
A Comparative Study of Employee Engagement in the Public and Private Sector Oil Companies in India.

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ABSTRACT:

The oil boom in the country has reduced India's reliance on agriculture and redirected it to the oil and petroleum sector. The public sector is a key component of the Indian economy, but due to the country's growing population, the private sector must also expand. The current research study contrasts employee involvement in public and private Indian oil sector enterprises. It seeks to pinpoint the variations in how employee engagement is understood. Additionally, this study compares the cognitive, emotional, and behavioral levels of employee involvement in the aforementioned areas. A systematic questionnaire was used to gather primary data from 155 respondents, who provided information about themselves. Out of those, 85 respondents worked for public and 70 for private oil and gas enterprises. The data were gathered using the snowball sampling technique. Middle-level employees are the study's target response population. The findings showed that while there is no significant difference in employee involvement on a behavioral level between public and private enterprises in the oil and petroleum sector, there are some significant variations on a cognitive and emotional level.

KEYWORDS:

Employee engagement, technological innovation, employee involvement in public and private Indian oil sector enterprises, behavioral levels.

Introduction

India's economy relies heavily on the oil industry to provide its energy needs and to propel industrial growth. Together with their private sector rivals that have more recently entered the market and are providing competitive dynamics and innovations, public sector oil companies share the industrial landscape with their historical heritage and wide-ranging reach. Employee engagement, which is the emotional commitment a worker has to their employer, affects motivation, output, and overall job satisfaction. Employees that are engaged are more likely to be proactive, creative, and dedicated to accomplishing organizational goals. Employee engagement levels could potentially be influenced by the environment in which they work, whether in the public or private sector, due to elements including organizational culture, work environment, remuneration plans, and career chances. Across a range of markets and sectors, employee engagement has become more important to organizational performance and success. It refers to the degree of dedication, zeal, and emotional attachment that employees have to their jobs, coworkers, and the company. Organizations are increasingly realizing the value of a highly engaged workforce in accomplishing their strategic goals and maintaining a competitive advantage in today's dynamic and competitive business environment. Being the backbone of the world economy, the oil sector is essential to the production of energy,

economic expansion, and technological innovation. Both state and private oil businesses in India make a substantial contribution to the nation's economic growth and energy needs. It is essential to examine employee engagement and its subtleties throughout the public and private sectors given their different organizational structures, operational frameworks, and management strategies.

Rationale and Significance

The purpose of this study is to compare the levels of employee engagement between Indian oil businesses in the public and private sectors. The need to comprehend how various organizational environments affect employee engagement practices and outcomes is the driving force behind this study. This study aims to offer insightful information that can guide initiatives to improve employee engagement in both sectors by examining the elements that contribute to engagement as well as potential impediments. The study's conclusions may have substantial ramifications for HR professionals, managers, and decision-makers in the oil sector. Understanding the differences in employee engagement dynamics between organizations in the public and private sectors can help in the development of focused interventions that are suited to the difficulties and possibilities that each sector faces. Additionally, by providing a context-specific viewpoint that broadens the field's body of knowledge, this research adds to the academic literature on employee engagement.

Oil Petroleum Sector Companies in India Scenario

The oil and petroleum business in India has been an important component of the nation's economy, meeting a size-

able share of its energy needs as of my most recent knowledge update in September 2021. The sector includes both public sector and private sector businesses, each of which supports India's economic development, technological innovation, and energy security. An overview of the situation at the time is provided below:

Public Sector Oil Companies:

- » Oil and Natural Gas Corporation (ONGC): The largest exploration and production business in India is called Oil and Natural Gas Corporation (ONGC). It is essential for both onshore and offshore oil and gas field development and exploration. Additionally, ONGC engages in operations and partnerships abroad.
- » Indian Oil Corporation Limited (IOCL): IOCL is a significant actor in the distribution, marketing, and refining of petroleum products. It has refineries all around the nation and has a vast network of fuel retail locations.
- » Bharat Petroleum Corporation Limited (BPCL): BPCL is a company that engages in the distribution, marketing, and refining of petroleum products. It runs refineries and is well-known in the downstream market.
- » Hindustan Petroleum Corporation Limited (HPCL): HPCL Another significant actor in the marketing, distribution, and refining of petroleum products is Hindustan Petroleum Corporation Limited (HPCL). Additionally, to running refineries, it maintains a substantial retail network.

Private Sector Oil Companies:

- » Reliance Industries Limited (RIL): Mukesh Ambani's firm

RIL has made tremendous advancements in the oil and gas industry. In Jamnagar, Gujarat, one of the largest oil refining facilities in the world is run by its subsidiary, Reliance Petroleum.

- » Cairn India: The oil and gas industry is notable for the exploration and production work done by Cairn India, which is currently a division of Vedanta Limited. Both onshore and offshore projects have been involved in it.
- » Essar Oil: Essar Oil, a significant player in the private sector, was bought out by Rosneft in 2017 and is now a Rosneft subsidiary.

Scenario and Challenges:

The oil and petroleum industry in India has faced various challenges and opportunities:

- » Energy Demand: India's population expansion and modernization are driving more energy demand. Due to this demand, oil and petroleum businesses are under pressure to maintain a steady supply of petroleum products.
- » Crude Oil Prices: The financial stability of these enterprises is significantly impacted by global crude oil prices. Price changes may have an impact on their profitability and investment choices.
- » Technological Advancements: The sector has been making investments in cutting-edge technologies for distribution, refining, production, and exploration. These technologies are essential for increasing productivity, cutting expenses, and minimizing negative effects on the environment.

- » Environmental Concerns: Environmental effects of the sector, including as emissions and pollution, have received attention. Businesses are putting more of an emphasis on implementing sustainable practices and greener technologies.
- » Government Policies: The rules and laws of the Indian government, including price controls and subsidies, have a big impact on how oil firms operate and make money.
- » Diversification: To keep up with the worldwide trend toward sustainable energy, several businesses are looking into diversifying into renewable energy sources including solar, wind, and biofuels.
- » Investment and Partnerships: Companies, both public and private, are actively looking for alliances, partnerships, and investments to streamline operations, investigate novel possibilities, and advance technological capabilities.

The oil and petroleum industries are very dynamic, therefore it's crucial to keep in mind that since my last update in September 2021, the scenario may have changed. I suggest consulting up-to-date sources such as industry reports, news articles, and official corporate websites for the most recent and accurate information.

Literature Review

“The Impact of Leverage on Earning Per Share: A Study of Selected Petroleum Companies in India” is the title of research by (Ahmad Mahdi Abdulkareem, 2020). The study's primary goal was to investigate the relationship between three different types of leverage and the Indian petroleum sectors.

Operating leverage, financial leverage, and combined leverage were used by the researcher as independent variables, and earnings per share were used as the dependent variable. The study's foundation was secondary data collected over a five-year period between 2014–15 and 2018–19. ANOVA, correlation, and regression have all been utilized by the researcher to evaluate the hypothesis. The findings demonstrated that during the study period, there was a substantial difference between all leverage and EPS. (Md. Musfiqur RAHMAN, 2020) examined "The Impact of Financial Leverage on Firms Profitability: An Empirical Evidence from Listed Textile Firms of Bangladesh" This study's primary goal was to ascertain how financial leverage affected enterprises' profitability in Bangladesh's listed textile industry. The research project has chosen a sample of 22 textile companies from the DSE. The researcher has utilized fixed effect (FE), generalized method of moments (GMM), and pooled ordinary least squares (OLS) models for the testing hypothesis. The findings revealed a strong inverse link between leverage and business profitability. According to Jaiswal et al. (2017), employee motivation is a crucial component for organizations to consider because higher levels of motivation result in better engagement among workers in order to complete the assigned tasks. Additionally, Kazimoto (2016) investigated the impact of employee engagement on the organizational performance of retail businesses. Several research has demonstrated this. It has been discovered that there is a strong correlation between job satisfaction, the ability to access capital and equipment in the workplace, and the provision of appropriate incentives for effort. Employee involvement and work assignment were the most crucial elements in

determining whether this relationship was good or negative. Additionally, Singh (2016) investigated how intentional employee engagement sessions can help an organization create a culture of luring and keeping staff both physically and emotionally. Without enough employee engagement, the results demonstrated that organizations lose managerial direction and alignment efforts. Additionally, Gupta (2015) investigated how organizations relying on employee engagement programs are successful in attaining their goals. The startling findings showed that workers had a deep emotional bond with the company in addition to educational opportunities and open communication. To that end, Quang et al. (2015) investigated how leaders might increase their team members' job engagement by using emotional intelligence. The findings of this study indicated that leadership and emotional intelligence can have statistically favorable effects on employee engagement, suggesting that emotionally intelligent leadership has a significant influence on the creation and improvement of worker engagement. Rashmi et al. (2014) also contrasted employee engagement practices at private and public banks. According to the survey, the most important elements in private banks are open communication, Mutual Respect, and Trust, whereas the most important elements in public banks are loyalty, knowledge sharing, and staff equality. In the hospitality business (star category hotel), Sukhmeet (2014) conducted a study to investigate the variables that influence employee engagement levels and attitudes towards their employers. The results showed that there are four important aspects that influence it. Positive factors for employee engagement include training and development, rewards and recognition, interpersonal interactions, and

career advancement. Employee satisfaction and loyalty to the company are increased by these four elements. Anupama et al. (2012) also investigated what influences employee engagement in the banking and insurance industries as well as the public sector. The findings showed that while staff in banks are more engaged, those in insurance businesses are more motivated. A conceptual framework that is shown in Figure No. 1 was created using the acquired theoretical data. These three stages of employee engagement—cognitive, emotional, and behavioural—are represented by this paradigm. The three levels of employee engagement have been classified as independent factors, whilst employee engagement, job commitment, job involvement, job satisfaction, and intention to stay for a long time are classified as dependent variables. By recording their interviews and carefully examining the transcripts, Simmons (2018) attempted to investigate the tactics utilized by the owners of three independent coffee businesses. The findings demonstrated that employing methods by leaders enhances employee engagement and that these engaged workers also forge strong bonds with others in their social circles. Additionally, Pradhan et al. (2017) emphasized that three factors, including compelling job requirements, authority and responsibility, and interpersonal harmony, were studied to determine employee engagement. When their work contributes to a greater good, compelling job assignments encourage employee engagement. Support in a fair affair, such as when power is being abused, authority, and responsibility. The employee's performance and health are supported by interpersonal harmony.

Objectives:

- » To assess the difference in cognitive level employee en-

gement among employees working in private and public sector Oil companies in India.

- » To analyze the difference in emotional level of employee engagement among employees working in private and public sector Oil companies in India.
- » To analyze the difference in behavioral level employee engagement among employees working in private and public sector Oil companies in India.

Hypothesis

- » H0: There is no significant difference in cognitive level employee engagement among employees working in private and public sector Oil companies in India.
- » H0: There is no significant difference in emotional level employee engagement among employees working in private and public sector Oil companies in India.
- » H0: There is no significant difference in behavioural level employee engagement among employees working in private and public sector Oil companies in India.

Methods

This study used a descriptive research methodology. It explains the variable aspects of this study. For this study, employees' sincere opinions from both public and private oil businesses were gathered. Based on cognitive, emotional, and behavioural tendencies, their replies will comprise the traits of employee engagement. This study sets out to learn more about the variations in employee engagement levels across publicly traded and privately held oil firms. Snowball sampling, a

non-probability sampling approach, was utilized in this study. Selected research subjects were asked to identify more study subjects. By asking the subject to suggest additional people who might be interested in participating in the study, this technique aids in the study's ability to recruit an adequate number of participants. Moreover, it cuts down on research time. The reason it's the finest strategy for this research is that it aids in locating and choosing a target that can be difficult to reach or distinctive. Middle-level workers in the governmental and private oil sectors served as study participants. They will have a wider range of perspectives, recommendations, and responses since they are more numerous. Their views and responses will differ more widely. The researchers selected 160 responses as their sample size. 75 respondents from the private oil and gas industries and 85 respondents from the public were chosen from that group. Data from the respondents was gathered using the questionnaire approach. There are 30 statements in the questionnaire. Researchers utilized a 5-point Likert scale to collect opinions on employee engagement from both public and private oil and gas enterprises. Independent T-tests were employed in this study to evaluate the hypothesis through an analysis of the collected data once it had been properly compiled. between private and public Indian Oil firms, there are some differences in employee engagement levels. The null hypothesis for employee engagement at the behavioural level was accepted, it is also clear from the data. Considering this, it may be said that there is no discernible difference in behavioural levels between private and state oil corporations. The reason could be that there are little differences in the laws and regulations that both companies in these sectors follow, which en-

courages employees to be more punctual and disciplined.

Results And Discussion

The employee involvement at the cognitive and emotional levels was determined to have rejected the null hypothesis, according. Thus, it can be said that there are certain distinctions between the cognitive and emotional levels of employee engagement in India's private and state oil businesses. The reason could be that learning opportunities offered to employees in the public and private sectors to enhance their creativity skills differ and are not always in line with organizational aims and objectives. Additionally, it is possible that motivated workers' needs to learn and grow in the public and private sectors vary. In comparison to the private sector, employees are also given more opportunities in the public sector to express their views and beliefs. Due to the compassion and concern displayed as well as the strong interpersonal relationships among employees, there may also be a difference in how much each employee feels like they belong. For the overall employee engagement factor, it is discovered that the null hypothesis was rejected. Thus, it can be said that on the other hand, it is observed that prejudice is more prevalent in the private sector as a result of the presence of variety. The survey also shows that for private sector workers to feel more devoted to and emotionally connected to the company, they require fair treatment at work and equitable opportunity for progress. Seniors must show them more tenderness and attention. Finally, the study discovered that senior management in public sector organizations treats their juniors carelessly. They are less encouraging, inspire fewer people to act and make decisions, and have a stronger tendency to Favor a select group of people who

are familiar to them. They do not support juniors enough and are slower to provide comments on recurring performance reviews. As a result, both industries have defects, and perfection is still a long way off. Because it raises employee satisfaction, keeps exceptional workers on staff, and promotes productivity, employee engagement is therefore extremely and highly advantageous to every organization. Any company will succeed and perform better in the long run if it promotes and encourages employee engagement.

Conclusion

The success, expansion, and involvement of the organisation depend on its workforce. As a result, the researchers have gathered important and valuable data to carry out a study on employee engagement in Indian oil businesses in both the public and private sectors. Through this extensive investigation, the researchers have come to the conclusion that employees in the public sector are more engaged in some elements than those in the private sector are. India's economy is mostly dependent on the public sector, but as the population grows, it is unavoidable that the private sector would grow as well. Therefore, greater employee participation in the private sector is required for the growth of our nation. Employees in the public sector take their employment and work less seriously, but those in the private sector are more cautious due to a lack of job security. Therefore, job security was the most important factor that both the public and private sectors suffered from. The public sector has adopted a more considerate attitude towards their work as a result of job stability, and despite their willingness to learn through training, they are nevertheless unwilling to take additional initiatives. The study also demonstrates how

job insecurity has impacted employees' willingness to provide high-quality work in the private sector. They typically have less devotion to their organisations, less enthusiasm for and encouragement from their occupations, and less authority and power in the workplace. Since there is no discrimination as a result of the organization's policy, public sector enterprises with Indian staff have both positive and negative effects.

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