

CHAPTER VI

SUMMARY OF FINDINGS

6.1 Summary of findings

Following are the summary of Findings:

1. The Employee Satisfaction Level of Third Country National Employees working in EPC Companies of Oil & Gas Industry in UAE as measured on a 10 point scale is 5.628 as against 6.9 in UAE (US is 7.2 and Global is 7.0)

2. The Employee Satisfaction Level of Expatriate Employees working in EPC Companies of Oil & Gas Industry in UAE as measured on a 10 point scale is 5.425 as against 6.9 in UAE (US is 7.2 and Global is 7.0)

3. The Scores of the Psychometric tests which were posed to validate the results is 5.331.

4. Respondents suggested Training, Salary increase, Appraisal & feedback, Fringe benefits , Reduced working hours as major changes required to improve Employee Satisfaction.

5. Team Building, Incentives & Rewards, Communication, Equality, Recognition, Clarity of vision / mission, Appreciation have been placed in the next lower level.

6. Promotion, Good treatment, Motivation, Good Supervision, Job Security and Career Development plans have been placed at the lowest level.

7. Top level Employees (Directors and Vice presidents) suggested that Providing incentive schemes, granting shares to performing employees, improving feedback

mechanism, frequent company gatherings etc. will pave way for more Employee Satisfaction.

6.2 Conclusion

The Study concludes that the current level of Employee Satisfaction of Third Country Nationals (TCN) and Expatriate Employees working in Oil & Gas Industry is very low when compared to UAE Employee Satisfaction Level.

The Employee Satisfaction of Third Country Nationals (TCN) and Expatriate Employees working in Oil & Gas Industry is very low when compared to Global level also.

The study concludes that the Expatriate and TCN employees working in EPC companies have very high level of dissatisfaction in areas such as stress level, working hours, equality & respect, recognition and promotional opportunities.

The Study also concludes that the Employee Satisfaction level can be improved by providing proper Training to Employees, good salary and increment on yearly basis, 5 days a week, reduced working hours, periodical performance appraisal, improvement in feedback system. The EPC companies in Oil & Gas Industry of UAE need to look into these aspects.

It can be deduced from the above that if the EPC Companies device means and methods to increase the Job Satisfaction of both Expatriates and TCNs, it shall have a direct bearing on the Employee Satisfaction resulting in higher retention level and leading to EPC Companies achieve their goal of higher productivity, increase in profitability etc.

6.3 Recommendations for Future Research

The first two Research Objectives of finding the current level of Employee Satisfaction of Third Country Nationals (5.268) and Expatriates (5.425) were derived at. These revealed that Employee Satisfaction level of both TCNs and Expatriates are low. Hence, the third objective of suggesting required changes to keep the employees satisfied was taken up and studied

It was also noticed that there is no significant relationship between the Employee Satisfaction and the demographic variables such as Age, Gender, Educational Qualifications, Marital Status and Category (whether the employee is an Expatriate or TCN)

Hence, it is concluded that irrespective of the demographics, the Employee Satisfaction level is low. The results from the Psychometric questionnaires also confirm the low level of Employee Satisfaction.

Since there is a huge cost involved in the separation, recruitment and replacement of employees, it is profitable for the organizations to retain the talent. Further, the EPC Companies in Oil Industry engage in projects which are unique in nature. In such circumstances, the employee engaged in the project does some only-one-of-its-kind type of job unlike a common type of job done by employees of other normal industry. A lot of safety related trainings are involved in the placement of employees in EPC Oil industry such as Safety Induction, H2S training, TBOSIET, First aid etc. in addition to special medical tests. These training and tests are very costly and time consuming. So, replacing an Employee of EPC Company in Oil Industry will not only be a costlier affair but also time consuming. Since these companies will be working on a tight timeline, the delay

in replacement (of employee) will lead to project delay as well as loss to the company due to extended stay. This will also create a loss to the end user.

Considering the above, it is very much evident that Employee Satisfaction is very important in EPC, Oil Industry. However, the current Employee Satisfaction level is not encouraging. Therefore, it is all the more important for the EPC companies to concentrate in improving the Employee Satisfaction Level.

Proper training, good salary and increment on yearly basis; 5 days a week; reduced working hours; periodical performance appraisal; initiating actions based on feedback from employees are some of the areas the EPC companies can look upon to implement. They should also concentrate and improve further the Fringe benefits, recognition, rewards, communication channels, Equality (without discrimination).

It is visible that the TCN and Expat Employees are not getting motivated by Promotions or Job security. They have given more importance to Training, Salary increase, Appraisal & Feedback.

Since Oil Industry requires a lot of Special training for employees, the EPC companies may resort to Training Need Analysis find out the exact nature of training required. EPC companies may also study for restructuring their salary structure and appraisal & feedback systems to improve their employee satisfaction.

6.3.1 Recommendations - Tangible

EPC Organizations may

- Conduct Training Need Analysis for finding exact type of training
- Take up Study on Restructuring of Salary composition

- Restructure Appraisal and Feedback system
- Conduct Productivity study to refine work output and time required (to complete a particular aspect of the job)

6.3.2 Recommendations - Intangible

EPC Organizations may

- Work on team building efforts
- Study to frame incentives and rewards system for performing employees
- Recognize and Appreciate best employees in every department
- Educate all employees about Company's Vision, Mission and future plans

6.4 Contribution to Literature:

Employee Satisfaction has been studied by many researchers on various industries over a period of time and evolved various inferences based on their findings. It started from Edward Thorndike in early 1900s followed by Elton Mayo and still a lot of researches are being carried out. But research about Expatriate and TCN Employees of EPC companies in Oil Industry engaged in UAE has not been carried out so far. By conducting this research one could find new facets of Employee Satisfaction such as Discrimination & Equality which assumes huge importance from the point of view of Expatriate and TCN employees. It has also been noticed that the feature that are normally important for Employee Satisfaction on a general note: such as Promotion and Career Development, have been given less importance by Expatriates and TCNs. This implies that the Expatriates and TCNs do not have a long term viewpoint and look for short term perspectives only. Hence, in order to retain them and execute projects within the time frame, the EPC companies have to satisfy these Expatriate / TCN employees in the facets which, according to them are very important.

The Study will contribute to the literature in the following ways:

Since there is no study available on Employee Satisfaction of Third Country Nationals and Expatriates in EPC Companies engaged in Oil Industries of UAE, the current study has been undertaken.

This study is original in value and future researches can be conducted to extend the same to other Geographical regions. This means study on Employee Satisfaction of Expatriates & TCN Employees belonging to different Geographical regions such as other GCC countries, African nations, far east etc. can be taken up by future researchers. Study of Employee Satisfaction pertaining Expatriates & TCN Employees engaged in other industries in UAE can also be taken up.

The main factors for Employee Satisfaction suggested by employees in this research are Training, Fringe benefits, Increase in Salary, Appraisal and Feedback. Hence, in UAE, especially in EPC Oil Industry, the outcomes of this research can be further studied in the form of Training Need Analysis, Restructuring of Fringe benefits, Re-designing of Salary Structure, Improvements in Appraisal & feedback system etc.

The existing theories of motivation and Employee Satisfaction are general in nature. They do not provide special reference to variables such as employee stress level, discrimination, equality and respect. This research has tried to provide additional facets to employee satisfaction by including the above variables in measuring the Employee Satisfaction level.

Summing up, any future research in the just explored area shall help in the refinement of study in Employee Satisfaction.