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## STUDY OF EMPLOYEE WELFARE & BENEFIT PRACTICES AT INDIAN OIL CORPORATION LIMITED (LUBES PLANT, VASHI, NAVI MUMBAI)

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### ABSTRACT

*Employee Welfare and benefits is a corporate attitude or commitment reflected in the expressed care for employees all levels. It aims to produce a working environment which is stimulating enough to encourage development and interest in the employees. The present study is made an attempt to determine the status of employee welfare & benefit practices adopted by Indian Oil Corporation Ltd. (Lubes Plant, Navi Mumbai) and suggest some ways to improve the quality of welfare practices.*

*The research type is exploratory. The data base has been framed from a sample of 40 employees working in the plant those who are on the roll of IOC Limited. Primary data was collected with the help of questionnaire filled by the respondents. The data was analyzed using percentage analysis. The research findings revealed that overall employees were satisfied with existing welfare facilities; allowances, medical facilities, quality of work life, safety and security. Overtime allowances and canteen facilities were the two main areas where improvements are required.*

**Key Words:** *Welfare & Benefits, Allowance, Quality of Work life, Safety & Security*

### INTRODUCTION

Employee welfare includes various services, benefits and facilities offered to employees by the employers. Anything which is done for the comfort and improvement of employees; provided over and above the wages are considered as welfare services. Whereas employee benefits include various types of non-wage compensation provided to employees in addition to their normal wages or salaries. Employee welfare is a comprehensive term including various services, facilities and amenities provided to employees for their betterment. Welfare measures are in addition to regular wages and other economic benefits available to employees under legal provisions and collective bargaining. The basic purpose of employee welfare is to improve the work life and thereby making an employee a good employee and a happy citizen. Employee welfare is an essential part of social welfare. It involves adjustment of an employee's work life and family life to the community or social life. Welfare measures may be both voluntary and statutory. Employer offer welfare services and benefits to attract and retain their employees. Better employee welfare services results into organizational advantages, increased employee morale along with job security and reduces employee turnover.

### REVIEW OF LITERATURE

**Mohan Reenu and Panwar J S** in their research paper titled as "*Current Trends in Employee Welfare Schemes in Udaipur Retail Sector*", published in International Journal of Scientific

Research and Reviews, reveals information about the employee welfare schemes prevalent in the retail stores in Udaipur. Performance of employees in any organization depends on the policies, procedures and welfare facilities adopted by the organization. Their research study is based on both primary and secondary data. On the basis of data analysis various suggestions for the retail stores were recommended - the retail stores should provide transportation facilities to the employees, stores must arrange different sports activities for the employees, and retail stores must provide accommodation facilities to its employees. The stores must come forward to sponsor the higher education desires of deserving candidates. The stores must take an initiative to conduct corporate social responsibility at the store level.

**T. Venkata Ramana and Dr. E. Lokanadha Reddy S** in their research paper titled as “*A Study on Employee Welfare Measures with reference to South Central Railways in India*”, published in Zenith International Journal of Business Economics & Management Research, emphasizes on intra-mural and extra –mural welfare schemes. The intra-mural schemes are those schemes that are compulsory to provide by an organization as compliance to the laws governing employee health and safety. The extra-mural schemes consist of anything other than which is mandatory by the government. The extra-mural schemes differ from organization to organization and from industry to industry. This paper contributes the in-depth of analysis of both intra-mural and extra-moral and its impact on employee satisfaction in South Central Railways. This study conducted with objectives of welfare measures in South Central Railways and its impact on employee satisfaction Finally, results drawn with basis of observations are Extra-Mural particularly on Sports, Cultural, Library, Reading, Leaves on travel, Welfare Cooperatives, Vocational, Welfare facilities to Children and Women, where as in Intra-mural particularly protective clothing, crèches, restrooms and drinking facilities are in poor state to improve the rate of employee satisfaction.

### **OBJECTIVES OF THE STUDY**

- To know the opinion of employees about the welfare & benefits policies of IOCL.
- To find out the extent to which employees are satisfied or dissatisfied with the welfare & benefits policies.
- To collect the opinions of the employees so as to know whether the provision of welfare & benefits policies and their adequacy helps to improve the performance of the employees as well as the company.
- To make appropriate and relevant recommendations to the management for improving welfare & benefits policies.

### **SCOPE AND LIMITATIONS OF THE STUDY**

❖ The present study has been undertaken to find out the level of employee satisfaction with regard to existing welfare & benefit schemes at IOC Ltd, Vashi Lubes plant. Through this study, company would be able to identify the gaps in the existing welfare & benefit schemes and accordingly steps can be taken to improve these schemes.

❖ Time is the important limitation. Due to time constraint only limited population was taken for the study. Findings based on this study cannot be used in other organizations. There are chances of misrepresentation of the responses. The biased view of the respondent was another cause of the limitation.

## INDIAN OIL CORPORATION LIMITED (LUBES PLANT, VASHI, NAVI MUMBAI)

Indian Oil Corporation Limited (Indian Oil) is India's largest commercial enterprise headquartered in Delhi, with a sales turnover of Rs. 4, 50,756 crore (US\$ 73.7 billion) and profits of Rs. 5,273 crore for the year 2014-15. It is one of the leading Indian corporate in Fortune's prestigious 'Global 500' listing of the world's largest corporates, ranked at the 119th position for the year 2015. In 1990, the Grease Plant of IOC which was earlier at Mumbai was relocated to Vashi, Navi Mumbai. This plant is formally known as IOC, Lubes Plant, Vashi.

### RESEARCH METHODOLOGY

A sample of 40 respondents was taken for the study. Simple random probabilistic sampling technique has been used. To achieve the objective of the study an Exploratory Research was conducted to assess what employee thinks about existing welfare & benefit schemes. For the purpose of the study data was collected from both primary and secondary sources. In this research study, primary data was collected through Survey using Questionnaire as research instrument. Questionnaire had close ended questions.

### DATA ANALYSIS & INTERPRETATION

#### Allowances

#### 1. Working with IOCL Vashi Lubes Plant

Years	Responses	% Wise Response
0-5 Years	19	47.5
5-10 Years	11	27.5
10 to 15 Years	6	15
More than 15 Years	4	10

*Source: Primary Data*

With the above table it can be interpreted that employees who are working with the Vashi Lubes Plant from 10 years or more than that are less than the employees who have joined it from 0-5 & 5-10 years.

#### 2. Conveyance, HRA and Educational Allowances

Ratings	Responses	% wise Response
Highly Satisfactory	6	15
Satisfactory	22	55
Average	9	22.5
Dissatisfactory	2	5
Highly Dissatisfactory	1	2.5

*Source: Primary Data*

55 % of the respondents are satisfactory about the Conveyance, HRA & Educational Allowances, it can be interpreted that majority of employees at the IOCL plant are happy with existing Conveyance, HRA and educational allowances.

**3. Overtime Allowances**

Ratings	Responses	% wise Response
Highly Satisfactory	0	0
Satisfactory	9	22.5
Average	12	30
Dissatisfactory	13	32.5
Highly Dissatisfactory	6	15

*Source: Primary Data*

None of the employee is highly satisfied with overtime allowance only 15% are highly satisfied. Whereas 22.5 % of the respondents are satisfied in comparison to 32.5% dissatisfied. 30% respondents are undecided about this. It can be inferred that most of the respondents are not happy with the current level of Overtime Allowances and it needs to be revised/ increased.

**4. Regular Increments**

Ratings	Responses	% wise Response
Yes	28	70
No	12	30

*Source: Primary Data*

70% of the respondents are of the opinion that they are getting regular increments, so it can be said that increments are given to most of the respondents on regular basis .Only 12 % respondents are not happy on this factor. Overall allowances; Conveyance, HRA & educational allowances and regular increments employees are satisfied except the overtime allowances.

**Canteen Services****1. Canteen Services**

Ratings	Responses	% wise Response
Highly Satisfactory	0	0
Satisfactory	8	20
Average	12	30
Dissatisfactory	13	32.5
Highly Dissatisfactory	7	17.5

*Source: Primary Data*

None of the employee is highly satisfied with existing canteen services only 17% are highly satisfied. Whereas 20 % of the respondents are satisfied in comparison to 32.5% dissatisfied. 30% respondents are undecided about this. It can be inferred that most of the respondents are not happy with the current status of canteen services.

**2. Nutritious Food**

Ratings	Responses	% wise Response
Highly Nutritive	0	0
Nutritive	5	12.5
Somewhat Nutritive	22	55
Least Nutritive	13	32.5

*Source: Primary Data*

According to 55% respondents the canteen food is somewhat nutritive.

### 3. Hygienic Conditions In and Around the Canteen and Workplace Area

Ratings	Responses	% wise Response
Always Maintained	15	37.5
Mostly Maintained	19	47.5
Sometimes Maintained	5	12.5
Never Maintained	1	2.5

*Source: Primary Data*

47.5 % respondents are of the opinion that hygienic conditions are mostly maintained. 37.5% respondents are of the opinion that hygiene is always maintained. Only 12.5% are of the opinion that sometimes hygienic conditions are maintained in and around the canteen and workplace area. Overall it can be inferred that canteen & workplace area are well maintained in respect of hygiene.

### 4. Food/Snacks/Drinks Provided at Different Intervals

Ratings	Responses	% wise Response
Highly Satisfactory	0	0
Satisfactory	6	15
Average	12	30
Dissatisfactory	16	40
Highly Dissatisfactory	6	15

*Source: Primary Data*

None of the respondent was highly satisfied with food provided at intervals. 15 % respondents were highly dissatisfied on this factor. 40% respondents are dissatisfied, 15% are satisfied with the food provided at different intervals. Here it can be inferred that most of the employees are dissatisfied about the food/snacks provided to them at different intervals.

With respect to overall canteen services, the employees are dissatisfied

## Medical Facilities

### 1. Medical Benefits to Employees and their Families

Ratings	Responses	% wise Response
Highly Satisfactory	4	10
Satisfactory	16	40
Average	12	30
Dissatisfactory	6	15
Highly Dissatisfactory	2	5

*Source: Primary Data*

It was found that employees are satisfied with the provided medical services. Amongst the respondents 10% were highly satisfied whereas 15% highly dissatisfied. 40% respondents were satisfied in comparison to 15% were dissatisfied. 30% respondents were undecided on this parameter.

### 2. First Aid Box with Proper Content

Ratings	Responses	% wise Response
Always	17	42.5
Mostly	15	37.5
Sometimes	7	17.5

Never	1	2.5
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Source: Primary Data

With the above table it can be inferred that majority of the respondents are of the opinion that first aid box is available at the required time with proper content.

### 3. Medical Treatment to Heavily Injured/ Suffered Worker and Readiness of Ambulance

Ratings	Responses	% wise Response
Immediately	18	45
Within 15-30 Minutes	15	37.5
Within ½ - 1 Hour	7	17.5
More than 1 Hour	0	0

Source: Primary Data

It is can be inferred from the above table that 45% of the respondents are of the opinion that treatment to injured worker is given immediately and ambulance is immediately. According to 37.5 % respondents ambulance is available within 15 -30 minutes. At IOCL, Lubes Plant, Vashi, injured worker gets medical treatment immediately.

Overall, it is noticeable that the employees are getting immediately good medical services.

### Quality of Workplace

#### 1. Rest in Between Working Hours

Ratings	Responses	% wise Response
Within ½ - 1 Hours	2	5
Within 1 - 2 Hours	12	30
Within 2-3 Hours	18	45
Within 3 - 4 Hours	8	20

Source: Primary Data

45/% of the respondents revealed that they were taking rest within 2-3 hours. 30% respondents were taking rest within 1-2 hours; only 5% were taking hourly rest. 20% were taking rest within 3 to 4 hours. In general the above table indicates that there are sufficient rest periods in between work time.

#### 2. Sitting Arrangements within the Plant and Canteen

Ratings	Responses	% wise Response
Highly Satisfactory	1	2.5
Satisfactory	17	42.5
Average	12	30
Dissatisfactory	6	15
Highly Dissatisfactory	4	10

Source: Primary Data

42.5 % of the respondents are satisfied with the Sitting arrangement in Plant and Canteen whereas 15% are dissatisfied on this parameter. Only 2.5% feels highly satisfied in comparison to 10% highly dissatisfied with the sitting arrangements in the plant and canteen.

### 3. Working Environment

Ratings	Responses	% wise Response
Highly Satisfactory	5	12.5
Satisfactory	20	50
Average	8	20
Dissatisfactory	4	10
Highly Dissatisfactory	3	7.5

*Source: Primary Data*

50 % of the respondents are satisfied with the working environment whereas 10% are dissatisfied on this parameter. 12.5% feels highly satisfied in comparison to 7.5 % highly dissatisfied with the working environment in the plant. With the above table it can be inferred that the working environment in the plant is good.

### 4. Sufficient Number of Wash Rooms/Rest Rooms

Ratings	Responses	% wise Response
Yes	26	65
No	14	35

*Source: Primary Data*

It can be inferred from the above table that there are sufficient number of wash rooms in the plant.

### 5. Hygienic Conditions in Wash Rooms

Ratings	Responses	% wise Response
Highly Satisfactory	1	2.5
Satisfactory	13	32.5
Average	17	42.5
Dissatisfactory	6	15
Highly Dissatisfactory	3	7.5

*Source: Primary Data*

7.5% respondents are highly dissatisfied with the hygienic conditions of wash rooms where as only 2.5 % respondents are highly satisfied with the hygienic conditions of the wash rooms in the plant. 32.5% respondents are satisfied in comparison to 15% dissatisfied on this parameter. Around 42.5% respondents are undecided on this parameter.

### 6. Factor Affecting Efficiency

Ratings	Responses	% wise Response
Relationship with Boss	13	32.5
Relationship with Colleagues	9	22.5
Relationship with Clients	1	2.5
Working Environment (other than technical)	5	12.5
Salary & Perquisites	12	30

*Source: Primary Data*

The highest percentage 32.5 is for the factor of Relationship with boss, followed by 30 % & 22.5 % for Relationship with Colleagues & Salary and Perquisites indicates that these 3 factors

affect the efficiency of workers mostly & factors like Relationship with Clients & Working Environment have less impact on it.

### **Safety & Security Aspects**

#### **1. Care of the Employees Working in the Night Shift**

<b>Ratings</b>	<b>Responses</b>	<b>% wise Response</b>
Yes	18	45
No	22	55

*Source: Primary Data*

It can be inferred from the above table that majority of the respondents i.e 55 % are of the opinion that the company does not take due care of employees working in night shift which signifies the need for taking proper care of employees working in night shift.

#### **2. Feeling of Security while Working**

<b>Ratings</b>	<b>Responses</b>	<b>% wise Response</b>
Yes	25	62.5
No	15	37.5

*Source: Primary Data*

Majority of the employees working in IOCL are of the opinion that proper security measures are provided by the organization.

#### **3. Safety Measures for Employees**

<b>Ratings</b>	<b>Responses</b>	<b>% wise Response</b>
Yes	22	55
No	18	45

*Source: Primary Data*

Majority of the respondents are of the opinion that the organization takes proper safety measures for employee Safety.

#### **4. Overall Health and Safety Facilities**

<b>Ratings</b>	<b>Responses</b>	<b>% wise Response</b>
Highly Satisfactory	2	5
Satisfactory	16	40
Average	12	30
Dissatisfactory	9	22.5
Highly Dissatisfactory	1	2.5

*Source: Primary Data*

5% respondents are highly satisfied with the overall health and safety facilities where in 2.5 % are highly dissatisfied. 40 % respondents are satisfied in comparison to 22.5 % dissatisfied with the overall health and safety facilities in the plant. 30 % respondents are undecided on this parameter.

#### **5. Leave Policy**

<b>Ratings</b>	<b>Responses</b>	<b>% wise Response</b>
Highly Satisfactory	0	0
Satisfactory	14	35



Average	17	42.5
Dissatisfactory	7	17.5
Highly Dissatisfactory	2	5

*Source: Primary Data*

No one is highly satisfied with the existing leave policy of the plant. 5 % respondents are highly dissatisfied with the leave policy. 35 % respondents are satisfied wherein 17.5 % are highly dissatisfied with existing leave policy. 42.5 % respondents are undecided on this parameter.

### **Welfare Activities**

#### **1. Most Important Welfare Activity**

<b>Ratings</b>	<b>Responses</b>	<b>% wise Response</b>
<b>Training</b>	17	42.5
<b>Health and Safety</b>	21	52.5
<b>Other Welfare Measures</b>	2	5

*Source: Primary Data*

It can be inferred from the table welfare activities related to health and safety are more important to employees followed by training activities and other welfare measures.

#### **2. Overall Welfare Facilities**

<b>Ratings</b>	<b>Responses</b>	<b>% wise Response</b>
Highly Satisfactory	3	7.5
Satisfactory	12	30
Average	17	42.5
Dissatisfactory	6	15
Highly Dissatisfactory	2	5

*Source: Primary Data*

7.5% respondents are highly satisfied with the overall welfare facilities of the plant whereas 5% respondents are highly dissatisfied with the overall welfare facilities, 30 % respondents feel satisfied in comparison to 15% highly dissatisfied on this parameter. 42.5 % respondents are undecided about overall welfare facilities of the plant.

### **OBSERVATIONS AND FINDINGS**

Overall the employees are satisfied with the majority of welfare facilities except the few facilities which require change. Canteen facilities require immediate improvements. Employees expect more nutritious good quality food served at regular intervals. The employees are satisfied with the overall allowances (conveyance, HRA, educational allowances, increments etc.), except the overtime allowances which requires change. Employees are satisfied with the existing medical facilities. The research findings reveal that employees are satisfied with the quality of workplace except the hygienic factor. Wash rooms cleanliness require immediate improvements. Researcher is of the opinion that employee efficiency is affected by relationship with the superior, salary and perquisites; if these are improved with respect to the market parity the employee efficiency can be increased further. Majority of the employees were of the opinion that "health & safety" is more important than training and other welfare activities.

## CONCLUSIONS AND SUGGESTIONS

The employee welfare facilities are standardized and carried out in a systematic manner at IOC (Lubes Plant, Vashi). Majority of the employees were satisfied with the overall welfare facilities. Canteen facilities require improvement. The canteen menu should be changed regularly. There should be an increase in Overtime Allowances. Strict instructions about cleaning the wash rooms should be given to washer men for maintaining hygiene in wash rooms. The water tank supplying drinking water should be cleaned in every 6 months.

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