% are neutral, 41% disagree and 10% strongly disagree to the statement that they have enough freedom in their position to take independent action when needed. Thus more steps needed to rectify it.

**Question No. 11 Management of IOCL gives Recognition if someone has done the job very effectively/ innovatively.**

## Question No. 11

Strongly AgreeAgreeNeutralDisagreeStrongly disagreeTotal

## Frequency

4418443100

## Percentage

4418443100Table no. 13 Question No. 11Chart 13. Question No. 11

## Interpretation

From the above table and charts out of 100 respondents 4% strongly agree, 41% agree, 8% are neutral, 4% disagree and 43% strongly disagree to the statement that management gives recognition if someone has done the job effectively/innovatively. Thus mix response is seen here. Management should act accordingly to improve it.

## **Question No. 12 Increased responsibilities give me mental pressure**

### **Question No. 12**

Strongly Agree Agree Neutral Disagree Strongly disagree Total

### **Frequency**

4 3 5 4 3 5 2 2 1 0 0

### **Percentage**

4 3 5 4 3 5 2 2 1 0 0 Table no. 14 Question No. 12 Chart 01. Question No. 12

### **Interpretation**

From the above table and chart out of 100 respondents 4% strongly agree, 35% agree, 4% are neutral, 35% disagree and 22% strongly disagree to the statement that increased responsibilities gives them mental pressure. Thus it can be concluded that majority respondents are positive about taking responsibilities.

## **Question No. 13 I take pleasure in my relationship with the other employees and have good relationship with my superior.**

### **Question No. 13**

Strongly Agree Agree Neutral Disagree Strongly disagree Total

### **Frequency**

4 7 4 8 4 1 0 1 0 0

## Percentage

4748410100Table no. 15 Question No. 13Chart 14. Question No. 13

## Interpretation

From the above table and charts out of 100 respondents when asked that they take pleasure in their relationship with the other employees and have good relationship with their superior 4% strongly agree, 74% agree, 8% were neutral, 4% disagree and 10% strongly disagree to it. Thus we see positive result here.

## Question No. 14 The organisation provides me proper medical facilities.

### Question No. 14

Strongly AgreeAgreeNeutralDisagreeStrongly disagreeTotal

## Frequency

5335444100

## Percentage

5335444100Table no. 16 Questions No. 14Chart 15. Question No. 14

## Interpretation

From the above table and chart out of 100 respondents when asked that organization provide them proper medical facilities 53% strongly agree, 35% agree 4% were neutral, 4% disagree and 4% strongly disagree to it. Thus it can be concluded that majority of employees agree to the above statement

## **Question No. 15 I have enough opportunity at works to learn and grow.**

### **Question No. 15**

Strongly Agree Agree Neutral Disagree Strongly disagree Total

### **Frequency**

441301510100

### **Percentage**

441301510100 Table no. 17 Question No. 15 Chart 16. Question No. 15

### **Interpretation**

From the above table and chart out of 100 respondents when asked whether they have enough opportunity at work to learn and grow, 4% strongly agree, 41% agree, 30% were neutral, 15% disagree and 10% strongly disagree to it. Thus it can be concluded that though majority agree to the opportunity to their learning and growth, more is needed to be improved by the management.

## **Question No. 16 I regularly get training from IOCL. So that I can improve and can do my job effectively.**

### **Question No. 16**

Strongly Agree Agree Neutral Disagree Strongly disagree Total

### **Frequency**

64129420100

## Percentage

64129420100Table no. 18 Question No. 16Chart 16. Question No. 16

## Interpretation

From the above table and chart out of 100 respondents when asked whether they get regularly training from the company, so that they can improve and do their job effectively 6% strongly agree, 41% agree, 29% were neutral, 4% disagree and 20% strongly disagree to it. Thus it can be concluded that majority agree to the above statement. Management should more effectively give the training for growth at personal level which will lead to achieve organization goals more effectively.

## 5. Findings

### Company

The work life of the employees of Gujarat Refinery is excellent. 60% agree to the statement that company provide good welfare facilities 68% agree to feel comfortable with present job , 8% strongly agree, 4% are neutral, 4% disagree and 16% strongly disagree to it. Towards the statement that they have enough freedom in their position to take independent action when needed. 4% strongly agree, 10% agree, 35% are neutral, 41% disagree and 10% strongly disagree Thus more steps needed to rectify it.

### Department

The employees are overall satisfied with their department. This helps in maintain them engaged in doing best for the organization. Employees feel

the company's environment is safe, and also says that their company values their customers.

## **Job**

The majority agree to the above statement – " I regularly get training from IOCL. So that I can improve and can do my job effectively." Management should more effectively give the training for growth at personal level which will lead to achieve organization goals more effectively. The company keeps their employee well equipped and also uses the talents and skills of the employees skills of the employees well

## **Superior**

The employees are moderately satisfied with their superior.

## **Co-Workers**

The employees found their co-workers in the company are having friendly nature. But the company has the centralize process of decision making due to which employees are not satisfied.

## **6. Limitation**

Only 100 respondents from an organization were taken which is less to conduct a survey. The time was one of the main constraints which come as barrier in the survey because the project topic is a very huge issue and needs a lot of devotion. We have no previous good experience in research, despite of that we have done at best of our knowledge and ability. The data obtained is qualitative but not quantitative and it is subjected to human error. It should be noted that in consideration with the above limitation the



conclusions and suggestions have been drawn. The survey is subjected to the bias and prejudices of the respondents. Hence 100% accuracy can't be assured.

## **7. Conclusion and Suggestions**

### **7.1 Conclusion**

From the study we can arrive the conclusion that the quality of work life contributes to the workers' performance in a holistic manner. The study also helps us to know the loop holes of the Company in providing the workers' basic necessities. This research highlights some of the small gaps in employee's satisfaction towards the company. It also helps us to know how the workers are treated by the management. The study concluded that majority respondents are male and most of them are married. Majority respondents are from HR department and minority are from Finance. Production and Material departments. Majority of the respondents have experience of 10 years & above in this organization. Thus it can be concluded that respondents of this organization are well experienced in their field. It can be concluded that most of respondents are committed to doing quality work as well as they feel they have a best friend at work. Majority respondents are proud to tell people that they worked for IOCL. Company treats their employees well. Most of the respondents are satisfied with the working condition while there is need to put more efforts for make their job challenging and interesting so that employees will get more satisfaction from their job and the kind of work they do. It can be concluded that company works (as much as possible) to provide opportunities for career growth.

Overall respondents are satisfied with pay and benefits provided by company. Organization's employees are aware that they are an 'asset' in which organization will invest and not a 'cost' to be reduced. As a whole a study on Quality of Work Life helps for development of Human Resources. Since employees are the backbone of the company. So the company should satisfy them in order to improve the business in the higher competitive market of the liberalized economy.

## 7. 2 Suggestions

The Company should focus on workers welfare by providing the basic necessities such as quality food, medical and transport facility. • Organisation should provide adequate freedom to do job efficiently. • Employee should be aware about the purpose of the company so that they can understand that their job was important. • Organisation should allot the tasks which is fit to competencies of employees to satisfied employees with their current job and the kind of work they do. • Organisation should provide opportunity for career growth of the employees by coaching, and by helping employees to achieve their personal goals, by providing adequate training... encouragement of staff development, and opportunities for growth." • Promotion should be goes to the deserve candidate not to the senior one. • Employees should be given enough feedback on their performance because the goal of performance feedback is always to work with the employee to improve their performance. • Managers should hold regular meetings with their work groups and those meetings should keep them informed, give them information and enable them to do a better job. • For effective problem

solving the work group should be systematic, creative, and manage conflict appropriately so it is helped, not hurt, by differences of opinion. • Managers should be trained to select, identify, guide, coach, reward and retain their people. • Organization should care for the well-being of their people by making their lives easier and less stressed. • Employees' salaries and bonuses should be linked to performance or the development of competences. • Management should know the talents of their employees and utilized them regularly. • The Company should also address the policies to the employee so that they don't feel deprived of their rights. • Also the Company should provide emotional support and guidance when the worker is irregular or not performing well which may cause by his family situation. • After analyzing the data we have come to the conclusion that employers need to handle employees in such a manner that employees don't get frustrated with the stress and overburdened of the work. • Health and yoga camps to provide on regular basis to make their workers get rid of stress of work load. • Employees should be given free memberships in the clubs so that they can refresh themselves. The Company should focus on workers welfare by providing the basic necessities such as quality food, pollution free environment, canteen facilities, and recreational facilities. Which will give to the workers psychologically, emotionally and physically fit enough to work.