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A COMPARITIVE STUDY ON THE WELFARE MEASURES PROVIDED BY SELECT IT COMPANIES

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Of

**DEPARTMENT OF MANAGEMENT STUDIES
KUMARAGURU COLLEGE OF TECHNOLOGY
COIMBATORE**

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for the award of the degree

of

MASTER OF BUSINESS ADMINISTRATION

JUNE, 2007

Certificate



**DEPARTMENT OF MANAGEMENT STUDIES
KUMARAGURU COLLEGE OF TECHNOLOGY
COIMBATORE**

BONAFIDE CERTIFICATE

Certified that this project titled “A COMPARITIVE STUDY ON THE WELFARE MEASURES PROVIDED BY SELECT IT COMPANIES” is a bonafide work of Ms. MADHUMATHY.S (Reg. No. 71205631030) who carried out this research under my supervision. Certified further that to the best of my knowledge the work reported herein does not form part of any other project or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

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Dr B. Subramani
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Submitted for viva-vice Exam held on JULY 3rd OF
at KCT BUSINESS SCHOOL, COIMBATORE.

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Examiner II

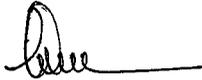
April 20th, 2007

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Madhumathy.S** was a Management Trainee with Caritor India Pvt. Ltd. at our **Bangalore** office from **February 5, 2007 to April 20, 2007**.

During the period **Madhumathy.S** was undergoing training with the **Role and Career Management** team.

For Caritor (India) Pvt Ltd,



BHAVANI DEVAIAH
MANAGER – HUMAN RESOURCES

Declaration

DECLARATION

I, MADHUMATHY.S of final year MBA, do hereby declare that the project work entitled “**A COMPARITIVE STUDY ON THE WELFARE MEASURES PROVIDED BY SELECT IT COMPANIES**”, is an entirely original work done by me, under the esteemed guidance of Senior Lecturer, Dr. B.Subramani.

These findings and suggestions are submitted for in partial fulfillment of the requirements for the award of the degree of Master of Business Administration. This has not been submitted earlier by anyone for any degree.

PLACE : COIMBATORE .


(MADHUMATHY.S)

DATE : 1st JUNE 2007.

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Before we get into thick of things I would like to add a few heartfelt words for the people who were a part of this project in numerous ways. People who gave unending support right from the time the project ideas were conceived.

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EXECUTIVE SUMMARY

“Human Welfare is a must, not only for a healthy employee but also for a healthy organization”

An organization’s performance and resulting productivity are directly proportional to the quantity and quality of its human resources. When considering the inanimate factors of production, (i.e., physical & financial) any management can accurately predict the input-output relationship model and can vary the factors accordingly in order to achieve the desired level of production. But this doesn’t hold true in case of its employees, whose inputs need to be qualified than being quantified. This human quality gives rise to the need for positive motivation.

Motivation is an inner state that energizes, activates or drives human attitude and behavior towards the goal.

The key to understand motivation lies in the meaning of the relationship between need drives and goals.

Motivational measures can be of two types - financial and non-financial. Bonus, incentives and increment are some of the financial measures whereas labour welfare measures which include housing, hospital, educational facilities etc, are termed as non financial measures.

This project is concentrated on the comparative study of various welfare measures provided by select IT companies. Three companies are selected at random for this study, each of them is studied individually in terms of the welfare measures provided by each to its employees and then are compared based on the common welfare measures among all the three companies. This project is aimed at finding the most satisfied employees and also at finding the best practices. It also provides suggestions to various companies on improving the satisfaction level of its employees.

Introduction

CHAPTER 1

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Employee benefits and **benefits in kind** also called **fringe benefits**, **perquisites**, or **perks** are various non-wage compensations provided to employees in addition to their normal wages or salaries. Where an employee exchanges (cash) wages for some other form of benefit, this is generally referred to as a 'salary sacrifice' arrangement. In most countries, most kinds of employee benefits are taxable to at least some degree.

Fringe benefits can also include, but are not limited to the following: (employer-provided or employer-paid) housing, group insurance (health, dental, life etc.), income protection, retirement benefits, daycare, tuition reimbursement, sick leave, vacation (paid (esp. teaching) and non-paid), social security, profit sharing, funding of education and other specialized benefits. The purpose of the benefits is to increase the economic security of employees.

The term **perks** is often used colloquially to refer to those benefits of a more discretionary nature. Often, perks are given to employees who are doing notably well and/or have seniority. Common perks are company cars, hotel stays, free refreshments, leisure activities on work time (golf, etc.), stationery, allowances for lunch, and – when multiple choices exist – first choice of such things as job assignments and vacation scheduling. They may also be given first chance at job promotions when vacancies exist.

A **social welfare provision** refers to any government program which seeks to provide a minimum level of income, service or other support for disadvantaged groups such as the poor, elderly, disabled and students. Social welfare payments and services are typically provided free of charge or at a nominal fee, and are funded by the state, or by

compulsory enrollment of the poor themselves. Examples of social welfare services include the following :

- ✓ Compulsory superannuation savings programs.
- ✓ Compulsory social insurance programs, often based on income, to pay for the social welfare service being provided. These are often incorporated into the taxation system and may be inseparable from income tax
- ✓ Pensions or other financial aid, including social security and tax relief, to those with low incomes or inability to meet basic living costs, especially those who are raising children, elderly, unemployed, injured, sick or disabled.
- ✓ Free or low cost nursing, medical and hospital care for those who are sick, injured or unable to care for themselves. This may also include free antenatal and postnatal care. Services may be provided in the community or a medical facility
- ✓ Free or low cost public education for all children, and financial aid, sometimes as a scholarship or pension, sometimes in the form of a suspensory loan, to students attending academic institutions or undertaking vocational training.
- ✓ The state may also fund or operate social work and community based organizations that provide services that benefit disadvantaged people in the community.
- ✓ Welfare money paid to persons, from a government, who are in need of financial assistance but who are unable to work.

Employee benefits in the United States might include relocation assistance, medical, prescription, vision and dental plans; health and dependent care flexible spending accounts, retirement benefit plans (pension, 401(k), 403(b)); group-term life and long term care insurance plans, legal assistance plans, adoption assistance, child care benefits and possibly other miscellaneous employee discounts (e.g. movies and theme park tickets, discounted shopping, hotels and resorts, and so on).

Some fringe benefits (for example, accident and health plans, and group-term life insurance coverage up to US\$50,000) may be excluded from the employee's gross income and, therefore, are not subject to federal income tax in the United States. Some function as tax shelters (for example, flexible spending accounts, 401(k)'s, 403(b)'s). Fringe benefits are also thought of as the costs of keeping employees other than salary. These benefit rates are typically calculated using fixed percentages that vary depending on the employee's classification and often change from year to year.

Normally, employer provided benefits are tax-deductible to the employer and non-taxable to the employee. The exception to the general rule would include executive benefits (e.g. golden handshake and golden parachute plans) which usually exceed the IRS maximum allowed and therefore, the executive would have to pay income tax for the excess amount.

American corporations may also offer cafeteria plans to their employees. These plans would offer a menu and level of benefits for employees to choose from. In most instances, these plans are funded by both the employees and by the employer(s). The portion paid by the employees are deducted from their gross pay before federal and state taxes are applied. Some benefits would still be subject to the FICA tax, such as 401(k) and 403(b) contributions; however, health premiums, some life premiums, and contributions to flexible spending accounts are exempt from FICA.

The term "fringe benefits" was coined by the War Labor Board during World War II to describe the various indirect benefits which industry had devised to attract and retain labor when direct wage increases were prohibited.

1.2 REVIEW OF LITERATURE

"Jack Welch of GE once said. Much of a company's value lies "between the ears of its employees".

It came up with this surprising finding: If you're losing good people, look to their immediate supervisor. More than any other single reason, he is the reason people stay and thrive in an organization. And he's the reason why they quit, taking their knowledge, experience and contact with them.

"People leave managers not companies," write the authors Marcus Buckingham and Curt Coffman. "So much money has been thrown at the challenge of keeping good people - in the form of better pay, better employee welfare and better training - when, in the end, turnover is mostly manager issue." If you have a turnover problem, look first to your managers. Are they driving people away?

Beyond a point, an employee's primary need has less to do with money, and more to do with how he's treated and how valued he feels. Much of this depends directly on the immediate manager. And yet, bad bosses seem to happen to good people everywhere. A Fortune magazine survey some years ago found that nearly 75 per cent of employees have suffered at the hands of difficult superiors. You can leave one job to find - you guessed it, another wolf in a pin-stripe suit in the next one.

Of all the workplace stressors, a bad boss is possibly the worst, directly impacting the emotional health and productivity of employees.

HR experts say that of all the abuses, employees find public humiliation the most intolerable. The first time, an employee may not leave, but a thought has been planted. The second time, that thought gets strengthened. The third time, he starts looking for another job. When people cannot retort openly in anger, they do so by passive aggression. By digging their heels in and slowing down. By doing only what they are told to do and no more. By omitting to give the boss crucial information.

Dev says: "If you work for a jerk, you basically want to get him into trouble. You don't have your heart and soul in the job." Different managers can stress out employees in different ways - by being too controlling, too suspicious, too pushy, too critical, but they forget that workers are not fixed assets, they are free agents. When this goes on too long, an employee will quit - often over seemingly trivial issue.

1.3 OBJECTIVES OF THE STUDY

1.3.1 Primary Objective

The primary objective would be to make a comparative study on the various welfare measures provided by different IT companies and to identify the best practices.

1.3.2 Secondary Objectives

1. To analyze the existing satisfaction level of the employees with regard to welfare measures.
2. To analyze the various measures offered by the IT companies, to enhance the level of satisfaction among employees.
3. To study the financial allocation of each company towards welfare measures.
4. To offer suggestions to various IT companies.

1.4 STATEMENT OF THE PROBLEM

This project is a general study of the IT industry with regard to the welfare measure they provide to their own employees. It is run through the expectations and satisfaction level of employees. This is made possible by making a comparative study on three select IT companies. The common welfare measures are listed and the satisfaction level of the three sets of IT employees is compared. Suggestions are offered to all the three companies in their problematic areas.

1.5 SCOPE OF THE STUDY

- ✓ To analyze the current satisfaction level of employees. This helps in improving the current system to enhance the satisfaction level.
- ✓ To identify the best practices among the three companies.
- ✓ To offer suggestions to the companies to keep their employees better satisfied.
- ✓ To find out which combination of welfare measures make employees more satisfied.
- ✓ To offer the employees a better satisfied work life.

1.6 METHODOLOGY

The project is classified into are various stages for the convenience of understanding and clarity. The stages are as follows :

1. Identification of Sample Companies
2. Study on the welfare measures of Individual companies
3. Identification of Common Welfare Measures among the three IT companies
4. Framing Questionnaire and Data Collection

Identification of Sample Companies

The first step in this project is to identify the three IT companies which are to be compared. This is done on a random basis and the following three companies are identified:

1. Infosys Technologies
2. iGate Global Solutions
3. Tata Consultancy services.

Study on the welfare measures of Individual companies

Once the companies are finalized, the various welfare measures provided by each are studied in detail. Each of the companies are seen to be different in the way of presentation of the measures to its employees. Each of them has been successful in their own ways in satisfying and attracting their employees. The unique welfare measures provided by each of the companies is as follows :

Tata Consultancy services

- 1) Health Insurance Scheme
- 2) Variable Provident Fund
- 3) Grievance Redressal
- 4) Bouquet Of Benefits
- 5) Emergency Financial Assistance
- 6) Vehicle and Home loans

- 7) Night Shift Allowance
- 8) Higher Education Assistance
- 9) Holiday Home
- 10) Professional Membership Reimbursement
- 11) Sundry Advance
- 12) Salary Advance

iGate Global

1. Salary Advance
2. Housing Scheme – CLA/PLA
3. Equal Opportunity Policy
4. Grievance Policy
5. PMP Certification
6. Variable Performance Pay
7. Flexible Expense Plan
8. Cell phone policy
9. Employee Referral policy
10. Doctor on call
11. Group Mediclaim
12. Group Superannuation
13. Group Gratuity
14. Group Personal Accident

Infosys Technologies

1. Basket of Allowances
2. Salary Advance
3. IOU Claim
4. Implementation Allowance
5. Leave Policy
6. Maternity Leave
7. Reimbursement of relocation expenses
8. Salary Loan Scheme
9. Soft Loan Scheme
10. Transfer Policy
11. Certification Policy
12. Performance Improvement Plan
13. Travel Policy
14. Car Loan Allowance
15. Services
 - a. Help Desk
 - b. Desk top and Laptop Support
 - c. Network Services
 - d. File and print Services
 - e. E-Mail Services

- f. Systems Support
- g. Database and Applications management
- h. Procurement
- i. Mobile Computing Services (For outside India locations only)

16. Infosys Health Insurance Policy (HIP)

17. Provident Fund Trust

18. Gratuity Fund

19. Superannuation Fund

Identification of Common Welfare Measures among the three IT companies

Once the welfare measures of the three companies are studied in detail, we arrive at a state wherein these measures have to be compared. And for comparing these, we should first list out the common measures among the three.

Following are the list of common welfare measures among the three IT companies :

1. Travel policy
2. Medical benefits
3. Insurance
4. Deferred benefits
5. Salary advance
6. Grievance policy
7. Leave policy
8. Loan benefits – vehicle and housing
9. Variable performance pay

10. Accident benefits

11. Emergency financial assistance.

Framing Questionnaire and Data Collection

Once the common measures are listed, a questionnaire consisting of 40 questions is framed based on those common measures. It is distributed in all the three companies taking an average of 50 respondents in each. Based on the responses of the employees, we do the analysis to find the satisfaction levels and preferences of the three sets of employees.

1.6.1 Type of the study

The type of study adopted here is descriptive.

1.6.2 Sampling design

The sample taken is 150, which is 50 each from all the three companies. A common questionnaire is used to collect primary data across the three companies.

1.6.3 Method of data collection

The study is based on both primary and secondary data. The primary data were collected through questionnaires. The secondary data were sourced from the files and records of the organization, books, journals and internet sources.

1.6.4 Tools of Analysis used

The various statistical tools used to analyze the collected data vary across objectives. Some of them are, t-test, chi-square test, mean test, trend analysis etc.

1.7 LIMITATIONS

- ✓ The study is restricted to the sample size of 150; hence the accuracy rate is low.
- ✓ The sample size of 50 per company is a very small part of the company strength.
- ✓ Only three companies are considered for this study, which makes the study ineffective. The whole IT industry is not considered.
- ✓ The expectation and satisfaction levels of employees of the three companies do not match. It becomes difficult to compare.
- ✓ Individual preference and expectation differ from that of a group.

1.8 CHAPTER SCHEME

Chapter 1: Introduction

The first chapter deals with the background, objectives, scope of the study, methodology used in data collection, limitations of the study, and brief introduction of all the chapters.

Chapter 2: Organization Profile

Organization profile includes details on the history of the organization, management and organization structure, product profile and market potential, competitive strength of the company.

Chapter3: Micro and macro analysis

This chapter deals with Indian IT Industry and Development of the three companies considered for this project.

Chapter 4: Data Analysis and Interpretations

This chapter consists of the analysis of the data collected from various companies across the objectives of this project.

Chapter 4: Conclusion

This chapter deals with the findings of the study and the suggestions given to improve the defects of the current system of welfare measures.

1.9 EXPERTS VIEW ON WELFARE MEASURES IN IT COMPANIES

HR Manager –

Management is charged with developing welfare and stress prevention program within the framework of the Working Conditions policy. In this process, management and the employees were all focused on continuous improvement. This enables us to respond and adapt to constant changes within the organization to compete in the global market.

HR Executive –

Earnings are only one part of the overall compensation package. Welfare also provides an indication of the extent to which employees are recognized for their work. Since the majority of our employees work on a full-time, permanent basis, we focus on the welfare measures provided to our employees in an efficient and effective way. We believe that this is also a kind of retention strategy.

College Professor –

Most welfare recipients who are hired seem to perform at least adequately in their jobs and help in keeping the attrition rate relatively low. Still, the range of salaries varies across the scale and the prospects of advancements are also different. And significant fractions of these workers experience major difficulties with job turnover, absenteeism and other aspects of performance.

Organizational Profile

CHAPTER 2

ORGANIZATION PROFILE

iGate

HISTORY

iGATE Clinical Research was formed by the acquisition of two companies in Pittsburgh and Mumbai.

The Pittsburgh-based company, Pittsburgh Clinical Research Network (PCRN), was a research site services provider established in 1997 and wholly owned by the University of Pittsburgh Medical Center. PCRN provided a business-friendly interface allowing biopharmaceutical companies to effectively utilize the resources of a complex academic medical center. Among the services offered were efficient investigator selection and training, clinical staffing, contracting, IRB and regulatory coordination, subject recruitment, and quality assurance. PCRN also developed and managed a network of community-based physician investigators. From 1998 to 2003, PCRN managed one or more clinical sites participating in approximately 150 phase I-IV clinical trials.

In India, the Mumbai-based company, DiagnoSearch, began as a central laboratory in 1997 and quickly expanded to become a full-service contract research organization focusing exclusively on ICH-GCP clinical trials. As such, it was one of the first Indian CROs to participate in global clinical trials. DiagnoSearch offered clinical trials management—including clinical monitoring, clinical data management, and central laboratory services. For study conduct, DiagnoSearch developed and maintained relationships with leading physician investigators throughout India. In the period 1997 to 2003, the company conducted several clinical trials, several of which contributed to US and European data submissions.

In 2003 PCRN and DiagnoSearch were acquired by iGATE Corporation to anchor its life sciences division. As a leader in business process outsourcing services and information technology solutions, iGATE's vision was to extend the unique advantages of India, in addition to other ascending regions, to the clinical research and development market. More and more global clients rely on iGATE Clinical Research every day because of the high quality of service, responsiveness.

iGATE Clinical Research was one of the first clinical trials management companies to establish operations in India, beginning as DiagnoSearch in 1997. After building a substantial track record in conducting ICH-GCP compliant clinical research, iGATE Clinical Research has become an award-winning CRO and has passed over 35 CQA audits by North American and European biopharmaceutical companies.

MANAGEMENT TEAM

Ashok Trivedi - Chairman

Sunil Wadhvani - Vice-Chairman

Phaneesh Murthy - Chief Executive Officer & Managing Director

N Ramachandran - Chief Financial Officer

Dr. N Balasubramanian - Chairman of the Audit Committee

Jai Swarup Pathak - Chairman of the Shareholder's Grievances Committee

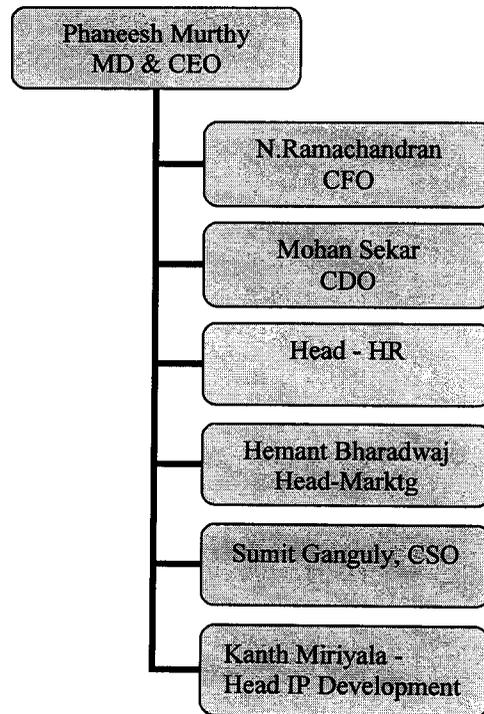
Dipankar Basu - Member of the Shareholder's Grievances Committee

J. Gordon Garrett - Independent Software Engineering Consultant

Mohan Sekhar - Chief Delivery Officer

Karl Heinz Achinger - International IT business leader

ORGANIZATION CHART



FUNCTIONAL AREAS

The various departments of iGATE are Human Resources, Information Technology, Information Systems, Travel / Immigration and Admin. The HR department is further split into Recruitment-HR and Business-HR. The recruitment team is completely responsible for the recruitment of fresher and laterals. Business-HR team takes care of employee welfare, employee relations, background verification, visa processing and resource allocation. The Information technology and Information systems department consists of the software development team.

INFOSYS

HISTORY

Infosys Technologies Ltd. (NASDAQ: INFY) provides consulting and IT services to clients globally - as partners to conceptualize and realize technology driven business transformation initiatives. With over 69,000 employees worldwide, we use a low-risk Global Delivery Model (GDM) to accelerate schedules with a high degree of time and cost predictability.

As one of the pioneers in strategic offshore outsourcing of software services, Infosys has leveraged the global trend of offshore outsourcing. Even as many software outsourcing companies were blamed for diverting global jobs to cheaper offshore outsourcing destinations like India and China, Infosys was recently applauded by Wired magazine for its unique offshore outsourcing strategy — it singled out Infosys for turning the outsourcing myth around and bringing jobs back to the US.

Infosys provides end-to-end business solutions that leverage technology. We provide solutions for a dynamic environment where business and technology strategies converge. Our approach focuses on new ways of business combining IT innovation and adoption while also leveraging an organization's current IT assets. We work with large global corporations and new generation technology companies - to build new products or services and to implement prudent business and technology strategies in today's dynamic digital environment.

MANAGEMENT TEAM

External members of the board

- Rama Bijapurkar
- Dr. Omkar Goswami
- Sridar Iyengar
- Deepak M. Satwalekar
- Claude Smadja
- Dr. Marti G. Subrahmanyam
- David L. Boyles
- Prof. Jeffrey Sean Lehman

Infosys executives & members of the board

- Srinath Batni
- K. Dinesh
- S. Gopalakrishnan
- N. R. Narayana Murthy
- Nandan M. Nilekani
- T.V. Mohandas Pai
- S.D. Shibulal

TCS

HISTORY

When TCS commenced operations in 1968, they pioneered the offshore delivery model for IT services.

Today, with a presence in 34 countries across 6 continents, & a comprehensive range of services across diverse industries, it is one of the world's leading Information Technology companies. Seven of the Fortune Top 10 companies are among its valued customers.

Infosys is a part of one of Asia's largest conglomerates - the TATA Group - which, with its interests in Energy, Telecommunications, Financial Services, Chemicals, Engineering & Materials, provides with a grounded understanding of specific business challenges facing global companies.

INDUSTRY VERTICALS

While the value of information technology as an efficiency enhancing business tool remains constant; its application requires a thorough understanding of specific industries & business processes. Infosys provides services & solutions to customers across the following industries:

- Banking
- Financial services
- Telecom
- Manufacturing
- Media and Entertainment
- Retail and Consumer goods
- Transportation
- Energy & Utilities
- s-Governance

MANAGEMENT TEAM

The corporate governance structure specifies the distribution of rights and responsibilities among different participants in the corporation, such as, the board, managers, shareholders and other stakeholders, and spells out the rules and procedures for making decisions on corporate affairs. By doing this, it also provides the structure through which the company objectives are set, the means of attaining those objectives and monitoring performance.

BOARD OF DIRECTORS

Mr. Ratan N. Tata - Chairman

Mr. S. Ramadorai - Chief Executive Officer & Managing Director

Mr. Naresh Chandra - Director

Mr. Aman Mehta - Director

Mr. Venkatraman Thyagarajan - Director

Prof. Clayton M Christensen - Director

Dr. Ron Sommer - Director

LauraCha-Director

PRODUCT PROFILE

Infosys products are popular all over the world. They are known to be user-friendly, flexible, comprehensive, and trailblazers in their respective areas.

Banking

Accounting

Insurance

Financial Services

eSecurity

Manufacturing

Life Sciences and Healthcare

Tools

s-Governance

Energy & Utilities

FUTURE PLANS

Targets for the year 2006-2007

Electricity	-	5% reduction in consumption
Water	-	5% reduction in consumption

It also proposes to undertake recycling of organic waste and hopes to achieve a target of 225 Tons by December 2007.

Targets achieved:

This year it has achieved 5% savings in electricity consumption and thus brought down our CO₂ emission levels.

It has recycled 44713 cubic meters of waste water and are reutilizing the same for gardening and air-conditioners. Thus saving precious water resource.

It has introduced rain water harvesting in its new facilities and is trying to include older facilities as well. It is also examining use of solar energy to bring down emission levels further.

100% of all suitable PCs available for donation are donated to charitable causes.

CHAPTER 3

MACRO-MICRO ANALYSIS

Worldwide spending on IT-ITES witnessed steady growth in 2005, on the back of healthier spending across key markets of the US and Western Europe, and strong growth in emerging markets. Outsourcing continued to be the primary growth engine with global delivery forming an integral part of the strategies adopted by customers as well as service providers.

The year 2005 also witnessed the coming of age of the Indian IT multinationals, with the traditionally India-centric, indigenous players beginning to build noticeable presence in other locations - through cross border acquisitions, onshore contract wins and organic growth in other low-cost locations. This was complemented by global majors continuing to significantly ramp-up their offshore delivery capabilities -predominantly in India, vindicating the success of the global delivery model and highlighting India's increasingly important role in the new world IT order.

In addition to the growth in scale, the portfolio of services sourced globally continued to expand into higher-value, more complex activities- further reinforcing the growing maturity of the global delivery model.

Facts and Figures

Employment trends

- The total direct employment in the Indian IT-ITES sector is estimated to have grown by over a million, from 284,000 in FY 1999-2000 to a projected 1,287,000 in the current fiscal (2005-06)
- In addition to the nearly 1.3 million-strong workforce employed directly in the industry, Indian IT-ITES is estimated to have helped create an additional 3 million job opportunities through indirect and induced employment.

Indirect employment includes expenditure on vendors including telecom, power, construction, facility management, IT, transportation, catering and other services. Induced employment is driven by consumption expenditure of employees on food, clothing, utilities, recreation, health and other services.

Key industry highlights:

- The leading publicly- listed players have reported a top line year-on-year growth of nearly 34 per cent, over the first half of the current fiscal.
- MNC-owned captive units have been scaling up their operations steadily with the headcount forecast to grow by at least 30 per cent this year.
- IT-ITES activity in the domestic market is also witnessing steady growth with the services segment coming into its own - reflecting sound optimism for the year-end results.

India-based Service Provider Landscape:

Category	No. of players	Share of India's total IT/BPO revenues	Performance export
IT Services	10.4	13.5	17.5
Tier I Players	3-4	<ul style="list-style-type: none"> • 45% of IT Services • 4-5% of BPO 	Revenues greater than USD 1 billion
Tier II IT Players	7-10	<ul style="list-style-type: none"> • 25% of IT Services • 4-5% of BPO 	Revenues USD 100 million-USD 1 billion
Offshore operations of Global IT majors	20-30	<ul style="list-style-type: none"> • 10-15% of IT Services • 10-15% of BPO 	Revenues USD 100 million-USD 500 million
Pure play BPO providers	40-50	<ul style="list-style-type: none"> • 20% of BPO 	Revenues USD 100 million-USD 200 million (Excluding top provider with USD 500 million)
Captive BPO units	150	<ul style="list-style-type: none"> • 50% of BPO 	Revenues USD 25 million-USD 150 million (top 10 units)
Emerging players	>3000	<ul style="list-style-type: none"> • 10-15% of IT Services • 5% of BPO 	Revenues less than USD 100 million (IT) Revenues less than USD 10 million (BPO)

iGATE Global Solutions services include consulting, IT Services, Data Analytics, Enterprise Systems, BPO/BSP, Contact Center and Infrastructure Management Services. Going beyond one time labor arbitrage, iGATE's iTOPS model assures clients of year on year savings by process and technology optimization, access to proprietary tools and accelerators and migration to best in class processes. The iTOPS model also allows clients to convert fixed costs to variable costs and manage business spikes and troughs more efficiently.

Services are delivered a unique pay-by-the-drink transaction pricing model that is directly linked to the business value delivered to our clients.

Infosys Technologies Ltd. (NASDAQ: INFY) provides consulting and IT services to clients globally - as partners to conceptualize and realize technology driven business transformation initiatives. With over 69,000 employees worldwide, we use a low-risk Global Delivery Model (GDM) to accelerate schedules with a high degree of time and cost predictability.

As one of the pioneers in strategic offshore outsourcing of software services, Infosys has leveraged the global trend of offshore outsourcing. Even as many software outsourcing companies were blamed for diverting global jobs to cheaper offshore outsourcing destinations like India and China, Infosys was recently applauded by Wired magazine for its unique offshore outsourcing strategy — it singled out Infosys for turning the outsourcing myth around and bringing jobs back to the US.

Infosys provides end-to-end business solutions that leverage technology. We provide solutions for a dynamic environment where business and technology strategies converge. Our approach focuses on new ways of business combining IT innovation and adoption while also leveraging an organization's current IT assets. We work with large global corporations and new generation technology companies - to build new products or services and to implement prudent business and technology strategies in today's dynamic digital environment.

TCS is a leading IT services provider, with a wide breadth of services across the entire Information technology spectrum.

The corporate governance structure of TCS specifies the distribution of rights and responsibilities among different participants in the corporation, such as, the board, managers, shareholders and other stakeholders, and spells out the rules and procedures for making decisions on corporate affairs. By doing this, it also provides the structure through which the company objectives are set, the means of attaining those objectives and monitoring performance.

When they commenced operations in 1968, we pioneered the offshore delivery model for IT services.

Today, with a presence in 34 countries across 6 continents, & a comprehensive range of services across diverse industries, we are one of the world's leading Information Technology companies. Seven of the Fortune Top 10 companies are among our valued customers.

They are part of one of Asia's largest conglomerates - the TATA Group - which, with its interests in Energy, Telecommunications, Financial Services, Chemicals, Engineering & Materials, provides us with a grounded understanding of specific business challenges facing global companies.

Data Analysis and Interpretation

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

1. Percentage Analysis based on various Demographic facts of the respondents

Table 1.1 – Age as a fact

Age(In Years)	RESPONDENTS					
	iGate	%	Infosys	%	TCS	%
20-25	21	42.00%	14	28.00%	14	28.00%
26-30	20	40.00%	26	52.00%	23	46.00%
31-40	4	8.00%	5	10.00%	7	14.00%
40 & Above	5	10.00%	5	10.00%	6	12.00%
Total	50	100.00%	50	100.00%	50	100.00%

Inference : From the above table it is inferred that iGate has 42% of its respondents between the age group of 20-25 yrs, Infosys has 52% of its respondents between the age group of 26-30 yrs and TCS has 46% of its respondents between the age group of 26-30 yrs.

Chart 1.1 – Age as a fact

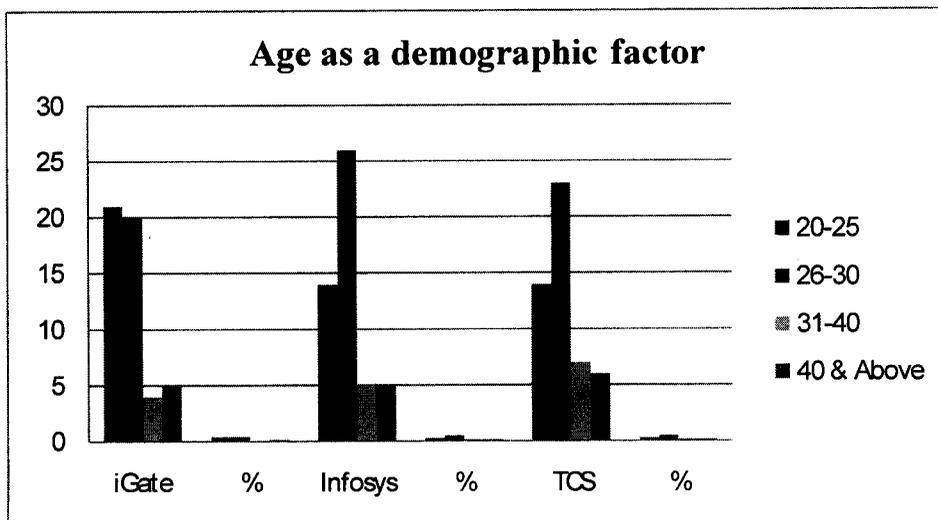


Table 1.2 – No of Dependants as a fact

Dependants	RESPONDENTS					
	iGate	%	Infosys	%	TCS	%
1-2	22	44.00%	15	30.00%	5	10.00%
3-4	20	40.00%	21	42.00%	8	16.00%
5-6	4	8.00%	12	24.00%	16	32.00%
7-8	4	8.00%	2	4.00%	21	42.00%
Total	50	100.00%	50	100.00%	50	100.00%

Inference : From the above table it is inferred that iGATE's respondents have an average family size of 1-2 (44%), Infosys's respondents have an average family size of 3-4 (42%), and TCS's respondents have an average family size of 7-8 (42%).

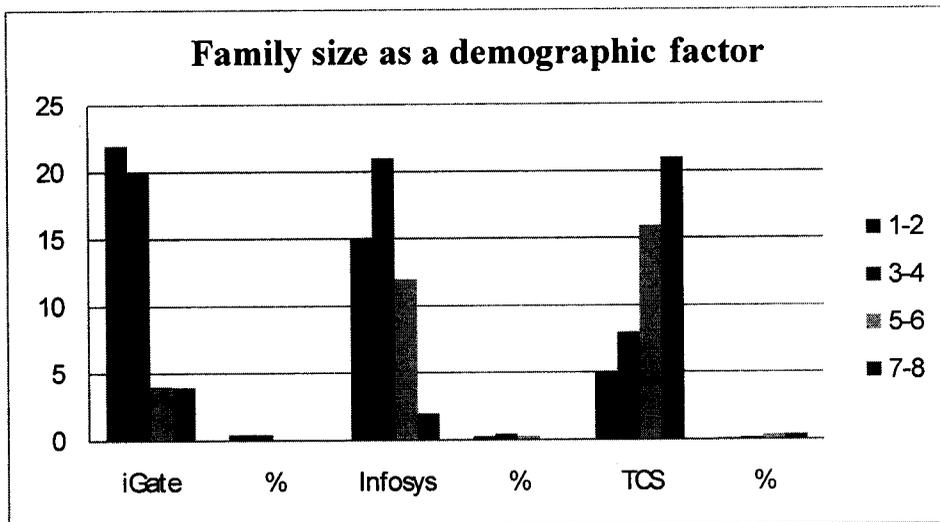
Chart 1.2 - Family Size as a fact

Table 1.3 – Salary as a fact

Salary (In Rs.)	RESPONDENTS					
	iGate	%	Infosys	%	TCS	%
10000-15000	17	34.00%	14	28.00%	18	36.00%
15001-20000	19	38.00%	26	52.00%	17	34.00%
20001-25000	7	14.00%	5	10.00%	10	20.00%
25001-30000	7	14.00%	5	10.00%	5	10.00%
Total	50	100.00%	50	100.00%	50	100.00%

Inference : From the above table it is inferred that the majority respondents of iGATE (38%), are drawing a salary of Rupees 15001 – 20000, the majority respondents of Infosys(52%) are drawing a salary of Rupees 15001 – 20000 and majority respondents of TCS(36%) are drawing a salary of Rupees 10000 – 15000.

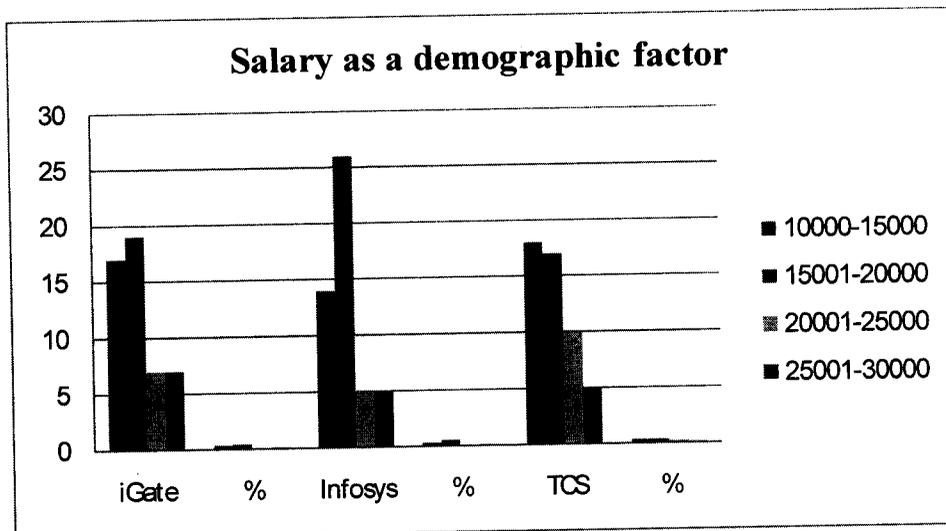
Chart 1.3 – Salary as a fact

Table 1.4 – Cadre as a fact

Cadre	RESPONDENTS					
	iGate	%	Infosys	%	TCS	%
Support Staff	3	6.00%	3	6.00%	5	10.00%
Programmer Trainee	16	32.00%	9	18.00%	8	16.00%
Programmer	6	12.00%	8	16.00%	8	16.00%
Programmer analyst	14	28.00%	16	32.00%	16	32.00%
Programmer associate	7	14.00%	9	18.00%	6	12.00%
Programmer senior associate	4	8.00%	5	10.00%	7	14.00%
Total	50	100.00%	50	100.00%	50	100.00%

Inference : From the above table it is inferred that the majority of the respondents of iGATE(32%) are programmer trainees and the majority of the respondents of Infosys (32%) and TCS (32%) are programmer analysts.

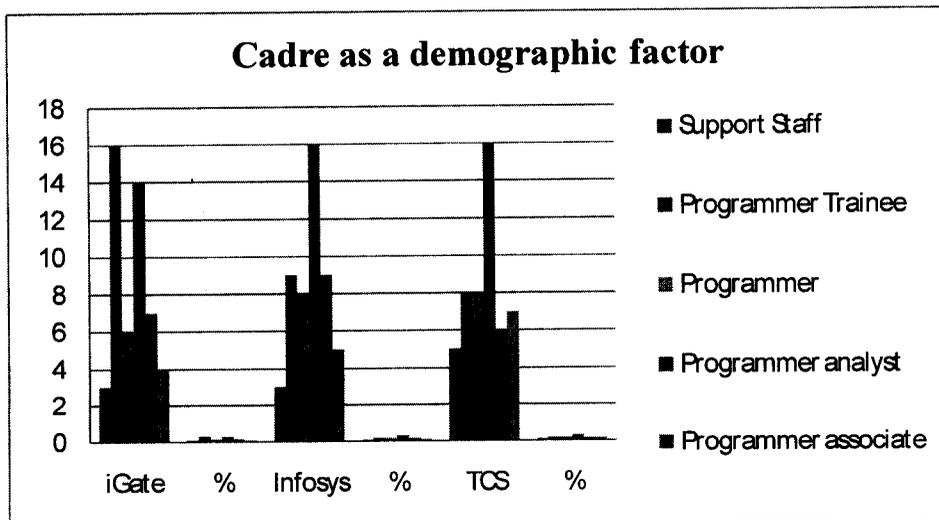
Chart 1.4 – Cadre as a fact

Table 1.5 – Experience level as a fact

Experience (In Years)	RESPONDENTS					
	iGate	%	Infosys	%	TCS	%
1-5	14	28.00%	7	14.00%	10	20.00%
6-10	4	8.00%	6	12.00%	14	28.00%
11-15	26	52.00%	32	64.00%	25	50.00%
Above 15	6	12.00%	5	10.00%	1	2.00%
Total	50	100.00%	50	100.00%	50	100.00%

Inference : From the above table it is inferred that all the three companies have the majority respondents with 11-15 yrs of experience.

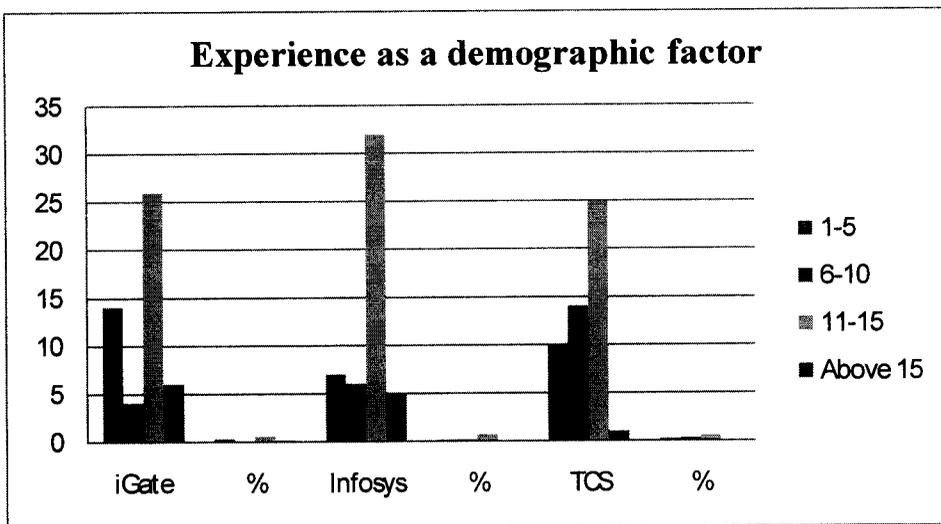
Chart 1.5 – Experience level as a fact

Table 1.6 – Educational Qualification as a fact

Education	RESPONDENTS					
	iGate	%	Infosys	%	TCS	%
UG	35	70.00%	3	6.00%		0.00%
SSLC	1	2.00%	2	4.00%	2	4.00%
PG	14	28.00%	45	90.00%	48	96.00%
Total	50	100.00%	50	100.00%	50	100.00%

Inference : From the above table it is inferred that the majority of the respondents of iGATE are UG holders and the majority of the respondents of Infosys and TCS are PG holders.

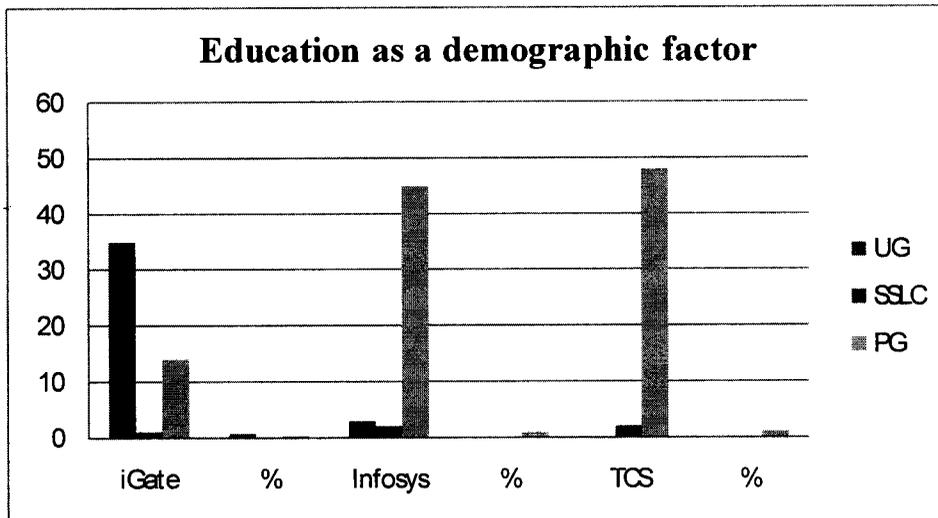
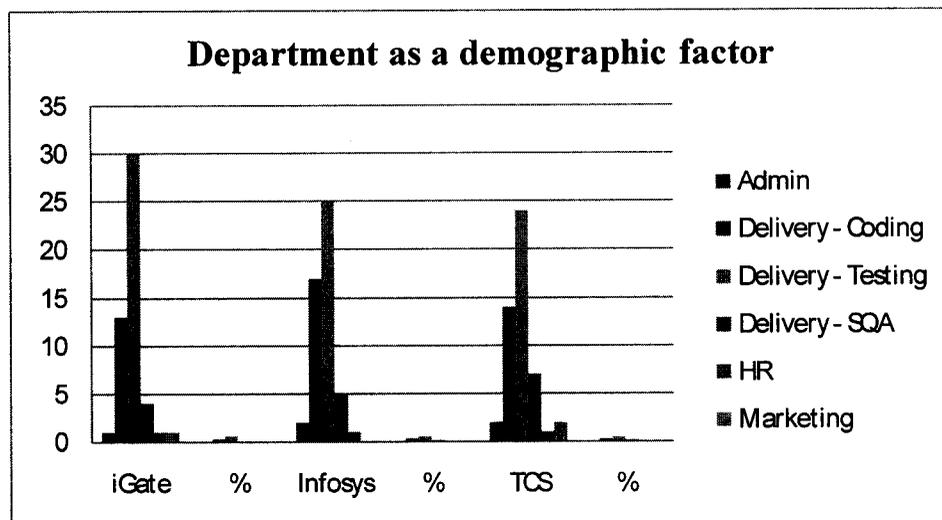
Chart 1.6 – Educational Qualification as a fact

Table 1.7 – Department as a fact

Department	RESPONDENTS					
	iGate	%	Infosys	%	TCS	%
Admin	1	2.00%	2	4.00%	2	4.00%
Delivery Coding	13	26.00%	17	34.00%	14	28.00%
Delivery Testing	30	60.00%	25	50.00%	24	48.00%
Delivery - SQA	4	8.00%	5	10.00%	7	14.00%
HR	1	2.00%	1	2.00%	1	2.00%
Marketing	1	2.00%	0	0.00%	2	4.00%
Total	50	100.00%	50	100.00%	50	100.00%

Inference : From the above table it is inferred that the majority of the respondents are from testing background. It holds true for all the three companies.

Chart 1.7 – Department as a fact

2. Mean test for analyzing the existing level of satisfaction of employees on welfare measures

Table 2.1 - Responses of iGate employees for the selected questions

Satisfaction Level Basic Requirements	Highly Satisfied (5)	Satisfied (4)	Average (3)	Dissatisfied (2)	Highly Dissatisfied (1)	Mean
Satisfaction on Welfare Measures	145	48	18	2	2	4.3
Accuracy of Welfare Measures	105	92	9	2	2	4.2
Work Place Conditions	150	64	9	2	0	4.5
Income Satisfaction	170	0	0	0	16	3.72

Inference: We infer from the above table that the employees of iGate are most happy with the work place facilities followed by the welfare measures.

Chart 2.1 : Responses of iGate employees for the selected questions

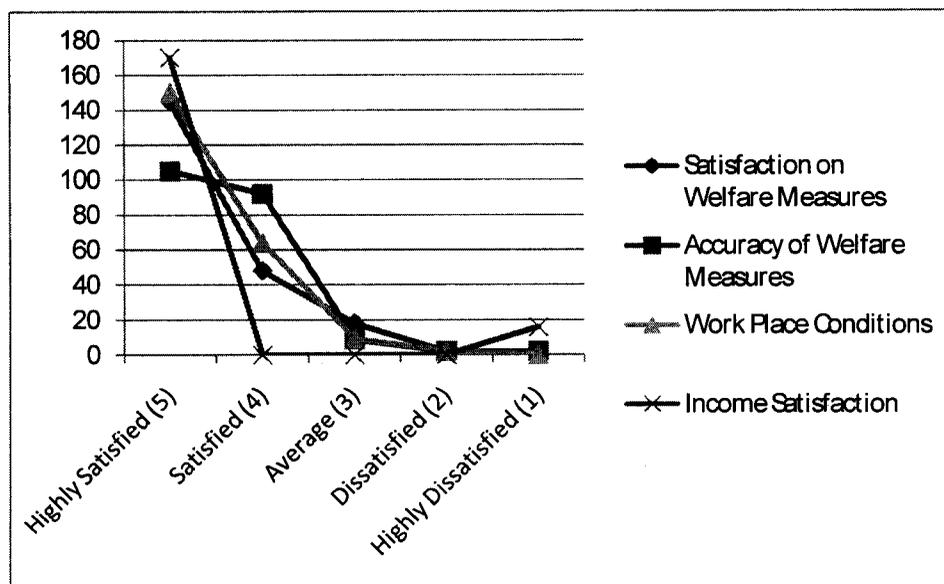


Table 2.2 – Responses of Infosys employees for the selected questions

Satisfaction Level Basic Requirements	Highly Satisfied (5)	Satisfied (4)	Average (3)	Dissatisfied (2)	Highly Dissatisfied (1)	Mean
Satisfaction on Welfare Measures	140	52	15	2	3	4.24
Accuracy of Welfare Measures	125	72	9	4	2	4.24
Work Place Conditions	140	48	18	6	1	4.26
Income Satisfaction	230	0	0	0	4	4.68

Inference: We infer from the above table that the employees of Infosys are most happy with their income, then with the work place facilities followed by the welfare measures and their accuracy.

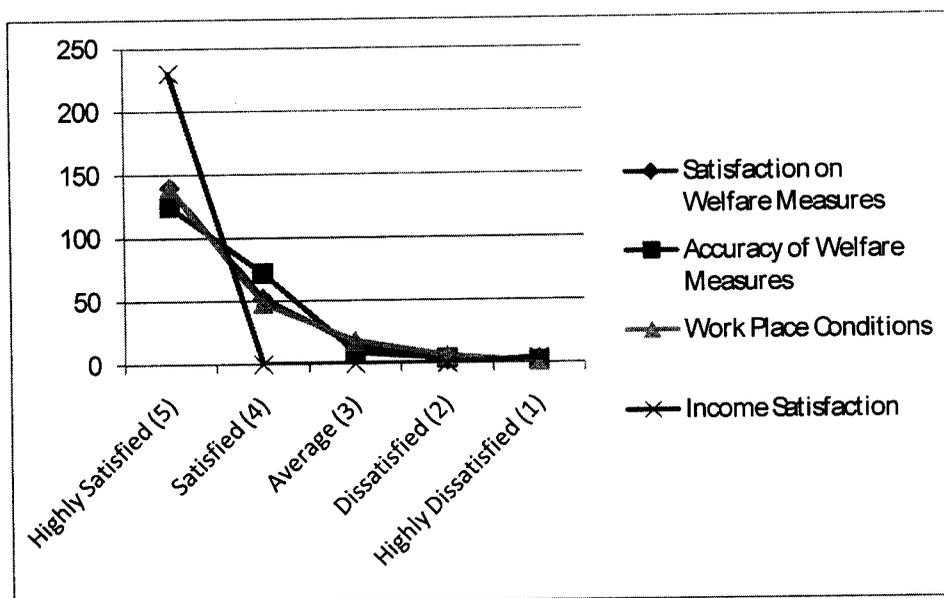
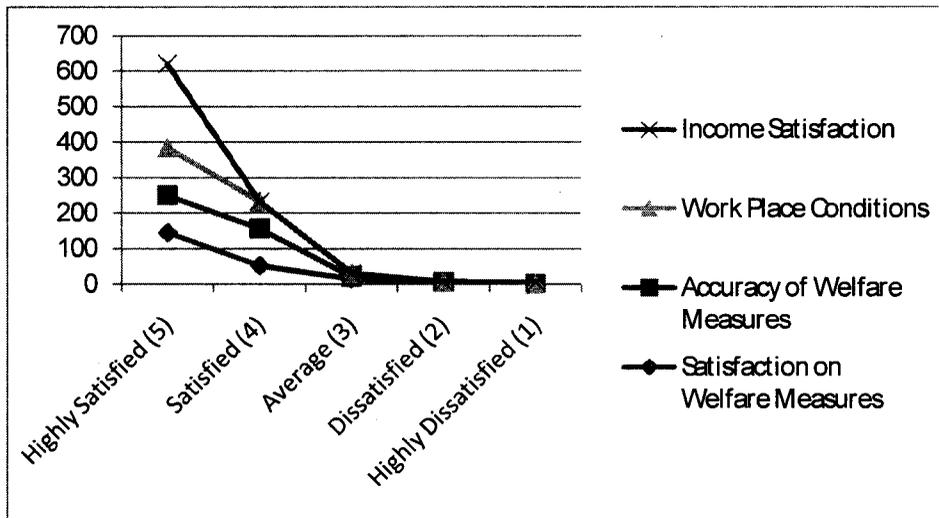
Chart 2.2 : Responses of Infosys employees for the selected questions

Table 2.3 – Responses of TCS employees for the selected questions

Satisfaction Level Basic Requirements	Highly Satisfied (5)	Satisfied (4)	Average (3)	Dissatisfied (2)	Highly Dissatisfied (1)	Mean
Satisfaction on Welfare Measures	145	52	15	4	1	4.34
Accuracy of Welfare Measures	105	104	6	2	0	4.34
Work Place Conditions	135	76	9	0	1	4.42
Income Satisfaction	235	0	0	0	3	4.76

Inference: We infer from the above table that the employees of TCS are most happy with their income, then with the work place facilities followed by the welfare measures and their accuracy.

Chart 2.3 : Responses of TCS employees for the selected questions

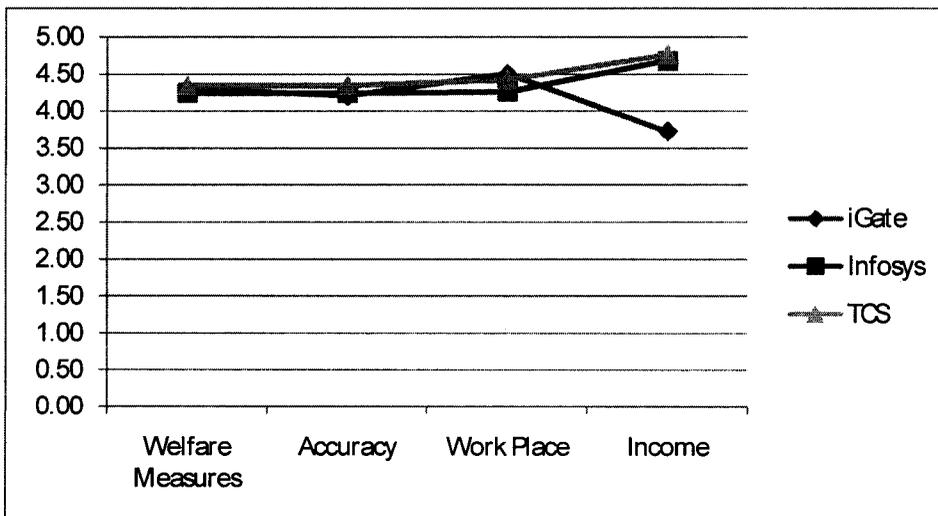
Weighted Average of the responses of employees of the three companies

Table 2.4 – Ranking of the three companies based on the selected aspects

Basic Requirements	Companies		
	iGate	Infosys	TCS
Satisfaction on Welfare Measures	4.30	4.24	4.34
Accuracy of Welfare Measures	4.20	4.24	4.34
Work Place Conditions	4.5	4.26	4.42
Income Satisfaction	3.72	4.68	4.76
Overall Mean	4.18	4.36	4.47
Rank	3	2	1

Inference: We infer from the above table that the based on the employees' perception and opinion, TCS holds the first rank, Infosys holds second followed by iGate.

Chart 2.4 : Ranking of the three companies based on the selected aspects



3. Analysis of the various welfare measures which will enhance the satisfaction level of employees.

Table 3.1 – Employee preference on the various welfare measures provided by iGate.

WELFARE MEASURES	Mean	Rank(R1)
Leave policy	3.74	12
Group insurance	3.92	11
Rest rooms, lunch rooms	3.94	10
Working hours flexibility	4.18	7
Solving grievances	4.20	6
Employee benefits policy	3.98	9
Medical policy	4.14	8
Canteen facilities	4.24	5
Personal development	4.32	4
Housing loan policy	4.44	2
Emergency financial support	4.44	2
First aid/doctor facilities	5.00	1

Inference : We infer from the above table that the employees of iGate have a positive perception towards First aid / Doctor facilities, next towards Emergency Financial support followed by Housing loan scheme.

Chart 3.1 - Employee preference on the various welfare measures provided by iGate.

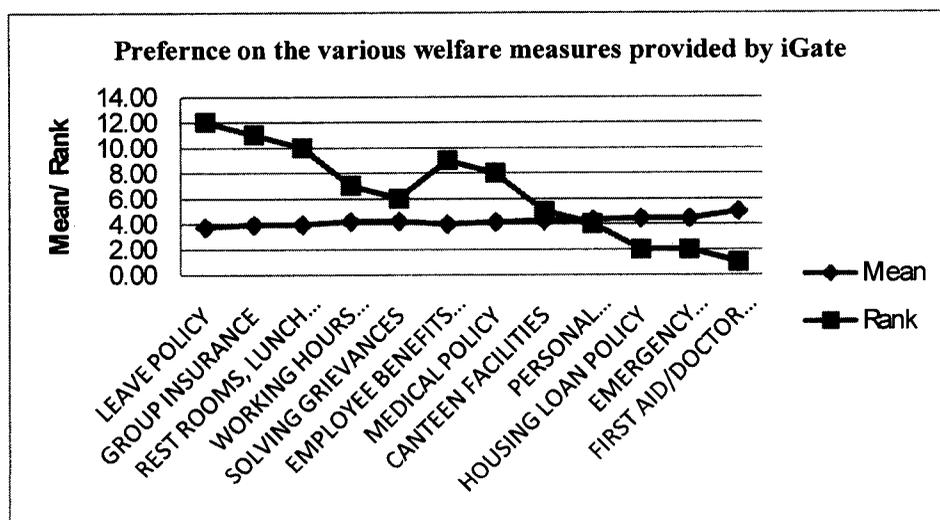


Table 3.2 – Employee preference on the various welfare measures provided by Infosys.

WELFARE MEASURES	MEAN	RANK(R2)
Leave policy	3.82	11
Group insurance	3.84	10
Rest rooms, lunch rooms	3.94	9
Working hours flexibility	4.32	2
Solving grievances	4.16	6
Employee benefits policy	3.68	12
Medical policy	4	8
Canteen facilities	4.1	7
Personal development	4.22	5
Housing loan policy	4.32	2
Emergency financial support	4.28	4
First aid/doctor facilities	5	1

Inference : We infer from the above table that the employees of Infosys have a positive perception towards First aid / Doctor facilities, next towards Work hours flexibility followed by Housing loan scheme.

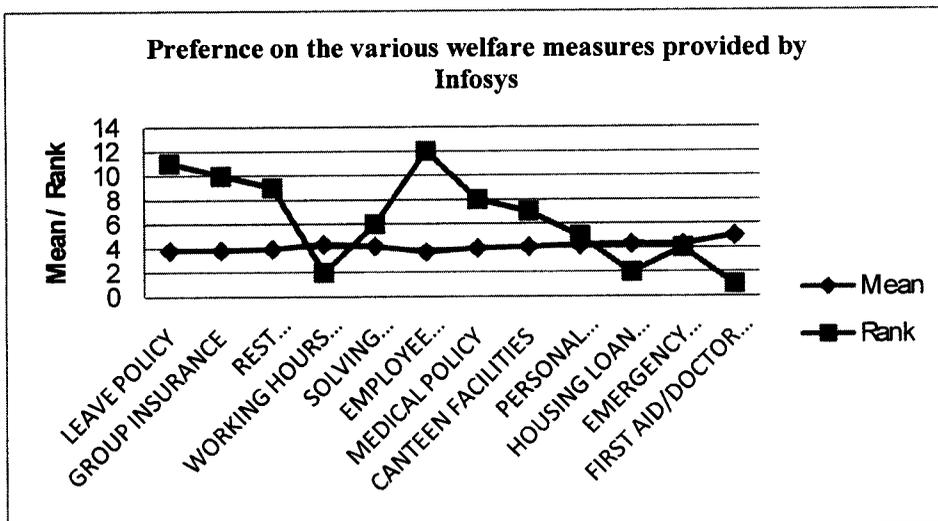
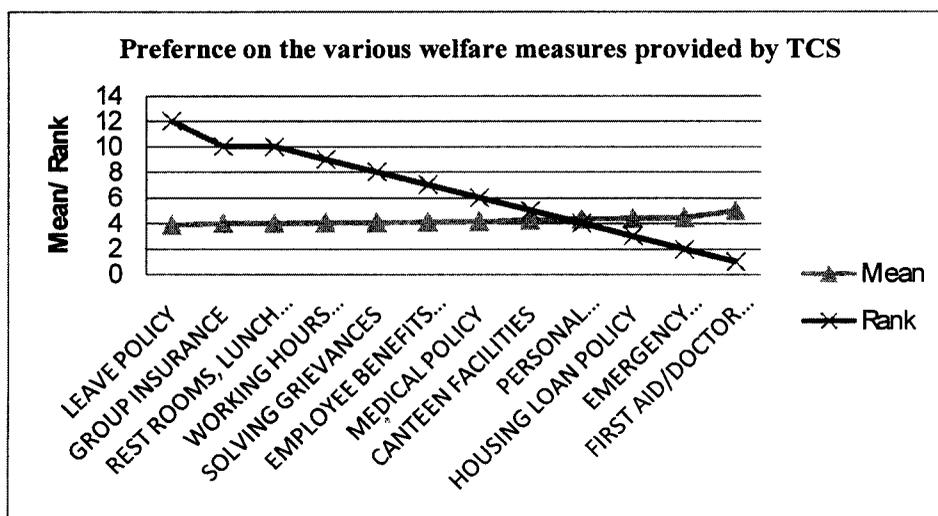
Chart 3.2 - Employee preference on the various welfare measures provided by Infosys

Table 3.3 – Employee Preference on the various welfare measures provided by TCS.

WELFARE MEASURES	MEAN	RANK
Leave policy	3.86	12
Group insurance	4	10
Rest rooms, lunch rooms	4	10
Working hours flexibility	4.04	9
Solving grievances	4.08	8
Employee benefits policy	4.12	7
Medical policy	4.14	6
Canteen facilities	4.28	5
Personal development	4.36	4
Housing loan policy	4.4	3
Emergency financial support	4.46	2
First aid/doctor facilities	5	1

Inference : We infer from the above table that the employees of TCS have a positive perception towards First aid / Doctor facilities, then towards Emergency financial support followed by Housing loan scheme.

Chart 3.3 - Employee Preference on the various welfare measures provided by TCS.

Rank Correlation of the welfare measures provided by the three IT Companies

Table 3.4 – Rank Correlation

WELFARE MEASURES	iGate	Infosys	TCS
Leave policy	12	11	12
Group insurance	11	10	10
Rest rooms, lunch rooms	10	9	10
Working hours flexibility	7	2	9
Solving grievances	6	6	8
Employee benefits policy	9	12	7
Medical policy	8	8	6
Canteen facilities	5	7	5
Personal development	4	5	4
Housing loan policy	2	2	3
Emergency financial support	2	4	2
First aid/doctor facilities	1	1	1

TCS Vs Infosys

H0 : There is no significant difference between the satisfaction level of the employees of TCS and Infosys.

H1 : There is significant difference between the satisfaction level of the employees of TCS and Infosys.

n = 12 ; Level of Significance = 0.05

Rank Correlation Coefficient – 0.6713

Spearman's Rank Correlation Value – 0.5804

Inference : Since the value of Spearman's Rank Correlation is less than the Rank Correlation Coefficient, the null hypothesis is rejected. Therefore, there is significant difference between the satisfaction level of the employees of TCS and Infosys.

TCS Vs iGate

H0 : There is no significant difference between the satisfaction level of the employees of TCS and iGate.

H1 : There is significant difference between the satisfaction level of the employees of TCS and iGate.

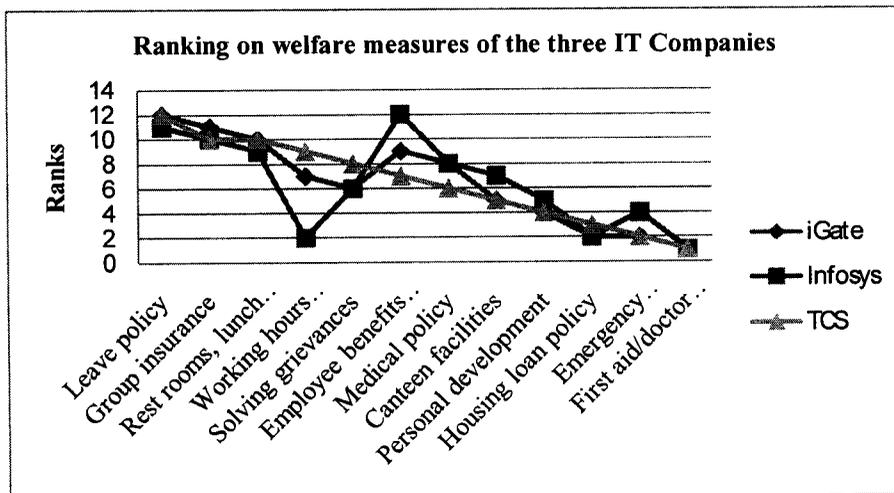
n = 12 ; Level of Significance = 0.05

Rank Correlation Coefficient – 0.9371

Spearman's Rank Correlation Value – 0.5804

Inference : Since the value of Spearman's Rank Correlation is less than the Rank Correlation Coefficient, the null hypothesis is rejected. Therefore, there is significant difference between the satisfaction level of the employees of TCS and iGate.

Chart 3.4 – Rank Correlation



4.1 To analyze the significant level of satisfaction on the welfare measures based on certain select Demographic facts.

Chi Square test to find the significance of satisfaction level in iGate (Based on Age)

4.1.1 - Housing Loan as a fact

Level of Satisfaction Age(In Years)	Highly Satisfied/ Satisfied	Average/ Dissatisfied/ Highly Dissatisfied	Total
20-25	9	12	21
26-30	10	10	20
31&Above	6	3	9
Total	25	25	50

Ho : There is no significant relationship between the Age and the preference of housing loan facility.

H1 : There is significant relationship between the Age and the preference of housing loan facility.

Degrees of Freedom = 2 ; Level of Significance = .05

Calculated Chi Square Value : 2.748

Table Value : 5.991

Inference : The calculated value 2.748(applying Yates correction) is less than the table value, which is 5.991 at 2 degrees of freedom and 5% level of significance. Hence we accept the null hypothesis and infer that there is no significant relationship between the age of the respondents and preference for housing loan policy.

Table 4.1.2 - Emergency Financial Support as fact

Age(In Years) \ Level of Satisfaction	Highly Satisfied/ Satisfied	Average/ Dissatisfied/ Highly Dissatisfied	Total
20-25	13	8	21
26-30	9	11	20
31 & Above	4	5	9
Total	26	24	50

Ho : There is no significant relationship between the Age and the preference of housing loan facility.

H1 : There is significant relationship between the Age and the preference of housing loan facility.

Degrees of Freedom = 2 ; Level of Significance = .05

Calculated Chi Square Value : 1.625

Table Value : 5.991

Inference : The calculated value 1.625 (applying Yates correction) is less than the table value, which is 5.991 at 2 degrees of freedom and 5% level of significance. Hence we accept the null hypothesis and infer that there is no significant relationship between the age of the respondents and preference for Emergency Financial Support.

Chi Square test to find the significance of satisfaction level in iGate (Based on Gender)

Table 4.1.3 - Housing loan as a fact

Gender	Level of Satisfaction		Total
	Highly Satisfied/ Satisfied	Average/ Dissatisfied/ Highly Dissatisfied	
Male	14	11	25
Female	11	14	25
Total	25	25	50

Ho : There is no significant relationship between the Gender and the preference of housing loan facility.

H1 : There is significant relationship between the Gender and the preference of housing loan facility.

Degrees of Freedom = 1 ; Level of Significance = .05

Calculated Chi Square Value : 0.72

Table Value : 3.841

Inference : The calculated value 0.72 is less than the table value, which is 3.841 at 1 degrees of freedom and 5% level of significance. Hence we accept the null hypothesis and infer that there is no significant relationship between the gender of the respondents and preference for housing loan policy.

Table 4.1.4 - Emergency Financial Support as a fact

Gender \ Level of Satisfaction	Highly Satisfied/ Satisfied	Average/ Dissatisfied/ Highly Dissatisfied	Total
Male	14	11	25
Female	12	13	25
Total	26	24	50

Ho : There is no significant relationship between the Gender and the preference of Financial Support facility.

H1 : There is significant relationship between the Gender and the preference of Financial Support facility.

Degrees of Freedom = 1 ; Level of Significance = .05

Calculated Chi Square Value : 0.32

Table Value : 3.841

Inference : The calculated value 0.32 is less than the table value, which is 3.841 at 1 degrees of freedom and 5% level of significance. Hence we accept the null hypothesis and infer that there is no significant relationship between the gender of the respondents and preference for emergency financial support.

Chi-square test to find the significance of satisfaction level in iGate(Based on Experience)

Table 4.1.5 - Housing Loan as a fact

Level of Satisfaction Years of Experience	Highly Satisfied/ Satisfied	Average/ Dissatisfied/ Highly Dissatisfied	Total
1-5	7	7	14
6-10	12	14	26
11 & Above	6	4	10
Total	25	25	50

Ho : There is no significant relationship between the years of experience and the preference of housing loan facility.

H1 : There is significant relationship between the years of experience and the preference of housing loan facility.

Degrees of Freedom = 2 ; Level of Significance = .05

Calculated Chi Square Value : 0.764

Table Value : 5.991

Inference : The calculated value 0.764 (applying Yates correction) is less than the table value, which is 5.991 at 2 degrees of freedom and 5% level of significance. Hence we accept the null hypothesis and infer that there is no significant relationship between the experience level of employees and the housing loan facility.

Table 4.1.6 - Emergency Financial Support as a fact

Level of Satisfaction Years of Experience	Highly Satisfied/ Satisfied	Average/ Dissatisfied/ Highly Dissatisfied	Total
1-5	9	5	14
6-10	13	13	26
11 & Above	4	6	10
Total	26	24	50

Ho : There is no significant relationship between the years of experience and the preference of Financial Support facility.

H1 : There is significant relationship between the years of experience and the preference of Financial Support facility.

Degrees of Freedom = 2 ; Level of Significance = .05

Calculated Chi Square Value : 1.673

Table Value : 5.991

Inference : The calculated value 1.673 (applying Yates correction) is less than the table value, which is 5.991 at 2 degrees of freedom and 5% level of significance. Hence we accept the null hypothesis and infer that there is no significant relationship between the experience level of employees and the emergency financial support facility.

4.2 Chi Square test to find the significance of satisfaction level in Infosys (Based on Age)

Table 4.2.1 - Housing Loan as a fact

Level of Satisfaction Age(In Years)	Highly Satisfied/ Satisfied	Average/ Dissatisfied/ Highly Dissatisfied	Total
20-25	12	2	14
26-30	13	13	26
31 & Above	6	4	10
Total	31	19	50

Ho : There is no significant relationship between the Age and the preference of housing loan facility.

H1 : There is significant relationship between the Age and the preference of housing loan facility.

Degrees of Freedom = 2 ; Level of Significance = .05

Calculated Chi Square Value : 5.269

Table Value : 5.991

Inference : The calculated value 5.269 (applying Yates correction) is less than the table value, which is 5.991 at 2 degrees of freedom and 5% level of significance. Hence we accept the null hypothesis and infer that there is no significant relationship between the age of the respondents and preference for housing loan policy.



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Table 4.2.2 - Working Hours as a fact

Age(In Years) \ Level of Satisfaction	Highly Satisfied/Satisfied	Average/Dissatisfied/Highly Dissatisfied	Total
20-25	4	10	14
26-30	14	12	26
31 & Above	5	5	10
Total	23	27	50

Ho : There is no significant relationship between the Age and the preference of working hours.

H1 : There is significant relationship between the Age and the preference of working hours.

Degrees of Freedom = 2 ; Level of Significance = .05

Calculated Chi Square Value : 2.649

Table Value : 5.991

Inference : The calculated value 2.649 (applying Yates correction) is less than the table value, which is 5.991 at 2 degrees of freedom and 5% level of significance. Hence we accept the null hypothesis and infer that there is no significant relationship between the age of the respondents and preference for Emergency Financial Support.

Chi Square test to find the significance of satisfaction level in iGate (Based on Gender)

Table 4.2.3 - Housing loan as a fact

Level of Satisfaction \ Gender	Highly Satisfied/ Satisfied	Average/ Dissatisfied/ Highly Dissatisfied	Total
Male	11	14	25
Female	10	15	25
Total	21	29	50

Ho : There is no significant relationship between the Gender and the preference of housing loan facility.

H1 : There is significant relationship between the Gender and the preference of housing loan facility.

Degrees of Freedom = 1 ; Level of Significance = .05

Calculated Chi Square Value : 0.08

Table Value : 3.841

Inference : The calculated value 0.08 is less than the table value, which is 3.841 at 1 degrees of freedom and 5% level of significance. Hence we accept the null hypothesis and infer that there is no significant relationship between the gender of the respondents and preference for housing loan policy.

Table 4.2.4 - Working Hours as a fact

Gender \ Level of Satisfaction	Highly Satisfied/ Satisfied	Average/ Dissatisfied/ Highly Dissatisfied	Total
Male	14	11	25
Female	11	14	25
Total	25	25	50

Ho : There is no significant relationship between the Gender and the preference of Working hours

H1 : There is significant relationship between the Gender and the preference of Working hours

Degrees of Freedom = 1 ; Level of Significance = .05

Calculated Chi Square Value : 0.72

Table Value : 3.841

Inference : The calculated value 0.72 is less than the table value, which is 3.841 at 1 degrees of freedom and 5% level of significance. Hence we accept the null hypothesis and infer that there is no significant relationship between the gender of the respondents and preference for working hours.

Chi-square test to find the significance of satisfaction level in Infosys(Based on Experience)

Table 4.2.5 - Housing Loan as a fact

Level of Satisfaction Years of Experience	Highly Satisfied/ Satisfied	Average/ Dissatisfied/ Highly Dissatisfied	Total
1-5	2	5	7
6-10	13	19	32
10 & Above	6	5	11
Total	21	29	50

Ho : There is no significant relationship between the years of experience and the preference of housing loan facility.

H1 : There is significant relationship between the years of experience and the preference of housing loan facility.

Degrees of Freedom = 2 ; Level of Significance = .05

Calculated Chi Square Value : 1.5405

Table Value : 5.991

Inference : The calculated value 1.5405 (applying Yates correction) is less than the table value, which is 5.991 at 2 degrees of freedom and 5% level of significance. Hence we accept the null hypothesis and infer that there is no significant relationship between the experience level of employees and the housing loan facility.

Table 4.2.6 - Working Hours as a fact

Level of Satisfaction Years of Experience	Highly Satisfied/ Satisfied	Average/ Dissatisfied/ Highly Dissatisfied	Total
1-5	2	5	7
6-10	15	17	32
10 & Above	6	5	11
Total	23	27	50

Ho : There is no significant relationship between the years of experience and the preference of Working hours

H1 : There is significant relationship between the years of experience and the preference of Working hours

Degrees of Freedom = 2 ; Level of Significance = .05

Calculated Chi Square Value : 1.482

Table Value : 5.991

Inference : The calculated value 1.482 (applying Yates correction) is less than the table value, which is 5.991 at 2 degrees of freedom and 5% level of significance. Hence we accept the null hypothesis and infer that there is no significant relationship between the experience level of employees and the working hours.

4.3 Chi Square test to find the significance of satisfaction level in TCS (Based on Age)

Table 4.3.1 - Housing Loan as a fact

Level of Satisfaction \ Age(In Years)	Highly Satisfied/Satisfied	Average/ Dissatisfied/ Highly Dissatisfied	Total
20-25	7	7	14
26-30	9	14	23
31 & Above	8	5	13
Total	24	26	50

Ho : There is no significant relationship between the Age and the preference of housing loan facility.

H1 : There is significant relationship between the Age and the preference of housing loan facility.

Degrees of Freedom = 2 ; Level of Significance = .05

Calculated Chi Square Value : 1.883

Table Value : 5.991

Inference : The calculated value 1.883 (applying Yates correction) is less than the table value, which is 5.991 at 2 degrees of freedom and 5% level of significance. Hence we accept the null hypothesis and infer that there is no significant relationship between the age of the respondents and preference for housing loan policy.

Table 4.3.2 - Emergency Financial Support as fact

Level of Satisfaction Age(In Years)	Highly Satisfied/ Satisfied	Average/ Dissatisfied/ Highly Dissatisfied	Total
20-25	9	5	14
26-30	9	14	23
31-40	7	6	13
Total	25	25	50

Ho : There is no significant relationship between the Age and the preference of emergency financial support facility.

H1 : There is significant relationship between the Age and the preference of emergency financial support facility.

Degrees of Freedom = 2 ; Level of Significance = .05

Calculated Chi Square Value : 2.498

Table Value : 5.991

Inference : The calculated value 2.498 (applying Yates correction) is less than the table value, which is 5.991 at 2 degrees of freedom and 5% level of significance. Hence we accept the null hypothesis and infer that there is no significant relationship between the age of the respondents and preference for Emergency Financial Support.

Chi Square test to find the significance of satisfaction level in TCS (Based on Gender)

Table 4.3.3 - Housing loan as a fact

Level of Satisfaction \ Gender	Highly Satisfied/ Satisfied	Average/ Dissatisfied/ Highly Dissatisfied	Total
Male	14	11	25
Female	10	15	25
Total	24	26	50

Ho : There is no significant relationship between the Gender and the preference of housing loan facility.

H1 : There is significant relationship between the Gender and the preference of housing loan facility.

Degrees of Freedom = 1 ; Level of Significance = .05

Calculated Chi Square Value : 1.28

Table Value : 3.841

Inference : The calculated value 1.28 is less than the table value, which is 3.841 at 1 degrees of freedom and 5% level of significance. Hence we accept the null hypothesis and infer that there is no significant relationship between the gender of the respondents and preference for housing loan policy.

Table 4.3.4 - Emergency Financial Support as a fact

Level of Satisfaction \ Gender	Highly Satisfied/ Satisfied	Average/ Dissatisfied/ Highly Dissatisfied	Total
Male	14	11	25
Female	11	14	25
Total	25	25	50

Ho : There is no significant relationship between the Gender and the preference of Financial Support facility.

H1 : There is significant relationship between the Gender and the preference of Financial Support facility.

Degrees of Freedom = 1 ; Level of Significance = .05

Calculated Chi Square Value : 0.72

Table Value : 3.841

Inference : The calculated value 0.72 is less than the table value, which is 3.841 at 1 degrees of freedom and 5% level of significance. Hence we accept the null hypothesis and infer that there is no significant relationship between the gender of the respondents and preference for emergency financial support.

Chi-square test to find the significance of satisfaction level in TCS(Based on Experience)

Table 4.3.5 - Housing Loan as a fact

Level of Satisfaction Years of Experience	Highly Satisfied/ Satisfied	Average/ Dissatisfied/ Highly Dissatisfied	Total
1-5	5	5	10
6-10	10	15	25
11 & A bove	9	6	15
Total	24	26	50

Ho : There is no significant relationship between the years of experience and the preference of housing loan facility.

H1 : There is significant relationship between the years of experience and the preference of housing loan facility.

Degrees of Freedom = 2 ; Level of Significance = .05

Calculated Chi Square Value : 1.719

Table Value : 5.991

Inference : The calculated value 1.719 (applying Yates correction) is less than the table value, which is 5.991 at 2 degrees of freedom and 5% level of significance. Hence we accept the null hypothesis and infer that there is no significant relationship between the experience level of employees and the housing loan facility.

Table 4.3.6 - Emergency Financial Support as a fact

Level of Satisfaction Years of Experience	Highly Satisfied/ Satisfied	Average/ Dissatisfied/ Highly Dissatisfied	Total
1-5	5	5	10
6-10	11	14	25
11 & Above	9	6	15
Total	25	25	50

Ho : There is no significant relationship between the years of experience and the preference of Financial Support facility.

H1 : There is significant relationship between the years of experience and the preference of Financial Support facility.

Degrees of Freedom = 2 ; Level of Significance = .05

Calculated Chi Square Value : 1.1667

Table Value : 5.991

Inference : The calculated value 1.1667 (applying Yates correction) is less than the table value, which is 5.991 at 2 degrees of freedom and 5% level of significance. Hence we accept the null hypothesis and infer that there is no significant relationship between the experience level of employees and the emergency financial support facility.

5. Trend analysis to study the financial allocation of each company towards welfare measures.

Table 5.1 – Trend values for next two years of Infosys

Years	Amt in Rs.('000)
03 - '04	137,600
04 - '05	200,000
05 - '06	290,000
'06- '07	325,350
'07 - '08	382,000

Inference : From the above table, it is inferred that the funds allocated by Infosys for staff welfare is likely to increase over the next two financial years by 12.2% and 17.4 % respectively.

Chart 5.1 – Trend values for next two years of Infosys

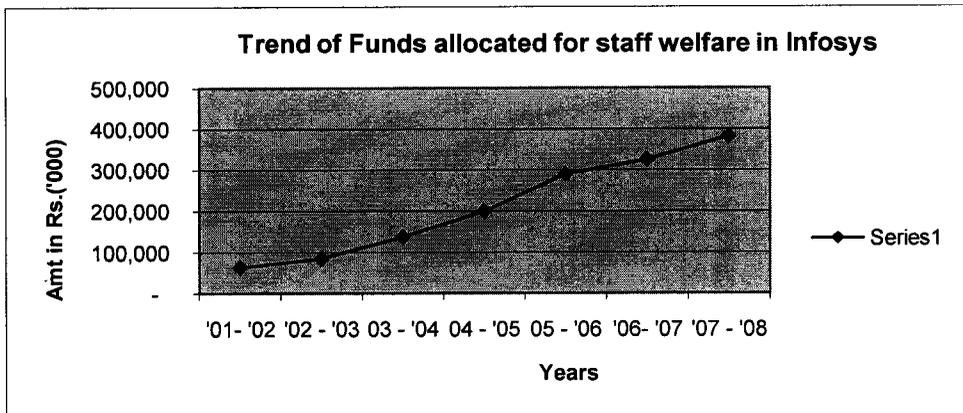


Table 5.2 – Trend values for next two years of TCS

Years	Amt in Rs.('000)
03 - '04	905,280
04 - '05	1,150,400
05 - '06	1,483,600
'06- '07	1,943,136
'07 - '08	2,354,896

Inference : From the above table, it is inferred that the funds allocated by TCS for staff welfare is likely to increase over the next two financial years by 31% and 21.2 % respectively.

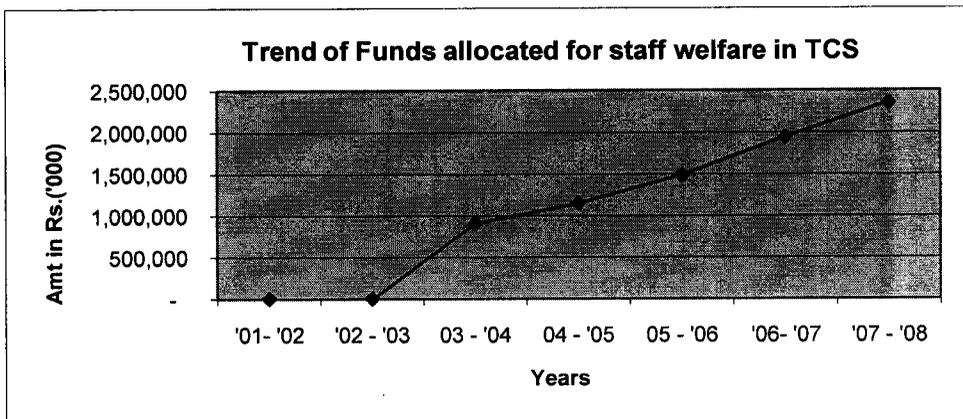
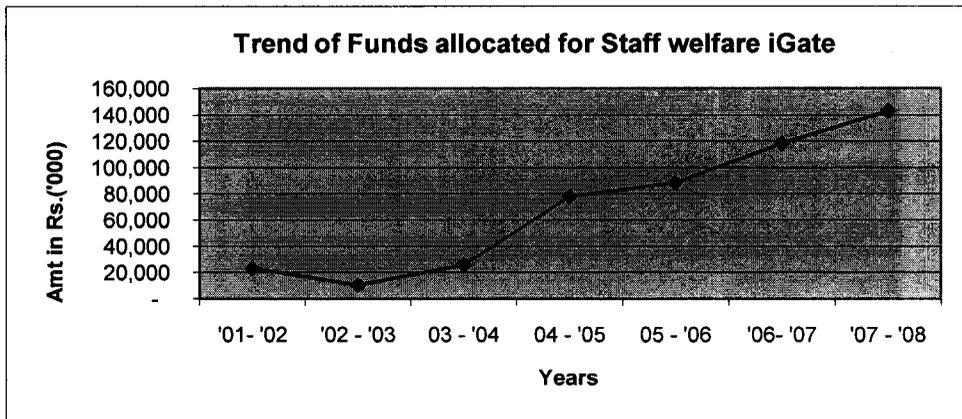
Chart 5.2 – Trend values for next two years of TCS

Table 5.3 – Trend values for next two years of iGate

Years	Amt in Rs.('000)
03 - '04	25,659
04 - '05	77,761
05 - '06	88,339
'06- '07	118,259
'07 - '08	142,684.8

Inference : From the above table, it is inferred that the funds allocated by iGate for staff welfare is likely to increase over the next two financial years by 30% and 20.6 % respectively.

Chart 5.3 – Trend values for next two years of iGate

Conclusion & Suggestions

CHAPTER 5

CONCLUSION

5.1 RESULTS AND INTERPRETATIONS

1. iGate has 42% of its respondents between the age group of 20-25, Infosys has 52% of its respondents between the age group of 26-30 and TCS has 46% of its respondents between the age group of 26-30.
2. iGATE's respondents have an average family size of 1-2 (44%), Infosys's respondents have an average family size of 3-4 (42%), and TCS's respondents have an average family size of 7-8 (42%).
3. The majority respondents of iGATE (38%), are drawing a salary of 15001 – 20000, the majority respondents of Infosys(52%) are drawing a salary of 15001 – 20000 and majority respondents of TCS(36%) are drawing a salary of 10000 – 15000.
4. The majority of the respondents of iGATE(32%) are programmer trainees and the majority of the respondents of Infosys (32%) and TCS (32%) are programmer analysts.
5. The three companies have the majority respondents with 11-15 yrs of experience.
6. The majority of the respondents of iGATE are UG holders and the majority of the respondents of Infosys and TCS are PG holders.
7. The majority of the respondents are from testing background. It holds true for all the three companies.
8. The employees of iGate are most happy with the work place facilities followed by the welfare measures.
9. The employees of Infosys are most happy with their income, then with the work place facilities followed by the welfare measures and their accuracy.

10. The employees of TCS are most happy with their income, then with the work place facilities followed by the welfare measures and their accuracy.
11. Based on the ranking done on employees' perception and opinion, TCS holds the first rank, Infosys holds second followed by iGate.
12. The employees of iGate have a positive perception towards First aid / Doctor facilities, next towards Emergency Financial support followed by Housing loan scheme.
13. The employees of Infosys have a positive perception towards First aid / Doctor facilities, next towards Work hours flexibility followed by Housing loan scheme.
14. The employees of TCS have a positive perception towards First aid / Doctor facilities, then towards Emergency financial support followed by Housing loan scheme.
15. There is a significant difference between the satisfaction level of the employees of TCS and Infosys.
16. There is a significant difference between the satisfaction level of the employees of TCS and iGate.
17. There is no significant relationship between the age of the respondents and preference for housing loan policy, in iGate.
18. There is no significant relationship between the age of the respondents and preference for Emergency Financial Support, in iGate.
19. There is no significant relationship between the gender of the respondents and preference for housing loan policy, in iGate.
20. There is no significant relationship between the gender of the respondents and preference for emergency financial support, in iGate.
21. There is no significant relationship between the experience level of employees and the housing loan facility, in iGate.
22. There is no significant relationship between the experience level of employees and the emergency financial support facility, in iGate.
23. There is no significant relationship between the age of the respondents and preference for housing loan policy, in Infosys.

24. There is no significant relationship between the age of the respondents and preference for Emergency Financial Support, in Infosys.
25. There is no significant relationship between the gender of the respondents and preference for housing loan policy, in Infosys.
26. There is no significant relationship between the gender of the respondents and preference for working hours, in Infosys.
27. There is no significant relationship between the experience level of employees and the housing loan facility, in Infosys.
28. There is no significant relationship between the experience level of employees and the working hours, in Infosys.
29. There is no significant relationship between the age of the respondents and preference for housing loan policy, TCS.
30. There is no significant relationship between the age of the respondents and preference for Emergency Financial Support, TCS.
31. There is no significant relationship between the gender of the respondents and preference for housing loan policy, TCS.
32. There is no significant relationship between the gender of the respondents and preference for emergency financial support, TCS.
33. There is no significant relationship between the experience level of employees and the housing loan facility, TCS.
34. There is no significant relationship between the experience level of employees and the emergency financial support facility, TCS.
35. The funds allocated by Infosys for staff welfare is likely to increase over the next two financial years by 12.2% and 17.4 % respectively.
36. The funds allocated by TCS for staff welfare is likely to increase over the next two financial years by 31% and 21.2 % respectively.
37. The funds allocated by iGate for staff welfare is likely to increase over the next two financial years by 30% and 20.6 % respectively.

5.2 SUGGESTIONS

- ✓ 74% of the respondents have suggested for a change. The managements should aim at bringing new policies to enhance the current satisfaction level of their employees.
- ✓ The welfare measures should be framed such a way that it satisfies all the age groups and all classes of employees.
- ✓ If the welfare measures are framed perfectly the attrition rate can be reduced enormously.
- ✓ Individual perceptions should be considered for framing subjective welfare measures.
- ✓ Based on the Rank correlation test results, TCS holds the first place. Though the variation is very minute, the other two companies must improve their welfare policies in order to enhance the satisfaction level of its employees.
- ✓ The employees of iGate have a positive perception towards First aid / Doctor Facilities, next towards Emergency Financial support followed by Housing loan scheme. iGate should work towards bringing all the other measures in par with the most preferred ones.
- ✓ The employees of Infosys have a positive perception towards First aid / Doctor Facilities, next towards Work hours flexibility followed by Housing loan scheme. Infosys should work towards bringing all the other measures in par with the most preferred ones.
- ✓ The employees of TCS have a positive perception towards First aid / Doctor Facilities, then towards Emergency financial support followed by Housing loan scheme. TCS should work towards bringing all the other measures in par with the most preferred ones.
- ✓ The three companies have their own strengths and weaknesses. They can adopt certain industry best practices to control the attrition rate.

Appendix

ANNEXURE

QUESTIONNAIRE ON WELFARE MEASURES

Name:

1. Department :

2. Designation :

3. Age

20-25 26-30 31-40 41 & Above

4. Gender:

Male Female

5. Marital Status :

Married Single

6. Number of dependants :

1-2 2-4 4-6

6-8

7. Educational Qualification

S.S.L.C U.G P.G

Any other qualification

8. Years of Service

1-5 6-10 11-15

Above 15

9. Monthly income

< Rs. 10000 Rs.10001-Rs.15000 Rs.15001- Rs.20000

Rs. 20001 - 25000 Rs.25000&Above

10. Are you satisfied with the welfare measures provided by your company?

Highly Satisfied Satisfied Average

Dissatisfied Highly Dissatisfied

11. To what extent are your company's welfare measures accurate in satisfying your needs?

Highly Satisfied Satisfied Average

Dissatisfied Highly Dissatisfied

12. Are you satisfied with your leave facilities?

Highly Satisfied Satisfied Average

Dissatisfied Highly Dissatisfied

13. Are you satisfied with the facilities of toilets, rest rooms and lunch rooms?

Highly Satisfied Satisfied Average

Dissatisfied Highly Dissatisfied

14. What is your opinion about the Group Insurance Scheme?

Highly Satisfied Satisfied Average

Dissatisfied Highly Dissatisfied

15. How far is your Personal Accident Insurance Policy satisfying?

Highly Satisfied Satisfied Average

Dissatisfied Highly Dissatisfied

16. How satisfying is your Employee Benefits Scheme?

Highly Satisfied Satisfied Average

Dissatisfied Highly Dissatisfied

17. Are you satisfied with your canteen facilities?

Highly Satisfied Satisfied Average

Dissatisfied Highly Dissatisfied

18. What do you feel about the quality of food provided in your canteen?

Highly Satisfied Satisfied Average

Dissatisfied Highly Dissatisfied

19. What is your opinion about your housing loan policy?

Highly Satisfied Satisfied Average

Dissatisfied Highly Dissatisfied

20. To what extent does your medical policy fulfill your needs?

Highly Satisfied Satisfied Average

Dissatisfied Highly Dissatisfied

21. What do you feel about your working hours?

Highly Satisfied Satisfied Average

Dissatisfied Highly Dissatisfied

22. How satisfied are you with your work place?

Highly Satisfied Satisfied Average

Dissatisfied Highly Dissatisfied

23. What do you think about your onsite welfare policies?

Highly Satisfied Satisfied Average

Dissatisfied Highly Dissatisfied

24. In what ways does your company promote your personal development?

Higher Education Specific role based training

Online Education. Certification Courses.

None of the above.

25. Does your company have a policy for solving grievances?? If so, how effective its working is?

Highly Satisfied Satisfied Average

Dissatisfied Highly Dissatisfied

26. In what forms does your company assist you in terms of financial emergency?

Salary Advance Loan

Medical Claims All the above.

None of the above.

28. Are you satisfied with your income?

Yes No

29. Do you work on shift basis?

Yes No

30. Do you work overtime?

Yes No

31. Is transportation provided for night shifts?

Yes No

32. Has your company provided emergency exits?

Yes No

33. Do you agree that the welfare measures provided by your company will increase your skills?

Yes No

34. Do you feel any changes should be incorporated in your welfare policies?

Yes No

35. Is the welfare measures monitored periodically?

Yes No

36. Do you think adequate onsite relocation assistance is provided?

Yes No

37. Is pre-expatriation training provided to cope up with the new environment, culture and work ethics?

Yes No

38. Do you agree that the safety measures decrease the rate of accidents?

Yes No

39. Does your company provide first-aid and emergency doctor facilities?

Yes No

40. What suggestions would you likely list out to bring in improvements in the current system?

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