A STUDY ON RATIONALS FOR EMPLOYEE TURNOVER IN IT SECTOER WITH SPEACIAL REFFERENCE TO TCS

B.COM project submitted in partial fulfillment of the requirement for the award of

Bachelor's Degree in Commerce

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SAINTGITS
COLLEGE OF APPLIED SCIENCES
KOTTAYAM, KERALA, INDIA

PG DEPARTMENT OF COMMERCE

2019-2020

Date:

CERTIFICATE

Certified that this is a bonafide report of the project work undertaken by
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SAMUEL *(Register No: 170021083268) B. Com Semester VI, in partial*
fulfillment of the requirements for the award of the master's Degree in
Commerce of Mahatma Gandhi University, Kottayam under my supervision and
guidance.

Faculty - in- Charge

Countersigned

Principal   **Head of the Department**

DECLARATION

*I do hereby declare that the project titled "**A STUDY ON RATIONALS FOR EMPLOYEE TURNOVER IN IT SECTOR WITH SPECIAL REFFERNCE TO TCS**" is a bonafide report of the project work undertaken by me in partial fulfillment of the requirements for the award of the Bachelor of Commerce (Computer Application) of Mahatma Gandhi University, under the guidance of **JUBY THOMAS** (Assistant Professor), Department of Commerce, Saintgits College of Applied Sciences, Pathamuttom, Kottayam. I also declare that this project report has not been submitted by me anywhere, fully or partially for the award of any degree, diploma, fellowship or other similar title or recognition of any university/institute to the best of my knowledge and belief.*

Pathamuttom   **ARUN ALEX UMMEN**

31- 03 -2018   **DANIES ALEK K**

                                GOKUL GOPAKUMAR

                                JEWEL SHINE

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<u>ACKNOWLEDGEMENT</u>

In partial fulfillment of the award of the B. Com Degree by Mahatma Gandhi University, it is mandatory for the regular students of B. Com of the university to prepare a project report to be submitted to the college/university

*First and foremost, we thank the **Lord Almighty** who is the source of knowledge and one who guided me in all aspects to bring out this project.*

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We express our sincere gratitude towards all the faculty members of Saintgits College of Applied Sciences for their valuable help.

We thank all our friends who have directly or indirectly helped me in completing this work.

Pathamuttom　　　　　　　　　　　　　　　　**ARUN ALEX UMMEN**

31 -03-2018　　　　　　　　　　　　　　　　**DANIES ALEK K**

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CONTENTS

LIST OF TABLES

LIST OF FIGURES

CHAPTER -1

INTRODUCTION

Employee turnover is a ratio comparison of the number of employees a company must replace in a given time period to the average number of total employees. A huge concern to most companies, employee turnover is a costly expense especially in lower paying job roles, for which the employee turnover rate is highest. Many factors play a role in the employee turnover rate of any company, and these can stem from both the employer and the employees. Wages, company benefits, employee attendance, and job performance are all factors that play a significant role in employee turnover. In a human resources context, turnover or labor turnover is the rate at which an employer gains and losses employees. Simple ways to describe it are "how long employees tend to stay" or "the rate of traffic through the revolving door." Turnover is measured for individual companies and for their industry as a whole. If an employer is said to have a high turnover relative to its competitors, it means that employees of that company have a shorter average tenure than those of other companies in the same industry. High turnover can be harmful to a company's productivity if skilled workers are often leaving and the worker population contains a high percentage of novice workers.

SCOPE OF THE STUDY

The present study is conducted in TCS office, Ernakulam district, Kerala and it is done to decide the different reasons for employee turnover in IT sector like due to mental pressure, work load, lack of facilities, insufficient pay scale, etc.

OBJECTIVES

- To evaluate the reasons for employee turnover in IT sector
- To analyze the factors affecting employee turnover
- The objective of the study is to know the organizational culture that effects on employee turnover.
- Through the study we can know the pay scale and employee satisfaction that prevails in a market
- This study also identifies the employee mental level satisfaction and tension that causes employee turnover.

METHODOLOGY OF STUDY

- Primary data: The study makes use of primary data collected from 50 officers of TCS. Questionnaires were used to collect data from the customers.
- Secondary data: Secondary data About TCS was collected from websites
- Area of the study: The study is confined to TCS office at Ernakulam
- Sample size: The size of sample is 50 respondents.
- Sampling technique: Convenient sampling technique is used for the study.
- Tools of analysis: The various statistical tools such as percentage analysis, graphs, and tables are used for this study.

IMPORTANCE OF THE STUDY

Employee turnover is also known as employee turnover. This rate shows how often the employees at a place of business change over the course of a month. Usually companies prefer a low turnover rate, but the rates differ based on the industry.

The turnover rate has always been a sensitive issue for all organizations. Calculating employee turnover rate is not that simple as it seems to be. No common formula can be used by all the organizations. A formula had to be devised keeping in view the nature of the business and different job functions. Moreover, calculating turnover rate is not only about devising a mathematical formula. It also has to take into account the root of the problem by going back to the hiring stage. Most organizations do not evolve robust measurements for calculating the cost of labour turnover or a bad hire. The details of information required and the measurement metrics are not common formulae, but have to be designed in keeping with the nature of the business and different job functions. As a result, most organizations do not intend to mislead by disclosing statistics which may not be true; it is just that perhaps they believe those to be true. It is imperative to evolve the science of measurement before the measure itself.

The effect of turnover reflects the organization's overall performance and productivity will be "pronounced" when operational processes are fairly standard and routine. This might be explained with the theory that fresh ideas from new people to the organization can be a add-on- value, more quickly to a company that has complex, non-standard processes; whereas an organization in which the procedure must be learned and repeated will suffer a greater loss in efficiency until the new employee is fully trained and a cohesive member of the team. So it is necessary that the firm must retain their employees. Employee Retention refers to the techniques employed by the management to help the employees stay with the organization for a longer period of time. Employee retention strategies go a long way in motivating the employees so that they stick to the organization for the maximum time and contribute effectively. Sincere efforts must be taken to ensure growth and learning for the employees in their current assignments and for them to enjoy their work.

Employee retention has become a major concern for corporate in the current scenario. Individuals once being trained have a tendency to move to other organizations for better prospects. Lucrative salary, comfortable timings, better ambience, growth prospects are some of the factors which prompt an employee to look for a change. Whenever a talented employee expresses his willingness to move on, it is the responsibility of the management and the human resource team to intervene immediately and find out the exact reasons leading to the decision.

LIMITATIONS

- It is difficult to convenience some officers why this study is done.
- Sample size is restricted to 50.
- Location was far
- Office timings were inconvenient.

CHAPTER -2

REVIEW OF LITERATURE AND ABOUT THE COMPANY

2.1 REVIEW OF LITERATURE

George (2000) explained *the role of EI through description of four aspects of Mayer &Salovey's model (1990) in effective leadership*. The four components of EI i.e. the appraisal & expression of ardour, use of ardour to enhance cognitive processes & decision making, knowledge about ardours and management of ardours and five essential elements of effective leadership i.e. development of collective goals & objectives; instilling in others an appreciation of the importance of work activities; generating and maintaining enthusiasm; confidence, optimism cooperation and trust; encouraging flexibility in decision making and change and establishing and maintaining a meaningful identity for an consortium were studied.

Parker & Bradley (2000) found that the public-private distinction brings important differences not only in consortiumal structure, diversity of goals and resources but in Job Attitudes and behavioural intentions as well.

Cavallo (2001) conducted the famous study at Johnson & Johnson consumer and personal care group involving 358 managers and 1about 1400 employees in offices across the globe with an objective to identify the competencies that make a difference between high and average performers. He concluded that managers with greaterardoural competence'were best performing leaders as compared to those with low EQ

Sherlock (2002) reviewed the literature and suggested the incorporation of EI into the curriculum of international education. Based on Goleman's notion that EI can be taught and arguments and researches supporting the need for both intellectual and ardoural development of students through education, the study recommended that values like open-mindedness, inclusion, respect and tolerance can be developed by propagating the development of EI in students.

Jennifer Aden Murnane, (2017) Consortium citizenship bearing, when part of a leadership development program, can have an impact on anconsortium's culture and can impact measurable, tangible business outcomes. Striving for increased consortium citizenship bearings as a component of leadership development programs can be beneficial in realizing greater consortiumhumancapital and business impact, such as job satisfaction, reduced turnover, consortiumeffectiveness, and increased customer satisfaction. The associated steps for itaving consortium citizenship into a leadership development program and measuring it are outlined.

Patrick M.Wright ,Gary C. McMahan, (2011) The field of strategic human resource management has seemingly rediscovered human capital with increasing research focused on human capital as a mediator in the relationship betiten HR practices and performance. In this paper it review human capital definitions and measurement approaches within this literature. It then identify some of the issues emerging with human capital research. Finally, it propose some 'future directions for research on human capital in organizations.

Dana B. Minbaeva, (2017) Despite the enormous interest in humancapital analytics (HCA), consortiums have struggled to move from operational reporting to HCA. This is mainly the result of the inability of analytics teams to establish credible internal HCA and demonstrate its value. In this article, it stress the importance of conceptualizing HCA as an consortium capability and suggest a method for its operationalization. It argue that the development of HCA within an consortium requires working with three dimensions of HCA: data quality, analytics capabilities, and strategic ability to act. Moreover, such work must be undertaken on three levels: individual, process, and structure.

Loretta Pang, Deniz Kucukusta, Xavier Chan (2014) High turnover rates have long been a problem and costly in many industries. Numerous studies have focused on the reasons for employee turnover; however, most have focused on the hospitality industry but scarce in travel agencies. Thus, this research aimed to examine the situation in travel agencies in Hong Kong. A sample of 200 frontline staff was selected by convenience sampling. The results indicated that five independent variables, namely, general job satisfaction, job hopping, job security, training opportunity and promotion opportunity are significantly related to turnover intention. The managerial implications of these findings and future research directions are also discussed.

Brad Shuck, Devon Twyford, Thomas G. Reio, Angie Shuck(2014) The relationship between how an employee perceives support for participation in human resource development (HRD) practices, engagement, and turnover intent has been underrepresented in the literature. Using social exchange theory as a guiding framework, this research sought to better understand the possible linkages of HRD practices and employee engagement to turnover intentions. An Internet-based self-report survey battery utilizing a four-stage preparation method was used as the primary data collection tool. Research was conducted in the health care industry. Linear, simultaneous, and mediated regression analyses were used to examine the variables of interest. Results suggested that participation in HRD practices and cognitive, ardors, and bearing engagement were negatively related to turnover intent. Mediated regression analyses indicated that engagement partially mediated the relation between HRD practices and turnover intent. The findings support the utility of supporting employee participation in HRD practices to improve employee engagement and reduce turnover intent.

2.2 <u>ABOUT THE COMAPNY</u>

Tata Consultancy Services Limited, initially started as "Tata Computer Systems" was founded in 1968 by division of Tata Sons Limited. Its early contracts included punched card services to sister company TISCO (now Tata Steel), working on an Inter-Branch Reconciliation System for the Central Bank of India, and providing bureau services to Unit Trust of India.

Tata Consultancy Services Ltd is a leading global IT services, consulting and business solutions organization. The company offers a range of IT services, outsourcing and business solutions. They also offer IT infrastructure services, business process outsourcing services, engineering and industrial services, global consulting and asset leveraged solutions. Their segments include banking, financial services and insurance; manufacturing; retail and distribution, and telecom. The company is a part of Tata Group, one of India's most respected business conglomerates and most respected brands. They are headquartered in Mumbai. They are having 142 offices in 42 countries as well as 105 delivery centers in 20 countries. The company shares are listed on the National Stock Exchange and Bombay Stock Exchange of India. Tata Consultancy Services Ltd was incorporated in the year 1968. Tata Sons Ltd established the company as division to service their electronic data processing (EDP) requirements and provide management consulting services. In the year 1971, they started their first international assignment. The company pioneered the global delivery model for IT services with their first offshore client in 1974.

In 1975, TCS delivered an electronic depository and trading system called SECOM for the Swiss company SIS SegaInterSettle (deutsch); it also developed System X for the Canadian Depository System and automated the Johannesburg Stock Exchange. TCS associated with a Swiss partner, TKS Teknosoft, which it later acquired.

In 1980, TCS established India's first dedicated software research and development centre, the Tata Research Development and Design Centre (TRDDC) in Pune. In 1981, it established India's first client-dedicated offshore development centre, set up for clients Tandem. TCS later (1993) partnered with Canada-based software factory Integrity Software Corp, which TCS later acquired.

In the year 1981, the company set up India's first IT R&D division, the Tata Research Design and Development Centre at Pune. In the year 1985, they set up their first client-dedicated offshore development center for Compaq (then Tandem)

On 25 August 2004, TCS became a Publicly Listed Company.

In 2005, TCS became the first India-based IT services company to enter the bioinformatics market. In 2006, it designed an ERP system for the Indian Railway Catering and Tourism Corporation. By 2008, its e-business activities were generating over US$500 million in annual revenues.

TCS entered the small and medium enterprises market for the first time in 2011, with cloud-based offerings. On the last trading day of 2011, it overtook RIL to achieve the highest market capitalisation of any India-based company. In the 2011/12 fiscal year, TCS achieved annual revenues of over US$10 billion for the first time.

In May 2013, TCS was awarded a six-year contract worth over ₹1100 crore to provide services to the Indian Department of Posts. In 2013, the firm moved from the 13th position to 10th position in the League of top 10 global IT services companies and in July 2014, it became the first Indian company with over ₹5 lakh crore market capitalization.

In Jan 2015, TCS ends RIL's 23-year run as most profitable firm

In Jan 2017, the company announced a partnership with Aurus, Inc., a payments technology company, to deliver payment solutions for retailers using TCS OmniStore, a first of its kind unified store commerce platform. In the same year, TCS China was associated as a joint venture with the Chinese government.

TCS announced its FY19 Q3 results posting 24 percent year-on-year (YoY) rise in profit at ₹8,105 crore. The stock plunged 2.5 percent intra-day as brokerages cut price target.

TCS Honoured with Four Stevies at the 2019 American Business Awards

CHAPTER -3

DATA ANALYSIS AND INTERPRETATION

3.1 CLASSIFICATION ON THE BASIS OF AGE

Age group they prefer to recruit

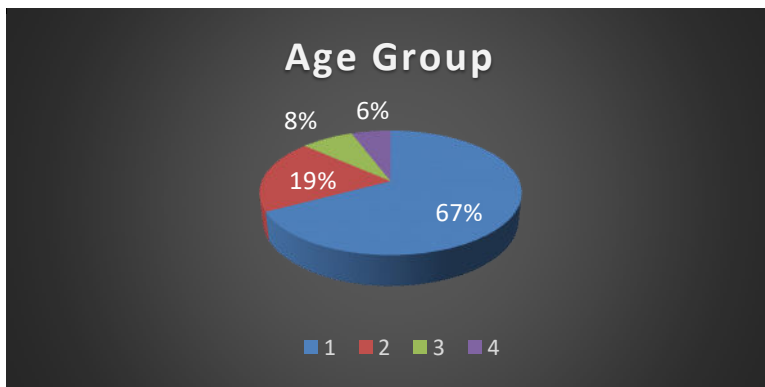| Age	Percentage	Responses
20-29	67.30%	35
30-39	19.20%	10
40-49	7.70%	4
50-59	5.80%	3

Figure 3.1: Age of new employees

Interpretation:

TCS prefer to recruit   67.30% employees between the age group of 20-29, 19.20% employees between the age group of 30-39, 7.70% employees between the age group of 40-49 and 5.80% employees between the age group of 50-59.

3.2 CLASSIFICATION OF BEHAVIOUR TOWARDS NEW EMPLOYEES

Behavior towards new employee

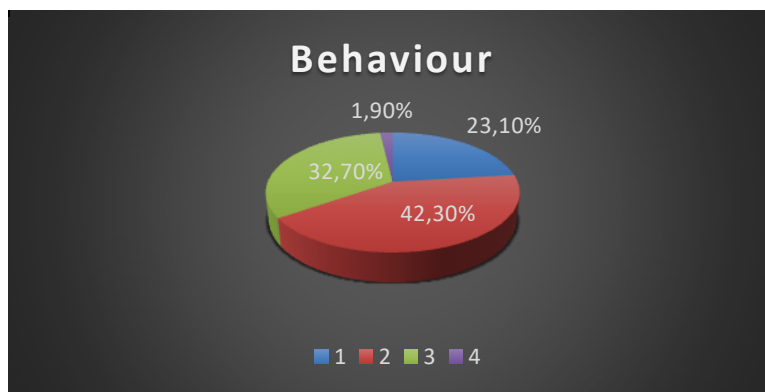| Behavior	Percentage	Responses
Excellent	23.10%	12
Satisfactory	42.30%	22
Good	32.70%	17
Bad	1.90%	1

Figure 3.2: Behavior towards new employees.

Interpretation:

42.30% of the employees behavior to new employees are satisfactory,32.70% of employees behavior are noted good,23.10% employees behavior are noted excellent but 1.90% employees behavior are bad towards new employees.

3.3 CLASSIFICATION OF EXISTING EMPLOYEES WILLINGNESS TO HELP FRESHERS

Existing employees willing to help freshers

Willingness	Percentage	Responses
Yes	55.80%	29
No	7.70%	4
Often	28.80%	15
Unable to answer	7.70%	4

Figure 3.3: Helping Mentality.

Interpretation:

Out of the existing employees 55.80%employees are willing to help freshers, 28.80%employees often willing to help the freshers , 7.70% employees are not help the freshers and 7.70%employees are unable to answer.

3.4 CLASSIFICATION OF BAD EXPERIENCE FACED BY EMPLOYEES FROM SUPERIORS

Bad experience from superiors

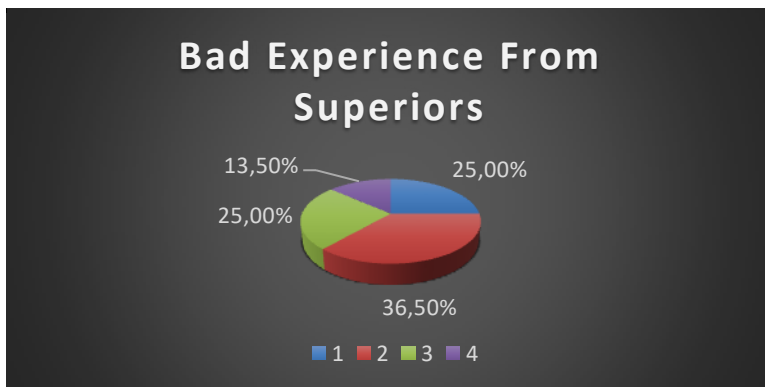| Bad experience	Percentage	Responses
Yes	25.00%	13
No	36.50%	19
Often	25.00%	13
Unable to answer	13.50%	7

Figure 3.4: Bad experience from superiors.

Interpretation:

36.50%of the employees have not faced any bad experiences from their superiors, 25% employees have faced bad experiences from superiors but 25% of employees often face bad experiences and 13.50% of the employees are unable to answer.

3.5 CLASSIFICATION OF REGULAR INFORMAL MEETINGS

Frequency informal meetings

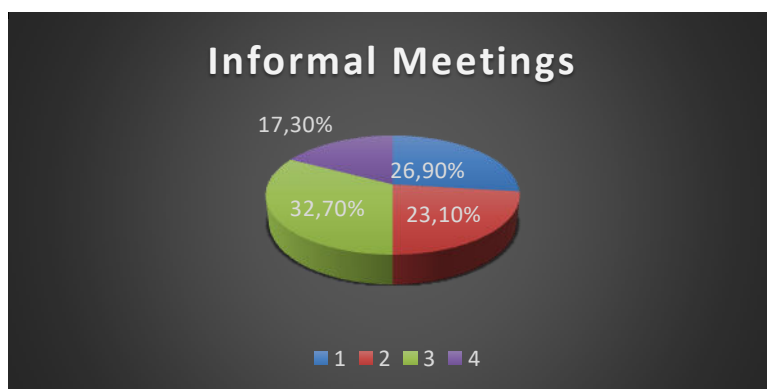| Interval	Percentage	Responses
Yes	26.90%	14
No	23.10%	12
Often	32.70%	17
Unable to answer	17.30%	9

Figure 3.5: Informal Meetings

Interpretation:

32.70% of the employees certify that regular informal meetings are held often, 26.90% of employees are of the opinion that there is regular informal meeting but 26.90% of employees certify that there are no regular informal meetings and 17.30% of employees are unable to answer.

3.6 CLASSIFICATION OF SATISFACTION LEVEL OF PAYSCALE

Pay scale satisfactory with respect to industry standards

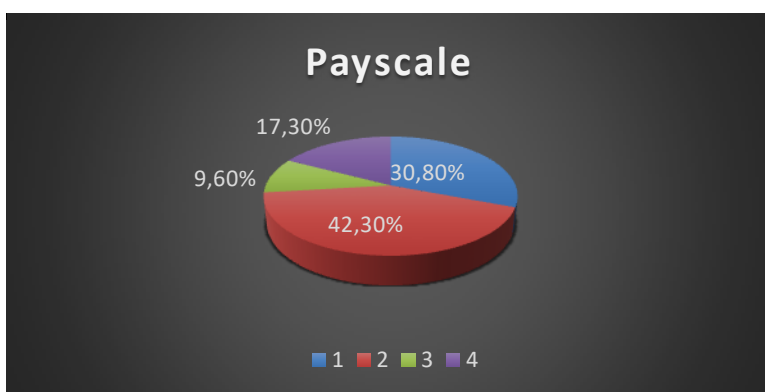| Pay scale	Percentage	Responses
Satisfied	30.80%	16
Moderately	42.30%	22
Unsatisfied	9.60%	5
Unable to answer	17.30%	9

Figure 3.6: Payscale

Interpretation:

30.80% of the employees are satisfied with their pay scale,42.30% are okay
or moderately satisfied bur 9.60% of the employees are not satisfied and
17.30% of employees are unable to answer.

3.7 CLASSIFICATION OF UNJUST CUT OFFS FROM SALARY

Does the company makes unjust cut offs from salary

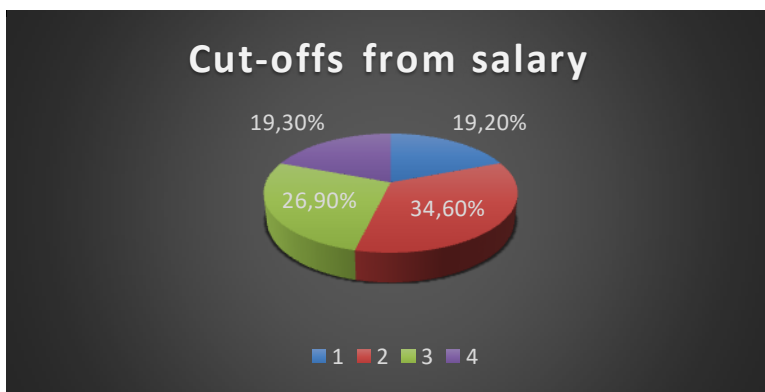| Unjust cutoffs	Percentage	Responses
Yes	19.20%	10
No	34.60%	18
Often	26.90%	14
Unable to answer	19.30%	10

Figure 3.7: Cut offs from salary.

Interpretation:

34.60%employees certify that there are no unjust cut offs from salary, 26.90% employees feel that often unjust cut offs are made,19.20%employees feel that there is unjust cut offs and 19.30%of employees are unable to answer.

3.8 CLASSIFICATION OF MOTOVATION AND RECOGNITION FROM SUPERIORS

Enough motivation and recognition from your superiors

Motivation	Percentage	Responses
Yes	42.30%	22
No	17.30%	9
Often	25%	13
Unable to answer	15.40%	8

Figure 3.8: Motivation

Interpretation:

42.30% regular get motivated and recognized by superiors,25%often get motivated but 17.30% employees does not get motivated and recognized by superiors and15.40%employees are unable to answer

3.9 CLASSIFICATION OF SATISFACTION OF WORKING CONDITION OF THE FIRM

working condition of the firm

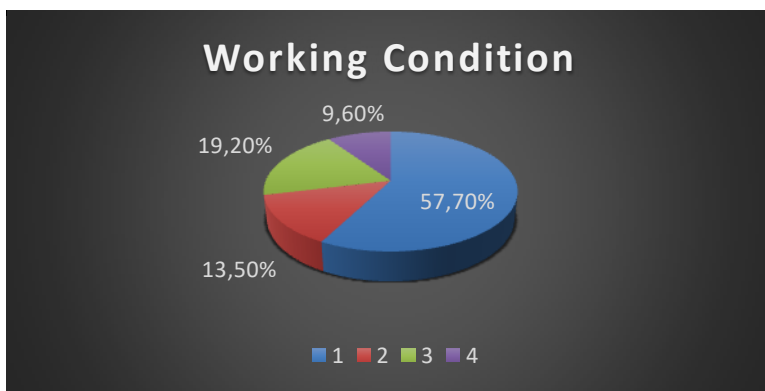| Working condition	Percentage	Responses
Yes	57.70%	30
No	13.50%	7
Often	19.20%	10
Unable to answer	9.60%	5

Figure 3.9: Working condition.

Interpretation:

Majority of the employees are of the opinion that there is good working conditions,

3.10 CLASSIFICATION OF SATISFACTION OF POLICES IMPLEMENTED

Satisfied with policies implemented in the firm

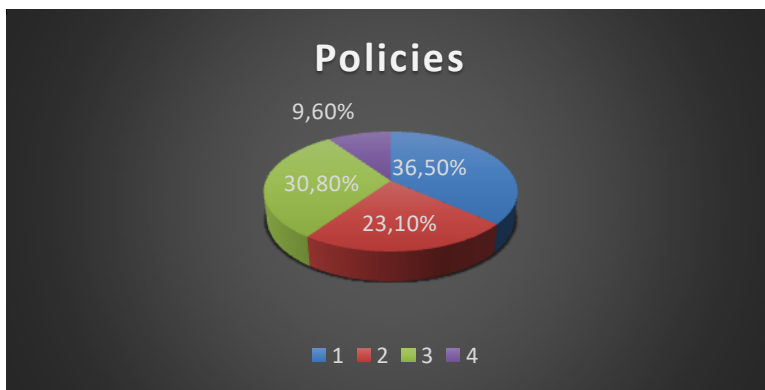| Policies	Percentage	Responses
Yes	36.50%	19
No	23.10%	12
Often	30.80%	16
Unable to answer	9.60%	5

Figure 3.10: Policies

Interpretation:

36.50% of the employees are satisfied with the polices implemented in the firm,30.80&employyes are often satisfied but 23.10% employees are not satisfied and 9.60%employees are unable to answer.

3.11 CLASSIFICATION OF AVERAGE AGE OF RETIREMENT

Average age of retirement of employees

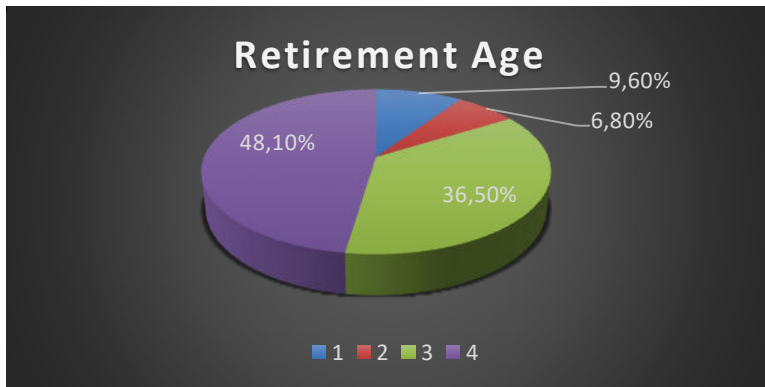| Age	Percentage	Responses
Below 30	9.60%	5
31-40	6.80%	3
41-50	36.50%	19
Above 50	48.10%	25

Figure 3.11: Retirement Age.

Interpretation:

The average age of retirement of the employees is above the age of 50.

3.12 CLASSIFICATION OF SUFFICENCY OF EMPLOYEE SAFTY

Sufficiency of t he measures taken for employee safety.

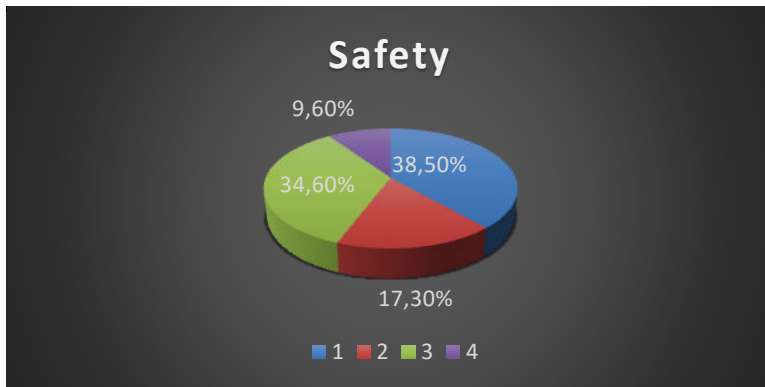| Safety	Percentage	Responses
Yes	38.50%	20
No	17.30%	9
Moderate	34.60%	18
Unable to answer	9.60%	5

Figure 3.12: Safety.

Interpretation:

38.50%employees are satisfied with the employee safety measures, 34.60% employees are moderately satisfied,17.30%employees are not satisfied and 9.60% employees are unable to answer.

3.13 CLASSIFICATION OF MINIMUM SALARY

Minimum salary given to employees

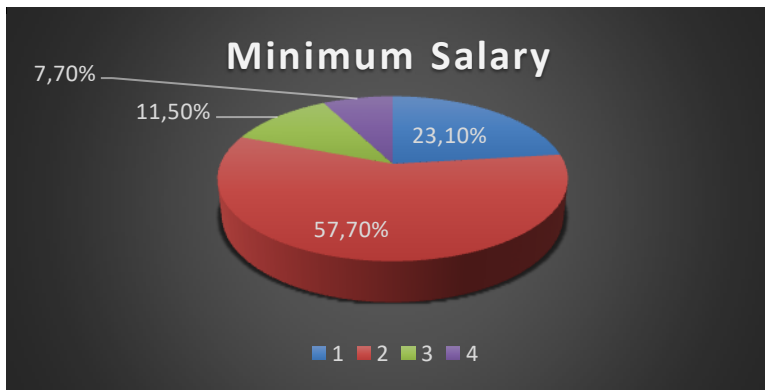| Minimum salary	Percentage	Responses
Below 20000	23.10%	12
20000-30000	57.70%	30
30000-40000	11.50%	6
Above 40000	7.70%	4

Figure 3.13: Minimum Salary.

Interpretation:

The average salary of the employees is between 20000-30000 rupees.

3.14 CLASSIFICATION OF MINIMUM QUALIFICATION

The minimum qualification required by an employee

Qualification	Percentage	Responses
Plus two	5.80%	3
Graduation	63.50%	33
Matriculation	1.90%	1
Post graduation	28.80%	15

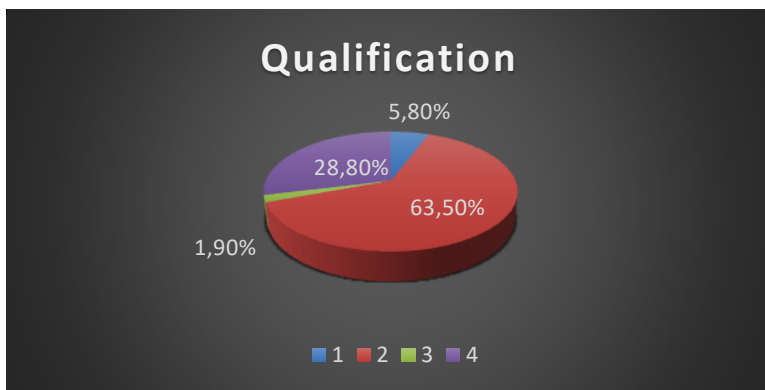

Figure 3.14: Minimum Qualification.

Interpretation:

Graduation is the minimum qualification required for the employees.

3.15 CLASSIFICATION OF SATISFACTION LEVEL OF WORKPLACE

Satisfaction of workplace

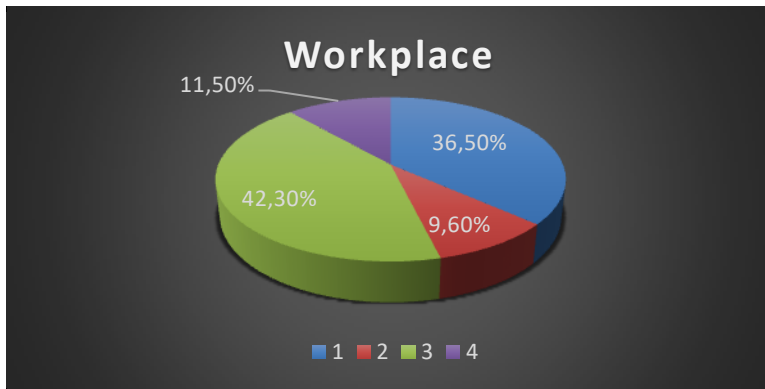| Workplace	Percentage	Responses
Yes	36.50%	19
No	9.60%	5
Moderately	42.30%	22
Unable to answer	11.50%	6

Figure 3.15: Workplace.

Interpretation:

36.50%employyes are satisfied with the workplace, 42.30%employees are moderately satisfied,9.60%employyes are not satisfied and 11.50% employees are not able to answer.

3.16 CLASSIFICATION OF UNFAIR DISTRIBUTION OF WORKLOAD

Unfair distribution of workload.

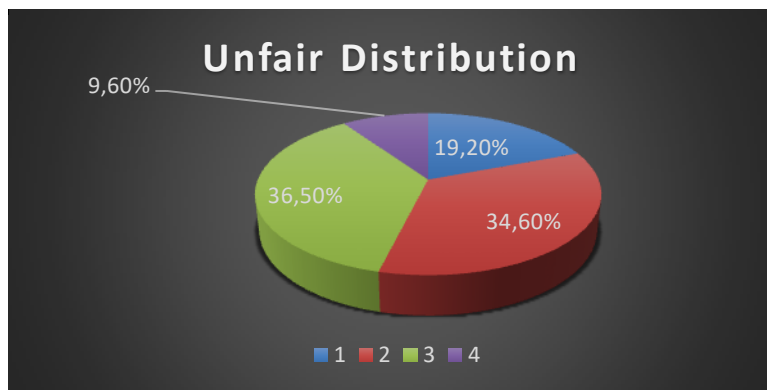| Unfair distribution	Percentage	Responses
Yes	19.20%	10
No	34.60%	18
Moderately	36.50%	19
Unable to answer	9.60%	5

Figure 3.16: Unfair distribution of workload.

Interpretation:

36.50% of the employees feel that there is moderately unfair distribution of workload,34.60%employees fell that there is no unfair distribution of workload,19.20%employees feel that there is unfair distribution of workload and 9.60% employees are unable to answer.

3.17 CLASSIFICATION OF MENTAL PRESSURE.

Mental pressure from your superiors.

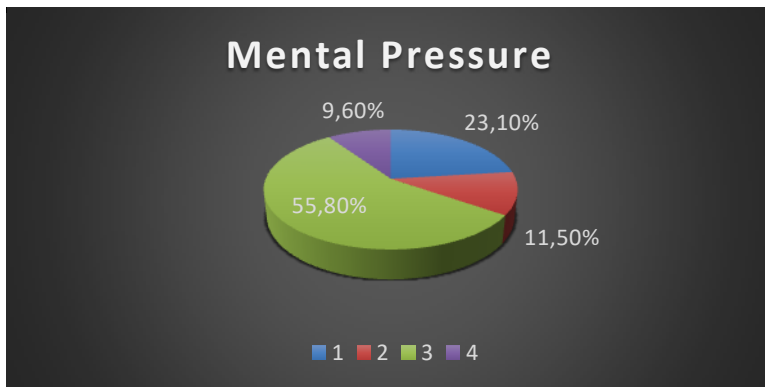| Mental pressure	Percentage	Responses
Frequently	23.10%	12
Not at all	11.50%	6
Sometimes	55.80%	29
Unable to answer	9.60%	5

Figure 3.17: Mental pressure

Interpretation:

Majority of the employees suggests that there is sometimes a lot of mental pressure from superiors

3.18 CLASSIFICATION OF BAD EXPERIENCE FROM COLLEGUES.

Bad experience with your colleagues?

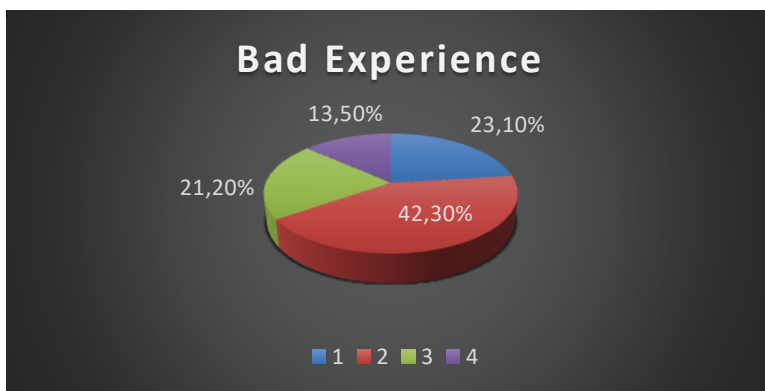| Bad Experience	Percentage	Responses
Yes	23.10%	12
No	42.30%	22
Moderately	21.20%	11
Unable to answer	13.50%	7

Figure 3.18: Bad experience.

Interpretation:

42.30%employees have not faced any bad experience form their colleges, 23.10% employees have faced bad experiences,21.20%employees moderately faced bad experiences and13.50% employees are unable to answer.

3.19 CLASSIFICATION OF BALANCE OF WORKLIFE AND PERSONAL LIFE.

Balance work life and personal life?

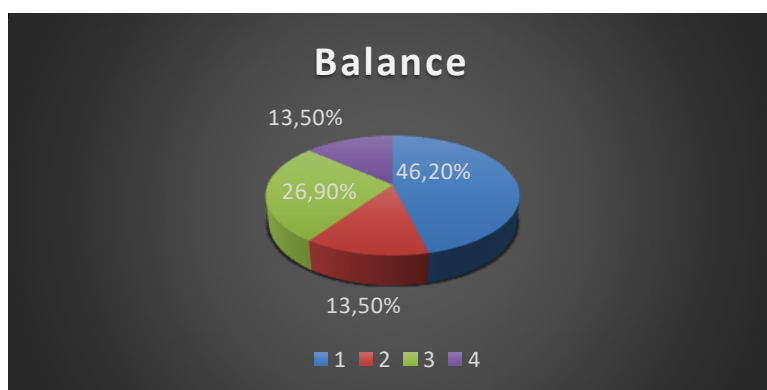| Balance	Percentage	Responses
Yes	46.20%	24
No	13.50%	7
Moderately	26.90%	14
Unable to answer	13.50%	7

Figure 3.19: Balance of work life and personal life.

Interpretation:

Majority of the employees are able to balance work life and personal life.

3.20 CLASSIFICATION SHOWING BASIS FOR EFFECTIVE PAYSCALE

Basis in providing effective pay scale?

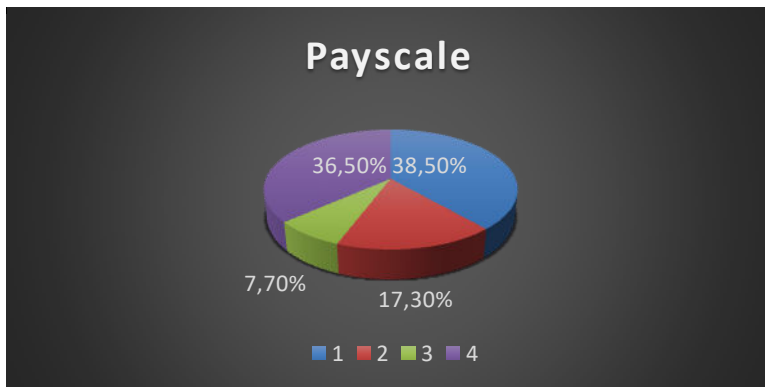| Pay scale	Percentage	Responses
Efficiency	38.50%	20
Honesty	17.30%	9
Working hours	7.70%	4
All of the above	36.50%	19

Figure 3.20: Payscale.

Interpretation:

38.50%of the employees are of the option that efficiency is the should be the basis for providing effective payscale,17.30%suggest honesty,7.70% suggest working hours but 36.50% employees suggest that efficeny,honesty and working hours should be evaluated together in providing effective pay scale.

3.21 CLASSIFICATION SHOWING EMPLOYEE SATISFCATION WITH EFFICENCY

Employee satisfaction effect the efficiency of organization.

Efficiency of org.	Percentage	Responses
Yes	55.80%	29
No	5.80%	3
Moderately	26.90%	14
Unable to answer	11.50%	6
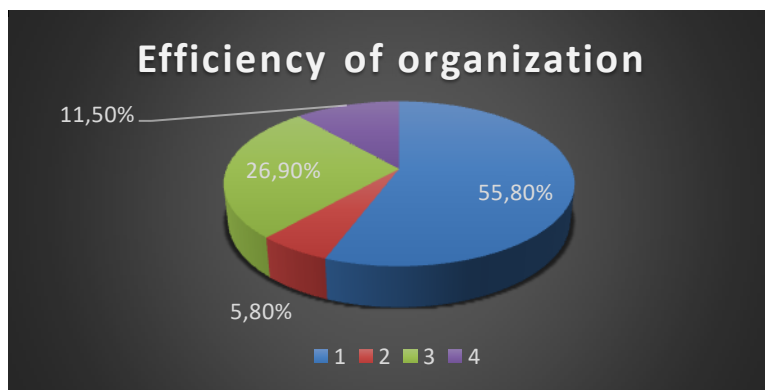
Figure 3.21:.Efficiency of organization.

Interpretation:

Majority of the employees are of the opinion that employee satisfaction affects the efficiency of the organization.

3.22 CLASSIFICATION SHOWING EMPLOYEE SATISFACTION REQUIRED TO ATTAIN PROFIT

The employee satisfaction required to attain profit and thereby increase market share.

Market share	Percentage	Responses
Yes	71.20%	37
No	7.70%	4
Moderately	13.50%	7
Unable to answer	7.70%	4
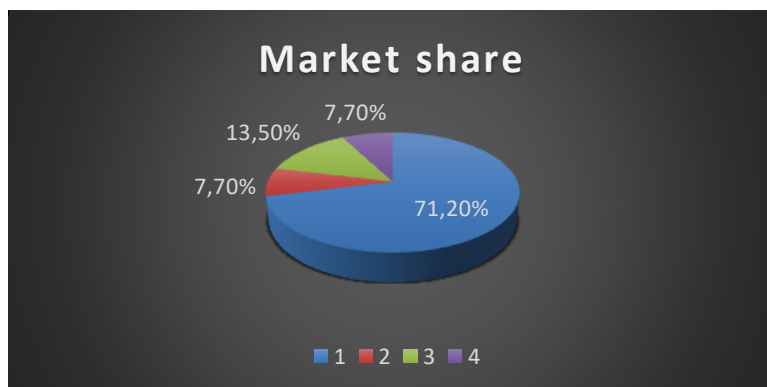
Figure 3.22:.Market share.

Interpretation:

71.20% employees suggest that employee satisfaction is required to attain profit and thereby increase market share.

3.23 CLASSIFICATION OF MINIMUM PERIOD OF BOND

The minimum period of Bond with the company.

Bond duration	Percentage	Responses
Less than one year	40.40%	21
two	44.20%	23
three	7.70%	4
more than four	7.70%	4
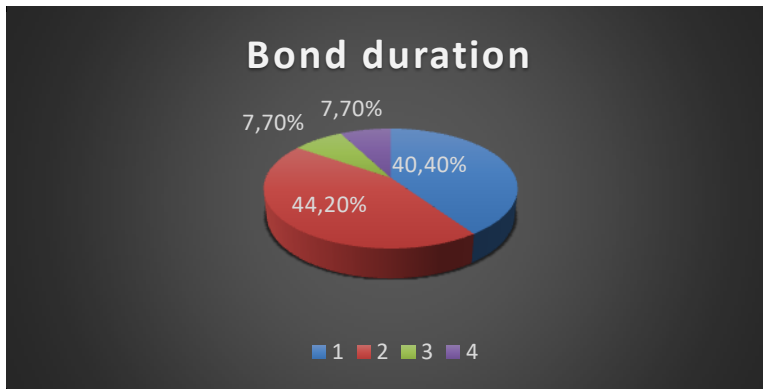
Figure 3.23:.Bond duration.

Interpretation:

The average minimum period of bond in the company is 2 years.

3.24 CLASSIFICATION OF MOMENTARY BONUSES ABOVE ACTUAL SALARY

Momentary bonuses above actual salary

Monetary bonuses	Percentage	Responses
Yes	46.20%	24
No	17.30%	9
Moderately	25.00%	13
Unable to answer	11.50%	6

Figure 3.24:.Momentary Bonuses.

Interpretation:

46.20% employees suggest that momentary bonuses are provided, 25.00%empoyess suggest that momentary bonuses are paid moderately, 17.30% of employees suggest that there is no momentary bonuses,11.50% of employees are unable to answer.

3.25 CLASSIFICATION SHOWING BASIS FOR EMPLOYEE SATISFACTION

The basis of employee satisfaction

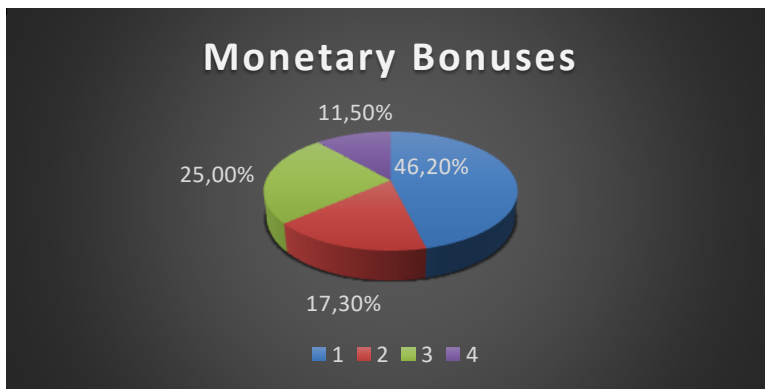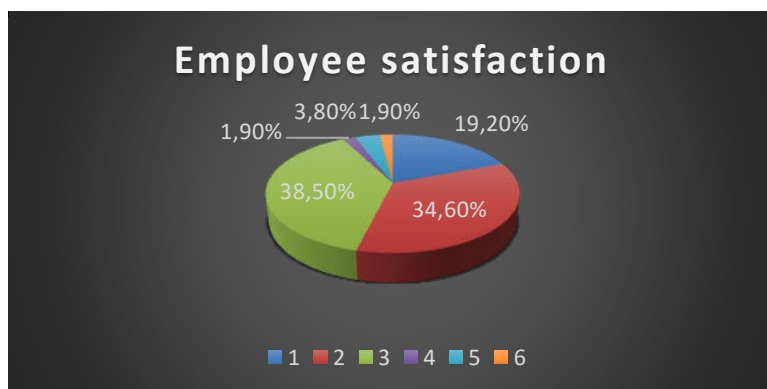| Employee satisfaction	Percentage	Responses
Pension	19.20%	10
P.F or gratuity	34.60%	18
rewards	38.50%	20
good salary	1.90%	1
work life balance	3.80%	2
Better working atmosphere	1.90%	1

Figure 3.25:.Employee satisfaction.

Interpretation:

According to the employees 38.50% employees suggest that reward are the basis for employee satisfaction,34.60%employees suggest gratuity,19.20% of employees suggest pension,3.80% employees suggest work life balance and 1.90% employees suggest good salary and better working atmosphere.

CHAPTER 4

FINDINGS SUGGESTIONS AND CONCLUSIONS

FINDINGS

- TCS prefer to recruit 67.30% employees between the age group of 20-29, 19.20% employees between the age group of 30-39,7.70%employess between the age group of 40-49 and 5.80%employess between the age group of 50-59.

- 42.30% of the employees behavior to new employees are satisfactory,32.70% of employees behavior are noted good,23.10% employees behavior are noted excellent but 1.90% employees behavior are bad towards new employees.

- Out of the existing employees 55.80%employees are willing to help freshers, 28.80%employees often willing to help the freshers, 7.70% employees are not help the freshers and 7.70%employees are unable to answer.

- 36.50%of the employees have not faced any bad experiences from their superiors, 25% employees have faced bad experiences from superiors but 25% of employees often face bad experiences and 13.50% of the employees are unable to answer.

- 32.70% of the employees certify that regular informal meetings are held often, 26.90%of employees are of the opinion that there is regular informal meeting but26.90%of employees certify that there are no regular informal meetings and 17.30% of employees are unable to answer.

- 30.80% of the employees are satisfied with their pay scale,42.30% are okay or moderately satisfied bur 9.60% of the employees are not satisfied and 17.30% of Employees are unable to answer.

- 34.60%employees certify that there are no unjust cut offs from salary, 26.90% employees feel that often unjust cut offs are made,19.20%employees feel that there is unjust cut offs and 19.30%of employees are unable to answer.

- 42.30% regular get motivated and recognized by superiors,25%often get motivated but 17.30% employees does not get motivated and recognized by superiors and15.40%employees are unable to answer.

- Majority of the employees are of the opinion that there is good working conditions,

- 36.50% of the employees are satisfied with the polices implemented in the firm,30.80&employyes are often satisfied but 23.10% employees are not satisfied and 9.60%employees are unable to answer.

- The average age of retirement of the employees is above the age of 50.

- 38.50%employees are satisfied with the employee safety measures,34.60% employees are moderately satisfied,17.30%employees are not satisfied and 9.60% employees are unable to answer.

- The average salary of the employees is between 20000-30000 rupees.

- Graduation is the minimum qualification required for the employees.

- 36.50%employyes are satisfied with the workplace,42.30%employees are moderately satisfied,9.60%employyes are not satisfied and 11.50% employees are not able to answer.

- 36.50% of the employees feel that there is moderately unfair distribution of workload, 34.60%employees fell that there is no unfair distribution of workload, 19.20%employees feel that there is unfair distribution of workload and 9.60% employees are unable to answer.

- Majority of the employees suggests that there is sometimes a lot of mental pressure from superiors.

- 42.30%employees have not faced any bad experience form their colleges,23.10% employees have faced bad experiences,21.20%employees moderately faced bad experiences and13.50% employees are unable to answer.

- Majority of the employees are able to balance work life and personal life.

- 38.50%of the employees are of the option that efficiency is the should be the basis for providing effective payscale,17.30%suggest honesty,7.70% suggest working hours but 36.50% employees suggest that efficiency, honesty and working hours should be evaluated together in providing effective pay scale.

- Majority of the employees are of the opinion that employee satisfaction affects the efficiency of the organization.

- 71.20% employees suggest that employee satisfaction is required to attain profit and thereby increase market share.

- The average minimum period of bond in the company is 2 years.

- 46.20% employees suggest that momentary bonuses are provided, 25.00%empoyess suggest that momentary bonuses are paid moderately, 17.30% of employees suggest that there is no momentary bonuses, 11.50% of employees are unable to answer.

- According to the employees 38.50% employees suggest that reward are the basis for employee satisfaction,34.60%employees suggest gratuity,19.20% of employees suggest pension,3.80% employees suggest work life balance and 1.90% employees suggest good salary and better working atmosphere.

SUGGESTIONS

- The behavior of the existing employees should be more satisfying to the new employees.
- All the existing employees should be willing to help the new employees; the organization culture should be structured in that way.
- A large number of Employees feel that there is unfair distribution of work, TCS should go through the problem to improve employee satisfaction.
- Work load should be reduced so that employees are bit more relaxed and can perform better.
- Adequate of leave should be provided.

<u>CONCLUSIONS</u>

The conclusion that can be drawn from the survey and interviews conducted is as follow:

The role of senior management is really important in employee engagement programs as have they to act as the sponsor of the scheme and ensure that the commitment level remains high throughout the organization towards these schemes.

Employee like challenging assignments rather than routine, highly structured job as the element of learning and growth is missing in their work which hampers their overall output. The response of employees of the company indicates that they can certainly improve the engagement level in their organization by adopting a more challenging and exciting work culture .The feeling of working on a useful and challenging assignment does help in ensuring proper engagement.

Employees like to feel that there is someone to whom they can turn for advice, if they need it. The workplace environment should have a culture where people are working more as a team and the role of the supervisor is to act as a helping hand rather than being a taskmaster.

Employee engagement is all about making employees 'feel involved and valued'. As such, if the company does not provide its employees a fair chance to grow and their suggestions and opinions are not encouraged, then the company is bound to lose its market share heavily.

There is a lot of scope for improvement in the engagement services of TCS ltd which could be highly helpful in retaining the best talent.

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ANNEXURE

QUESTIONNAIRE

1. Age groups you prefer to recruit. *

☐ 20-29

☐ 30-39

☐ 40-49

☐ 50-59

2. How is the behavior towards new employee? *

☐ Excellent

☐ Satisfactory

☐ Good

☐ Bad

3. Does existing employees willing to help fresher? *

☐ Yes

☐ No

☐ Often

☐ Unable to answer

5. Do you hold regular informal meetings? *

☐ Yes

☐ No

☐ Often

☐ Unable to answer

6. Is the pay scale satisfactory with respect to industry standards? *

☐ Satisfied

☐ Moderately

☐ Unsatisfied

☐ Unable to answer

7. Does the company makes unjust cut offs from salary? *

☐ Yes

☐ No

☐ Often

☐ Unable to answer

8. Do you get enough motivation and recognition from your superiors? *

☐ Yes

☐ No

☐ Often

☐ Unable to answer

9. Is the working condition of the firm acceptable? *

☐ Yes

☐ No

☐ Moderately

☐ Unable to answer

10. Are you satisfied with the policies implemented in the firm *

☐ Yes

☐ No

☐ Moderately

☐ Unable to answer

11. What is the average age of retirement of employees? *

☐ Below 30

☐ 31-40

☐ 41-50

☐ Above 50

12. Are the measures taken for employee safety sufficient? *

☐ Yes
☐ No

☐ Moderate

☐ Unable to answer

13. What is the minimum salary given to employees *

☐ Below 20000
☐ 20000-30000
☐ 30000-40000
☐ Above 40000

14. What is the minimum qualification required by an employee?

☐ Plus two
☐ Graduation
☐ Matriculation
☐ Post graduation

15. Are you satisfied with your workplace? *

☐ Yes

☐ No

☐ Moderately

☐ Unable to answer

16. Do you feel any unfair distribution of workload? *

☐ Yes

☐ No

☐ Moderately

☐ Unable to answer

17. Do you feel a lot of mental pressure from your superiors? *

☐ Frequently

☐ Not at all

☐ Sometimes

☐ Unable to answer

18. Have you had any bad experience with your colleagues? *

☐ Yes

☐ No

☐ Often

☐ Unable to answer

19. Are you able to balance work life and personal life? *

☐ Yes

☐ No

☐ Often

☐ Unable to answer

20. Are you offered with any monetary bonuses above actual salary? *

☐ Yes

☐ No

☐ Often

☐ Unable to answer

21. What is the basis in providing effective pay scale? *

☐ Efficiency

☐ Honesty

☐ Working hours

☐ All of the above

22. Can reduced employee satisfaction affect the efficiency of organization? *

☐ Yes

☐ No

☐ Maybe

☐ Unable to answer

23. Is the employee satisfaction required to attain profit and thereby increase market share? *

☐ Yes

☐ No

☐ Maybe

☐ Unable to answer

24. What is the minimum period of Bond with the company? *

☐ Less than 1 year

☐ 2

☐ 3

☐ More than 4

25. What are the bases of employee satisfaction *

☐ Pension

☐ P.F or gratuity

☐ Rewards

☐ Good salary

☐ Work life balance

☐ Better working atmosphere