

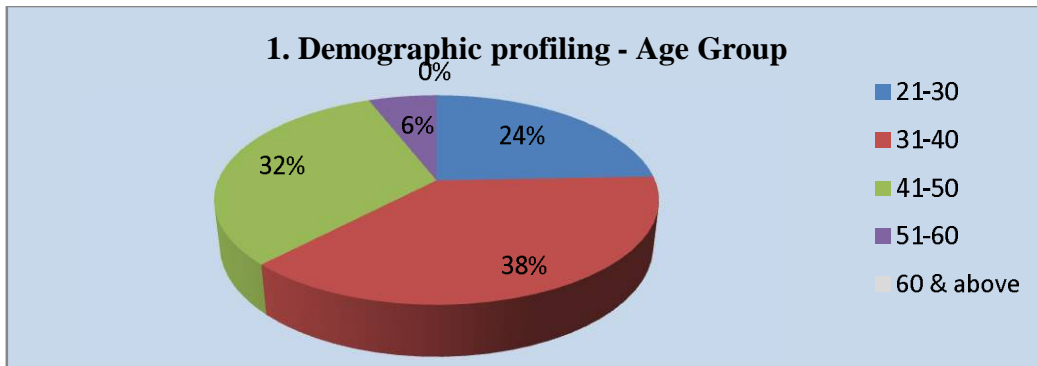
## CHAPTER V DATA ANALYSIS AND FINDINGS

The data was tabulated and analyzed using MS Excel 2013.

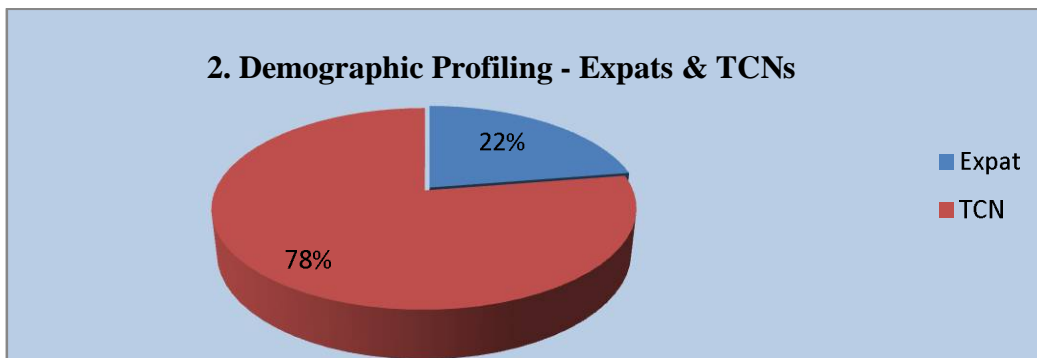
### 5.1 Demographic Profiling

Demographic Profiling was done across gender, age group, education, work experience - both overall and in UAE, nationality and marital status.

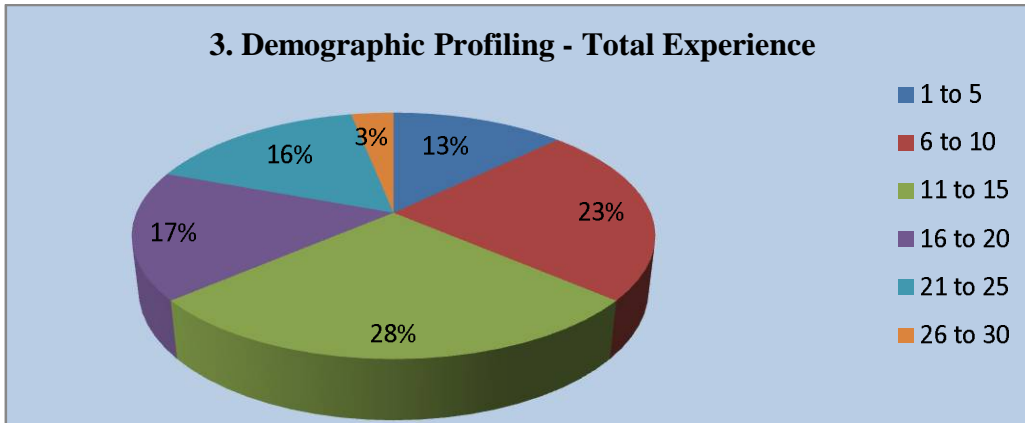
The sample was represented by male population at 90%.; 38% belonged to the 31 yrs to 40 yrs group; 67% were Graduates; 28% having 11 to 15 years experience and out of this 45% are having 1 to 5 years experience in UAE; 72% Indians followed by Koreans (8%) and Filipinos (7%); 78% were TCN and 22% were Expats; 84% were married.



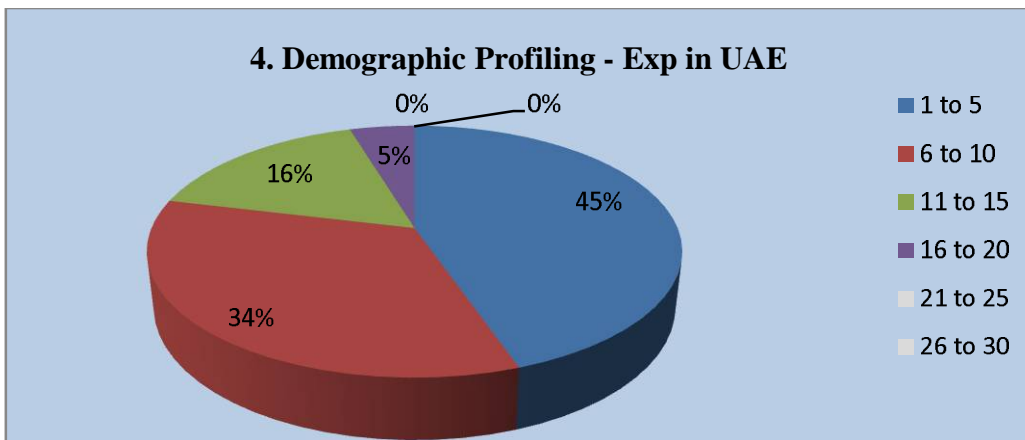
**Fig. 5.1: Demographic Profiling across Age-group**



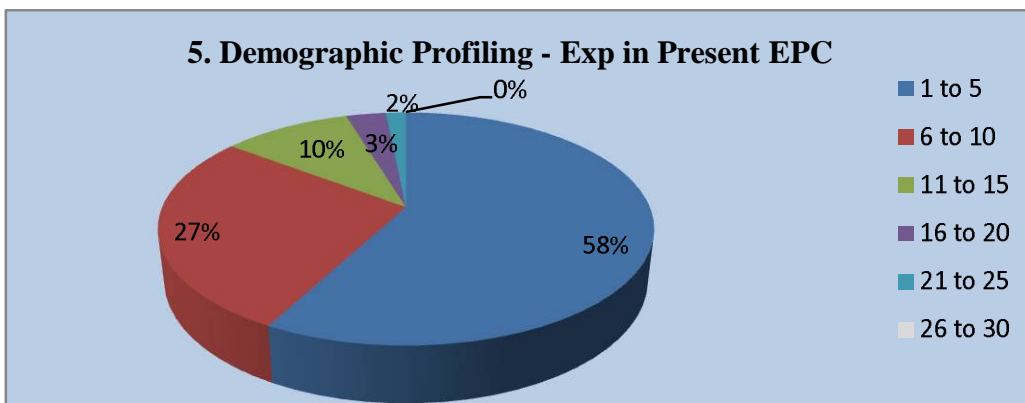
**Fig. 5.2: Demographic Profiling on TCNs and Expatriates**



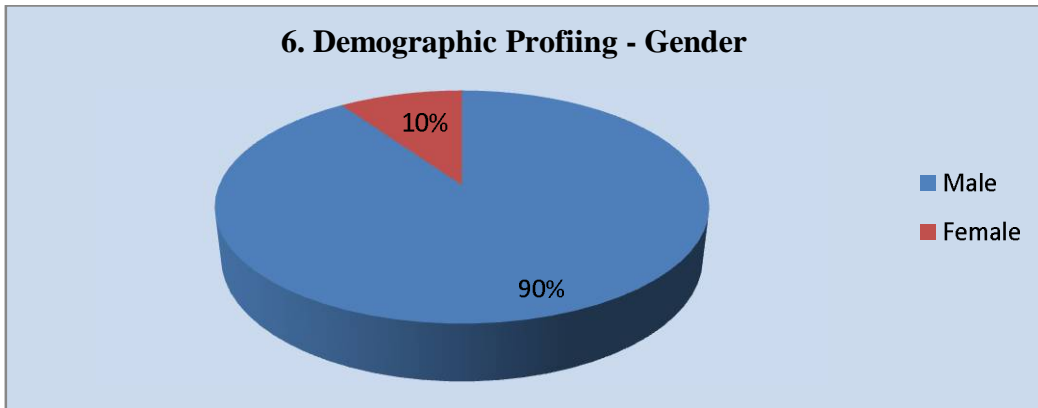
**Fig. 5.3: Demographic Profiling for Total Experience**



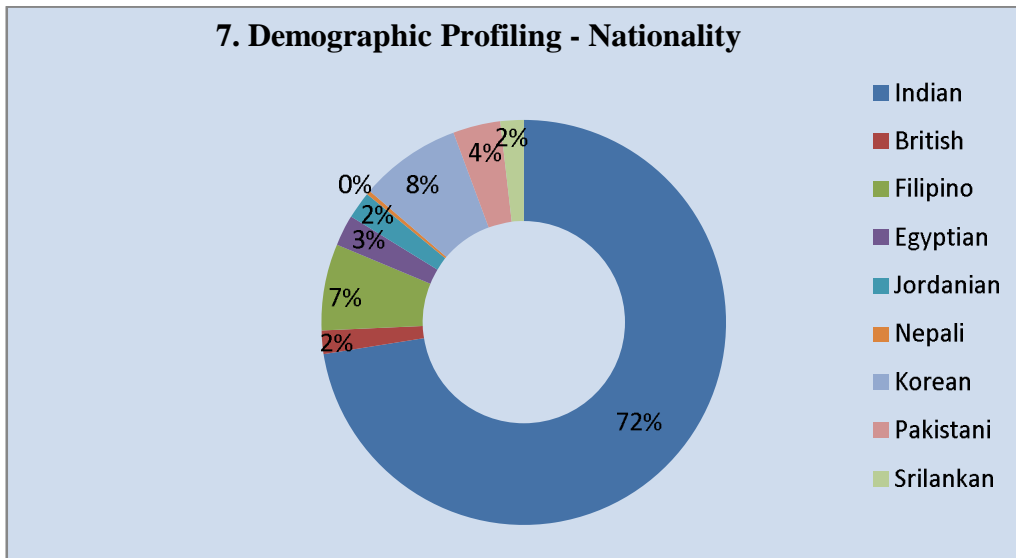
**Fig. 5.4: Demographic Profiling on Work Experience in UAE**



**Fig. 5.5: Demographic Profiling on Work Experience in the current Co.**



**Fig. 5.6: Demographic Profiling across gender**



**Fig. 5.7 - Demographic Profiling across Nationality (of employees)**

## 5.2 Assessing the Employee Satisfaction level using Survey Questionnaire

Employee Satisfaction in 17 facets was assessed using 29 Questions identified during the literature review which has been addressed detailed in the table below:

<b>Parameter</b>	<b>Assessed by</b>	<b>Type of Question</b>
Appreciation	Appreciation in the company and efforts getting rewarded	2 Questions under this heading.  Five point likert scale  with 0 being Not at all; 1 - Rarely; 2 - At times; 3 - Often & 4 - Very often
Communication	Transparency in getting information from the Company & idea about future plans and cross departmental communication	2 Questions under this heading.  Five point likert scale  with 0 being Strongly disagree; 1- Disagree; 2 - Don't know; 3 - Agree & 4 - Strongly Agree
Co -Workers	Respect to co- workers in the company and cooperation of co- workers in work	2 Questions under this heading.  Five point likert scale  with 0 being Strongly disagree; 1- Disagree; 2 - Don't know; 3 - Agree & 4 - Strongly Agree
Pay	Payment with reference to competitor EPC companies	1 Question under this heading.  Five point likert scale  with 0 being Strongly disagree; 1- Disagree; 2 - Don't know; 3 - Agree & 4 - Strongly Agree
Fringe Benefits	Fringe Benefits and Leave policy followed	2 Questions under this heading.  Five point likert scale  with 0 being Strongly disagree;

		1- Disagree; 2 - Don't know; 3 - Agree & 4 - Strongly Agree
Job Conditions	Maintaining work and Personal life balance	1 Question under this heading. Five point likert scale with 0 being Strongly disagree; 1- Disagree; 2 - Don't know; 3 - Agree & 4 - Strongly Agree
Nature of work	Resources provided and requirement of Additional Training	2 Questions under this heading. Five point likert scale with 0 being inadequate; 1 - manageable; 2 - Reasonable; 3 - Adequate & 4 - Abundant for Q1. 0 being Strongly agree; 1- agree; 2-Don't know; 3 - Disagree & 4 - Strongly Disagree for Q2
Organization	Performance targets with Manager	1 Question under this heading. Five point likert scale with 0 being Strongly disagree; 1- Disagree; 2 - Don't know; 3 - Agree & 4 - Strongly Agree
Personal Growth	Priority to Training & Development in the Company	1 Question under this heading. Five point likert scale with 0 being Strongly disagree; 1- Disagree; 2 - Don't know;

		3 - Agree & 4 - Strongly Agree
Policies and Procedures	Pride in company's Mission, Vision and idea about Company's targets	2 Questions under this heading.  Five point likert scale  with 0 being Strongly disagree; 1- Disagree; 2 - Don't know; 3 - Agree & 4 - Strongly Agree for Q 1  with 0 being no idea; 1 little idea; 2-reasonable idea; 3 - idea and 4 - clear idea for Q2
Promotional Opportunities	Promotion based on performance, Company linking job performance to rewards	2 Questions under this heading.  Five point likert scale  with 0 being Strongly disagree; 1- Disagree; 2 - Don't know; 3 - Agree & 4 - Strongly Agree
Recognition	Recognizing performance	1 Question under this heading.  Five point likert scale  with 0 being not t all, 1 - rarely, 2 - At times; 3 - frequently & 4 - always
Security	Safety and security	1 Questions under this heading.  Five point likert scale  with 0 being very lightly, 1 - lightly; 2 -

		reasonably; 3 - seriously & 4 - very seriously
Supervision	Team work and cooperation	1 Question under this heading. Five point likert scale with 0 being Strongly disagree; 1- Disagree; 2 - Don't know; 3 - Agree & 4 - Strongly Agree
Work Life Balance	Company response during personal emergencies, stress level, working hours	3 Questions under this heading. Five point likert scale with 0 being not bothered; 1 - sending some persons; 2 - check over phone; 3 - depute somebody and go; & 4 - immediately go for Q1. 4 being very low; 3 - low; 2 - moderate; 1 - high & 0 - very high for Q2 and Q3
Equality and Respect	Equality, discrimination and harassment	3 Questions under this heading. Five point likert scale with 0 being Strongly disagree; 1- Disagree; 2 - Don't know; 3 - Agree & 4 - Strongly Agree
Work environment and safety	Air quality, working space	2 Questions under this heading. Five point likert scale with 0 being Strongly disagree;

		1- Disagree; 2 - Don't know; 3 - Agree & 4 - Strongly Agree
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**Table 5.1: Questionnaire covering all the 17 facets**

### 5.3 Factor Loading

Since all the facets cannot carry equal loading on the Employee satisfaction, a sample of 20 respondents were asked to rate the 17 facets on a likert scale of 1 to 5. Based on their feedback and analysis, the following table provides the factor to be used against the questions under each facet.

FACET	FACTOR
APPRECIATION	0.96
COMMUNICATION	0.74
CO WORKR	0.82
PAY	0.88
FRINGE	0.39
JOB COND	0.74
JOB NATURE	0.77
ORGANIZN	0.79
GROWTH	0.85
POLICY	0.54
PROMOTION	0.85
RECOGNITION	0.87
JOB SECURITY	0.72
SUPERVISION	0.64
WORK LIFE BAL	0.88
EQUALITY	0.89
ENVIRONMNT	0.69

**Table 5.2: Score for each facet after loading**

Before applying the factor, the maximum score of the survey instrument was  $29 \times 4 = 116$

After applying the factor the maximum score is worked out as 89.3



Since the study concentrates on Expatriates and TCNs, both are defined in the following paragraphs for a better understanding.

**TCN:** An Employee whose Home Country, residing country and the Country in which Head Quarter of the Employing Company is located are different. Example: An Indian employed by TARGET, a UAE based company.

**Expatriate:** An individual whose is employed by a Company in the country of his origin / citizenship is assigned to complete a job in another country by the Company. Example: An Indian working n L&T in Mumbai is assigned a job in a project in UAE

#### 5.4 Employee Satisfaction Level of Third Country Nationals (TCNs)

RO1: To find out the current level of Employee Satisfaction of TCNs working in EPC Companies of Oil Industry in UAE

The following table summarizes the scores of the Questionnaire:

S. No	Description	Hard copy	Online	Total
<b>1</b>	<b>Third Country Nationals (TCN)</b>			
	Persons responded	131.00	117.00	248.00
b	Average Marks for 89.3 mark questionnaire	51.07	46.36	48.85
c	<b>% Marks (for 100)</b>	<b>57.19%</b>	<b>51.92%</b>	<b>54.70%</b>

**Table 5.3: Questionnaire Results of TCN Employees**

#### 5.5 Employee Satisfaction level of Expatriate Employees (Expats)

RO2: To find out the current level of Employee Satisfaction of Expatriates working in EPC Companies of Oil Industry in UAE

The following table summarizes the scores of the Questionnaire:

S. No	Description	Hard copy	Online	Total
<b>2</b>	<b>Expats</b>			
a	Persons responded	38.00	34.00	72.00
b	Average Marks for 89.3 mark questionnaire	50.02	43.72	47.04
c	<b>% Marks (for 100)</b>	<b>56.01%</b>	<b>48.96%</b>	<b>52.68%</b>

**Table 5.4: Questionnaire Results of Expatriate Employees**

### 5.6 Employee Satisfaction level of overall employees

The following table summarizes the scores of the Questionnaire:

S. No	Description	Hard copy	Online	Total
<b>3</b>	<b>Overall</b>			
a	Persons responded	169.00	151.00	320.00
b	Average Marks for 89.3 mark questionnaire	50.83	45.77	48.44
c	<b>% Marks (for 100)</b>	<b>56.92%</b>	<b>51.25%</b>	<b>54.25%</b>

**Table 5.5: Employee Satisfaction level of overall employees**

**Maximum is 106 and minimum is 19**

### 5.7 Scores from Psychometric Tests (Additional Questions)

To Validate the scores obtained from the questionnaire, 10 hidden questions on Employee satisfaction based on Psychometrics were also administered on the respondents.

Parameter	Assessed by	Type of Question
New Technology undertaken by Company	Willingness to go ahead with new technology	Three point likert scale with 0 to 2

Working to deadlines	Whether it provides happiness	Three point likert scale with 0 to 2
Changing the lifestyle	Whether interested to change one's life style	Three point likert scale with 0 to 2
Good Opportunities	Whether losing good opportunities by sticking to present company	Three point likert scale with 0 to 2
Working Environment	Such as space for vehicle parking, flexi time, good canteen etc	Three point likert scale with 0 to 2
Reaction to unreasonable deadline	Inferring one's perception about his/ her boss	Three point likert scale with 0 to 2
Promotion	Finding inherent frustration level	Three point likert scale with 0 to 2
Transfer to new location	Level happiness or frustration it provides	Three point likert scale with 0 to 2
Qualifications and achievements	How important one thinks that his / her boss should be aware of that	Three point likert scale with 0 to 2
Job & Hobbies	Which one provides enjoyment	Three point likert scale with 0 to 2

**Table 5.6: Questions for Psychometric Test**

The following table summarizes the scores of the Questionnaire:

Sl.No	Description	Hard copy	Online	Total
<b>4</b>	<b>Psychometric Score Overall</b>			
a	Persons responded	169.00	151.00	320.00
b	Average Marks for 20 mark questionnaire	10.57	10.76	10.66
<b>c</b>	<b>% Marks (for 100)</b>	<b>52.87%</b>	<b>53.81%</b>	<b>53.31%</b>

**Table 5.7: Psychometric Test Result for overall employees**

### 5.7A. Scores from Revised Questionnaire having 17 Questions

The results are tabulated as under for the survey scores after removal of 12 questions to ensure no redundancy is there in the test tool. This test was conducted since the Cronbach Alpha obtained initially was close to 0.93

**Summary of Survey Scores - Factored for 17 Questions**

Sl.No	Description	Hard copy	Online	Total
<b>1</b>	<b>Expats</b>			
a	Persons responded	38.00	34.00	72.00
b	Average Marks for 52.92 mark questionnaire	29.95	26.11	28.14
c	% Marks (for 100)	56.60%	49.34%	53.17%
<b>2</b>	<b>TCNs</b>			
a	Persons responded	131.00	117.00	248.00
b	Average Marks for 52.92 mark questionnaire	30.60	28.08	29.41
c	% Marks (for 100)	57.82%	53.06%	55.58%
<b>3</b>	<b>Overall</b>			
a	Persons responded	169.00	151.00	320.00
b	Average Marks for 52.92 mark questionnaire	30.45	27.64	29.13
c	% Marks (for 100)	<b>57.55%</b>	<b>52.22%</b>	<b>55.04%</b>

**Table 5.7A: Summary of Survey scores for factored 17 questions**

The above results compared with the results arrived at for the questionnaire with 29 questions is summarized as under;

- ❖ **Value for Expats: On a 10 point Scale, it is 5.317 for the questionnaire with 17 questions as against the value of 5.268 for Questionnaire with 29 questions.**
- ❖ **Value for TCNs: On a 10 point Scale, it is 5.558 for the questionnaire with 17 questions as against the value of 5.47 for Questionnaire with 29 questions.**
- ❖ **The overall result: On a 10 point Scale the value is 5.504 for the questionnaire with 17 questions as against the value of 5.425 for Questionnaire with 29 questions.**

### **5.8 Suggesting changes that are required to keep TCNs and Expatriate Employees satisfied**

RO3: To Suggest the changes that are needed to keep TCNs and Expatriates working in EPC Companies in Oil Industry in UAE satisfied

#### **Response from Questionnaire**

Employees were asked to suggest three changes (improvements) in their companies that will increase Employee Satisfaction.

The Main Questionnaire contained a 30th Question which sought three suggestions (changes) from the employees which will help improve the Employee Satisfaction Level.

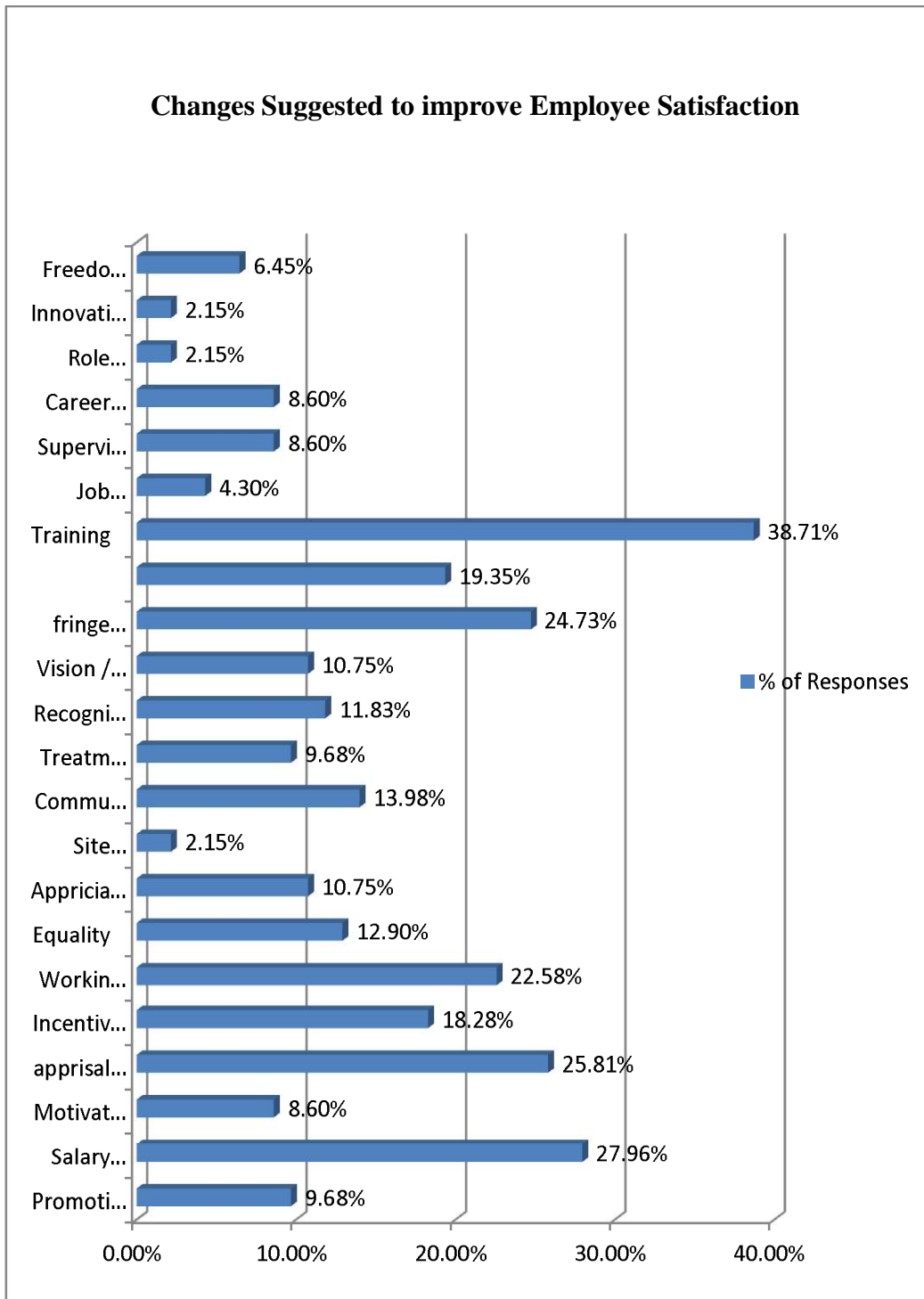
93 Respondents provided suggestions containing 279 suggestions in total. These were grouped under 21 parameters . The following are the improvements suggested by the Employees for enhancing Employee Satisfaction:

Following is the list of heads under which the suggestions were grouped based on the responses received.

<b>Description</b>	<b>No of Response</b>
Promotion	9
Salary Increase	26
Motivation	8
Appraisal & Feedback	24
Incentives & Rewards	17
Working Hours	21
Equality	12
Appreciation	10
Site person's Special Treatment	2
Communication	13
Treatment	9
Recognition	11
Vision / Mission	10
fringe benefits	23
Team Building	18
Training	36
Job safety	4
Supervision	8
Career Development Plans	8
Role Clarity	2
Innovation	2
Freedom to work	6

**Table 5.8: Suggestions received for 17 facets**

The chart below provides the pictorial view through which we can draw some conclusions:



**Fig. 5.8: Changes Suggested to improve Employee Satisfaction**

38.71% Respondents felt that Training is very important for employee satisfaction followed by Salary increase (27.96%) and closely followed by Appraisal &

feedback (25.81%), Fringe benefits (24.73%), working hours (22.58%) and Team Building (19.35%).

Incentives & Rewards (18.28%), Communication (13.98%), Equality (12.9%), Recognition (11.83%), Clarity of vision / mission (10.75%), Appreciation (10.75%) have been placed at a correspondingly lower level.

It is interesting to note that Expats and TCNs have given very less importance to Promotion (9.68%), Good treatment (9.68%), Motivation (8.6%), Good supervision (8.6%) and career development plans (8.68%).

All other heads (4 parameters) have been established as having least importance.

The following table provides the clear view of the respondent's suggestions:

<b>% of Respondents Suggesting improvement factors</b>	<b>Suggested Factors for improving Employee Satisfaction</b>
More than 20%	Training, Salary Increase, Appraisal & Feedback, Fringe benefits and Reduced working hours
11% to 20%	Team Building, Incentives and rewards, communication, Equality, Recognition, Clarity of Vision / mission and Appreciation
Less than 10%	Freedom of work, innovation, <b>career development</b> , good supervision, role clarity, <b>job security</b> , Motivation, <b>Promotion</b> , Special treatment for Project persons

**Table 5.9: Employees' preferences on improvement to facets**



In addition to the above, the Research tool questionnaire had used 29 questions covering the 17 facets of Employee Satisfaction. Following 6 questions, which provide suggestions by Employees for Employee Satisfaction have been included for RO3 and the responses for these questions will provide inference for RO3 results.

<b>Parameter or Facet</b>	<b>Assessed by</b>	<b>Q No</b>	<b>Type of Question</b>	<b>Results</b>
Fringe Benefits	Fringe Benefits in meeting the employee needs	8	Five point likert scale with 0 being Strongly disagree; 1 - Disagree; 2 - Don't know; 3 - Agree & 4 - Strongly Agree	4% strongly agree, 38% agree that fringe benefits meet their needs. It means that 58% employees are not satisfied with their fringe benefits
Promotional Opportunities	Promotion based on performance	17	Five point likert scale with 0 being Strongly disagree; 1 - Disagree; 2 - Don't know; 3 - Agree & 4 - Strongly Agree	8% Strongly agree and 23% agree that their promotion is based on performance. Rest 69% either don't know or disagree with this. This implies that EPC companies should start devising proper & clearly defined promotion policies
Recognition	Recognizing performance	19	Five point likert scale with 0 being not at all, 1 - rarely; 2 - At times, 3 - frequently & 4 - always	Only 26% are in agreement with this. While 32% feel being recognized at times, 42% feel that they are either rarely or not at all recognized

Work Life Balance	working hours	24	Five point likert scale with 4 being very low; 3 - low; 2 - moderate; 1 - high & 0 - very high	62% expressed that their working hours is very high. 38% felt that it is moderate. No one stated that they work less hours. This is a clear indication that the EPC companies should work on job and time analysis and accordingly work on employee working hours
Equality and Respect	Equality, discrimination and harassment	26, 27	Five point likert scale with 0 being Strongly disagree; 1 - Disagree; 2 - Don't know; 3 - Agree & 4 - Strongly Agree	Only 21% disagree that there is no discrimination and 11% agree that there is no harassment. This implies that the EPC companies should look into treating the Expatriates and TCNs in line with local employees.

**Table 5.10: Employees' Preferences with reference to RO 3**

### 5.9 Structured Interviews

In addition to the above, structured interviews were also conducted with top level employees of three EPC Companies to find out the important factors that contribute to Employee satisfaction from their point of view. Structured Interviews were conducted with following persons:

1. Technical Director of TARGET
2. Board Director of GALFAR and
3. Vice President of TECTON

The structured interview focused to obtain answers to the following questions:

1. Interviewee's views on Employee Satisfaction
2. Measures taken by their organizations to improve Employee Satisfaction
3. Possible scope for improvement in the area

#### 4. Why Employee Satisfaction is very important for EPC Oil Companies?

#### Results of the Structured Interviews

Following are the results of the Structured Interview:

Question	TARGET	TECTON	GALFAR
Views on Employee Satisfaction	<ul style="list-style-type: none"> <li>Should be taken by every company seriously.</li> <li>Key persons are very difficult to get nowadays</li> </ul>	<ul style="list-style-type: none"> <li>Very important for companies.</li> <li>It helps in the efficient running of the company.</li> <li>One bad apple can spoil the whole bunch of apples. Similarly, one dissatisfied employee can spoil the whole lot of staff</li> </ul>	EPC Industry is people centric which has a lot of interfaces. Employees are the key assets. Since it is people oriented, satisfied employees alone can guarantee success
Measures taken by the Organization to improve Employee Satisfaction	Company is following a Performance based awards which are provided even with retrospective effect once the target is achieved	<ul style="list-style-type: none"> <li>Providing open channels for communication</li> <li>Providing additional responsibilities to staff</li> <li>Allowing Employees to take decisions at their level</li> <li>Providing a lot</li> </ul>	Having a lean organization which is agile. Hiring people with right attitude is key as they motivate others. Providing incentive schemes to key people Freedom in working

		<p>of paid formal training programs</p> <ul style="list-style-type: none"> <li>• In house training</li> <li>• Fostering team spirit</li> </ul>	
Possible scope for improvement in the area	The organization is lacking in having frequent get-togethers which will bind the employees together	<ul style="list-style-type: none"> <li>• Feedback mechanism to be improved</li> <li>• Frequent Company meets (get-togethers) to be done</li> </ul>	Performing employees can be motivated with issue of free shares of the company
Why Employee Satisfaction is very important for EPC Oil Companies?	EPC companies have set goals and milestones. So if someone leaves in the middle, it becomes difficult to complete milestones in time.	In EPC, teams perform and not individuals. EPC in Oil & Gas jobs require high degree of safety, quality and precision. Dissatisfied employees may miss any of the mentioned above which may affect the project or may be hazardous at times.	It is very important because, EPC industry is employee centric.

**Table 5.11: Results of the Structured Interviews**

## 5.10 Question wise (Facet wise) Results of Employee Survey

### Appreciation

Q1. I am ----- appreciated at my company

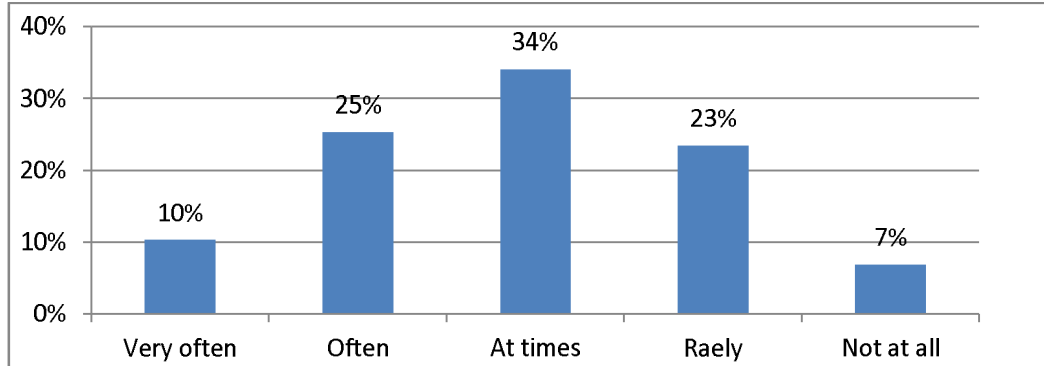


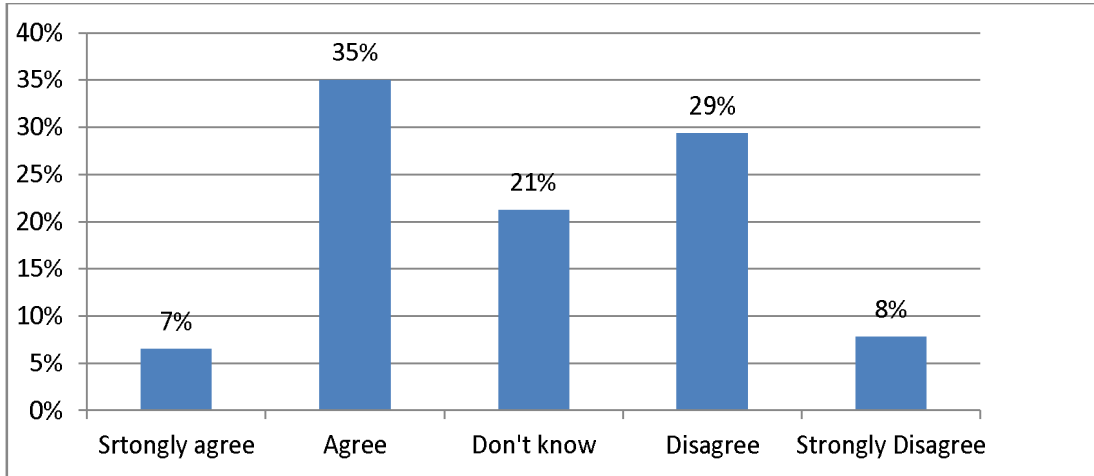
Fig. 5.9: Result of Employee Survey for Q1 (on Appreciation)

### Response across Demographics

Demographic	Very often	often	At times	Rarely	Not at all
<b>Age wise</b>					
<b>21-30</b>	1%	5%	10%	6%	1%
<b>31-40</b>	4%	11%	17%	6%	3%
<b>41-50</b>	4%	9%	5%	11%	3%
<b>51-60</b>	1%	0%	2%	0%	0%
<b>Gender wise</b>					
<b>Female</b>	0%	3%	3%	1%	3%
<b>Male</b>	10%	22%	31%	22%	4%
<b>Qualification wise</b>					
<b>Undergraduates</b>	7%	16%	19%	13%	7%
<b>Post Graduates</b>	2%	7%	8%	8%	0%
<b>Others</b>	1%	2%	7%	2%	0%
<b>Marital Status</b>					
<b>Un Married</b>	1%	5%	7%	2%	1%
<b>Married</b>	9%	20%	27%	21%	6%
<b>Category</b>					
<b>Expat</b>	4%	3%	6%	9%	0%
<b>TCN</b>	6%	22%	28%	14%	7%

Table 5.12: Demographic Response for Q1 (on Appreciation)

**Q2. My efforts are recognized and rewarded adequately**



**Fig. 5.10: Result of Employee Survey for Q2 (on Appreciation)**

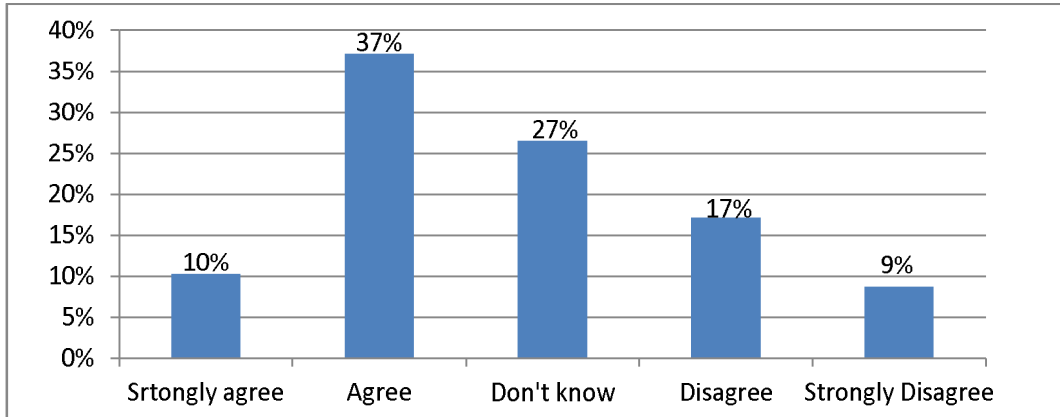
**Response across Demographics**

Demographic	Strongly agree	Agree	Don't know	Disagree	Strongly disagree
<b>Age wise</b>					
<b>21-30</b>	1%	5%	9%	6%	1%
<b>31-40</b>	4%	17%	7%	11%	3%
<b>41-50</b>	1%	12%	5%	11%	4%
<b>51-60</b>	1%	1%	0%	1%	0%
<b>Gender wise</b>					
<b>Female</b>	0%	3%	3%	3%	1%
<b>Male</b>	7%	32%	18%	26%	7%
<b>Qualification wise</b>					
<b>Undergraduates</b>	4%	21%	17%	18%	5%
<b>Post Graduates</b>	2%	10%	3%	6%	3%
<b>Others</b>	1%	4%	1%	5%	0%
<b>Marital Status</b>					
<b>Un Married</b>	1%	4%	6%	3%	0%
<b>Married</b>	6%	31%	15%	26%	8%
<b>Category</b>					
<b>Expat</b>	1%	8%	3%	9%	2%
<b>TCN</b>	6%	27%	18%	20%	6%

**Table 5.13: Demographic Response for Q2 (on Appreciation)**

## Communication

**Q3.** I am satisfied with the transparency and company information shared with me regarding its future plans and other internal changes



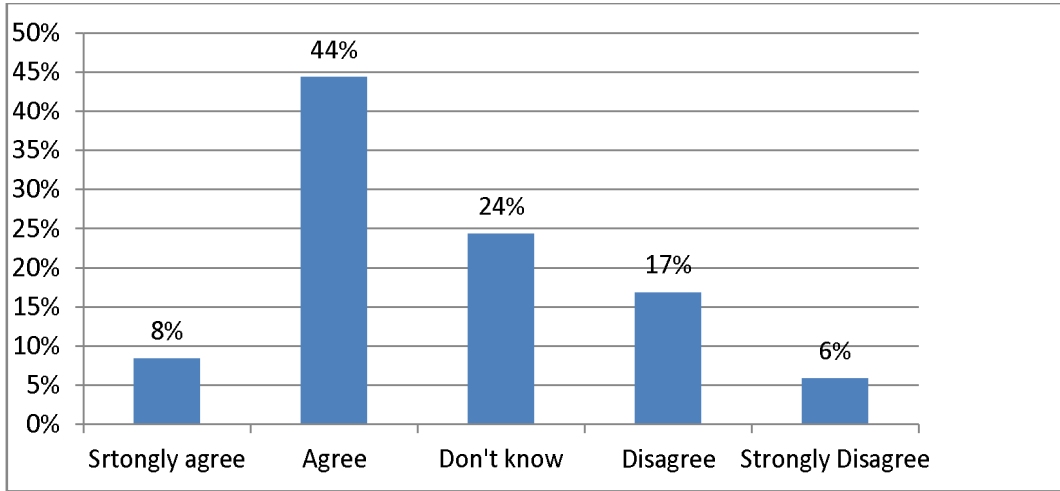
**Fig. 5.11: Result of Employee Survey for Q3 (on Communication)**

### Response across Demographics

Demographic	Strongly agree	Agree	Don't know	Disagree	Strongly disagree
<b>Age wise</b>					
<b>21-30</b>	0%	12%	5%	5%	1%
<b>31-40</b>	4%	14%	13%	8%	3%
<b>41-50</b>	5%	10%	8%	5%	6%
<b>51-60</b>	1%	2%	0%	0%	0%
<b>Gender wise</b>					
<b>Female</b>	2%	1%	2%	4%	2%
<b>Male</b>	8%	36%	25%	13%	7%
<b>Qualification wise</b>					
<b>Undergraduates</b>	7%	25%	20%	9%	5%
<b>Post Graduates</b>	3%	7%	7%	3%	4%
<b>Others</b>	0%	5%	0%	5%	0%
<b>Marital Status</b>					
<b>Un Married</b>	0%	8%	4%	2%	0%
<b>Married</b>	10%	29%	23%	15%	9%
<b>Category</b>					
<b>Expat</b>	3%	7%	10%	3%	2%
<b>TCN</b>	7%	30%	17%	14%	7%

**Table 5.14: Demographic Response for Q3 (On Communication)**

**Q4.** I see there is a high level of cross departmental communication and exchange of information within the company.



**Fig. 5.12: Result of Employee Survey for Q4 (on Communication)**

**Response across Demographics**

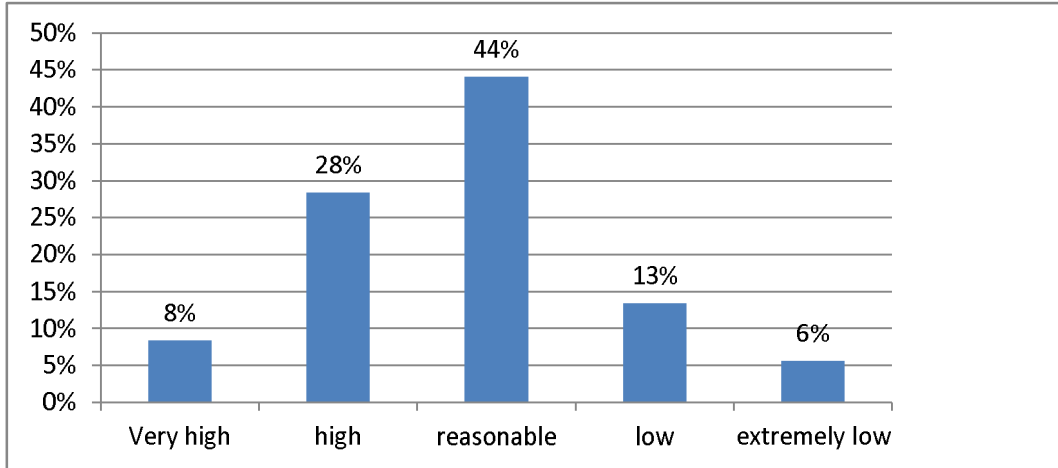
Demographic	Strongly agree	Agree	Don't know	Disagree	Strongly disagree
<b>Age wise</b>					
<b>21-30</b>	2%	15%	3%	3%	0%
<b>31-40</b>	2%	17%	10%	8%	3%
<b>41-50</b>	3%	10%	11%	6%	3%
<b>51-60</b>	1%	2%	0%	0%	0%
<b>Gender wise</b>					
<b>Female</b>	1%	2%	4%	1%	1%
<b>Male</b>	7%	42%	20%	16%	5%
<b>Qualification wise</b>					
<b>Undergraduates</b>	6%	28%	14%	12%	3%
<b>Post Graduates</b>	2%	9%	9%	2%	3%
<b>Others</b>	0%	7%	1%	3%	0%
<b>Marital Status</b>					
<b>Un Married</b>	2%	8%	3%	1%	1%
<b>Married</b>	6%	36%	21%	16%	5%
<b>Category</b>					
<b>Expat</b>	2%	8%	8%	2%	2%
<b>TCN</b>	6%	36%	16%	15%	4%

**Table 5.15: Demographic Response for Q4 (on Communication)**



**Co -Workers**

**Q5. The respect given to the employees in my company is \_\_\_\_\_**



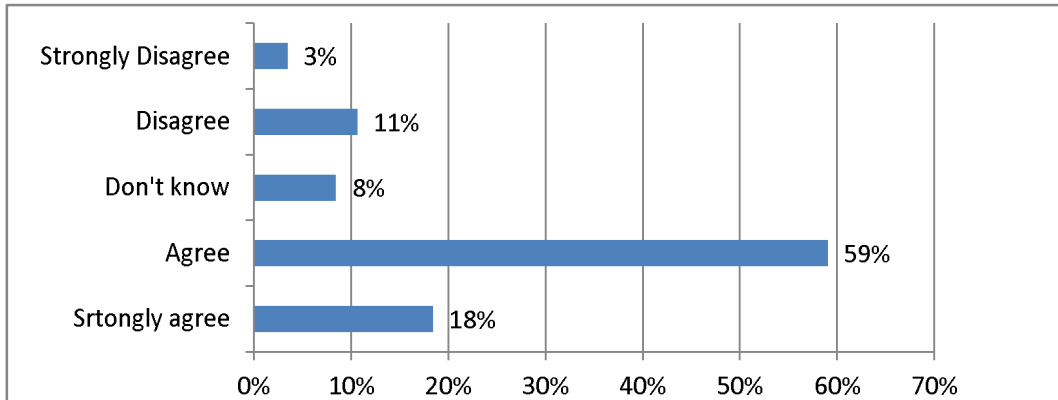
**Fig. 5.13: Result of Employee Survey for Q5 (on Co-Workers)**

**Response across Demographics**

Demographic	Very high	High	Reasonable	Low	Extremely Low
<b>Age wise</b>					
<b>21-30</b>	1%	9%	12%	0%	0%
<b>31-40</b>	4%	11%	15%	6%	2%
<b>41-50</b>	3%	8%	15%	6%	3%
<b>51-60</b>	0%	0%	2%	1%	1%
<b>Gender wise</b>					
<b>Female</b>	1%	1%	4%	4%	0%
<b>Male</b>	7%	27%	40%	9%	6%
<b>Qualification wise</b>					
<b>Undergraduates</b>	6%	20%	27%	7%	4%
<b>Post Graduates</b>	1%	5%	12%	6%	1%
<b>Others</b>	1%	3%	5%	0%	1%
<b>Marital Status</b>					
<b>Un Married</b>	2%	6%	4%	2%	0%
<b>Married</b>	6%	22%	40%	11%	6%
<b>Category</b>					
<b>Expat</b>	2%	4%	12%	4%	2%
<b>TCN</b>	6%	23%	32%	9%	4%

**Table 5.16: Demographic Response for Q5 (on Co-Worker)**

**Q6.** My co workers are extending their cooperation in accomplishing my tasks.



**Fig. 5.14: Result of Employee Survey for Q6 (on Co-Workers)**

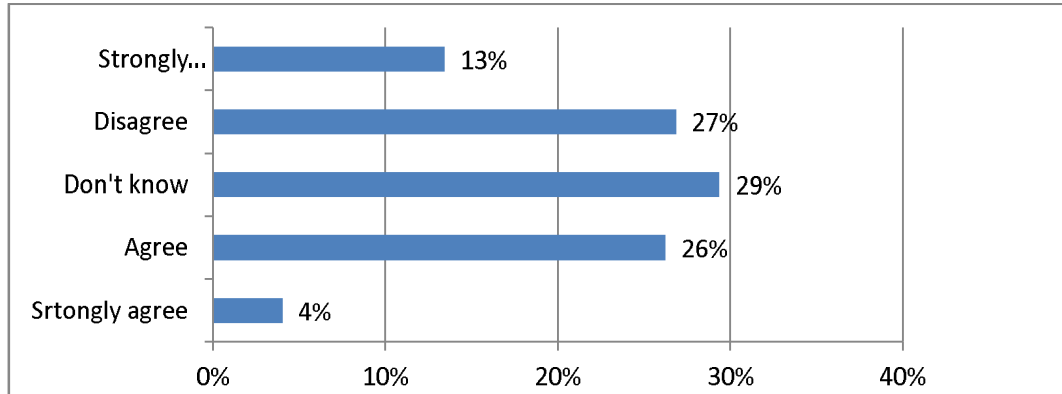
**Response across Demographics**

Demographic	Strongly agree	Agree	Don't know	Disagree	Strongly disagree
<b>Age wise</b>					
<b>21-30</b>	3%	18%	0%	2%	0%
<b>31-40</b>	7%	26%	2%	4%	2%
<b>41-50</b>	8%	14%	4%	5%	1%
<b>51-60</b>	0%	1%	2%	0%	0%
<b>Gender wise</b>					
<b>Female</b>	2%	6%	1%	0%	1%
<b>Male</b>	16%	53%	7%	11%	2%
<b>Qualification wise</b>					
<b>Undergraduates</b>	10%	40%	5%	8%	2%
<b>Post Graduates</b>	5%	14%	3%	1%	1%
<b>Others</b>	3%	5%	0%	2%	0%
<b>Marital Status</b>					
<b>Un Married</b>	3%	10%	0%	1%	1%
<b>Married</b>	15%	49%	8%	10%	2%
<b>Category</b>					
<b>Expat</b>	6%	10%	3%	4%	0%
<b>TCN</b>	12%	49%	5%	7%	3%

**Table 5.17: Demographic Response for Q6 (on Co-Worker)**

**Pay**

**Q7.** My company employees are well paid compared to other EPC Companies in Oil Industry



**Fig. 5.15: Result of Employee Survey for Q7 (on Pay)**

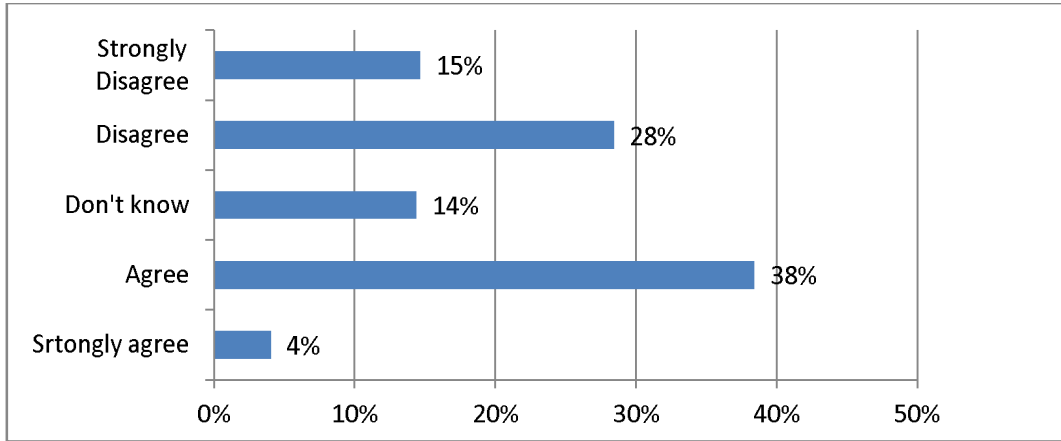
**Response across Demographics**

Demographic	Strongly agree	Agree	Don't know	Disagree	Strongly disagree
<b>Age wise</b>					
<b>21-30</b>	1%	4%	9%	5%	3%
<b>31-40</b>	1%	12%	11%	13%	4%
<b>41-50</b>	2%	10%	8%	8%	4%
<b>51-60</b>	0%	0%	1%	1%	2%
<b>Gender wise</b>					
<b>Female</b>	1%	1%	4%	2%	2%
<b>Male</b>	3%	25%	25%	25%	11%
<b>Qualification wise</b>					
<b>Undergraduates</b>	1%	18%	23%	13%	9%
<b>Post Graduates</b>	1%	7%	6%	8%	2%
<b>Others</b>	2%	1%	0%	6%	2%
<b>Marital Status</b>					
<b>Un Married</b>	2%	3%	6%	3%	2%
<b>Married</b>	2%	23%	23%	24%	11%
<b>Category</b>					
<b>Expat</b>	1%	6%	4%	8%	3%
<b>TCN</b>	3%	20%	25%	19%	10%

**Table 5.18: Demographic Response for Q7 (on Pay)**

**Fringe Benefits**

**Q8. My fringe benefits meet my needs**



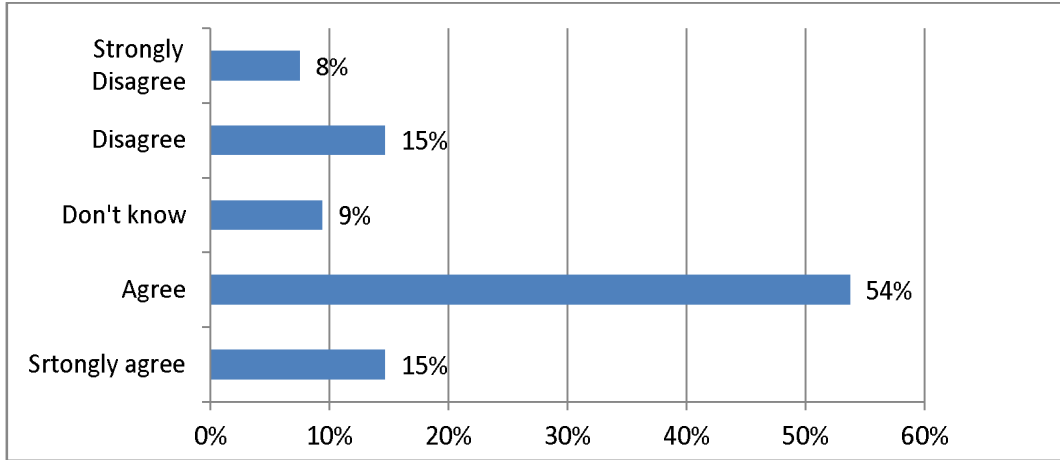
**Fig. 5.16: Result of Employee Survey for Q8 (on Fringe Benefits)**

**Response across Demographics**

Demographic	Strongly agree	Agree	Don't know	Disagree	Strongly disagree
<b>Age wise</b>					
<b>21-30</b>	1%	9%	3%	10%	1%
<b>31-40</b>	2%	15%	7%	8%	7%
<b>41-50</b>	2%	13%	3%	10%	6%
<b>51-60</b>	0%	1%	1%	0%	1%
<b>Gender wise</b>					
<b>Female</b>	1%	2%	1%	3%	3%
<b>Male</b>	3%	36%	13%	25%	12%
<b>Qualification wise</b>					
<b>Undergraduates</b>	1%	28%	7%	17%	12%
<b>Post Graduates</b>	1%	7%	6%	6%	3%
<b>Others</b>	2%	3%	1%	5%	0%
<b>Marital Status</b>					
<b>Un Married</b>	2%	5%	2%	4%	2%
<b>Married</b>	2%	33%	12%	24%	13%
<b>Category</b>					
<b>Expat</b>	0%	9%	2%	6%	5%
<b>TCN</b>	4%	29%	12%	22%	10%

**Table 5.19: Demographic Response for Q8 (on Fringe Benefits)**

**Q9.** I feel that the leave policy followed by my company is fair.



**Fig. 5.17: Result of Employee Survey for Q9 (on Fringe Benefits)**

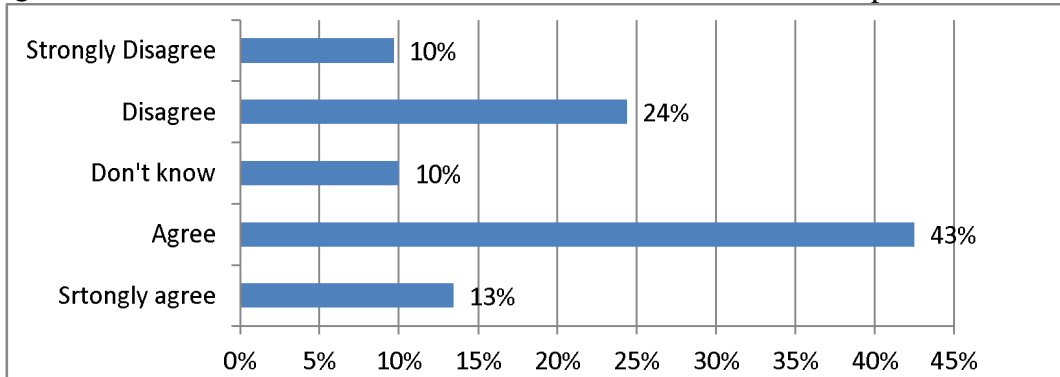
**Response across Demographics**

Demographic	Strongly agree	Agree	Don't know	Disagree	Strongly disagree
<b>Age wise</b>					
<b>21-30</b>	1%	13%	4%	4%	1%
<b>31-40</b>	9%	20%	2%	7%	3%
<b>41-50</b>	5%	20%	2%	4%	2%
<b>51-60</b>	0%	1%	1%	0%	2%
<b>Gender wise</b>					
<b>Female</b>	1%	5%	1%	1%	2%
<b>Male</b>	14%	49%	8%	14%	6%
<b>Qualification wise</b>					
<b>Undergraduates</b>	7%	36%	6%	11%	7%
<b>Post Graduates</b>	6%	13%	2%	2%	1%
<b>Others</b>	2%	5%	1%	2%	0%
<b>Marital Status</b>					
<b>Un Married</b>	1%	7%	3%	2%	1%
<b>Married</b>	14%	47%	6%	13%	7%
<b>Category</b>					
<b>Expat</b>	5%	13%	2%	1%	3%
<b>TCN</b>	10%	41%	7%	14%	5%

**Table 5.20: Demographic Response for Q9 (on Fringe Benefits)**

## Job Conditions

**Q10.** I am able to maintain a reasonable balance between work and personal life.



**Fig. 5.18: Result of Employee Survey for Q10 (on Job Conditions)**

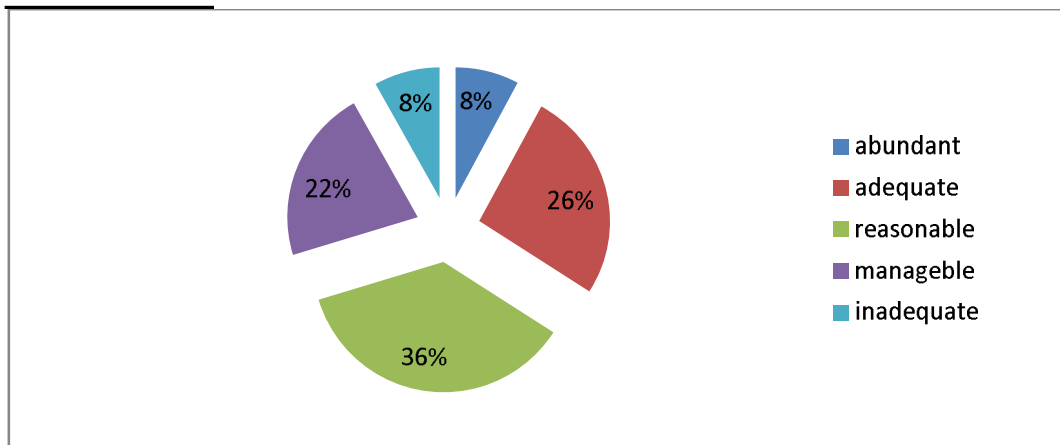
## Response across Demographics

Demographic	Strongly agree	Agree	Don't know	Disagree	Strongly disagree
<b>Age wise</b>					
<b>21-30</b>	2%	15%	3%	1%	1%
<b>31-40</b>	8%	14%	4%	12%	3%
<b>41-50</b>	4%	13%	3%	10%	5%
<b>51-60</b>	0%	1%	0%	1%	1%
<b>Gender wise</b>					
<b>Female</b>	3%	2%	1%	4%	1%
<b>Male</b>	11%	41%	9%	20%	9%
<b>Qualification wise</b>					
<b>Undergraduates</b>	7%	28%	7%	17%	8%
<b>Post Graduates</b>	4%	9%	3%	7%	1%
<b>Others</b>	2%	6%	0%	0%	1%
<b>Marital Status</b>					
<b>Un Married</b>	2%	8%	1%	2%	1%
<b>Married</b>	12%	34%	9%	22%	9%
<b>Category</b>					
<b>Expat</b>	3%	9%	2%	8%	2%
<b>TCN</b>	11%	33%	8%	16%	8%

**Table 5.21: Demographic Response for Q10 (on Job Condition)**

## Nature of Work

Q11. The resources provided by my company to perform my job are



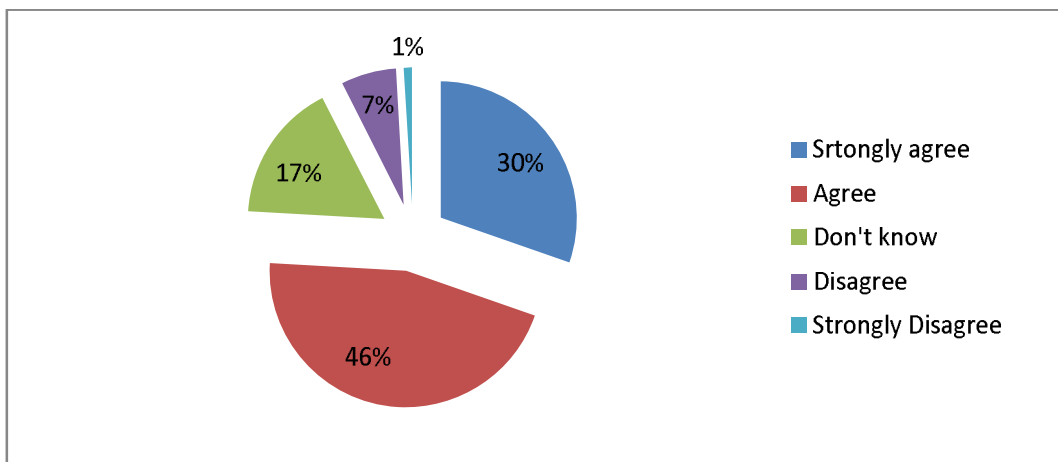
**Fig. 5.19: Result of Employee Survey for Q11 (on Nature of Work)**

### Response across Demographics

Demographic	Abundant	Adequate	Reasonable	Manageable	Inadequate
<b>Age wise</b>					
<b>21-30</b>	2%	9%	9%	1%	0%
<b>31-40</b>	5%	10%	14%	8%	3%
<b>41-50</b>	1%	7%	12%	11%	4%
<b>51-60</b>	0%	0%	1%	2%	2%
<b>Gender wise</b>					
<b>Female</b>	0%	2%	3%	3%	2%
<b>Male</b>	8%	24%	34%	18%	6%
<b>Qualification wise</b>					
<b>Undergraduates</b>	4%	17%	27%	13%	5%
<b>Post Graduates</b>	2%	6%	7%	8%	1%
<b>Others</b>	2%	4%	3%	1%	2%
<b>Marital Status</b>					
<b>Un Married</b>	3%	6%	4%	1%	0%
<b>Married</b>	5%	21%	33%	20%	8%
<b>Category</b>					
<b>Expat</b>	0%	5%	7%	11%	0%
<b>TCN</b>	8%	21%	30%	11%	8%

**Table 5.22: Demographic Response for Q11 (on Nature of Work)**

**Q12.** I feel that additional training is required for my company employees to compete well in the EPC contracts in Oil Industry.



**Fig. 5.20: Result of Employee Survey for Q12 (on Nature of work)**

**Response across Demographics**

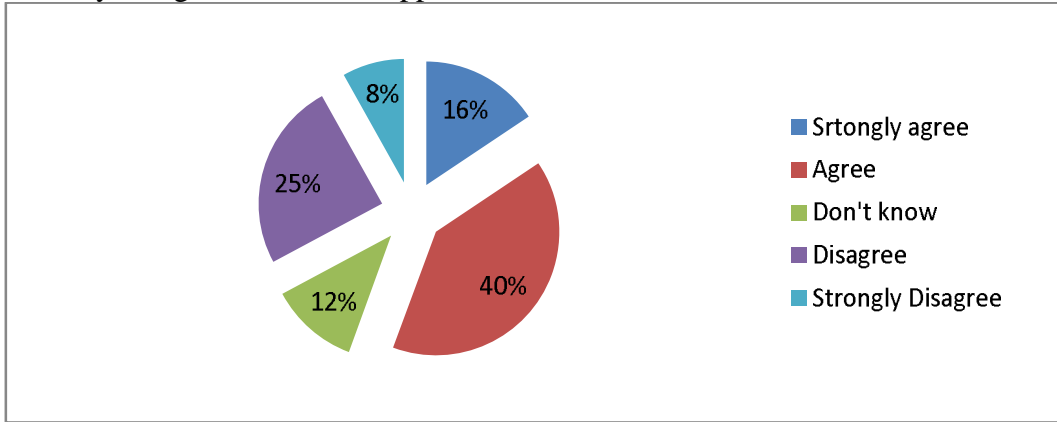
Demographic	Strongly agree	Agree	Don't know	Disagree	Strongly disagree
<b>Age wise</b>					
<b>21-30</b>	6%	10%	4%	1%	0%
<b>31-40</b>	13%	17%	7%	3%	0%
<b>41-50</b>	11%	18%	5%	2%	0%
<b>51-60</b>	1%	1%	0%	1%	0%
<b>Gender wise</b>					
<b>Female</b>	3%	5%	1%	1%	0%
<b>Male</b>	28%	41%	16%	6%	1%
<b>Qualification wise</b>					
<b>Undergraduates</b>	21%	28%	10%	6%	0%
<b>Post Graduates</b>	9%	9%	4%	0%	0%
<b>Others</b>	1%	9%	2%	1%	1%
<b>Marital Status</b>					
<b>Un Married</b>	4%	3%	5%	1%	0%
<b>Married</b>	26%	43%	11%	6%	1%
<b>Category</b>					
<b>Expat</b>	8%	10%	3%	2%	0%
<b>TCN</b>	23%	35%	14%	5%	1%

**Table 5.23: Demographic Response for Q12 (on Nature of Work)**



**Organization**

**Q13.** My manager discuss and sets mutually agreed performance targets for me annually and give me all the supports to achieve it



**Fig. 5.21: Result of Employee Survey for Q13 (on Organization)**

**Response across Demographics**

Demographic	Strongly agree	Agree	Don't know	Disagree	Strongly disagree
<b>Age wise</b>					
<b>21-30</b>	5%	9%	2%	4%	2%
<b>31-40</b>	6%	17%	5%	9%	3%
<b>41-50</b>	4%	13%	4%	10%	3%
<b>51-60</b>	1%	1%	0%	2%	1%
<b>Gender wise</b>					
<b>Female</b>	0%	5%	1%	3%	1%
<b>Male</b>	16%	35%	10%	22%	8%
<b>Qualification wise</b>					
<b>Undergraduates</b>	7%	29%	8%	18%	4%
<b>Post Graduates</b>	5%	8%	3%	6%	2%
<b>Others</b>	4%	3%	0%	0%	3%
<b>Marital Status</b>					
<b>Un Married</b>	3%	5%	2%	2%	1%
<b>Married</b>	13%	35%	9%	23%	7%
<b>Category</b>					
<b>Expat</b>	4%	9%	2%	6%	2%
<b>TCN</b>	12%	31%	9%	18%	7%

**Table 5.24: Demographic Response for Q13 (on Organization)**

## Personal Growth

Q14. I feel that training and development is a priority in my Company

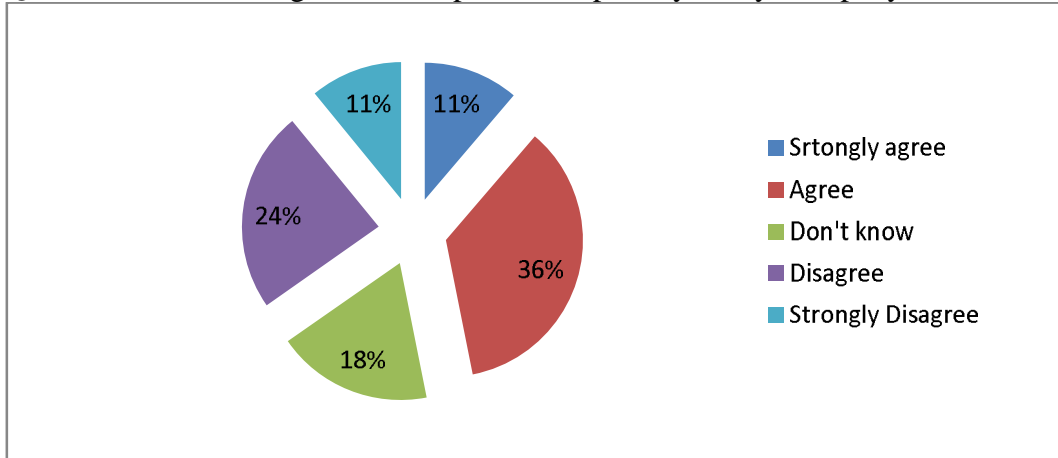


Fig. 5.22: Result of Employee Survey for Q14 (on Personal Growth)

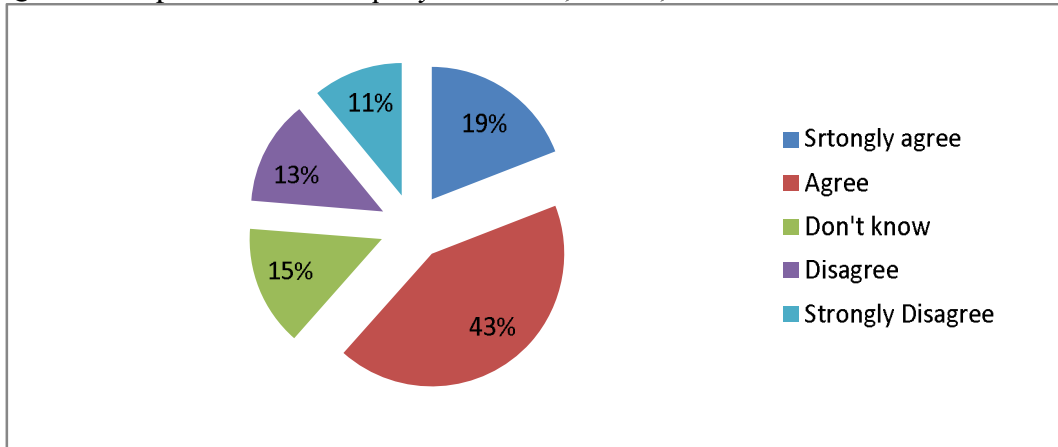
### Response across Demographics

Demographic	Strongly agree	Agree	Don't know	Disagree	Strongly disagree
<b>Age wise</b>					
<b>21-30</b>	3%	7%	7%	6%	1%
<b>31-40</b>	5%	18%	8%	5%	4%
<b>41-50</b>	3%	10%	4%	12%	5%
<b>51-60</b>	1%	1%	0%	1%	1%
<b>Gender wise</b>					
<b>Female</b>	0%	4%	2%	1%	2%
<b>Male</b>	11%	31%	17%	23%	9%
<b>Qualification wise</b>					
<b>Undergraduates</b>	7%	21%	16%	15%	8%
<b>Post Graduates</b>	4%	9%	1%	7%	2%
<b>Others</b>	0%	6%	1%	2%	1%
<b>Marital Status</b>					
<b>Un Married</b>	2%	5%	5%	1%	1%
<b>Married</b>	9%	31%	13%	23%	10%
<b>Category</b>					
<b>Expat</b>	3%	8%	2%	6%	3%
<b>TCN</b>	8%	28%	17%	18%	8%

Table 5.25: Demographic Response for Q14 (on Personal Growth)

## Policies & Procedures

**Q15.** I take pride in the Company's mission, vision, and values.



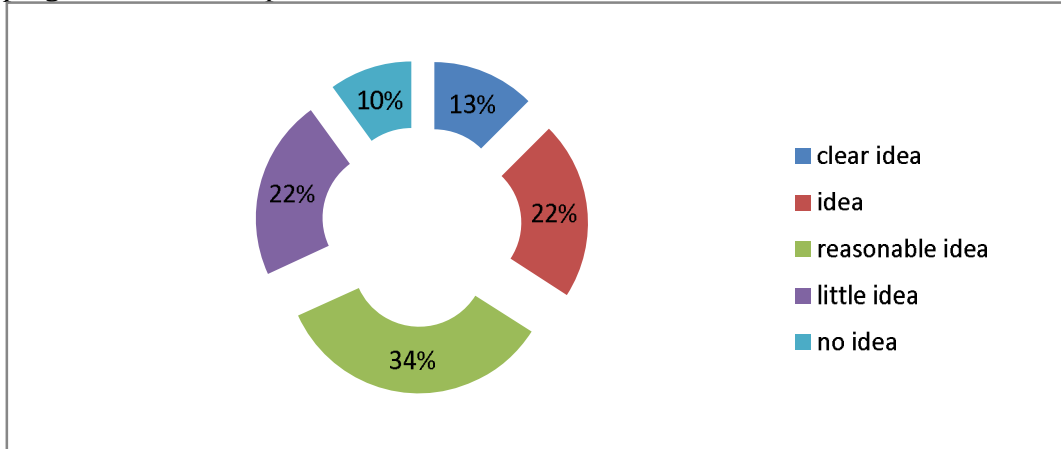
**Fig. 5.23: Result of Employee Survey for Q15 (on Policies and Procedures)**

### Response across Demographics

Demographic	Strongly agree	Agree	Don't know	Disagree	Strongly disagree
<b>Age wise</b>					
<b>21-30</b>	3%	16%	2%	2%	1%
<b>31-40</b>	9%	16%	4%	5%	6%
<b>41-50</b>	6%	11%	7%	6%	4%
<b>51-60</b>	2%	1%	2%	0%	0%
<b>Gender wise</b>					
<b>Female</b>	1%	4%	5%	1%	1%
<b>Male</b>	18%	39%	10%	12%	10%
<b>Qualification wise</b>					
<b>Undergraduates</b>	10%	32%	6%	9%	8%
<b>Post Graduates</b>	8%	5%	7%	3%	3%
<b>Others</b>	2%	6%	2%	2%	0%
<b>Marital Status</b>					
<b>Un Married</b>	2%	9%	0%	2%	1%
<b>Married</b>	17%	33%	15%	11%	10%
<b>Category</b>					
<b>Expat</b>	4%	9%	5%	3%	3%
<b>TCN</b>	15%	33%	10%	10%	8%

**Table 5.26: Demographic Response for Q15 (on Policies and Procedures)**

**Q16.** Employees have \_\_\_\_\_ regarding Company's targets, work progress, and future plans.



**Fig. 5.24: Result of Employee Survey for Q16 (on Policies and Procedures)**

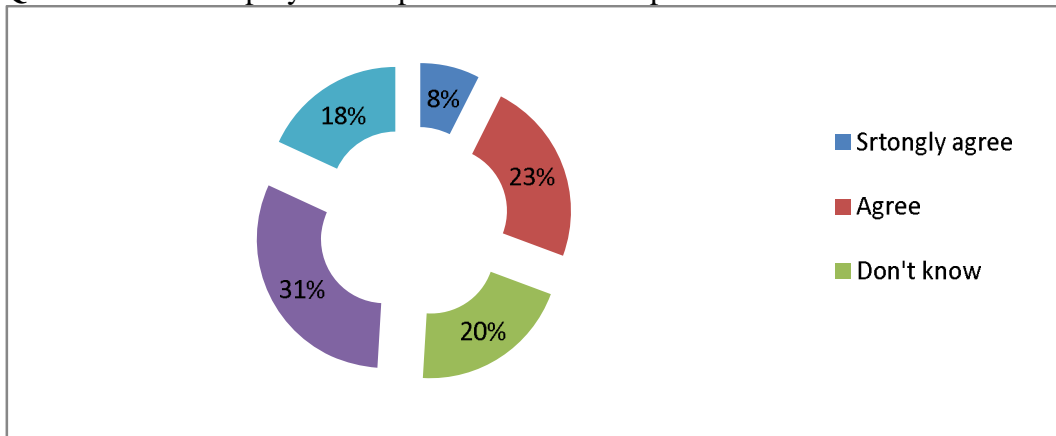
**Response across Demographics**

Demographic	Clear Idea	Idea	Reasonable Idea	Little Idea	No Idea
<b>Age wise</b>					
<b>21-30</b>	3%	5%	9%	3%	2%
<b>31-40</b>	3%	12%	10%	12%	6%
<b>41-50</b>	6%	4%	13%	8%	3%
<b>51-60</b>	1%	0%	2%	0%	0%
<b>Gender wise</b>					
<b>Female</b>	2%	2%	4%	2%	0%
<b>Male</b>	11%	19%	30%	20%	10%
<b>Qualification wise</b>					
<b>Undergraduates</b>	8%	12%	23%	17%	6%
<b>Post Graduates</b>	3%	8%	6%	3%	4%
<b>Others</b>	2%	2%	5%	2%	0%
<b>Marital Status</b>					
<b>Un Married</b>	3%	3%	4%	3%	2%
<b>Married</b>	10%	18%	30%	19%	8%
<b>Category</b>					
<b>Expat</b>	3%	6%	5%	3%	4%
<b>TCN</b>	9%	15%	29%	18%	6%

**Table 5.27: Demographic Response for Q16 (on Policies and Procedures)**

## Promotion Opportunities

**Q17.** I feel that employees are promoted based on performance



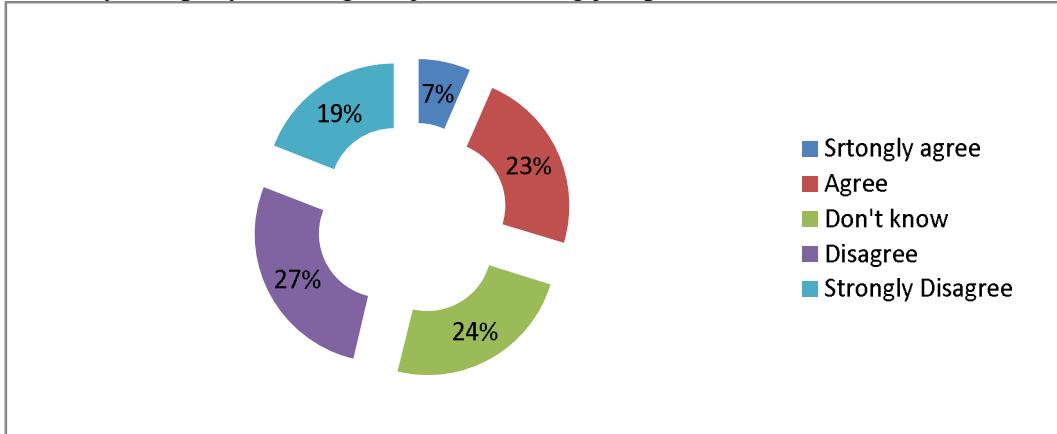
**Fig. 5.25: Result of Employee Survey for Q17 (on Promotion Opportunities)**

### Response across Demographics

Demographic	Strongly agree	Agree	Don't know	Disagree	Strongly disagree
<b>Age wise</b>					
<b>21-30</b>	1%	5%	6%	8%	3%
<b>31-40</b>	5%	11%	9%	11%	3%
<b>41-50</b>	2%	7%	5%	13%	9%
<b>51-60</b>	0%	0%	1%	0%	3%
<b>Gender wise</b>					
<b>Female</b>	2%	1%	2%	2%	3%
<b>Male</b>	6%	22%	18%	29%	16%
<b>Qualification wise</b>					
<b>Undergraduates</b>	5%	17%	13%	20%	9%
<b>Post Graduates</b>	2%	5%	6%	8%	5%
<b>Others</b>	1%	2%	1%	3%	3%
<b>Marital Status</b>					
<b>Un Married</b>	2%	3%	2%	4%	3%
<b>Married</b>	6%	20%	18%	27%	15%
<b>Category</b>					
<b>Expat</b>	1%	7%	3%	8%	4%
<b>TCN</b>	7%	17%	18%	23%	14%

**Table 5.28: Demographic Response for Q17 (on Promotion Opportunities)**

**Q18.** My company does a good job of linking job performance to rewards



**Fig. 5.26: Result of Employee Survey for Q18 (on Promotion Opportunities)**

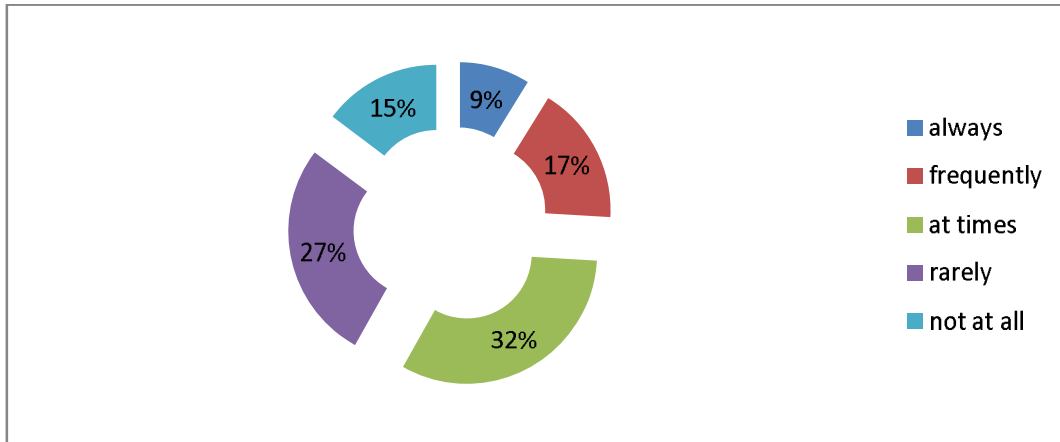
**Response across Demographics**

Demographic	Strongly agree	Agree	Don't know	Disagree	Strongly disagree
<b>Age wise</b>					
<b>21-30</b>	0%	3%	9%	10%	2%
<b>31-40</b>	4%	12%	8%	9%	6%
<b>41-50</b>	3%	8%	7%	7%	10%
<b>51-60</b>	0%	1%	1%	1%	2%
<b>Gender wise</b>					
<b>Female</b>	1%	2%	3%	1%	2%
<b>Male</b>	6%	21%	21%	26%	18%
<b>Qualification wise</b>					
<b>Undergraduates</b>	4%	18%	12%	17%	15%
<b>Post Graduates</b>	1%	4%	10%	5%	3%
<b>Others</b>	1%	2%	2%	5%	2%
<b>Marital Status</b>					
<b>Un Married</b>	1%	1%	7%	3%	2%
<b>Married</b>	6%	22%	17%	24%	17%
<b>Category</b>					
<b>Expat</b>	2%	6%	5%	7%	3%
<b>TCN</b>	5%	18%	19%	21%	16%

**Table 5.29: Demographic Response for Q18 (on Promotion Opportunities)**

## Recognition

Q19. My Management \_\_\_\_\_ recognizes my performance & contribution



**Fig. 5.27: Result of Employee Survey for Q19 (on Recognition)**

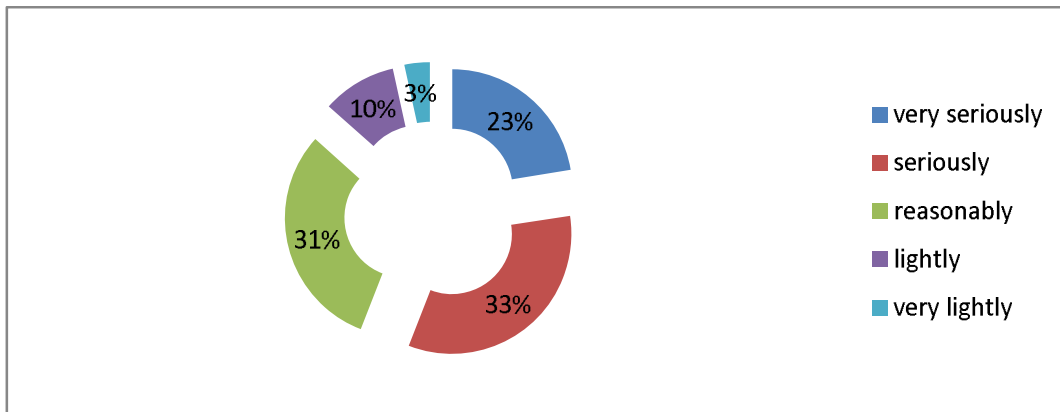
### Response across Demographics

Demographic	Always	Frequently	At Times	Rarely	Not at all
<b>Age wise</b>					
<b>21-30</b>	1%	3%	8%	9%	3%
<b>31-40</b>	4%	10%	15%	8%	4%
<b>41-50</b>	4%	4%	9%	9%	7%
<b>51-60</b>	0%	0%	1%	2%	1%
<b>Gender wise</b>					
<b>Female</b>	0%	0%	6%	3%	2%
<b>Male</b>	8%	17%	27%	24%	13%
<b>Qualification wise</b>					
<b>Undergraduates</b>	5%	12%	22%	19%	8%
<b>Post Graduates</b>	2%	5%	8%	6%	3%
<b>Others</b>	2%	0%	3%	2%	3%
<b>Marital Status</b>					
<b>Un Married</b>	2%	2%	8%	3%	1%
<b>Married</b>	7%	15%	25%	24%	14%
<b>Category</b>					
<b>Expat</b>	3%	3%	7%	7%	3%
<b>TCN</b>	6%	14%	26%	20%	12%

**Table 5.30: Demographic Response for Q19 (on Recognition)**

## Security

20. I feel that the Company takes care of safety \_\_\_\_\_.



**Fig. 5.28: Result of Employee Survey for Q20 (on Security)**

### Response across Demographics

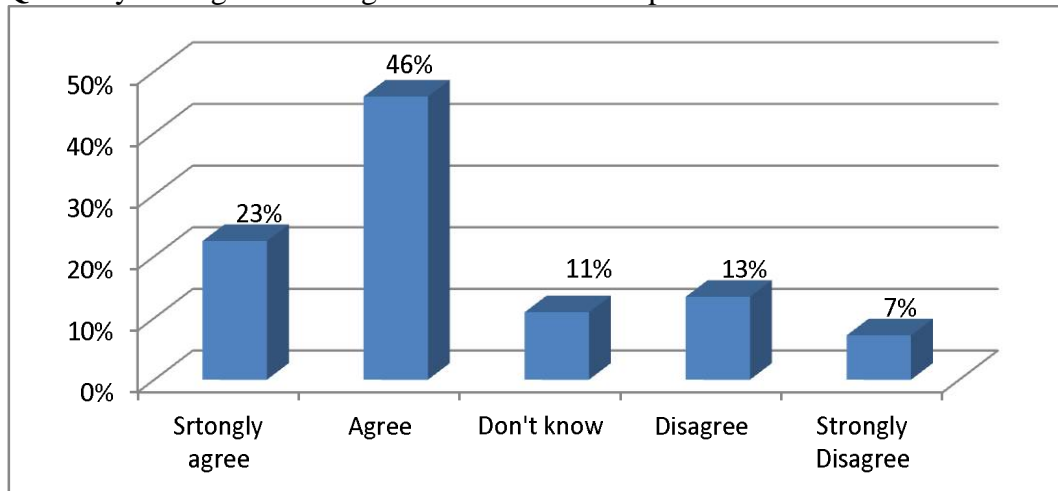
Demographic	Very seriously	Seriously	Reasonably	Lightly	Very Lightly
<b>Age wise</b>					
<b>21-30</b>	3%	7%	13%	1%	0%
<b>31-40</b>	12%	14%	8%	4%	2%
<b>41-50</b>	6%	12%	10%	4%	1%
<b>51-60</b>	1%	1%	0%	1%	0%
<b>Gender wise</b>					
<b>Female</b>	2%	3%	3%	0%	3%
<b>Male</b>	21%	31%	28%	10%	0%
<b>Qualification wise</b>					
<b>Undergraduates</b>	14%	21%	20%	8%	3%
<b>Post Graduates</b>	4%	7%	10%	2%	0%
<b>Others</b>	4%	5%	1%	0%	0%
<b>Marital Status</b>					
<b>Un Married</b>	3%	4%	6%	1%	0%
<b>Married</b>	20%	29%	25%	9%	3%
<b>Category</b>					
<b>Expat</b>	5%	9%	8%	1%	0%
<b>TCN</b>	18%	24%	23%	9%	3%

**Table 5.31: Demographic Response for Q20 (on Security)**



## Supervision

**Q21.** My Manager encourages teamwork and cooperation



**Fig. 5.29: Result of Employee Survey for Q21 (on Supervision)**

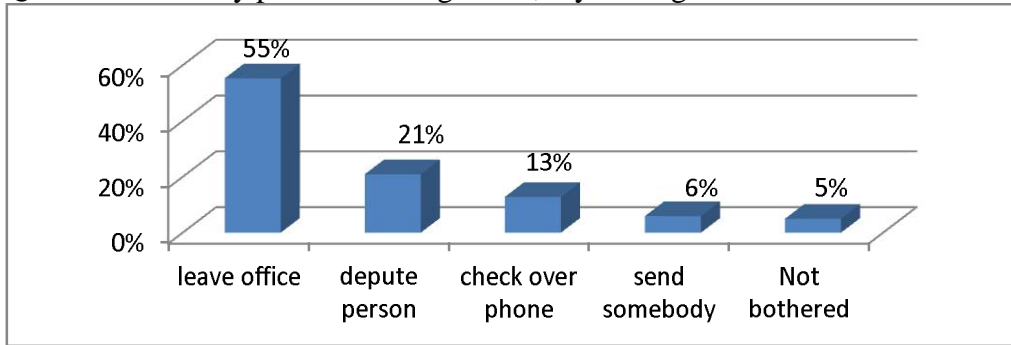
### Response across Demographics

Demographic	Strongly agree	Agree	Don't know	Disagree	Strongly disagree
<b>Age wise</b>					
<b>21-30</b>	5%	12%	4%	1%	1%
<b>31-40</b>	12%	20%	2%	5%	2%
<b>41-50</b>	6%	12%	2%	8%	3%
<b>51-60</b>	0%	1%	2%	0%	1%
<b>Gender wise</b>					
<b>Female</b>	4%	3%	1%	1%	3%
<b>Male</b>	19%	43%	10%	13%	5%
<b>Qualification wise</b>					
<b>Undergraduates</b>	14%	31%	8%	9%	5%
<b>Post Graduates</b>	5%	10%	1%	4%	2%
<b>Others</b>	4%	5%	2%	0%	0%
<b>Marital Status</b>					
<b>Un Married</b>	3%	7%	4%	1%	1%
<b>Married</b>	19%	39%	7%	13%	7%
<b>Category</b>					
<b>Expat</b>	6%	10%	1%	4%	1%
<b>TCN</b>	17%	36%	10%	9%	6%

**Table 5.32: Demographic Response for Q21 (on Supervision)**

## Work Life Balance

**Q22.** In case of my personal emergencies, my Manager asks me to



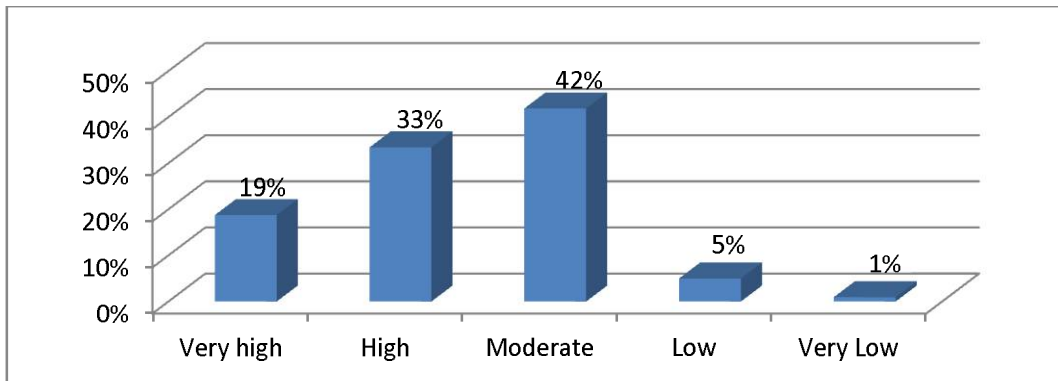
**Fig. 5.30: Result of Employee Survey for Q22 (on Work Life Balance)**

### **Response across Demographics**

Demographic	Leave the office & attend	Depute a person & go	Check over phone	Send somebody to attend	To complete company work only
<b>Age wise</b>					
<b>21-30</b>	16%	3%	1%	0%	1%
<b>31-40</b>	26%	4%	7%	2%	1%
<b>41-50</b>	13%	12%	3%	4%	3%
<b>51-60</b>	1%	2%	2%	0%	0%
<b>Gender wise</b>					
<b>Female</b>	5%	1%	0%	3%	1%
<b>Male</b>	50%	20%	13%	3%	4%
<b>Qualification wise</b>					
<b>Undergraduates</b>	36%	12%	10%	5%	3%
<b>Post Graduates</b>	13%	6%	2%	1%	2%
<b>Others</b>	6%	3%	1%	0%	0%
<b>Marital Status</b>					
<b>Un Married</b>	11%	0%	1%	0%	1%
<b>Married</b>	44%	21%	12%	6%	4%
<b>Category</b>					
<b>Expat</b>	10%	8%	3%	0%	2%
<b>TCN</b>	45%	13%	10%	6%	3%

**Table 5.33: Demographic Response for Q22 (on Work Life Balance)**

Q23. The stress level in your job is \_\_\_\_\_.



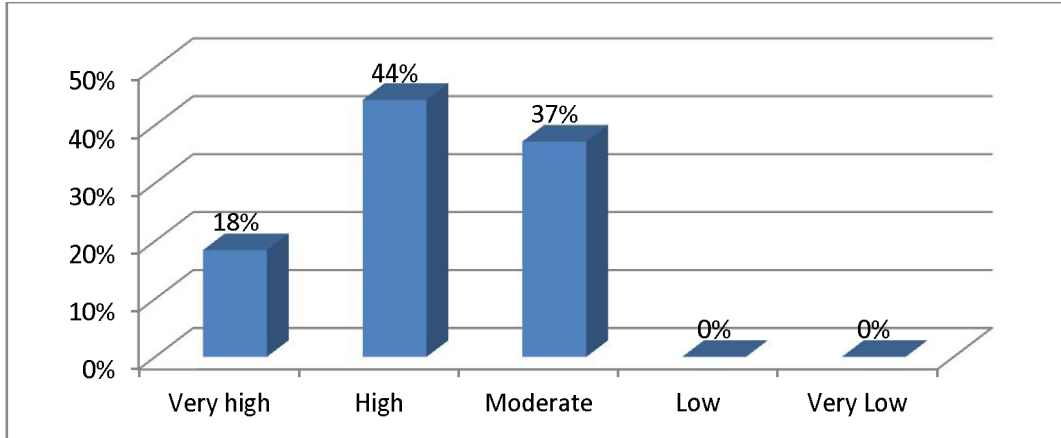
**Fig. 5.31: Result of Employee Survey for Q23 (on Work Life Balance)**

**Response across Demographics**

Demographic	Very High	High	Moderate	Low	Very low
<b>Age wise</b>					
<b>21-30</b>	2%	3%	14%	1%	0%
<b>31-40</b>	8%	15%	15%	3%	0%
<b>41-50</b>	8%	14%	11%	1%	0%
<b>51-60</b>	1%	1%	2%	0%	0%
<b>Gender wise</b>					
<b>Female</b>	5%	1%	4%	0%	0%
<b>Male</b>	14%	33%	38%	5%	1%
<b>Qualification wise</b>					
<b>Undergraduates</b>	13%	23%	27%	2%	0%
<b>Post Graduates</b>	5%	10%	7%	3%	0%
<b>Others</b>	1%	1%	8%	0%	1%
<b>Marital Status</b>					
<b>Un Married</b>	1%	3%	8%	0%	0%
<b>Married</b>	18%	30%	33%	5%	1%
<b>Category</b>					
<b>Expat</b>	2%	11%	9%	1%	0%
<b>TCN</b>	17%	23%	33%	4%	1%

**Table 5.34: Demographic Response for Q23 (on Work Life Balance)**

Q24. The amount of time I have to work each week is \_\_\_\_\_.



**Fig. 5.32: Result of Employee Survey for Q24 (on Work Life Balance)**

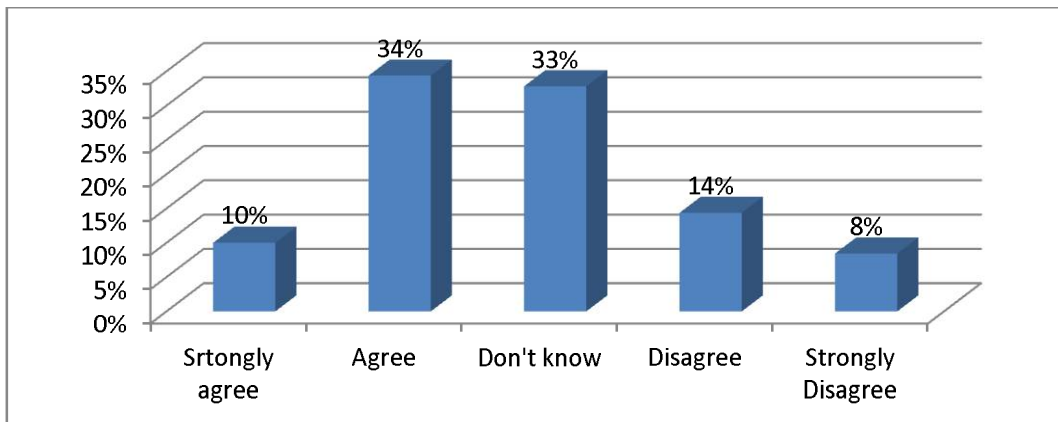
**Response across Demographics**

Demographic	Very High	High	Moderate	Low	Very low
<b>Age wise</b>					
<b>21-30</b>	3%	9%	11%	0%	0%
<b>31-40</b>	7%	18%	14%	0%	0%
<b>41-50</b>	7%	16%	10%	0%	0%
<b>51-60</b>	1%	1%	2%	0%	0%
<b>Gender wise</b>					
<b>Female</b>	4%	3%	3%	0%	0%
<b>Male</b>	14%	41%	34%	0%	0%
<b>Qualification wise</b>					
<b>Undergraduates</b>	14%	26%	25%	0%	0%
<b>Post Graduates</b>	4%	13%	7%	0%	0%
<b>Others</b>	0%	5%	5%	0%	0%
<b>Marital Status</b>					
<b>Un Married</b>	3%	5%	6%	0%	0%
<b>Married</b>	15%	39%	31%	0%	0%
<b>Category</b>					
<b>Expat</b>	3%	12%	8%	0%	0%
<b>TCN</b>	15%	32%	29%	0%	0%

**Table 5.35: Demographic Response for Q24 (on Work Life Balance)**

## Equality & Respect

**Q25.** The policies and procedures, including disciplinary action, are applied equally to all employees



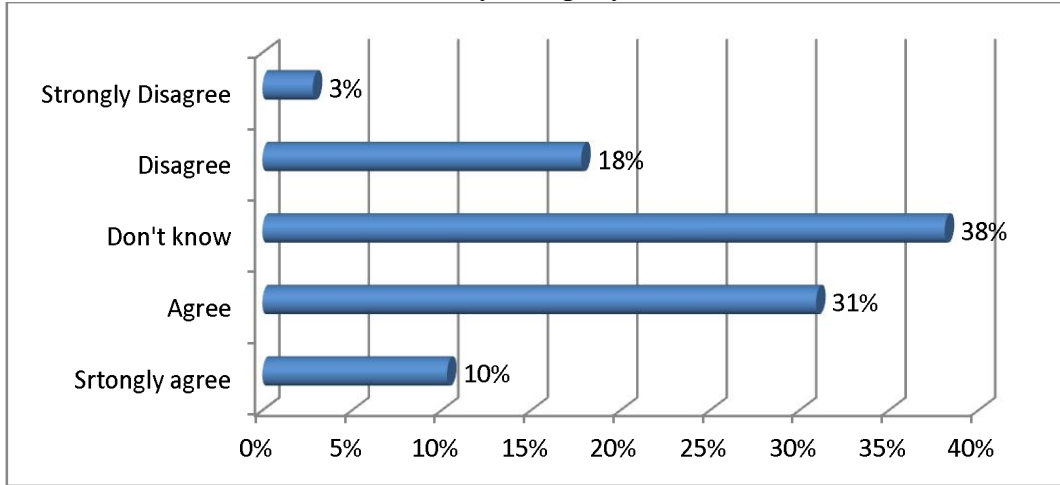
**Fig. 5.33: Result of Employee Survey for Q25 (on Equality & Respect)**

### Response across Demographics

Demographic	Strongly agree	Agree	Don't know	Disagree	Strongly disagree
<b>Age wise</b>					
<b>21-30</b>	2%	8%	10%	3%	1%
<b>31-40</b>	5%	15%	12%	3%	2%
<b>41-50</b>	3%	11%	9%	8%	3%
<b>51-60</b>	0%	0%	2%	0%	2%
<b>Gender wise</b>					
<b>Female</b>	1%	3%	3%	1%	1%
<b>Male</b>	9%	31%	30%	13%	7%
<b>Qualification wise</b>					
<b>Undergraduates</b>	6%	27%	17%	10%	3%
<b>Post Graduates</b>	3%	5%	12%	1%	4%
<b>Others</b>	1%	2%	4%	3%	1%
<b>Marital Status</b>					
<b>Un Married</b>	1%	6%	5%	2%	1%
<b>Married</b>	9%	28%	28%	12%	7%
<b>Category</b>					
<b>Expat</b>	3%	6%	8%	4%	2%
<b>TCN</b>	7%	28%	25%	10%	6%

**Table 5.36: Demographic Response for Q25 (on Equality & Respect)**

**Q26.** There is no discrimination in my Company.



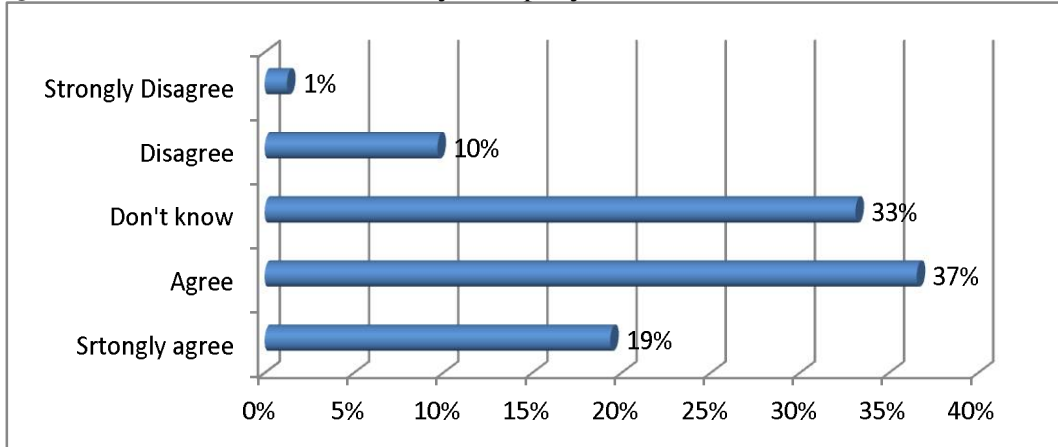
**Fig. 5.34: Result of Employee Survey for Q26 (on Equality & Respect)**

**Response across Demographics**

Demographic	Strongly agree	Agree	Don't know	Disagree	Strongly disagree
<b>Age wise</b>					
<b>21-30</b>	2%	11%	8%	2%	0%
<b>31-40</b>	4%	11%	20%	5%	1%
<b>41-50</b>	4%	8%	7%	11%	2%
<b>51-60</b>	0%	1%	3%	0%	0%
<b>Gender wise</b>					
<b>Female</b>	1%	3%	4%	2%	0%
<b>Male</b>	9%	28%	34%	16%	3%
<b>Qualification wise</b>					
<b>Undergraduates</b>	6%	18%	25%	14%	2%
<b>Post Graduates</b>	1%	8%	10%	4%	1%
<b>Others</b>	3%	5%	3%	0%	0%
<b>Marital Status</b>					
<b>Un Married</b>	1%	7%	4%	2%	0%
<b>Married</b>	9%	24%	34%	16%	3%
<b>Category</b>					
<b>Expat</b>	3%	6%	7%	6%	0%
<b>TCN</b>	7%	25%	31%	12%	3%

**Table 5.37: Demographic Response for Q26 (on Equality & Respect)**

**Q27. There is no harassment in my Company.**



**Fig. 5.35: Result of Employee Survey for Q27 (on Equality & Respect)**

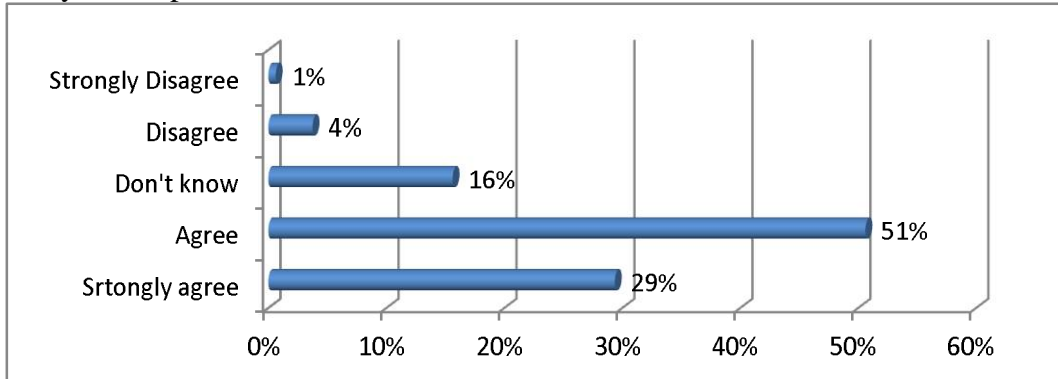
**Response across Demographics**

Demographic	Strongly agree	Agree	Don't know	Disagree	Strongly disagree
<b>Age wise</b>					
<b>21-30</b>	6%	12%	3%	2%	0%
<b>31-40</b>	8%	15%	13%	4%	0%
<b>41-50</b>	5%	9%	15%	4%	1%
<b>51-60</b>	0%	1%	2%	0%	0%
<b>Gender wise</b>					
<b>Female</b>	0%	3%	6%	0%	1%
<b>Male</b>	19%	34%	27%	10%	0%
<b>Qualification wise</b>					
<b>Undergraduates</b>	11%	25%	23%	6%	1%
<b>Post Graduates</b>	4%	7%	9%	3%	0%
<b>Others</b>	4%	5%	1%	1%	0%
<b>Marital Status</b>					
<b>Un Married</b>	4%	6%	3%	1%	0%
<b>Married</b>	15%	31%	30%	9%	1%
<b>Category</b>					
<b>Expat</b>	3%	8%	9%	3%	1%
<b>TCN</b>	16%	29%	24%	7%	0%

**Table 5.38: Demographic Response for Q27 (on Equality & Respect)**

## Work Environment & Safety

**Q28.** The air quality (including heat/air conditioning) and lighting is acceptable in my work space



**Fig. 5.36: Result of Employee Survey for Q28 (Work Environment & Safety)**

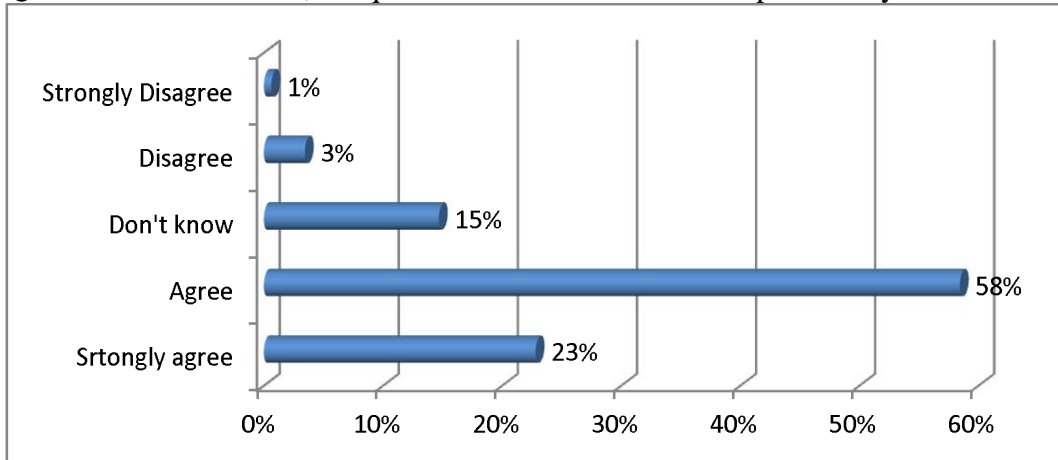
### Response across Demographics

Demographic	Strongly agree	Agree	Don't know	Disagree	Strongly disagree
<b>Age wise</b>					
<b>21-30</b>	6%	13%	4%	0%	0%
<b>31-40</b>	11%	21%	8%	2%	0%
<b>41-50</b>	11%	15%	4%	0%	1%
<b>51-60</b>	1%	2%	0%	2%	0%
<b>Gender wise</b>					
<b>Female</b>	4%	4%	0%	1%	0%
<b>Male</b>	25%	47%	16%	3%	1%
<b>Qualification wise</b>					
<b>Undergraduates</b>	17%	35%	12%	2%	1%
<b>Post Graduates</b>	9%	12%	1%	0%	0%
<b>Others</b>	3%	4%	3%	2%	0%
<b>Marital Status</b>					
<b>Un Married</b>	4%	8%	2%	1%	0%
<b>Married</b>	25%	43%	14%	3%	1%
<b>Category</b>					
<b>Expat</b>	8%	11%	3%	0%	0%
<b>TCN</b>	21%	40%	13%	4%	1%

**Table 5.39: Demographic Response for Q28 (Work Environment & Safety)**



**Q29.** You have a Clean, adequate/comfortable amount of space in my work area.



**Fig. 5.37: Result of Employee Survey for Q29 (Work Environment & Safety)**

**Response across Demographics**

Demographic	Strongly agree	Agree	Don't know	Disagree	Strongly disagree
<b>Age wise</b>					
<b>21-30</b>	6%	13%	1%	1%	0%
<b>31-40</b>	10%	23%	8%	1%	0%
<b>41-50</b>	6%	21%	5%	1%	0%
<b>51-60</b>	1%	1%	1%	0%	1%
<b>Gender wise</b>					
<b>Female</b>	3%	5%	1%	1%	0%
<b>Male</b>	20%	53%	14%	2%	1%
<b>Qualification wise</b>					
<b>Undergraduates</b>	13%	41%	10%	2%	0%
<b>Post Graduates</b>	7%	11%	4%	1%	1%
<b>Others</b>	3%	6%	1%	0%	0%
<b>Marital Status</b>					
<b>Un Married</b>	5%	8%	1%	0%	0%
<b>Married</b>	18%	50%	14%	3%	1%
<b>Category</b>					
<b>Expat</b>	5%	13%	5%	0%	0%
<b>TCN</b>	18%	45%	10%	3%	1%

**Table 5.40: Demographic Response for Q29 (Work Environment & Safety)**

### 5.11 Research Hypothesis Testing

The following hypothesis are framed to be tested for this study:

**Hypothesis 1:** Ho: The Current level of Employee Satisfaction of Third Country Nationals working in EPC Companies of Oil Industry in the UAE is not low (high)

Ha: The Current level of Employee Satisfaction of Third Country working in EPC Companies of Oil Industry in UAE is low

**Hypothesis 2:** Ho: The Current level of Employee Satisfaction of Expatriates working in EPC Companies of Oil Industry in UAE is not low (High)

Ha: The Current level of Employee Satisfaction of Expatriates working in EPC Companies of Oil Industry in UAE is low

### 5.12 Hypothesis testing Results

The survey scores and the satisfaction level to be inferred are provided below:

Survey Scores	Satisfaction Level
0 to 25	Extremely Very Low
26 to 50	Very Low
51 to 75	Low (mean is 62.5)
76 to 100	High
101 to 116	Very High

**Table 5.41: Hypothesis Test Results**

According to <http://www.employee-engagement-index.com/unitedstates/vs/uae/> the overall Global Employee satisfaction level is 7.0; for US it is 7.3 and for UAE it is 7.2 on a 10 point scale (72%)

According to Aon Hewitt (2016) Trends in Global Employee Engagement is 6.5 on 10 point scale (65%)

According to ORC Global Employee Engagement Index, the Global Engagement level is 61%.

By interpreting the survey score, the value will be 5.47 (54.7% marks average) for TCN; 5.268 (52.68% marks average) for Expatriates and 5.425 (54.25% average) for the above two categories of employed in the Oil & Gas industry which is very low compared to benchmarking score of 6.9 in UAE Employee Satisfaction Index.

### **Z test for Hypothesis 1**

Z test was conducted to find whether the sample score of 63.95 can be regarded as low.

Total score	15866
TCN sample	248
Average (Sample mean)	63.95
Variance	398.581
Standard deviation	19.964
Standard error	1.268
Population mean	62.500
Z value	1.164

**Table 5.42: Z test results for Hypothesis 1**

With 5% level of significance, the z value of 1.164 is well within table value of 1.96. Hence the null hypothesis is rejected. The Employee satisfaction level of Third Country Nationals is low.

### **Z test for Hypothesis 2**

Z test was conducted to find whether the Expatriates sample score of 61.85 can be regarded as low.

The results are as follows:

Total score	4453
Expatriate Sample	72
Average Sample mean)	61.85
Variance	357.286
Standard deviation	18.902
Standard error	2.228
Population mean	62.500
Z value	-0.305

**Table 5.43: Z test results for Hypothesis 2**

With 5% level of significance, the z value of 0.305 is well within table value of 1.96. Hence the null hypothesis is rejected. The Employee satisfaction level of Expatriates is low.

Hypothesis testing also was done to test whether the TCN sample mean and Expat sample mean are significantly lower than the UAE mean. It was found that the TCN and Expat means are significantly low.

### **5.13 Chi Square ( $\chi^2$ ) Test**

#### **To check whether Demographic variables affect the extent of Employee Satisfaction**

Chi Square Tests were conducted to find out if there is any significant relationship between the Demographic variables and Employee Satisfaction. The Demographic responses for all 29 questions were added and the average was taken for test. Following are the results of the Chi Square tests.

#### **a. Age Vs. Employee Satisfaction**

There is no significant relationship between employee age group and their employee satisfaction level

**b. Gender Vs Employee Satisfaction**

There is no significant relationship between employee Gender and their employee satisfaction level

**c. Qualification Vs Employee Satisfaction**

There is no significant relationship between employee Qualification and their Employee Satisfaction Level

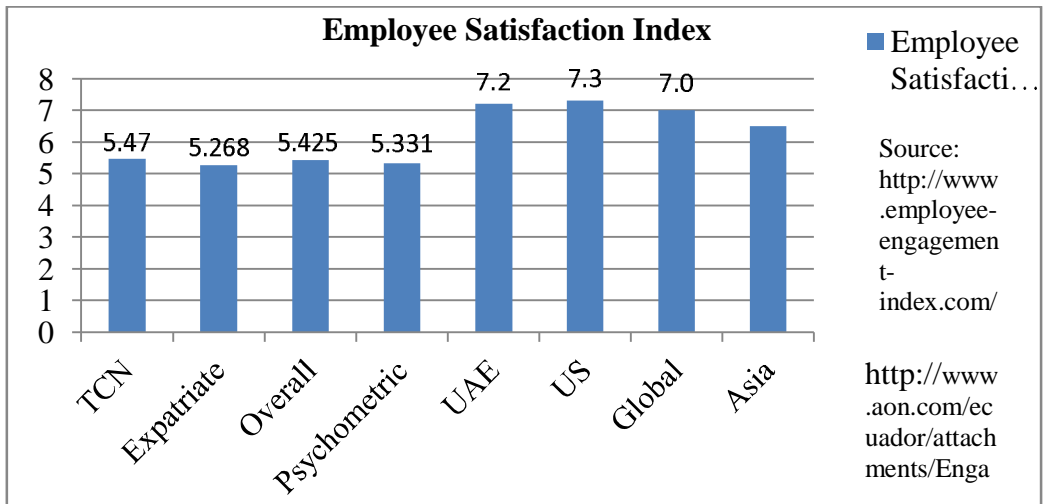
**d. Marital Status Vs Employee Satisfaction**

There is no significant relationship between employee Marital Status and their employee satisfaction level

**e. Category Vs Employee Satisfaction**

There is no significant relationship between employee category (Expat or TCN) and their employee satisfaction level

**Benchmarking with Global Indexes**



**Fig. 5.38: Global Benchmark Indexes on Employee Satisfaction Level**