

## **APPENDICES**

### **APPENDIX A**

#### **SURVEY QUESTIONNAIRE FORMAT**

##### **EMPLOYEE SATISFACTION OF THIRD COUNTRY NATIONALS AND EXPATRIATES IN EPC COMPANIES OF OIL & GAS INDUSTRY IN THE UAE**

Name of the Researcher:	G. Ramakrishnan
Name of the Guide:	Dr. Nikhil Kulsreshtha
Name of the Co - Guide:	Dr. A. Lakshmana Rao
Name of the External Guide:	Dr. Santhosh Koyadan
Course:	PhD in Management (Oil & Gas)
University:	University of Petroleum & Energy Studies, India

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Dear Sir / Madam,

As part of my research titled above (Employee Satisfaction Of Third Country Nationals And Expatriates In EPC Companies of Oil & Gas Industry in The UAE), I would like to gather some information from you which will help me in an in-depth study of the topic. I would be obliged if you help me by filling the Questionnaire. This study is for academic purpose and confidentiality of all personal information of the respondents if any gathered will be kept highly confidential.

G. Ramakrishnan

Kindly fill the following:

(Please put a tick mark in the appropriate box)

**NAME OF THE ORGANIZATION:**

**PERSONAL DATA**

Age :  
Gender : Male / Female  
Nationality :  
Educational Qualification : Technical / Non Technical  
a) Graduate  
b) Post Graduate  
c) Others (Specify)  
Department :  
Marital Status : Married / Unmarried  
Native Place : Urban / Rural / Semi –  
Urban  
Years of experience :  
Years of Experience in UAE :  
Years of Experience in Present EPC Company :  
Category : Expatriate / TCN / Local

**1. Appreciation**

1. I am \_\_\_\_\_ appreciated at my company

Very Often          Often          At times          Rarely          Not at  
all

2. My efforts are recognized and rewarded adequately

Strongly agree                      Agree                      Don't know      Disagree  
Strongly disagree

**2. Communication**

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

Strongly agree                      Agree                      Don't know      Disagree  
Strongly disagree

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

Strongly agree                      Agree                      Don't know      Disagree  
Strongly disagree

**3. Co Workers**

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

Very high                      high                      reasonable      low                      extremely low

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

Strongly agree                      Agree                      Don't know      Disagree  
Strongly disagree

**4. Pay**

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

Strongly agree                      Agree                      Don't know      Disagree  
Strongly disagree

### **5. Fringe Benefits**

8. My fringe benefits meet my needs.

Strongly agree                      Agree                      Don't know      Disagree

Strongly disagree

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

Strongly agree                      Agree                      Don't know      Disagree

Strongly disagree

### **6. Job Conditions**

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

Strongly agree                      Agree                      Don't know      Disagree

Strongly disagree

### **7. Nature of Work**

11. The resources provided by my company to perform my job are \_\_\_\_\_

abundant                      adequate                      reasonable                      manageable

inadequate

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

Strongly agree                      Agree                      Don't know      Disagree

Strongly disagree

### **8. Organization**

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

Strongly agree                      Agree                      Don't know      Disagree  
Strongly disagree

**9. Personal Growth**

14. I feel that training and development is a priority in my Company  
Strongly agree                      Agree                      Don't know      Disagree  
Strongly disagree

**10. Policies and Procedures**

15. I take pride in the Company's mission, vision, and values.  
Strongly agree                      Agree                      Don't know      Disagree  
Strongly disagree

16. Employees have \_\_\_\_\_ regarding Company's targets, work progress, and future plans.  
Clear idea                      idea                      reasonable idea                      little idea  
no idea

**11. Promotion Opportunities**

17. I feel that employees are promoted based on performance  
Strongly agree                      Agree                      Don't know      Disagree  
Strongly disagree

18. My company does a good job of linking job performance to rewards  
Strongly agree                      Agree                      Don't know      Disagree  
Strongly disagree

**12. Recognition**

19. My Management \_\_\_\_\_ recognizes my performance and contribution

always                      frequently              at times              rarely              not at all

**13. Security**

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

very seriously    seriously                      reasonably                      lightly              very  
lightly

**14. Supervision**

21. My Manager encourages teamwork and cooperation

Strongly agree                      Agree                      Don't know              Disagree  
Strongly disagree

**15. Work Life Balance**

22. In case of my personal emergencies, my Manager

- Asks me to leave the office and attend the emergency
- Asks me to depute a person and leave the office
- Asks me to check over phone, if I can come after organizing the work
- Asks me to send some of my persons to go and attend the emergency
- Says he is not bothered with my personal things and wants company work to be done.

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

Very high                      high                      Moderate                      Low                      Very  
Low

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

Very high                      high                      Moderate                      Low                      Very  
Low

## **16. Equality & Respect**

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

Strongly agree                      Agree                      Neutral                      Disagree  
Strongly disagree

26. There is no discrimination at my Company.

Strongly agree                      Agree                      Neutral                      Disagree  
Strongly disagree

27. There is no harassment at my Company.

Strongly agree                      Agree                      Neutral                      Disagree  
Strongly disagree

## **17. Work Environment & Safety**

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

Strongly agree                      Agree                      Neutral                      Disagree  
Strongly disagree

29. You have an Clean, adequate/comfortable amount of space in my work area.

Strongly agree                      Agree                      Neutral                      Disagree  
Strongly disagree

30. List any three improvements you suggest in your Company that will increase Employee Satisfaction.

- a.
- b.
- c.

Thank you for your kind co-operation

## APPENDIX B

### PSYCHOMETRIC QUESTIONS FORMAT

1. What do you feel about your company going with new Technology?
  - a. Quite different about it. If I have to get to grips with it because of my job, for example, then it's usually something I am able to cope with. (1)
  - b. It worries me somewhat (0)
  - c. It is something I enjoy and find of interest.(2)
  
2. Does working to deadlines give you happiness?
  - a. No, but working to deadlines is a necessary evil most of us have to cope with.(1)
  - b. No, I find working to deadline quite a worry and much prefer being able to set my own pace.(0)
  - c. Yes, I believe I work well under pressure.(2)
  
3. If you could change your lifestyle for a year, would you?
  - a. May be in some circumstances(1)
  - b. I don't believe I ever would(2)
  - c. Yes, I would relish the opportunity(0)
  
4. Do you feel that you are losing good opportunities?
  - a. Sometimes (1)
  - b. Rarely or Never (2)
  - c. Regularly (0)
  
5. Which of the following is the most important in your working environment?
  - a. Car parking facilities (1)
  - b. Flexi-time (2)



c. Good Canteen facilities (0)

6. Your boss asks you to complete a project to a deadline you feel is unreasonable and impossible. How are you most likely to handle this situation?

a. Reluctantly accept the deadline knowing that you may be late in completing.(1)

b. Try to convince your boss that you need more time in order to complete the project to the highest standard.(2)

c. Burn the midnight oil in order to complete the project on time and impress your boss.(0)

7. How frustrating is it for you if you were not considered for promotion?

a. Not at all frustrating (0)

b. More than frustrating - It hurts (2)

c. A little frustrating perhaps but I soon get over it.(1)

8. Your Company is opening a new office in different part of the country and offers you the job of branch manager. Which of the following is likely to be your reaction, assuming you are settled and happy in your existing home?

a. I would be very reluctant to move(0)

b. I would wish to move and expect that my family would be pleased for me and support me in my decision.(2)

c. I would talk it over with my family and reach a joint decision with them.(1)

9. How important is it to you that top management people are aware of your qualifications and achievements?

a. Not very important (0)

b. Extremely important (2)

c. Fairly important (1)

10. Which do you enjoy most, your job or your hobbies?

- a. My hobbies (0)
- b. My Job (2)
- c. Both the same (1)

Maximum score : 20

Minimum Score: 0

Note: The score for the psychometric questions have not been disclosed to respondents.

## **APPENDIX C**

### **STRUCTURED INTERVIEW FORMAT**

1. Introductory Speech by Interviewer
  - a. Thanking the Interviewee
  - b. A brief note on the Interviewee
  - c. Purpose of the interview
  
2. Self Introduction of the Interviewee
  
3. Interviewee's views on Employee Satisfaction
  
4. Measures taken by their Organization to improve Employee Satisfaction
  
5. Possible scope for improvement in the area
  
6. Why Employee Satisfaction is very important in EPC companies in Oil Industry?
  
7. Thanking note by the Interviewer

## **APPENDIX D**

### **PROFILE OF SCHOLAR**

#### **Ramakrishnan G**

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Mr. G. Ramakrishnan is holding M Tech (Manufacturing Management) from BITS Pilani, MBA from Madurai Kamaraj University and M Phil (Management) from Periyar University. He has a rich experience of more than 25 years in EPC industry (10 years in L&T, 6 years in BGR Energy, 2 years in Enmas and 8+ years in TECTON Engineering)

Mr. Ramakrishnan has got experience in executing various EPC Projects including Power Plants, Sea water Desalination Plants, High Pressure Pumping Stations, Bridges, Paper Plants, Car manufacturing Plants, etc. In addition to execution of projects, he is also experienced in Estimation and Tendering. He is a member of Indian Institution of Industrial Engineering.

The Publications of Mr. G. Ramakrishnan are as given under:

- ❖ A Paper on "CSR Perspective of Employee Satisfaction" was presented in ICMI Dehradun in 2016
- ❖ A case study titled "Dealing with Stress and coping with work culture of off shore industry" was published by Case Center run by Carneige University in 2016