

A
PROJECT REPORT
ON

“A STUDY ON JOB SATISFACTION OF BHARAT PETROLEUM
CORPORATION LIMITED (BPCL).”

Submitted to

G.S COLLEGE OF COMMERCE AND ECONOMICS (AUTONOMOUS),
NAGPUR

Affiliated to

RASHTRASANT TUKDOJI MAHARAJ UNIVERSITY, NAGPUR

In partial fulfillment for the award of the degree of

Bachelor of Business Administration

Submitted by

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Academic year 2023-24



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CERTIFICATE

This is to certify that “Mohini Nanduji Khangar” has submitted the project report titled “**A Study on job satisfaction towards BPCL**”, towards partial fulfilment of **BACHELOR OF BUSINESS ADMINISTRATION** degree examination. This has not been submitted for any other examination and does not form part of any other course undergone by the candidate.

It is further certified that she has ingeniously completed her project as prescribed by Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur.

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DECLARATION

I here-by declare that the project with title “**A Study on job satisfaction towards BPCL**”, has been completed by me in partial fulfilment of ‘**BACHELOR OF BUSINESS ADMINISTRATION**’ degree examination as prescribed by Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur and this has not been submitted for any other examination and does not form the part of any other course undertaken by me.

Place: Nagpur

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Academic year 2023-24

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I would like to thank all those who helped me in making this project report complete and successful.

Place: Nagpur

MOHINI NANDUJI KHANGAR

Date:

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CHAPTER-1
INTRODUCTION

INTRODUCTION

In the contemporary corporate landscape, where organizations strive to optimize productivity and employee engagement, the concept of job satisfaction stands as a pivotal determinant of organizational success. Job satisfaction not only impacts individual well-being but also influences organizational productivity, retention rates, and overall performance. Understanding the factors contributing to job satisfaction is imperative for organizations to formulate effective strategies for employee motivation and retention.

Bharat Petroleum Corporation Limited (BPCL), a leading Fortune 500 oil refining and marketing company in India, operates in a highly competitive and dynamic industry. With a workforce comprising diverse talents and skillsets, BPCL recognizes the significance of fostering a work environment conducive to employee satisfaction. This study endeavors to delve into the nuances of job satisfaction among employees at BPCL, aiming to identify key factors influencing satisfaction levels and proposing recommendations for enhancing overall employee well-being and organizational performance.

JOB SATISFACTION-

Job satisfaction, a multifaceted construct, encapsulates an individual's subjective perception and emotional response towards various aspects of their job and work environment. It is a critical indicator of the degree to which employees find fulfillment, contentment, and gratification in their roles within an organization. Job satisfaction is influenced by a myriad of factors, including but not limited to, the nature of the work itself, compensation and benefits, career advancement opportunities, relationships with colleagues and supervisors, organizational culture, work-life balance, and recognition and appreciation.

At its core, job satisfaction reflects the alignment between an individual's expectations, aspirations, and the actual experiences and outcomes derived from their work. When employees perceive their job experiences positively and feel a sense of accomplishment, autonomy, and fulfillment, they are likely to exhibit higher levels of job satisfaction.

Conversely, dissatisfaction may arise when there is a dissonance between expectations and reality, such as inadequate rewards, limited growth prospects, poor interpersonal relationships, or a lack of organizational support and recognition.

In today's competitive business landscape, where talent acquisition and retention are key drivers of organizational success, prioritizing job satisfaction is not just a moral imperative but also a strategic necessity. By investing in initiatives that promote employee satisfaction and well-being, organizations can cultivate a motivated, engaged, and resilient workforce that is better equipped to navigate challenges, drive innovation, and contribute to long-term sustainable growth.

Job satisfaction, a multifaceted construct, has been defined and conceptualized by various authors from different perspectives.

Edwin A. Locke, a prominent figure in organizational psychology, defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1969).

According to Locke's definition, job satisfaction is influenced by the subjective evaluation of various aspects of the job, including tasks, relationships, and rewards.

Fred Luthans, known for his work in organizational behaviour, defines job satisfaction as "an affective or emotional response toward various facets of one's job" (Luthans, 2002).

According to Fred Luthans's definition, Luthans emphasizes the emotional component of job satisfaction, suggesting that it involves feelings of contentment or discontentment with different aspects of the job.

According to Herzberg, Mausner, and Snyderman's definition, Herzberg, Mausner, and Snyderman proposed the Two-Factor Theory of motivation, which distinguishes between hygiene factors (extrinsic factors) and motivators (intrinsic factors). They define job satisfaction as "the extent to which a person's needs are met by the intrinsic rewards in their job" (Herzberg et al., 1959).

According to this theory, job satisfaction is influenced by the presence or absence of factors such as recognition, achievement, responsibility, and growth opportunities.

According to J. Richard Hackman and Greg R. Oldham's definition, Hackman and Oldham conceptualize job satisfaction as "the extent to which individuals experience affective responses to their job roles or to the physical and social conditions of the workplace"

(Hackman & Oldham, 1976). Their Job Characteristics Model emphasizes the role of job design and the psychological states experienced by employees, suggesting that job satisfaction is influenced by the meaningfulness of work, autonomy, and feedback.

According to George H. Litwin and Robert A. Stringer's definition, Litwin and Stringer define job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Litwin & Stringer, 1968). Their definition aligns with Locke's conceptualization, emphasizing the subjective appraisal of job-related experiences.

Human Resource Management is considered to be the most valuable asset in any organization. It is the sum-total of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the employed persons who comprise of executives, supervisors, and the rank and file employees. It may be noted here that human resources should be utilized to the maximum possible extent, in order to achieve individual and organizational goals. It is thus the employee's performance which ultimately decides and attainment of goals. However, the employee performance is to a large extent, influenced by motivation and job satisfaction.

Human resource management is a specialized functional area of business that attempts to develop programmes, policies, and activities to promote the job satisfaction of both individual and organizational needs, goods and objectives. People join organizations with certain motives like security of income and job, better prospects in future, and satisfaction

of social and psychological needs. Every person has different sets of needs at different times. It is the responsibility of management to recognize this basic fact and provide appropriate opportunities and environments to people at work to satisfy their needs.

Theories of Job Satisfaction-

Job satisfaction has been related as a complex set of variable there have been attempts to explain job satisfaction different. A brief resume of some important theories related to dynamics of job satisfaction will not be out of place a reflection on theories will point out that in these discussions it becomes difficult to consider motivation as separate and apart from Job satisfaction has been related as a complex set of variable there have been attempts to explain job satisfaction different. A brief resume of some important theories related to dynamics of job satisfaction will not be out of place a reflection on theories will point out that in these discussions it becomes difficult to consider motivation as separate and apart from job satisfaction although there are both theoretical and practical differences between the two concepts. But, it must be noted that the two closely related and as Werniment, Toren and Kapell (170) point out that analysis of the procedures used in studies of job satisfaction. Perhaps the most widely discussed theory related to motivation and job satisfaction in Maslow (1943) hierarchy of needs. He proposed that needs may be classified into five groups.

- The physiological needs: These are the basic needs of the organism such as food, shelter, clothing etc.
- The safety needs: Once the physiological needs are met there emerges a new set of needs generally related to protection against danger, to secure life, thereat, etc.,
- Social needs: These are the needs for affectionate relations with other individuals like need of association, peer relations, for love.
- The esteem needs or go needs: Next in hierarchy are needs of stable self reputation, status and recognition.

- The self-actualization needs: Highest in hierarchy of needs, the needs for self fulfillment, the need to achieve one's full capacity for doing.

MODELS OF JOB SATISFACTION-

Job satisfaction can be conceptualized and measured in various ways, with several models proposed to understand its components. Some prominent models of job satisfaction include:

1. Content-Based Model: Focuses on the specific aspects of a job that contribute to satisfaction, such as the nature of the work, pay, promotion opportunities, supervision, coworkers, and working conditions.
2. Two-Factor Theory (Herzberg's Theory): Proposes that satisfaction and dissatisfaction at work arise from different factors. Satisfaction is primarily influenced by intrinsic factors like achievement, recognition, work itself, responsibility, advancement, and growth, while dissatisfaction is more influenced by extrinsic factors like company policy, supervision, salary, interpersonal relationships, and working conditions.
3. Discrepancy Model: Compares an individual's expectations about various aspects of their job with their perceptions of what they actually experience. Satisfaction results from the extent to which perceived job conditions meet or exceed expectations.
4. Job Characteristics Model (Hackman and Oldham): Identifies five core job characteristics – skill variety, task identity, task significance, autonomy, and feedback – that contribute to intrinsic motivation and satisfaction.
5. Social Information Processing Model: Emphasizes the influence of social interactions and relationships within the workplace on job satisfaction. It suggests that satisfaction is influenced by perceptions of fairness, support, and relationships with supervisors and coworkers.

6. Affect Theory: Focuses on the emotional experiences associated with work, suggesting that job satisfaction results from the balance between positive and negative emotions experienced on the job.

These models provide different perspectives on what contributes to job satisfaction, and researchers may draw on one or more of these models to understand and measure satisfaction in organizational settings.

FACTORS AFFECTING JOB SATISFACTION-

Several factors can influence job satisfaction, including:

1. **Work Environment:** The physical and social aspects of the workplace, including safety, cleanliness, and the quality of relationships with coworkers and supervisors, can significantly impact job satisfaction.
2. **Job Characteristics:** The nature of the job itself, such as the level of autonomy, variety, task significance, feedback, and opportunities for skill development, can influence satisfaction.
3. **Compensation and Benefits:** Fair and competitive compensation, along with benefits such as health insurance, retirement plans, and other perks, can contribute to job satisfaction.
4. **Opportunities for Advancement:** Clear pathways for career advancement, opportunities for growth, and recognition of achievements can enhance job satisfaction.
5. **Work-Life Balance:** The ability to balance work commitments with personal and family responsibilities can significantly impact overall satisfaction with one's job.
6. **Organizational Culture:** The values, norms, and practices within an organization can shape employees' experiences and satisfaction levels. A positive, supportive, and inclusive culture tends to foster higher levels of satisfaction.

7. Leadership and Management: Effective leadership that provides support, clear communication, feedback, and opportunities for employee development can enhance job satisfaction.
8. Recognition and Appreciation: Feeling valued and appreciated for one's contributions can positively impact job satisfaction.
9. Job Security: Perceptions of job stability and security can influence overall satisfaction and well-being.
10. Workload and Stress: Excessive workload, unrealistic expectations, and high levels of stress can negatively affect job satisfaction.

These factors interact in complex ways to shape employees' perceptions of their jobs and overall satisfaction levels. Employers and managers can enhance job satisfaction by addressing these factors and creating a supportive and engaging work environment.

ABOUT TOPIC-

A project report on "A Study on Job Satisfaction towards BPCL" would delve into exploring the factors that contribute to the job satisfaction levels of employees within Bharat Petroleum Corporation Limited (BPCL). The report would likely begin by defining job satisfaction and its importance in organizational effectiveness and employee well-being. It would then outline the objectives of the study, which could include assessing the overall job satisfaction levels of BPCL employees, identifying key factors influencing their job satisfaction, and proposing recommendations for enhancing job satisfaction within the organization.

The methodology section of the report would detail the research design, data collection methods (such as surveys, interviews, or focus groups), and sampling techniques used to gather information from BPCL employees. Quantitative data analysis techniques, such as statistical analysis, may be employed to analyse survey responses and identify patterns or correlations related to job satisfaction.

Qualitative data, obtained through interviews or open-ended survey questions, could provide deeper insights into employees' perceptions, attitudes, and experiences related to their jobs at BPCL. Common themes or recurring issues may emerge from the qualitative analysis, shedding light on specific areas for improvement in the organization's work environment, leadership practices, compensation and benefits, career development opportunities, and other relevant factors impacting job satisfaction.

The report would conclude with a summary of key findings, implications for BPCL's human resource management practices, and recommendations for fostering a more satisfying work environment for employees. These recommendations may include strategies for enhancing communication and employee engagement, providing training and development opportunities, recognizing and rewarding employee contributions, and addressing any identified sources of dissatisfaction. Overall, the project report would aim to contribute valuable insights and recommendations for enhancing job satisfaction and promoting employee well-being within BPCL.



CHAPTER-2
COMPANY PROFILE

COMPANY PROFILE



- **OUR JOURNEY- The Bharat Petroleum Story**

Discover the rich history of Bharat Petroleum, India's 'best performing' Maharatna Public Sector Undertaking, and its journey from being an Oil and Gas Company in India to a Fortune 500 oil refining, exploration and marketing conglomerate.

When Oil discoveries were being made and industries expanded, John D. Rockefeller and his business associates acquired control over numerous refineries and pipelines. With these acquisitions under their belt, they went on to form the Standard Oil Trust – a giant in its own right.

Observing this and to counter the growing significance of Standard Oil, three largest rivals - Royal Dutch, Shell and Rothschild's - came together to form a single organisation called Asiatic Petroleum to market petroleum products in South Asia.

In 1928, Asiatic Petroleum (India) joined hands with the Burmah Oil Company, an active producer, refiner and distributor of petroleum products, particularly in Indian and Burmese markets to form the Burmah-Shell Oil Storage and Distributing Company of India Limited.

- **EVOLUTION OF BPCL**

A PIONEERING APPROACH-

Burmah Shell began its operations with the import and marketing of Kerosene and soon proved itself to be a pioneer in more ways than one. The company imported oil products in bulk and transported them in 4-gallon and 1-gallon tins all over India.

The company also took up the challenge of reaching out to people in remote villages to ensure every home was supplied with kerosene. Thus, the development and promotion of efficient kerosene-burning appliances for lighting and cooking became an important part of its kerosene selling activity.

THE RETAIL REVOLUTION-

The first drive-through fuel station in India was built in 1928. From then, our pan country network of Fuel Station has crossed more than 20,000 mark, with approximately 1 Crore vehicles fueling up every day. Bharat Petroleum also launched several iconic initiatives, such as, Pure for Sure, Premium Petrol & Diesel, Urban and Transport Loyalty Programme, Convenience Store In & Out, etc;. to transform the face of fuel retailing in India.

Post war, Burmah Shell established efficient and up-to-date fuel service and filling stations to give its customers the highest possible standard of service facilities.

FROM THE GROUND TO THE SKY-

As far as the story of aviation fuel in India goes, Burmah Shell, the erstwhile identity of BPCL began with bullock carts for transporting aviation fuel sometime during the early 20th century and the fag end of the century saw the commissioning of most modern hydrants. Our Aviation history have seen one milestone leading to the other, carved and etched with the glory of bygone era. Enjoy as you fly through the times.

THE BIRTH OF TITAN-

On 24th January 1976, a new era dawned, as a 100% public sector enterprise, Bharat Refineries Limited, acquired complete ownership of Burmah Shell's interests in India, including the largest refinery and a nationwide marketing organization. , Bharat Refineries Limited was later named as Bharat Petroleum Corporation Limited.

An advertisement released by Bharat Refineries Limited, in newspapers on 24th January 1976, offered the nation its first greetings in a new spirit of dedication.

BHARAT PETROLEUM NEW LOGO-18th NOVEMBER, 1977-

Those golden drops of Oil - this is what is commonly seen as Bharat Petroleum's logo. However, the genesis of this unique symbol takes us back several centuries to the ancient Chinese Civilisation, where a similar design represented the elemental forces of Heaven Man and Earth.

In the Chinese view, all manifestations of the TAO are generated by the dynamic interplay of two polar forces - YIN and YANG. The idea is old and many generations worked on the symbols of the archetypal pair YIN and YANG meaning SHADE and SUN of the shady and sunny sides of the mountain - till these concepts became fundamental to Chinese thought.

The TAO, therefore, means - that which lets now the dark, will now let the light appear – signifying a continuous process. These two opposite poles of nature, representing light and dark, also represent Male and Female, Firm and Yielding, Above and Below.

Yang symbolizes all that is light, strong, male, firm, creativity and heaven, while Yin means the dark, receptive, female and earth. Heaven is above and full of movement while the Earth in the old geocentric view is below and resting - thus Yang stands for Movement and Yin, Rest.

In the realm of thought, Yin is complex (the female intuitive mind) while the Yang is rational (male intellect). While Yin is the quiet, contemplative state of the Sage, Yang is the strong creative action of the King. The dynamic character of YIN and YANG is illustrated by the ancient Chinese symbol called Tai-chi T'u or 'Diagram of the Supreme Ultimate'. The diagram shows the dark Yin and light Yang but the symmetry is not static. It is a rotational symmetry suggesting very forcefully, a continuous cyclic movement.

VISION OF BPCL-

BPCL's vision is to be the most admired global energy company leveraging talent and technology.

MISSION OF BPCL-

Its mission is to provide energy solutions and enhance stakeholder value in an ethical and socially responsible manner.

Company type	Central Public Sector Undertaking
<u>Traded as</u>	<ul style="list-style-type: none"> • BSE: 500547 • NSE: BPCL • NSE NIFTY 50 Constituent
<u>ISIN</u>	INE029A01011
Industry	Energy: Oil and gas
Founded	1976
Headquarters	Mumbai, Maharashtra, India
Key people	G.Krishnakumar (Chairman & MD) ^[1]

Products	<ul style="list-style-type: none"> • Petroleum • Natural gas • LNG • Lubricants • Petrochemicals
Revenue	<p>▲ ₹535,045 crore (US\$67 billion)^[2] (2023)</p>
Operating income	<p>▼ ₹2,821 crore (US\$350 million)^[2] (2023)</p>
Net income	<p>▼ ₹2,131 crore (US\$270 million)^[2] (2023)</p>
Total assets	<p>▲ ₹188,109 crore (US\$24 billion)^[3] (2023)</p>
Total equity	<p>▲ ₹53,522 crore (US\$6.7 billion)^[3] (2023)</p>
Owner	Ministry of Petroleum and Natural Gas, Government of India
Number of employees	▲ 8,713 permanent and 24,314 contract labourers (31 March 2023)
Divisions	<ul style="list-style-type: none"> • Bharat Petroresources Limited • Bharat Gas Resources Limited • Bharat Renewable Energy Limited
Subsidiaries	<ul style="list-style-type: none"> • Indraprastha Gas Limited • Petronet LNG
Website	www.bharatpetroleum.in

- **ABOUT BPCL BRAND**

Bharat Petroleum Corporation Limited (BPCL) stands as a prominent brand in India's energy sector, renowned for its unwavering commitment to delivering quality products and services. As one of the country's leading oil and gas companies, BPCL has established itself as a trusted name synonymous with reliability, efficiency, and innovation. With a diverse portfolio spanning refining, marketing, and distribution, BPCL plays a pivotal role in fulfilling India's energy needs. Its extensive network of retail outlets ensures widespread accessibility, while its focus on technological advancements and sustainable practices underscores its dedication to environmental stewardship. Through a customer-centric approach and a relentless pursuit of excellence, BPCL continues to set benchmarks in the industry, driving growth and progress while consistently exceeding expectations.

- **BRAND AMBASSADOR**

Bharat Petroleum Corporation (BPCL), one of India's leading petroleum companies, has recently announced its partnership with Olympic and World Javelin Champion **Neeraj Chopra**. Neeraj Chopra will serve as the brand ambassador for BPCL's premium petrol variant, '**Speed.**' This collaboration adds to BPCL's list of esteemed brand ambassadors.



THE PROMISE OF “SPEED”-

Introduction of Speed petrol- G. Krishnakumar, Chairman and Managing Director of BPCL, described Speed as a high-performance petrol embodying peak performance and the thrill of staying ahead consistently.

Technological features- The integration of advanced technology into ‘Speed’ is emphasized, particularly showcasing the bespoke friction modifier technology. This innovation guarantees enhanced driving experiences, improved fuel efficiency, and peak engine performance.

Benefits of Multi-Function Additives (MFA)- Speed is blended with world-class MFA, which effectively controls harmful deposits in all fuel metering systems and components such as fuel injectors, carburetors, intake valves/ports, and combustion chambers. This leads to enhanced engine performance and up to 2% fuel economy benefits.

Prevention of emissions and Octane Requirement Increase (ORI)- Uncontrolled emissions and ORI can occur with low-quality fuel. Speed’s MFA technology washes away harmful debris, prevents further debris formation, and reduces emissions. This not only increases the engine’s lifespan but also promotes sustainability by lowering emissions.

Engine protection- Speed’s technology aims to address engine problems caused by low-quality fuel by providing comprehensive care for all engine components. It prevents rust, corrosion, and provides overall protection, thereby reducing maintenance costs and extending the engine’s lifespan.

Sukhmal Jain, BPCL’s Director of Marketing, emphasized the role of sports as a driving force for inspiration and unity, aligning seamlessly with Neeraj Chopra’s ethos of triumph and pursuit of excellence, as well as the characteristics embodied by ‘Speed’ petrol. With Neeraj Chopra’s winning mindset and BPCL’s dedication to excellence, this partnership is positioned to motivate customers to reach unprecedented levels of performance and efficiency on their journeys.

BPCL OPERATIONS-

Bharat Petroleum Corporation Limited (BPCL) is an Indian state-owned enterprise (PSU) that falls under the jurisdiction of the Ministry of Petroleum And Natural Gas, Government of India. With refineries located in Bina, Kochi, and Mumbai, BPCL stands as the second-largest downstream oil producer owned by the government of India.

Mumbai Refinery:- Located near Mumbai, Maharashtra. It has a capacity of 13 million metric tonnes per annum.

Kochi Refineries:- Located near Kochi, Kerala. It has a capacity of 15.5 million metric tonnes per annum.

Bina Refinery:- Located near Bina, Sagar district, Madhya Pradesh. It has capacity of 7.8 million metric tonnes per year. This refinery started as Bharat Petroleum and OQ company. Incorporated in 1994, BORL also has single point mooring (SPM) system, crude oil terminal (COT) and 937 km(582mi) long cross-country crude oil, pipeline from Vadinar, Gujarat to Bina, Madhya Pradesh. As of April 2021, BORL is a subsidiary of BPCL. They have popular Loyalty Program like Petrocard, Smartfleet.

In 2018, BPCL was also setting up a Second - generation biofuels refinery at Baulsingha village in Bargarh district, Odisha of 100 kilo litre per day(KLPD) capacity. The plant would be using 2 lakh tonnes rice straw to generate fuel.

SUBSIDIARIES-

Indraprastha Gas Limited (IGL), a joint venture between Gas Authority of India Limited (GAIL), Bharat Petroleum Corporation Limited (BPCL) and the Government of Delhi to operate the Delhi City Gas Distribution Project.

Petronet LNG, a joint venture company promoted by the Gas Authority of India Limited (GAIL), Oil and Natural Gas Corporation Limited (ONGC), Indian Oil Corporation Limited (IOC) and Bharat Petroleum Corporation Limited (BPCL) to import LNG and set up LNG terminals in the country.

Bharat Renewable Energy Limited, a joint venture company promoted by BPCL with Nandan Cleantech Limited (Nandan Biomatrix Limited), Hyderabad and Shapoorji Pallonji Group, through their affiliate, S.P. Agri Management Services Pvt.Ltd. specializes in offering Bio diesel plants, ethanol, bio-diesel plants, Karanj (Milletia pinnata), Jatropha and Pongamia (Pongamia Pinnata) plantation services, renewable generation services etc. In 2013 Shapoorji Pallonji Group exited the joint venture.

- **MARKETING MIX-**

Marketing Mix of BPCL-

The marketing mix is usually represented by a model of 4Ps, which stands for product, price, place, and promotion. Below explained are the four Ps of the marketing mix of BPCL:

Product Strategy of BPCL-

Product strategy is related to the physical features as well as the quality of products and services. It is also related to customer-perceived benefits.

Bharat Petroleum Corporation Limited's main products include the following:

1. Bharat Petroleum
2. Speed Petrol
3. Bharat Gas LPG
4. Mak Lubricants
5. Liquified Natural Gas (LNG)
6. Aviation Turbine Fuel (ATF)

BPCL is mostly a Business-to-Business (B2B) entity except for its oil marketing business that includes retail selling of petrol and diesel.

Price Strategy of BPCL-

Price here refers to the cost of the product or service at which a company sells to its customer. BPCL, being an oil and gas sector company, heavily depends on the price of crude oil in the international markets.

Crude oil is the largest component of its raw materials, and global crude oil prices are dynamic. Therefore, it sets the prices depending on the global crude oil pricing

It is also a partly Business-to-Business (B2B) entity that offers its products and services based on pre-agreed contractual pricing. Its fuel retailing business is also dependent on oil prices and taxes of the country

Place Strategy of BPCL-

Place is related to distribution channels and the area of availability of the products and services. BPCL has businesses such as Fuel Retailing and Liquefied Petroleum Gases (LPG) which are Business-to-Consumer (B2C) businesses and require a strong distribution network.

BPCL has about 16,200 retail outlets for its petrol and diesel distribution that spread all across the Indian subcontinent. It also has about 6,100 distributors who distribute its LPG products

It also has 4 mega refineries Mumbai, Kochi, Numaligarh, and Bina

Promotion Strategy of BPCL-

Promotion represents a marketing communication effort that will help in generating awareness as well as attitude towards buying the product or service. BPCL being a government-owned company and also being in the business for more than 70 years now has developed a very good name and reputation in the industry. Its name sells for itself. It usually used to advertise using offline mediums but now has increased its focus on digital advertising. Also, it has also tied up various brands to offer discounts on its products. It also has its customer loyalty programs such as SmartFleet and Petronet. It has partnered with SBI Cards to promote digitalization in which It offers discounts on using select BPCL SBI cards on the purchase of BPCL products. It had also partnered with Paytm and Bajaj Finserv previously in a similar promotion campaign. It has signed many popular sports figures such as Mahendra Singh Dhoni, Saina Nehwal, Narain Karthikeyan, and Bhaichung Bhutia to promote its products

Now that we know a little more about Bharat Petroleum Corporation Ltd, let's look at the marketing strategies and campaigns it has undertaken to maintain its presence in the eyes of the consumers.

- **MARKETING STRATEGIES-**

Marketing Strategy of BPCL-

As previously said, BPCL being a government-owned entity and has been in the business for more than 70 years has helped it develop a name for itself. It has lived up to its work commitments for all these years which has made it a trustworthy company in the minds of the consumers. So, BPCL does not completely focus on promoting its products to general consumers but also promotes its name by undertaking various activities related to Corporate Social Responsibility (CSR). That being said, let us now go through various advertising campaign activities undertaken by BPCL to keep itself relevant in the minds of the general public.

Bharat Petroleum Corporation Limited (BPCL) employs a multifaceted marketing strategy aimed at maintaining its competitive edge in the dynamic energy sector. With a focus on customer-centricity, BPCL leverages segmentation to target diverse consumer segments effectively. Through its widespread network of retail outlets, BPCL ensures convenient accessibility for consumers across urban and rural areas. Embracing digitalization, BPCL harnesses online platforms and mobile applications to enhance customer engagement and streamline service delivery. Moreover, the company emphasizes brand building through impactful advertising campaigns and strategic partnerships, fostering brand loyalty and trust among consumers. Additionally, BPCL consistently invests in research and development to innovate and introduce eco-friendly products, aligning with evolving consumer preferences and environmental sustainability goals. By combining these approaches, BPCL continues to strengthen its market presence and uphold its position as a leading player in the energy industry.

- **COMPETITORS OF BPCL-**



In the Indian market, BPCL faces stiff competition from Indian Oil Corporation (IOCL). IOCL is the largest public sector undertaking in India and a Fortune 500 company. It has a significant presence across the entire hydrocarbon value chain, including refining, marketing, and distribution of petroleum products.

- **Extensive Network:** IOCL boasts the most extensive network of petrol pumps in the country, with over 25,000 outlets compared to BPCL's 19,000. This wider reach allows them to capture a larger customer base and ensure greater brand visibility.
- **Refining Capacity:** IOCL holds the title of India's largest refiner, processing a significantly higher volume of crude oil compared to BPCL. This translates to better economies of scale and potentially lower fuel prices for consumers, which can be a major deciding factor.
- **Product Diversification:** While both companies offer similar core products like fuels and lubricants, IOCL goes a step further with its presence in the petrochemicals sector. This diversification allows them to cater to a broader range of customer needs and potentially create additional revenue streams.
- **Integration:** Unlike BPCL, which primarily focuses on refining and marketing, IOCL has a more integrated business model. They are involved in oil and gas exploration and production

as well. This vertical integration can give them more control over their supply chain and potentially improve efficiency.

It's important to note that despite their rivalry, IOCL and BPCL have also collaborated on projects in the past, such as building India's biggest oil refinery together. This suggests that while they compete for market share, they also recognize the potential benefits of cooperation in certain areas.

COMPARISON-

Size and Scale

- **Refinery Throughput:** IOCL is the clear leader with a much higher capacity for processing crude oil (76 MMTPA vs. 26 MMTPA for BPCL in FY 2020-21).
- **Sales:** IOCL leads in total sales volume due to its larger size (over 81 MMTPA vs. 38.7 MMTPA for BPCL).
- **Revenue and Profit:** IOCL has higher revenue and Profit After Tax (PAT) due to its larger scale.

Financial Performance

- **Earnings Per Share (EPS):** Interestingly, BPCL boasts a higher EPS than IOCL, indicating better returns per share despite the lower overall profit.

Network

- **Retail Outlets:** IOCL has a wider network of petrol pumps across the country (over 25,000 compared to 19,000 for BPCL).

Business Diversification

- **IOCL:** Has a presence across the hydrocarbon value chain, including exploration and production of oil and gas, refining, marketing, and distribution.
- **BPCL:** Primarily focuses on refining, marketing, and distribution of petroleum products.

Government Stake:

- Both are government-controlled Public Sector Undertakings (PSUs). However, the Indian government is considering disinvestment of BPCL, which could change its ownership structure in the future.

Choosing Between Them:

- If you're looking at a larger, more integrated company with a wider reach, IOCL might be a better choice.
- If higher EPS and potential future privatization are of interest, BPCL could be an option.



V/S



CHAPTER-3
LITREATURE REVIEW

LITREATURE REVIEW

1) **Kaliski & Aziri-** It is generally believed that it is directly related to productivity and work performance, as well as to personal well-being. Job satisfaction means doing the work one likes, doing it well and being rewarded for one's own efforts- (Kaliski, 2007: Aziri, 2011).

2) **Brikend Aziri** Management Research and Practice 12/2011:

Employee Satisfaction is one of the most complex areas facing by today managers when it comes to managing their employees. Many studies have shown an unusually large impact on the job satisfaction and the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. Unfortunately our region, job satisfaction has not still received the proper attention from anyone, 2 neither scholars nor managers of various business organizations.

3) **AlamSageer, Dr. Sameena Rafat, Ms. Puja Agarwal:**

AlamSageer, Dr. Sameena Rafat, Ms. Puja Agarwal ISSN: 2278-487X. Volume 5, Issue 1 (Sep- Oct. 2012), Employee satisfaction is the terminology used to describe whether employees are happy, contended and fulfilling their desires and needs at work. Many measures support that employee satisfaction is a factor in employee motivation, employee goal achievement and positive employee morale in the work place. Basically employee satisfaction is a measure of how happy workers are with their job and working environment. In this paper various variables responsible for employee satisfaction has been discussed such as Organization development factors, Job security factors, Work task factors, Policies of compensation and benefit factor and opportunities which give satisfaction to employees such as Promotion and career development also has been described This paper also deals the various ways by which one can improve employee satisfaction.

4) **Hunter and Tietvan:**

According to Hunter & Tietven, (1997), Employees are more loyal and productive when they are satisfied and these satisfied employees affect the customer satisfaction and organizational productivity, Potter field, (1999). There is no limit for the employees to reach the full

satisfaction and it may vary from employee to employee. Sometimes they need to change their behaviours in order to execute their duties more effectively to gain greater job satisfaction, Miller, (2006). Having good relationships with the colleagues, high salary, good working conditions, training and education opportunities, career developments or any other benefits may be related with the increasing of employee satisfaction.

5) Cranny Smith & Stone:

(Cranny, Smith & Stone 1992). These studies follow the assumption that when a certain set of job conditions are present a certain level of job satisfaction will follow. The Hawthorne Studies are considered to be the most important investigation of the human dimensions of industrial relations in the early 20th century. They were done at the Bell Telephone Western Electric manufacturing plant in Chicago beginning in 1924 through the early years of the Depression. The Hawthorne plant created an Industrial Research Division in the early work on morale and designed to identify salient aspects of behavior has the consequence of changing the behavior it is designed to identify. The initial Hawthorne effect referred to the observation that the productivity of the workers increased over time with every variation in the work conditions introduced by the hen people realize that their behavior is being watched they change how they act. The development of the Hawthorne studies also denotes the beginning of applied psychology, as we know it today. These early studies mark the birth of research on job satisfaction relating to ergonomics, design and productivity.

CHAPTER-4
PROBLEM DEFINITION

PROBLEM DEFINITION

The problem at hand revolves around understanding and assessing the level of job satisfaction among employees at Bharat Petroleum Corporation Ltd (BPCL). This study aims to explore various factors influencing job satisfaction within BPCL, including organizational policies, hierarchical levels, work-life balance, and job autonomy. By identifying areas of satisfaction and dissatisfaction among employees, the goal is to provide actionable insights to BPCL's management for enhancing employee well-being, engagement, and overall organizational effectiveness. The study seeks to address the following key questions:

- a) What are the factors influencing job satisfaction among BPCL employees?**
- b) How does job satisfaction vary across different hierarchical levels within BPCL?**
- c) What is the impact of organizational policies, work-life balance, and job autonomy on employee job satisfaction at BPCL?**
- d) What measures can be implemented to improve job satisfaction and employee retention at BPCL?**

By addressing these questions, the study aims to contribute to the development of effective human resource management strategies tailored to the specific needs and concerns of BPCL's workforce, ultimately fostering a positive work environment conducive to employee satisfaction and organizational success.

CHAPTER-5
NEEDS OF STUDY

NEEDS OF STUDY

- 1) Insights into Employee Well Being.
- 2) Identifying areas of Improvement.
- 3) Enhancing Organizational Performance.
- 4) Building a Positive Organizational Structure.
- 5) Understanding Retention and Attrition Management.

CHAPTER-6
OBJECTIVES

OBJECTIVES OF STUDY

- 1) To assess the level of job satisfaction among employees at BPCL.
- 2) To identify the factors influencing job satisfaction within BPCL.
- 3) To examine the differences in job satisfaction levels across different hierarchical levels within BPCL.
- 4) To investigate the impact of organizational policies, work-life balance, and job autonomy on employee job satisfaction.
- 5) To provide actionable insights and recommendations for enhancing job satisfaction and employee retention at BPCL.

CHAPTER-7
LIMITATIONS OF STUDY

LIMITATIONS OF STUDY

- 1) The study was done only at the Bharat Petroleum Corporation Limited (BPCL) so the findings and interpretation cannot be extended to some other organization.
- 2) Some of the respondents were not willing to give the accurate and full information.
- 3) Bias in data collection methods, such as interviewer bias or leading questions, could influence responses and compromise the validity of the findings.
- 4) External factors such as economic conditions or industry trends may influence job satisfaction but are not accounted for in the study, potentially confounding the results.

CHAPTER-8
RESEARCH DESIGN

RESEARCH DESIGN

Research Design:

Quantitative approach: This study will primarily rely on a survey method to collect data from a representative sample of BPCL employees.

Research Timeline:

Develop the research proposal and questionnaire (1 week).

Obtain necessary approvals from BPCL (2 weeks).

Pilot test the questionnaire with a small sample (1 week).

Conduct the main survey (2-3 weeks).

Clean and analyze the data (2-3 weeks).

Prepare the research report (2 weeks).

Ethical Considerations:

Maintain anonymity and confidentiality of employee responses.

Obtain informed consent from participants before data collection.

Ensure the survey instrument is unbiased and respectful.

Additional Considerations:

Depending on the research budget and resources, in-depth interviews with a smaller group of employees could be conducted to gain qualitative insights into job satisfaction.

Open-ended questions in the survey can allow employees to voice specific concerns or suggestions for improvement.

- **Hypothesis-**

Main Hypothesis:

(HO): There is no significant relationship between job satisfaction and employee retention at BPCL.

(H1): There is a significant relationship between job satisfaction and employee retention at BPCL.

Secondary Hypothesis:

(HO): There is no significant difference in job satisfaction levels among different departments within BPCL.

(H1): There is a significant difference in job satisfaction levels among different departments within BPCL.

CHAPTER-9
RESEARCH METHODOLOGY

RESEARCH METHODOLOGY

Data Collection:

Primary Data:

A structured questionnaire will be developed to measure job satisfaction. The questionnaire will use validated scales to assess various aspects like work environment, compensation, work-life balance, career development opportunities etc.

The survey can be administered online or through paper-based forms distributed at BPCL locations.

Secondary Data:

Existing data from BPCL's HR department on employee demographics, job roles, and performance evaluations can be used to supplement the primary data.

Sampling:

Probability sampling techniques like random sampling or stratified sampling (based on department, location etc.) will be employed to ensure the sample represents the entire BPCL employee population.

Data Analysis:

Statistical software (SPSS, R etc.) will be used to analyze the survey data. Descriptive statistics will summarize job satisfaction levels.

Correlational analysis will identify relationships between different job satisfaction factors.

Segmentation techniques might be used to explore variations in satisfaction across different employee groups.

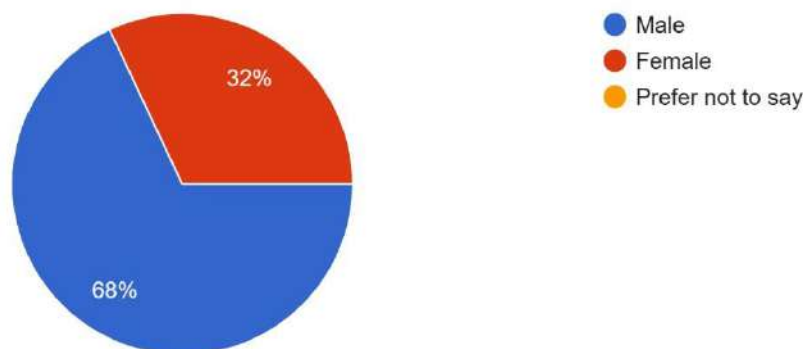
CHAPTER-10
DATA ANALYSIS

DATA TABLE-

Sr.No.	Particular (Gender)	Responses	Percentages %
1.	Male	34	68%
2.	Female	16	32%
Total		50	100%

Give detail information about gender of employees in the BPCL?

Gender
50 responses

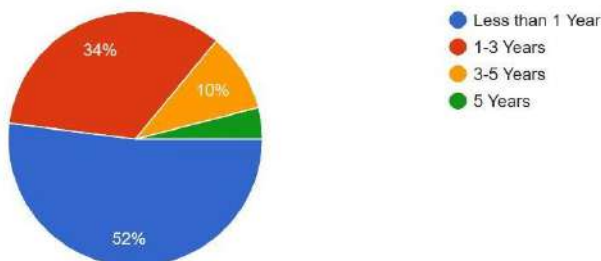
**Interpretation-**

As per the above graph it shows that majority of respondents are male (68%) and the female employees are (32%).

Sr. No.	Particular (Period)	Responses	Percentage %
1.	Less than 1 year	26	52%
2.	1-3 years	17	34%
3.	3-5 years	5	10%
4.	More than 5 years	2	4%
Total		50	100%

How long have you been working at BPCL? (Working Experience

How long you have been working at BPCL?
50 responses



Interpretation-

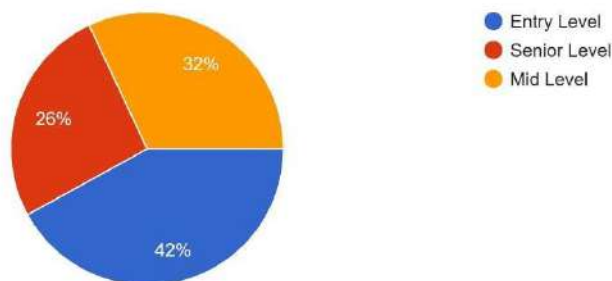
The above table and graph reveals that the majority of the respondents (52%) are those with less than 1 year of experience and (34%) of the respondents are 1-3 years' working period and (10%) of the respondents are below 3-5 years of experience, the respondents with more than 5 years of working period are (4%).

Sr. No.	Particular (Job Position)	Responses	Percentage%
1.	Entry- Level	21	42%
2.	Mid- Level	16	32%
3.	Senior- Level	13	26%
Total		50	100%

What is your job position level.

What is your job position BPCL?

50 responses



Interpretation-

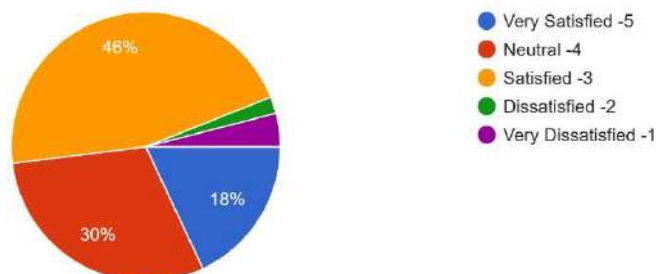
As per the graphs and table defined that the high percentage of respondents (42%) are at their Entry- Level and the respondents (32%) are in Mid-Level of job position and lower percentage of respondents (26%) are Senior Level position.

Sr. No.	Particular	Responses	Percentage%
1..	Very Satisfied	9	18%
2.	Satisfied	23	46%
3.	Neutral	15	30%
4.	Dissatisfied	1	2%
5.	Very Dissatisfied	2	4%
Total		50	100%

On scale of 1-5 how satisfied are you with current job at BPCL

On the scale of 1-5 how satisfied are you with your current job at BPCL?

50 responses



Interpretation-

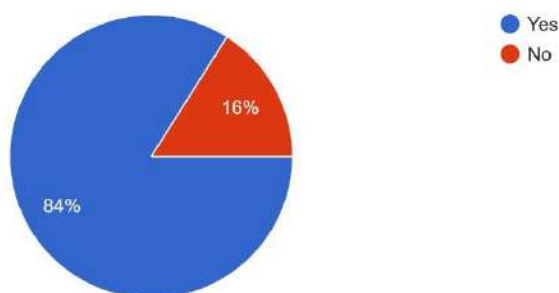
From the above table and graphs 18% of the employees are very satisfied, 46% of employees are satisfied, 30% of employees respond neutrally, 2% of employees are dissatisfied, and 4% employees very dissatisfied.

Sr. No.	Particular	Responses	Percentage %
1.	Yes	42	84%
2.	No	8	16%
Total		50%	100%

Do you feel that BPCL provides in a opportunity and career growth and advancement?

Do you feel that BPCL provides in a opportunity and career growth and advancement?

50 responses



Interpretation-

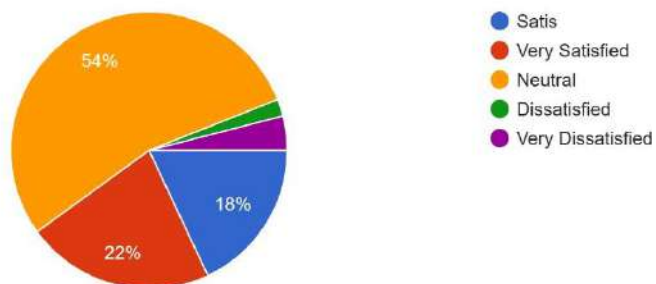
As per the graph and table reveals that, Out of 50 respondents the 84% are agreed with that BPCL provides opportunity and career growth advancement where 16% disagreed with it.

Sr. No.	Particular	Responses	Percentage%
1..	Very Satisfied	11	22%
2.	Satisfied	9	18%
3.	Neutral	27	54%
4.	Dissatisfied	1	2%
5.	Very Dissatisfied	2	4%
Total		50	100%

How satisfied are you with the work environment and culture

How satisfied are you with the work environment and culture?

50 responses



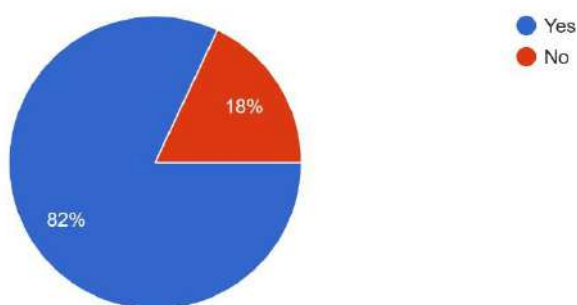
Interpretation-

From the above table and graphs 22% of the employees are very satisfied, 18% of employees are satisfied, 54% of employees respond neutrally, 2% of employees are dissatisfied, and 4% employees very dissatisfied regarding the work environment and culture of BPCL.

Sr. No.	Particular	Responses	Percentage %
1.	Yes	41	82%
2.	No	9	18%
Total		50	100%

Do you feel valued and appreciated for your contribution at BPCL?

Do you feel valued and appreciated for your contribution at BPCL?
50 responses



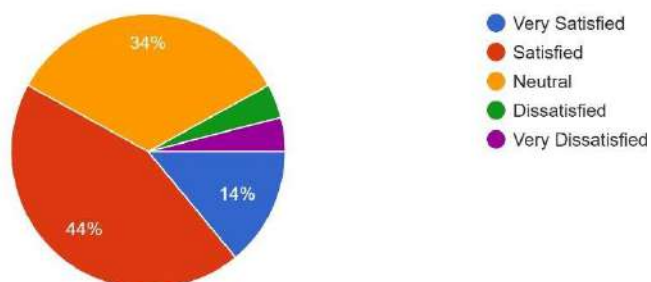
Interpretation-

The graph defines that, Out of 50 respondents the 82% are agreed with that BPCL value and appreciate their contribution where 18% employee disagreed with it

Sr. No.	Particular	Responses	Percentage%
1..	Very Satisfied	7	14%
2.	Satisfied	22	44%
3.	Neutral	17	34%
4.	Dissatisfied	2	4%
5.	Very Dissatisfied	2	4%
Total		50	100%

How satisfied are you with the salary and benefits provided by BPCL?

How satisfied are you with the salary and benefits provided by BPCL?
50 responses



Interpretation-

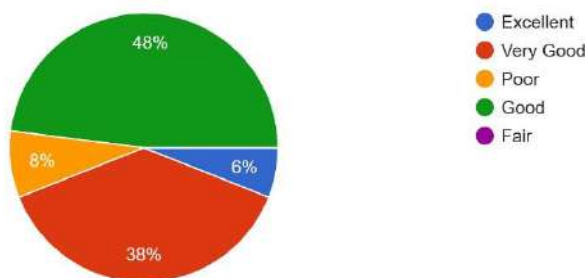
From the above table and graphs 14% of the employees are very satisfied, 44% of employees are satisfied, 34% of employees respond neutrally, 4% of employees are dissatisfied, and 4% employees very dissatisfied with reference to salary and benefits provided by BPCL.

Sr. No.	Particular	Responses	Percentage%
1..	Excellent	3	6%
2.	Very Good	19	38%
3.	Good	24	48%
4.	Fair	-	-
5.	Poor	4	8%
Total		50	100%

How would you rate your work life balance at BPCL?

How would you rate your work life balance at BPCL?

50 responses



Interpretation-

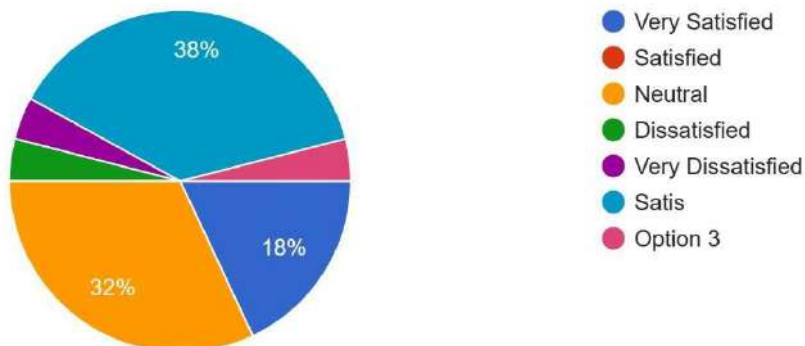
From the above table and graphs 6% of the employees respond excellent that the company creates an atmosphere for their work-life balance and 38% of employees very good, 48% of employees good, 0% of employees have no opinion regarding the work balance, and 8% employees poorly respond.

Sr. No.	Particular	Responses	Percentage%
1..	Very Satisfied	9	18%
2.	Satisfied	20	40%
3.	Neutral	17	34%
4.	Dissatisfied	2	4%
5.	Very Dissatisfied	2	4%
Total		50	100%

How satisfied are you with the workload and job demands at BPCL?

How satisfied are you with the workload and job demands at BPCL?

50 responses



Interpretation-

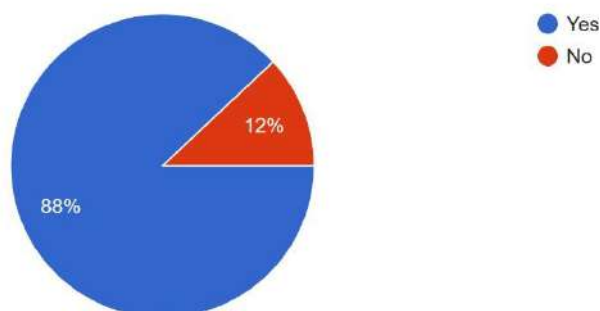
As the graphs and table states that 18% of the employees are very satisfied, 40% of employees are satisfied, 34% of employees respond neutrally, 4% of employees are dissatisfied, and 4% employees very dissatisfied with reference to salary and benefits provided by BPCL.

Sr. No.	Particular	Responses	Percentage %
1.	Yes	44	88%
2.	No	6	12%
Total		50%	100%

Would you recommend BPCL as a good place to work to others?

Would you recommend BPCL as a good place to work to others?

50 responses



Interpretation-

The graph and table represent that the respondent 88% agreed where as 12% disagreed in regards with that BPCL is good place to work.

HYPOTHESIS TESTING

Main Hypothesis:

(H₀): There is no significant relationship between job satisfaction and employee retention at BPCL.

(H₁): There is a significant relationship between job satisfaction and employee retention at BPCL.

From the above research study conducted during my research work it is found that among the above mentioned hypothesis, Hypothesis H₁ i.e. “There is a significant relationship between job satisfaction and employee retention at BPCL.” is found to be true hence accepted where as another hypothesis H₀ i.e. “There is no significant relationship between job satisfaction and employee retention at BPCL.” is rejected.

Secondary Hypothesis:

(H0): There is no significant difference in job satisfaction levels among different departments within BPCL.

(H1): There is a significant difference in job satisfaction levels among different departments within BPCL.

From the above research study conducted during my research work it is found that among the above mentioned hypothesis, Hypothesis H1 i.e. “There is a significant difference in job satisfaction levels among different departments within BPCL.” is found to be true hence accepted where as another hypothesis H0 i.e. “There is no significant difference in job satisfaction levels among different departments within BPCL.” is rejected.

CHAPTER-11
FINDINGS

FINDINGS

- Total respondents to the survey are 50.
- The majority of respondents are in the age group of **25-30**, where the male secure large number in it.
- From the survey the male employees are **(68%)** and female employees are **(32%)** .
- The **(42%)** of the employees are at their Entry Level of job .
- The majority **(46%)** of the respondents opinion are neutrally regarding their current satisfaction at their job in BPCL.
- The high percentage (**84%**) of the employees in the survey agreed that BPCL provides opportunity for career growth and advancements.
- The respondents **(54%)** of the survey are neutrally respond with regards to the satisfaction of employees for work environment and culture.
- The higher percentage rate **(82%)** of employees inclined towards that the BPCL value and appreciate their contribution in it where as **(12%)** are disagreed with it.
- In regards with the salary and benefits provided by BPCL the larger percentage **(44%)** is satisfied with it and **(34%)** are neutral.
- It is found that the **(48%)** of employees respondent that the work life balance at BPCL is good and **(38%)** are very good.
- The satisfaction of employees towards their workload and job demands the employees are satisfied **(38%)** and **(32%)**, **(18%)** of employee respondent neutrally and very satisfied respectively.
- As per the overall survey survey it is found that the employees working at BPCL are satisfied with job, in relation with all the factors asked to them.
- The employees opiniated that the BPCL as a good place to work to other with the high percentage **(88%)**.

CHAPTER-12
CONCLUSION

In conclusion, this survey of 50 BPCL employees offers a generally positive perspective on the company's work environment. While a neutral response regarding overall satisfaction was prominent (46%), there were clear strengths. A vast majority of employees (84%) appreciated BPCL's opportunities for career growth and felt valued by the company (82%). Work-life balance also received positive marks, with nearly half the respondents rating it good or very good. Areas for potential improvement include compensation and workload management, where satisfaction levels were more moderate. A larger survey in the future could provide deeper insights. Overall, BPCL seems to be a workplace where employees find satisfaction in key aspects of their jobs, with some room for improvement to further enhance overall satisfaction and engagement

CHAPTER-13
SUGGESTIONS

SUGGESTIONS-

1. They should conduct various training programs .
2. Management should provide an opportunity to practice the learned-in-the workplace
3. The organisation must take care of employees work load and stress by conducting various activities.
4. The trainee should make the employees to aware of the personal benefits he can achieve better performance through training
5. Training provided to employees on their requirements.
6. They should also concentrate on training programs such as achieving self- development, increasing organization stability, helping to handle stress
7. Management have to make effective communication channels in the firm.
8. The organisation should take remedial measures to improve general working condition of the firm there by employees will be satisfied in their job.
9. Each department should take proper care to maintain employee-employer relationship.
10. Proper guidance and counseling should be provided to the employees so that their mental satisfaction can be improved.
11. Management should provide proper safety measures in the organization, so the employees. will be secured in the job,Management should provide promotional facilities to the employees then only they will be motivated in the job.
12. Management should provide proper leave to the employees.
13. Corporation should take effective welfare measures to meet industry standards.
14. The firm should provide more opportunities to employees in order to participate in decision making

CHAPTER-14
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BIBLIOGRAPHY

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CHAPTER -15
ANEXTURE

Questionnaire**A Study On Job Satisfaction Towards Bharat Petroleum****Corporation Limited (BPCL)**

1. How long you have been working at BPCL? (Working Experience)
 - a) Less Than 1 Year
 - b) 1-3 Years
 - c) 3-5 Years
 - d) More Than 5 Years

2. What is your job position at BPCL?
 - a) Entry-Level
 - b) Mid-Level
 - c) Senior-Level

3. On a scale of 1-5 , how satisfied are you with your current job at BPCL?
 - a) Very Satisfied
 - b) Satisfied
 - c) Neutral
 - d) Dissatisfied
 - e) Very Dissatisfied

4. Do you feel that BPCL provides enough opportunities for career growth and advancement ?
 - a) Yes
 - b) No

5. How satisfied are you with the work environment and culture at BPCL?

- a) Very Satisfied
- b) Satisfied
- c) Neutral
- d) Dissatisfied
- e) Very Dissatisfied

6. Do you feel valued and appreciated for your contribution at BPCL?

Yes

No

7. How satisfied are you with the salary and benefits provided by BPCL?

- a) Very Satisfied
- b) Satisfied
- c) Neutral
- d) Dissatisfied
- e) Very Dissatisfied

8. How would you rate your work life balance at BPCL?

- a) Excellent
- b) Very Good
- c) Good
- d) Fair
- e) Poor

9. How satisfied are you with the workload and job demands at BPCL?

- a) Very Satisfied
- b) Satisfied
- c) Neutral
- d) Dissatisfied
- e) Very Dissatisfied

10. Would you recommend BPCL as a good place to work to others?

- a) Yes
- b) No