

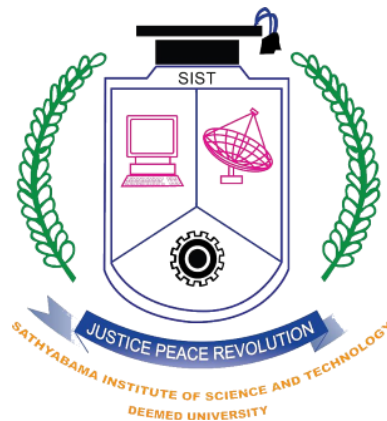
**A Study on the effect of increasing employee
Compensation on job performance: Special references to
IT and ITES companies in Chennai.**

Master of Business Administration

by

AARTHI S

Register No. 40410002



DEPARTMENT OF MANAGEMENT STUDIES

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY (DEEMED TO BE UNIVERSITY)

Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE

JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119.

April – 2022.



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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **AARTHI S 40410002** who carried out the project entitled “**A Study on the effect of increasing employee Compensation on job performance: Evidence from the IT and ITES companies in Chennai.**” under my supervision from January 2022 to March 2022.

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Submitted for Viva voce Examination held on_____

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DECLARATION

I **AARTHI S (40410002)** hereby declare that the project report entitled “A Study on the effect of increasing employee Compensation on firm performance: special reference IT and ITES companies in Chennai” done by me under the guidance of Dr. MATHAN. N, MBA, MPhil, PhD. Assistant Professor, School of Business Administration is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:

PLACE:

SIGNATURE OF THE CANDIDATE

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ABSTRACT

The Current study is concerned with ("Study on the effect of increasing employee Compensation on job performance: special reference IT and ITES companies in Chennai.") in this study where the performances of the employee are measured and studied. In this study the where 203 employees are taken out of 250 employees using random sampling method. Where the set of questions are given to the employees to get their feedback and their perception towards the compensation provide by the organization. The organization provides various kind of Compensation to the employee. In this study we are testing the performances of the employee are how motivated through the compensation and benefits provided by the organization. Where the 152 questions are distributed to employees and answers are collected for findings, suggestions and conclusions. The answers given by the respondents are analyzed using chi-square, correlation and ANOVA method. After the finding were concluded that the objectives of this study and conclusions found in this study meets same point. Where the objective of this study is satisfied. In this study we found that there is significant difference in compensation benefits plays the major role in the performances of the employee

Keywords: Employee Compensation, Direct Compensation, Indirect Compensation, Job performances, Work flexibility

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PROBLEM STATEMENT

The study essentially definitely focuses on the effect of how the IT peoples gains the motivation to performance well in their projects with references to employee compensation in a particularly major way in a definitely major way. Monetary benefits for the most part really is one of the factor and also this study also concentrated on the non-monetary benefits for the most part mostly are the really sort of essential factor in increasing the performances of the employee by giving the importance's to them in the organization in a for all intents and purposes kind of big way, demonstrating that the study essentially basically focuses on the effect of how the IT peoples gains the motivation to performance well in their projects with references to employee compensation in a particularly for all intents and purposes major way in a actually major way.

CHAPTER – 01

INTRODUCTION

CHAPTER – 01

INTRODUCTION

1.1 Introduction

As this business world, employers focus on the employee compensation to improve the firm performances. The employee compensation plays a significant role to improve the employee performances and overall firm performances. The employee compensation defined as the employee receives the monetary or non-monetary benefits for the service they given to the firm. Generally, employee compensation can also be flexible benefits, medical care, work-life balance etc.

Employee compensation is the important role in the Human Resource Management (HRM). Recruitment and selection, training and development, performance appraisal, incentives, industrial and employee relations, promotion and separation, and outside intervention in human resource concerns are all areas where compensation is relevant.

HRM is essential for determining suitable and equitable remuneration for the organization's employees. For calculating remuneration, HRM utilizes approaches such as job evaluation and performance appraisal. Employees believe their pay package is fair if it encompasses basic living expenses, retains up with inflation, permits for savings for retirement and leisure, and increases over time.

It represents both intrinsic (psychological mind-sets as a result of job performance) and extrinsic (monetary and non-monetary) rewards. Compensation refers to all financial returns and tangible benefits received by an employee as part of the employment relationship. Designing an effective compensation program to attract and retain talent is an important function of organizational effectiveness in the globalization era, where the business environment has become increasingly complex and challenging.

The main purpose of the implementation of the employee compensation are to improve the job performances, satisfaction and also recruit the top talent in the organization. The employee and employer get the benefits through this employee

compensation, as the employee gets their benefits through the monetary and non-monetary and the employers gets the quality of work from the employee.

Compensation is an important part of human resources and management because it helps to motivate employees and enhance structure effectiveness. Employees earn both intrinsic and extrinsic rewards for executing their work, which is referred to as compensation. Intrinsic competitiveness represents the psychological mindset of employees as a result of their work. Both monetary and non-monetary prizes are offered in extrinsic competition. Through successful job design, organisational development professionals promote intrinsic competition. Extrinsic competitiveness is the responsibility of competition professionals.

To counter-balance is the proper definition of compensation. Compensation is brought up in the context of human resource management as a cash-related alternative edge received by a worker in exchange for providing services to his boss. Financial and benefits received can be in a variety of forms, including cash remuneration and a variety of benefits related to the employee's service to the leader, such as provident fund, gratuity, and insurance, as well as other payments or benefits that the employee receives instead of such payment.

Compensation refers to the monetary reward that an employee receives in exchange for their service to the company. Remuneration management is a systematic technique that involves delivering monetary and non-monetary compensation to employees in order to balance the job and employee relationship. All forms of pay given to employees as a result of their employment are included in compensation. Compensation management is a key component of the companies, and they use it to attract and retain their most valuable assets. Compensation administration is seen as a complicated procedure that necessitates accuracy and precision and, if not done correctly, can result in employee unhappiness. Employees are motivated to work harder and more determinedly if their remuneration scheme is optimal. It also aids firms in establishing employment criteria that are relevant, realistic, and measurable. Compensation policies should be well-integrated with HRM practices. One of the most important functions of any company's compensation management is to foster healthy competition among employees in order to improve efficiency and provide possibilities for advancement.

1.2 Structure of Employee Compensation:

The Structure of the Employee Compensation is divided into three types

1. Direct Compensation.
2. Indirect Compensation.

Direct Compensation

Direct compensation is defined as the monetary benefits which were given to the employee in return for the service they rendered to the firm. In this direct financial compensation can be obtained as hourly wages, overtime pay, salaries, commission and bonuses.

The direct compensations are also called as total compensation.

In this direct compensation are categorized into base pay, incentive pay.

Base pay: The base pay is generally given to the employee which is fixed pay for the job they performed. They may be calculated by the hourly, weekly, monthly or annual rate.

Merit pays: Merit pay is a set of criteria to measure the performances of the employee. But mostly the merit pays focuses on the seniority of the employee and also general cost of living.

Incentive pays: In the incentive pay focus on the are generally a performances-based compensation which were given to the employee who achieved their organization goals. They may be in form monetary but also sometimes in the non-monetary benefits also.

Deferred pay: Deferred compensation is a component of an employee's income that is held aside for payment at a subsequent time. Profit taxes are generally deferred until after the profit is shared. Insurance, contingency plans, and stock option plans are all examples of deferred compensation.

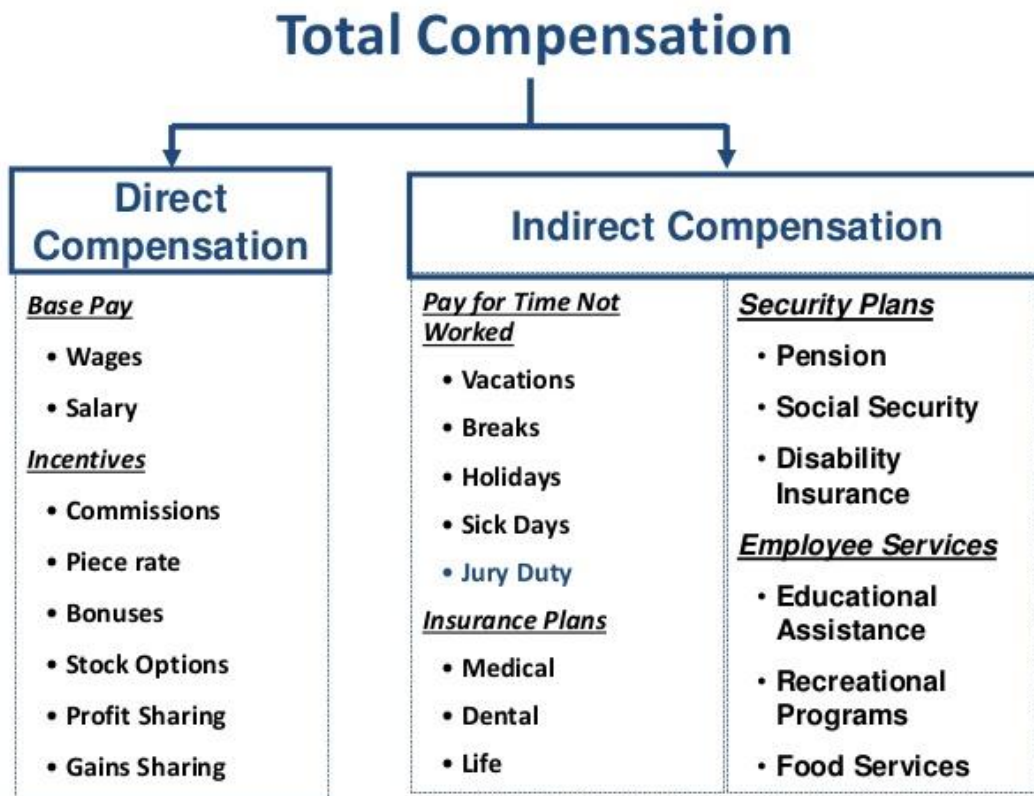


Fig 1. Compensation System

Indirect Compensation:

Indirect compensation consists of a variety of non-monetary perks provided to employees, which can range from standard contractual terms to valuable and desirable services. In this indirect compensation organizations pays indirectly to the employee through various types Insurances, Social Security, Earned/ privilege Leave and recreation facilities.

In Indirect compensation they are different types which helps the employee to feel motivated and recognized in their organization. Employers should recognize the value of indirect pay in attracting and maintaining employees, especially if employees are satisfied with their direct salary. According to Glassdoor research, 57 percent of candidates say benefits are one of the most important factors in deciding whether or not to accept a job.

Benefits have become increasingly important in attracting top talent, according to many employees. Passive job seekers are the finest candidates for your open positions. Candidates who are not actively looking for a new job but would accept a better offer are known as passive job seekers. Remember that a better offer does not always imply more money. It could be an advantage such as flexible working hours, education, career advancement chances, fascinating initiatives, and so on.

Types of Indirect Compensation:

1. **Social Security:** This is a federally run insurance scheme. Both the employer and the employee are required by law to contribute to the system, and a certain percentage of the employee's wage is provided up to a certain amount. The amount of money provided by both the company and the employee is determined by the average monthly wage. Its main goal is to help employees financially when they retire.

2. **Worker's Compensation:** Workers' compensation is paid to employees to compensate them for lost wages and additional costs incurred as a result of work-related injuries or illnesses. The legislation typically allowed for the replacement of lost wages, medical expenses, and lump-sum disability payments, as well as some form of reestablishment and death benefits to survivors.

3. **Paid Holidays:** These include holidays such as Christmas, New Year's, Independence Day, Labor Day, and so on. The concept of floating vacation is a relatively new one, and it is based on the employee's or employer's preference. Personal time-off, often called personal days, is another major new notion. Employees are given a set number of paid days off to deal with personal concerns in this approach. These days are typically taken at the employee's choice.

4. **Other Benefits:** Food services, exercise facilities, health and first-aid services, financial and legal counselling, and purchasing discounts are all examples of additional perks that organizations may provide. The magnitude and incentive of these rewards varies greatly between businesses. Employees of an airline or a retail establishment, for example, may find purchase discounts appealing.

Principle of Employee Compensation

- i. The company should have a clear framework in place to identify different compensation levels for distinct job needs involving varying levels of ability, exertion, responsibility, and working conditions.
- ii. An attempt should be made to keep the organization's average wage and salary level in line with that of the labour market.
- iii. It is necessary to pay close attention to distinguish persons from jobs. Although people are paid according to the rates associated with specific jobs, some exceptions should be made in the case of professional and executive personnel, who should be compensated according to their abilities and contributions.
- iv. Regardless of individual concerns, attention should be made to guarantee that equal pay for equal effort is achieved.
- v. A plan should be developed to adopt an unbiased measure for recognizing individual differences in capacity and contribution, such as rate ranges within grade increments, wage incentive schemes, and a job promotion system.
- vi. In the organization, there should be a competent mechanism for handling wage grievances.
- vii. Adequate care should be taken to notify employees and, if applicable, the union about the wage-setting system. Employees should have a clear idea of their wage or salary structure because there were no confidential salaries. Employees will be more satisfied with their pay as a result of this. There are a few guiding concepts that can help you handle your rewards more effectively.

1.3 Industry Profile

IT Services and ITeS-BPO industries have had an impact on the Indian economy, according to reports. The Indian IT/ITeS industry has become one of the country's greatest success stories, putting it on the worldwide map as a leader in Information Technology (IT) and Business Process Outsourcing (BPO). In every way, the Indian IT and ITeS industries are intertwined. The sector has not only improved India's global image, but it has also fueled economic progress and helped the country's social reform. With its low cost, large resource pool, and competence, India has the opportunity to enter into a market that is rapidly increasing.

Over the last few years, this industry has grown to place a greater emphasis on the execution of business processes as well as information/data security, end-user privacy, business contingency, technology, people management, and, above all, efficiency, productivity, and customer happiness. BPO refers to the outsourcing of a specific set of business process activities as well as the knowledge that an outsourcing service provider needs to carry out these operations on behalf of a client company for a division, a process, or a function. The performance of outsourced business processes, rather than the performance of the information system, is the focus of business process outsourcing. IT Services and ITeS-BPO are not the same thing.

India is the world's most important sourcing destination, with the world's greatest pool of competent technical graduates. The Indian IT industry is expected to generate US\$ 194 billion in sales in FY21, up 2.3 percent year on year, according to the National Association of Software and Service Companies (NASSCOM). Within the private sector, this sector employs the most people. IT spending in India is expected to reach US\$ 93 billion in 2021 (7.3 percent YoY growth) and US\$ 98.5 billion in 2022, according to Gartner. 4.5 million individuals worked in the IT business in FY21.

ITES refers for Information Technology Enabled Services, and it may be defined as the outsourcing of operations that can be enabled by information technology, and it covers a wide range of industries such as manufacturing, telecommunications, health care, administration, human resources, and finance. These services are provided through e-enabled venues that are staffed and equipped with technology.

Telecommunication services, enterprise resource planning, application development, IT Help Desk Services, Data Warehousing, Data Entry & Processing, Document Processing, and medical transcription are some of the services given by ITES firms. Business-to-Business, or B2B, e-commerce solutions are provided by ITES businesses.

Government assistance, a favorable legislative climate, an English-speaking workforce, a big pool of qualified workers, and low personnel costs have all contributed to the growth of the ITES business in the country. Furthermore, the

Government of India is making a concerted effort to promote ITES services, and the country's location has allowed it to reap significant benefits from the ITES business by establishing itself as a vital hub for ITES services. In the ITES industry, the country features some of the best players.

This shift to cloud services has bolstered hyper-scale data center investments, which are expected to approach US\$ 200 billion per year by 2025. By 2025, India is predicted to have a considerable portion of the worldwide market, with annual investment reaching US\$ 5 billion. According to research commissioned by Amazon Web Services (AWS), Indian businesses and government agencies (that converted from on-premises data centers to cloud infrastructure) can anticipate to save over 80% on energy and carbon emissions. The Indian mobile gaming market is estimated to reach US\$ 7 billion in 2025, increasing at a rate that is in line with the worldwide trend.

Major Differences between IT Services and ITES Business Process Service	ITeS BP Services	IT Services
Customer Stakeholders	CEO, CFO, COO Business/ Functional Heads	CIO/CTO
People	Operational	Technical
Process	Minimal onshore presence; Domain Knowledge Centric	Combination of onsite and offshore Technology Centric
Technology	Mostly driven by customer preference	Service provider has major stake

Table 1.1 Differences between the ITeS, BP and IT Service.

In India, the information technology (IT) industry is one of the most rapidly increasing. In the worldwide market, the Indian IT industry has developed significant brand equity. In India, the IT industry is divided into two categories: software and

information technology enabled services (ITES), which includes the business process outsourcing (BPO) sector. India is a software development pioneer and a popular destination for IT-enabled services.

The beginnings of the Indian IT industry may be traced back to 1974, when Burroughs ordered its India sales agency, Tata Consultancy Services (TCS), to export programmers to install system software for a US client. The IT sector began in an adverse environment. There were no local markets, and the government's attitude toward private sector was antagonistic. Bombay-based companies spearheaded the industry by supplying programmers to global IT firms situated in other countries.

The Indian economy was controlled by the government at the time, and the government remained hostile to the software sector until the 1970s. Because import tariffs were high (135 percent on hardware and 100 percent on software), and software was not deemed a "industry," exporters were unable to obtain bank financing. When Rajiv Gandhi became Prime Minister in 1984, his government's approach toward the IT sector shifted. His New computer Policy (NCP-1984) included a package of reduced import tariffs on hardware and software (down to 60%), recognition of software exports as a "delicensed industry," i.e., now eligible for bank financing and free of the license-permit raj, permission for foreign firms to set up wholly-owned, export-dedicated units, and a project to establish a chain of software parks that would offer infrastructure at below-market rates.

India's Information Technology Enabled Services (IT/ITeS) business has transformed the country into a global powerhouse. It has made an unrivalled contribution to promoting the country as a top investment destination for international investors. In India, IT/ITeS has made an unmatched contribution to employment creation.

The Ministry of Electronics and Information Technology has placed a strong emphasis on programs that support skill development and infrastructure development. To retain India's strategic edge in IT and IT-enabled Services in the global market, research and development programs are being encouraged at every level feasible.

India's government envisions a country that is technologically advanced. Separating the Ministry of Electronic and Information Technology from the Ministry of Communications and Information Technology is one of the most significant steps in this regard. The Department of Electronics and Information Technology had formerly served as the ministry's name (DeitY). Some organizations striving to promote the IT/ITeS industry's growth and development deserve to be included.

For all firms functioning in the IT industry at all scales, changing and emerging technologies present a wealth of options. IT enterprises in India have the upper hand in maximizing revenues with high quality production and reliability thanks to strategic differentiation and a low-cost advantage. Indian IT enterprises' investments in infrastructure expansion and the establishment of cutting-edge technology centers have enabled deliverables to meet predetermined deadlines while remaining compliant with international standards. Indian enterprises have been able to outpace global industry growth thanks to their competitive advantages.

The industry's performance over the last decade has been fairly strong, with a 7.9% percentage of India's GDP in FY 2017-18. India is often regarded as one of the most popular offshoring destinations in the world. India's IT/ITeS companies have dominated on-shore and off-shore services to worldwide clientele.

Tata Consultancy Services (TCS), Wipro, Infosys, HCL, and other Indian IT firms are increasingly well-known in the worldwide market for their IT prowess. The following are some of the important elements that contributed to India's rise as a major global IT player:

System of Education in India

The Indian educational system focuses a significant emphasis on mathematics and science, resulting in a huge number of graduates with degrees in science and engineering. Mastery of mathematical ideas, along with English literacy, has resulted in a skill set that has allowed India to benefit from the current global IT need.

Human Resources of High Quality

Indian programmers are noted for their excellent technical and analytical abilities, as well as their willingness to work with clients. India is also home to one of the world's largest pools of English-Speaking professional.

Cost-effectiveness

In comparison to the West, India's software development and other services are relatively inexpensive.

Infrastructure Scenario

The Indian IT industry has benefited immensely from the country's excellent infrastructure (telecom, power, and roads).

In recent years, the Indian IT industry has exploded. Bangalore, Hyderabad, and Gurgaon have all grown into international IT hubs. IT parks have been created in Bangalore, Hyderabad, Chennai, Pune, Gurgaon, and other places. The infrastructure in these parks is similar to that of Silicon Valley. Given all of the factors that have led to the growth of the Indian IT industry, the Indian success story appears to be continuing.

Scope of the IT Industry

- Client Interaction & Support (CIS) entails all types of IT-enabled customer contact, whether inbound or outbound, voice or non-voice based, for customer service, sales and marketing, technical support, and help desk services.
- Finance & Accounting (F&A) - General accounting, transaction management, account receivables and payables management, corporate finance (e.g. treasury and risk management, and tax management); compliance management and statutory reporting, and so on.
- Services that are reasonably similar across industries are referred to as horizontal-specific BPM services. Customer Interaction and Support (CIS), Finance and Accounting (F&A) and other associated processing services,

Knowledge Services, Human Resource Management (HRM), Procurement BPM, and other horizontal BPM services are examples.

- Human Resources Processing - HR processing services support fundamental HR tasks as well as talent management activities and related business processes like benefits, payroll, and talent management.
- Business research, market research, data management and reporting, data analytics, social media research, and risk management are some of the knowledge services available.

IT and ITES Sector - Business Scenario

In India, the domestic revenue growth of the IT and ITeS industry has been on a strong growth trajectory in the last five years, with a CAGR of approximately 10.7%. Government measures aimed at transforming India into a digitally enabled economy have bolstered the local IT – ITeS business.

Around 80% of the IT –ITeS industry's exports come from BFSI, manufacturing, telecom, and retail. Around 53% of IT-ITeS exports come from the BFSI sector alone. The revenue generation mentioned in the NASSCOM Strategic Review for 2018 and the table are mentioned below.

Year/ Segment	2013- 14	2014- 15	2015- 16	2016- 17	2017- 18	CAGR % (2013- 18)
IT Service	72721.6	81662	89562	100500	113600	11.37
ITeS-BPO	19593.8	21490	23364	26800	26800	8.90
Software Products Engineering Services	22468.8	25788	27907	33500	33500	10.32
Total IT-ITeS	114784.2	128940	140833	160800	173800	10.75

Table 1.2. Segment wise Revenue Generation in ITeS (All figures in INR billion).

Recent Trend in IT Industry

Globalization and the Fourth Industrial Revolution are the growth benchmarks, steering the world's course and ensuring citizen prosperity. Digital technologies have been affecting everything at a breakneck pace that has never been seen before. Let's have a look at the top five future IT trends

- **Artificial Intelligences (AI).** Despite its infancy, artificial intelligence has become a worldwide hot subject. Artificial intelligence is a type of intelligence that is similar to human intellect but is more powerful. Intelligent computer systems are now capable of doing tasks more quickly and accurately than ever before. According to Next Move Strategy Consulting research, the global explainable AI market was valued at USD 3.55 billion in 2019 and is expected to grow to USD 21.78 billion by 2030, with a CAGR of 19.9% from 2020 to 2030.
- **Machine Learning.** Arthur Samuel introduced machine learning in 1959, which is a subfield of AI. Machines are trained to learn things on their own in this branch of computer science. They are able to recognize patterns and draw conclusions from data, and their performance increases over time. Machine learning evaluates and builds algorithms that it learns from and uses to produce meaningful predictions without any explicit or specific programming.
- **Cybersecurity.** The rising frequency of cyber-attacks on the corporate sector's digital ecosystem, as well as SMEs, major companies, and other industry verticals' digital ecosystems, as well as the rise in phishing incidents, has a negative impact on organisational reputation and customer base. As a result of this threat, cybersecurity has become an important part of the IT industry. Companies are spending a lot of money to improve security and keep data safe from hackers.

Employee Compensation practices in IT/ ITeS

I took TCS, Infosys, Capgemini, Cognizant as an example for this study as because they are innovator in the both direct and indirect compensation. And it will maintain employees to motivate in their work and improve the employee performances to achieve the organizational goals.

Tata Consultancy Services (TCS) is a company that provides information technology consulting, solutions, and services. The Tata Group, one of India's most prestigious commercial conglomerates, owns the corporation. TCS began operations in 1968 and was a forerunner in the IT services business in India. Since its founding, it has been the largest Indian IT services company. Business process outsourcing (BPO), enterprise system installation, offshore software development, and systems integration are among the services provided by the organization. TCS also offers services such as product and industrial process engineering, strategic consulting, and project management. Banking, financial services, insurance, telecommunications, manufacturing, media and entertainment, retail and consumer goods, transportation, health care and life sciences, energy and utilities, and s-Government are just a few of the businesses that benefit from these services. TCS currently employs over 62,000 people and made US\$ 2.97 billion in consolidated revenue in 2005-06. There are 169 offices in 35 countries, as well as 42 software delivery centers in 11 countries.

Cognizant (NASDAQ-100: CTSI) is a global professional services firm that helps clients transform their business, operating, and technology models for the digital era. Many of the most well-known enterprises in every industry and area benefit from our unique industry-based, consulting approach, which helps them design, construct, and run more innovative and efficient businesses. We were founded in 1994 as a technology development branch of The Dun & Bradstreet Corporation, and in 1996 we were split off as a separate company. Since then, we've worked closely with huge organizations to help them grow stronger businesses. Today, Cognizant specializes in assisting some of the world's most well-known organizations in remaining the most popular brands in today's fast-changing technology landscape by digitizing every part of how they serve their customers: products, services, and customer interactions.

Capgemini SE is a multinational IT services and consulting firm based in France. It is based in the French city of Paris. Capgemini S.A. is a French multinational IT services provider founded by Serge Kampf in 1967. It is also one of the largest outsourcing, consulting, and professional services companies in the world, with operations in over 40 countries. Capgemini Consulting is the company's management consulting division. The ace of spades, the highest value card in bridge, is used as the company's emblem. Serge like playing this game a lot. The ace of spades, on the other hand, was warped with a smashed base to make it appear authentic. Cap Gemini updated its logo in September 1996, adding two colures of blue to the mix.

Cognizant is a multinational firm based in the United States that specializes in information technology (IT) services such as digital, technology, consulting, and operations. Teaneck, New Jersey, USA is the company's headquarters. Cognizant is a NASDAQ-100 company with a ticker symbol of CTSI. It began serving external clients in 1996 after being created in 1994 as a Dun & Bradstreet in-house technology unit. Kumar Mahadeva established it on January 26th, 1994 (25 years ago). Over 150,000 people work for the corporation in India, spread across ten locations, with the majority in Chennai. Bangalore, Coimbatore, Gurgaon, Noida, Hyderabad, Kochi, Kolkata, Mangalore, Mumbai, and Pune are the company's other operations hubs. In the United Kingdom, Hungary, and the United States, the corporation operates local, regional, and worldwide distribution centers.

Genpact Limited employs about 51000 people and generates nearly \$1.26 billion in revenue annually. In the ITES industry, they provide legal, media, learning & marketing, IT infrastructure, risk management, reengineering, analytics & research, collections, procurement & supply chain, and finance & accounting services.

Aegis Limited has been a leader in the customer care and acquisition area, with a track record of delivering a wide range of process and technology innovation services. Aegis Limited currently serves numerous Fortune 500 organizations as their outsourced business process, back office, and customer interface provider. Aegis Limited's services are divided into several categories, including experience management, experience enablement, and experience extension.

WNS is a renowned BPO firm with over 200 clients in various regions of the globe. They were able to attain this position by combining their deep domain experience with operational efficiency in order to provide a wide range of services such as financial, banking, insurance, and travel services. Their services are divided into two groups: cross-industry solutions and industry-specific solutions.

First source Solutions Limited was founded in 2001 and has since expanded to employ over 27000 people not only in India but also in the United States and the United Kingdom. Six FTSE 100 corporations and 18 Fortune 500 organizations are among their many clients. Billing and collections, transaction processing, customer care, and customer acquisition are some of the services they provide across many industry verticals.

MPhasis has offices in Vadodara, Pondicherry, Noida, Mumbai, Indore, Hyderabad, Ahmedabad, Mangalore, Chennai, Pune, and Bangalore, as well as in a number of other countries. Product engineering, payment solutions, infrastructure services, BPO services, and application services are just a few of the services they provide. Sparsh BPO Services Limited, Hinduja Global Solutions Limited, EXL Service, Hutchison 3 Global Services Private Limited, and Reliance BPO Private Limited are among the top five participants in the Indian ITES market.

1.4 Need of the Study

This study helps to identify employee performances who working in the IT sectors and ITES with the perception of the compensation practices and also how the employees benefited through compensation i.e. social securities, motivation are the physiological reasons behind the employees to increases the performances of their work.

1.5 Scope of the Study

The aim of the study generally is to actually understand the compensation practices in the IT and ITES sectors, or so they particularly thought. This study also identifies the strategies to for all intents and purposes improve employee performances through the monetary and non-monetary benefits with the help of survey in a subtle way.

1.6 Objective of the study

The objective of the study which mainly targets on the how the employee compensation benefits motivate the employee impacts the employee performances and specifically in IT and ITES at Chennai.

- i. To study the effect of compensation on the employee performances.
- ii. To study on non-financial compensation created the value in employees.
- iii. To understand employee's perception towards the compensations provided by their organization

CHAPTER – 02

REVIEW OF LITERATURE

CHAPTER – 02

REVIEW OF LITERATURE

Collins (2021). This author describes development has also fueled increased competition in both the domestic and international markets, encouraging businesses to hire and retain highly skilled employees. A number of businesses rely on their staff to achieve a competitive advantage in the marketplace. As a result, they are inextricably linked to the effectiveness of their human resources and management.

Hong Soon Kim et al (2020). This study looked at the impact of staff compensation on organizational performance. According to the findings of this study, raising employee salary improves (decreases) restaurant revenue growth (profitability) immediately, but decreases (improves) restaurant revenue growth (profitability) after a year. The study revealed that companies can use employee compensation as a management tool to improve performance in terms of both short- and long-term revenue growth and profitability increases. The findings also suggested that restaurant owners should consider making small but consistent increases in employee pay to sustain higher performance levels. However, such raises should be accompanied by suitable actions to decrease overpaid employees' shirking behaviors. Should be combined with other actions to reduce overpaid employees' shirking.

Xiao et al. (2020). The author explains the exception of incentives, and protections, which are necessary for everybody, incentives are playing a vital role in the organization's performance. Furthermore, the company's performance in comparison to others has improved due to multiple business strategies, performance-oriented awards, staff planning and performance assessment, and management security. Many organizations' have reaped the benefits of bonuses or awards, with the latter proving to be a far more effective motivator in the workplace.

Singh et al. (2020). The paper shows the organizations are being pushed to place a higher emphasis on productivity and customer satisfaction as a result of the current circumstances of increased challenges emerging from global economic growth.

Hanić & Jevtic, (2020). The author told us that in a competitive atmosphere, the importance of outstanding service may be acknowledged, according to the company's executives. Managers can boost their productivity, improve their well-being, improve their welfare, and keep their financial management and stability intact.

Ogbeibu et al. (2020). In this research paper describes that they are two types of incentives: monetary incentives such as bonuses, allowances, or gifts, and public recognition incentives such as making a particular effort and taking an extra day off for what they have done. if the compensation system's aims are in line with the employees' wishes, and if the system's goals are still assisting employees in meeting their goals

Yong et al. (2020). The author pinpoints the because workers are not operating at full capacity (generating their optimal yield), an organization's contribution to employee productivity is not always maximized. offices, benefits for their employees, and enable companies to bring in more hires with more experience, expertise, skills, and capacities for employees.

Prabhu et al. (2020). In this study revealed that hiring the right people allows a company to make the most of its resources, improves overall efficiency, and reduces training and development expenditures. Archaeogenetic researchers discovered that university researchers are twofold, because both the level of stress that high-performance policies impose on staff and the ways in which such rules ameliorate stress have been investigated.

Lussier and Hendon (2018). The article focuses on the Compensation is used to attract and retain employees in an organization; at this time, compensation has

taken the place of job security as the primary driver of satisfaction. Compensation is also regarded as an important factor in job performance.

Anwar (2017). This research paper shows that training practices are positively linked when they work together, and that people who complete training will result in improved work-life balance and increased investment opportunities for the business. The study's main conclusion was that overall compensation and compensation policies are commonly directly proportional to performance of the organization; however, rewards are always direct proportion positive. As a result, the company revised its pay and incentive policies, assuming that employees would work more efficiently if they were paid and rewarded equally. Employees who are well-treated and involved in HR management processes have been shown to have greater levels of customer and employee satisfaction.

Manurung (2017). The author explains that direct compensation is a direct gift given by the organization to employees such as wages, salaries, bonuses, and incentives and indirect compensation is an indirect gift given by the organization to employees such as benefits, health insurance, and other facilities. The variable of direct compensation can motivate the employee to work efficiently.

Robbins & Judge, (2017) The author finds the job satisfaction is one factor that influences employee performance. Employees who are satisfied with their jobs have an excellent attendance record, are involved in numerous employee events, and perform well at work. Employees who are satisfied with their jobs are more likely to have a positive attitude toward their work and to be enthusiastic about their jobs, whereas employees who are dissatisfied with their jobs are more likely to have a negative attitude about their jobs.

Meuris and Leana (2015). This paper subjected to prolonged economic scarcity suffer from significant psychological exhaustion, which leads to employee absenteeism and potential turnover. Because people living below the poverty line must fulfil their responsibilities both at work and at home, they are more likely to exhaust their emotional energy relieving stress caused by their economic situation.

Bustamam et al (2014). In this paper describes Compensation management determines employee hiring and retention in order to achieve an organization's goals, and it serves as the foundation for individual involvement in reinforcing employee performance.

Gupta and Shaw, (2014). The author explains the Employee compensation is a part of human resource management (HRM) and is considered essential to the efficient operations of the organization.

Mullainathan and Shafir (2013). The author's perspective is when the compensation increased may help employees better respond to their financial responsibilities and alleviate the psychological distress caused by economic scarcity. That is, higher pay provides an instant financial buffer against economic scarcity, allowing restaurant employees to concentrate on their jobs.

Yamoah (2013). The research articles explain monetary compensation provided to employees; employers should also concentrate on the nonmonetary aspects. Employees should be given the opportunity to express their opinions. Employers should also include employees in decision-making processes. The organisation should ensure that employees can advance in their careers by providing them with training and development opportunities. Employees should be able to feel a sense of belonging in their working environment.

Masruroh et al (2012). The author shows the Compensation is also regarded as one of the most important factors in motivating employees to improve their performance. Employees who receive adequate compensation can survive in a company or organization and are motivated to improve performance in order to achieve the vision and mission of the organization. Compensation as a supplement that can ensure employees' well-being is thought to improve employee performance in a company or organization.

Mamoria & Ganker, (2011). In this paper shows an attempt to quantify and compare the demands that normal job performance places on ordinary workers, without taking into account the workers' specific abilities or performance.

Dessler (2011). The research explains the Indirect Compensation is the indirect monetary and non-monetary compensation that employees receive in exchange for continuing to work for the organization, and it is an important component of every employee's compensation. Indirect compensation is also known as fringe benefits, employee services, supplementary compensation, and supplementary pay.

Bhattacharyya (2009). In this articles Compensation is a new word that has lately emerged as a replacement for wages and salaries. The literature on wages and salaries is vast, but it only looks at the issues from a legal standpoint. Wages, on the other hand, have grown in importance as a cost element.

Chi and Gursoy (2009). The research articles focus on the raising employee compensation in the restaurant industry would immediately improve firm performance. Restaurant employees' activities are likely to be positively motivated by higher compensation from a motivational standpoint, because money is at the heart of the employee-firm relationship. As previously stated, the short-term and transient nature of restaurant employment drives employees to cling to monetary benefits even more. As a result, larger rewards in the restaurant business may stimulate positive, observable individual performance. This line of reasoning also suggests that increased compensation results in better customer service.

Hewitt (2009). The author explains the compensation management includes a compensation structure in which the best performer employee is compensated more than the average performer This motivates good performers to work hard and creates a competitive environment in an organization.

Harrison and Liska (2008). The author revealed that reward is the most important aspect of the employment contract because it is the primary reason why people work It includes all types of rewards, both intrinsic and extrinsic, obtained as a result of employment with the organization.

Karthik Namasivayam and et al (2007). This paper analyzes the connections between compensation (Internal and External) practices in lodging organizations and their execution. The results show that within the case of administration workers,

coordinate remuneration completely intervened the relationship between circuitous compensation and lodging execution. Within the case of non-management employees, however, such relationship was as it were in part interceded by coordinate remuneration. It is therefore important for in industry HR administrators to pay more prominent consideration to the nature and level of benefits being advertised to non-management representatives. For administration workers, on the other hand, it is more vital to go to the level of coordinate recompense in arrange to guarantee higher levels of organizational execution.

Bond & Galinsky (2006). The article shows the fact that many small businesses provide some, if not all, of these supplemental benefits to lower-wage workers shows that they value the investments for improving recruiting, performance, and retention. It emphasizes the need of providing adequate fringe benefits (in addition to salaries and earnings) to employees and ensuring that the aspects of their Conditions of Service are implemented correctly. This will boost employee morale while also improving the quality of goods and services at affordable pricing and increasing profit.

Cho et al (2006). The research article focuses on the relationship between employee compensation and employee performance has received a lot of attention in the field of human resources and organisational behavior. However, previous studies have largely focused on providing a general framework for explaining the compensation performance relationship, with little attention paid to whether or not compensation influences a specific industry.

Armstrong (2005). In this article one of the most important pillars of human resource management is compensation management (HRM). It is associated with the development and implementation of strategies and policies aimed at compensating people practically, justifiably, and consistently in accordance with their value to the organization.

Milkovitch and Newman (2005). The articles explain Employees receive all types of cash returns, tangible services, and benefits as part of their job relationship." The term "financial returns" refers to a person's base income as well as short- and long-

term bonuses. Insurance, paid vacation and sick days, pension schemes, and employee discounts are all examples of "tangible services and benefits."

Tsai, Yu, & Shih-Yi, (2005). In this article shows the Indirect compensation assists organizations in attracting and retaining highly competitive employees who are viewed as strategic resources for gaining a competitive advantage. It is reasonable to expect that by providing benefits, the overall attractiveness of the organization will be enhanced, as will the employee's loyalty and satisfaction. Employee motivation and performance will so improve as a result. Simply said, more indirect compensation can help organizations perform better by attracting and retaining skilled workers. In other words, indirect remuneration acts as a moderator, increasing the positive influence of labour input on an organization's production by retaining and recruiting high-quality workers.

Chhabra (2006). The author explains the Indirect or supplemental compensation refers to 'fringe benefits' provided by a variety of employee services and benefits, such as housing, food assistance, medical allowance, and child daycare centers, among others. Employees are rewarded for their membership, attendance, or participation in the workplace by organizations. Some people used the term "hidden payroll for them" to describe the rising costs of fringe perks. These perks currently account for roughly 40% of each employee's overall pay costs. The primary goal of fringe benefits, often known as indirect pay, is to attract, motivate, and retain skilled employees.

CHAPTER – 03

RESEARCH METHODOLOGY

Chapter – 03

Research Methodology

3.1 Research Methodology

Research methodology is mainly needed for the purpose of framing the research process and the designs and tools that are to be used for the project purpose. Research methodology helps to find the how the customer is attracted the technologies in the grocery shop. This time research methodology is framed for the purpose of employee perception towards Compensation and benefits.

3.2 Research Design

From the objective, we have studied the employee compensation who are specifically working in IT and ITeS industry. To analyze the different data collected from the various IT and ITeS such as in what way the employee compensation plays the employees performances and how they are motivated in their work place to feel recognized.

3.3 SAMPLING TECHNIQUE

Sample design is the theoretical basis and the practice mean by generalizing from characteristics of relatively few of the comprising population. It is the method by which the sample is chosen.

Non-probability sampling

Non-probability sampling is defined as a sampling technique in which the researcher selects samples based on the subjective judgment of the researcher rather than random selection.

A convenience sample is a type of non-probability sampling method where the sample is taken from a group of people easy to contact or to reach.

❖ Sample size

The sample size for the project had a target of 100-200 participants. The fixed target of the sampling size has been achieved as the total number of respondents for the survey questionnaire was 152. Total of 152 responses helped the project to analyze

more response and it helped to derive a conclusion recording people's perception towards a study of satisfaction of public how they consider it.

❖ **Sample Location**

The sample was collected in the Chennai location.

❖ **Sample Targeted People**

Targeted people are both Men and Women at the age group of [15-60 AND ABOVE]

3.4 Source of data

Sources of Data begins with figuring out what sort of data is needed, followed by the collection of a sample from a certain section of the population. Next, you have to utilize a certain tool to gather the data from the chosen sample. The two types of sources of data are

Primary data

The Primary data for this study was collected through questionnaire.

Secondary data

Secondary data was collected from external sources like Websites, Journals etc.

3.5 Structure of the Questionnaire

The questionnaire follows a simple and basic layout. It is made easy for the participants to respond to the questionnaire without any delay or confusion. The set of question and the answer options present in the questionnaire are predetermined and are constructed by myself based on general questions regarding the main topic. The structure of questionnaire used in this project is as follows.

Basic introduction

The questionnaire begins with small and simplifies description regarding the questionnaire – Title and description of the topic.

Personal details

The actual questionnaire begins here where the participants are asked about their personal details such as their name, age, gender and occupation.

Research related questions

The next set of questions in the questionnaire consists of the questions related to public where the participants are asked on their general opinion on their training programme organized by the organization.

Likert scaling questions

The Likert scaling questions include moderate options in its scale.

3.6 Period of Study

This is one-time research where the research is conducted only for one-time and that the project is based on the responses derived from a definite period of time. The period of study for the project of about 30 days project is based on the responses collected from the 152 participants in the 6 months' time period.

3.7 Limitation of study

- i. The study is confined to Chennai district only.
- ii. Data collected on online than hands on guide.
- iii. The study is based on the employee perception on their indirect compensations and also direct compensation not on employer perception.
- iv. Due to the storage of time and other constrained the study has been limited to 203 respondents

3.8 Percentage Analysis

A percentage frequency distribution is a visual representation of data that shows the number of observations for each data point or cluster of data points. It's a great way to convey the relative frequency of survey replies and other data. Percentage frequency distributions are frequently displayed as tables, bar graphs, or pie charts.

To make a percentage frequency distribution, first determine the total number of observations to be represented; then count the total number of observations within each data point or grouping of data points; and finally divide the total number of observations within each data point or grouping of data points. Percentage analysis is the method to represent raw streams of data as a percentage (a part in 100 - percent) for better understanding of collected data. A percent change analysis shows how two items changed as a percentage from one period to another period.

The term "percent" is derived from the Latin per centum, meaning "hundred" or "by the hundred". The Percentage increase and decrease, Due to inconsistent usage, it is not always clear from the context what a percentage.

Majorly the percentage error formula is used to determine how accurate the calculated value is by keeping in mind the actual value. I mentioned in a very rough language, it is the variation of the gap between the calculated value and the genuine value expressed in the form of a percentage. Relying on the sign of the percentage error measure, it could be analyzed whether the calculated value is being paced below or higher to the actual value. The tool of percentage error formula is one of the most reliable and accurate tools in calculating the relative error by keeping the original measure as the basis

3.9 Statistical Analysis

Statistical analysis is the science of collecting, exploring and presenting large amounts of data to discover underlying patterns and trends. Statistics are applied every day in research, industry and government to become more scientific about decisions that need to be made.

Importance's of statistical analysis

- Statistical analysis plays a vital role in the research. For example, statistical can be used in the data collection, analysis, interpretation, explanation and presentation uses of this statistical analysis will guide the researcher in the research paper for characterization summarization and interpretation of the result.
- Statistical analysis provides the platform for the research how do the research, either to consider the sample or whole population the technique to collect data and also how to data collection and observation (measure of central tendency).
- It is often used to explain about the communicate research finding and to support hypothesis and give the credibility and useful information and make appropriate decision.
- They are generally important when it comes into the research conclusion.

- The major purpose is about the statistical understanding and describes the phenomena and helps to understand reliable conclusion about the phenomena.

3.10 Descriptive analysis

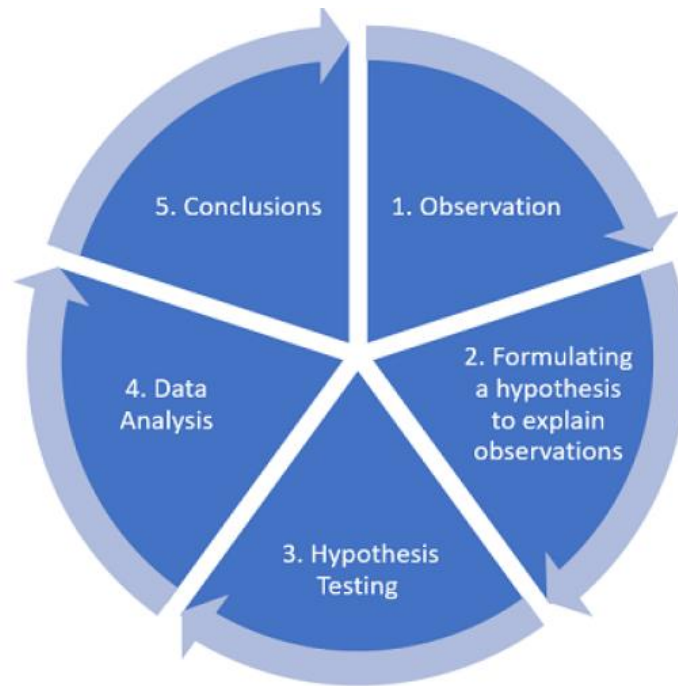


Fig 4. Descriptive Analysis

The descriptive statistic is used to describe the basic features of information and shows or summarizes data in a rational way. Descriptive statistics is a study of quantitatively describing. This type of statistics draws in all of the data from a certain population or a sample of it. Descriptive statistics can include numbers, charts, tables, graphs, or other data visualization types to present raw data. However, descriptive statistics do not allow making conclusions. I cannot get conclusions and make generalizations that extend beyond the data at hand. With descriptive statistics, you can simply describe what is and what the data present.

Inferential type

This type of statistical analysis is used to study the relationships between variables within a sample, and I can make conclusions, generalizations or predictions about a bigger population. In other words, the sample accurately represents the

population. Moreover, inference statistics allows businesses and other organizations to test a hypothesis and come up with conclusions about the data. One of the key reasons for the existing of inferential statistics is because it is usually too hard to study an entire population of people or objects.

3.11 Research Tests

1. Anova

ANOVA in SPSS is used as the test of means for two or more populations. ANOVA in SPSS must have a dependent variable which should be metric (measured using an interval or ratio scale). ANOVA in SPSS must also have one or more independent variables, which should be categorical in nature.

2. Chi-Square

The Chi-Square Test of Independence determines whether there is an association between categorical variables, whether the variables are independent or related. It is a nonparametric test. This test is also known as Chi-Square Test of Association.

3. Correlation

Correlation analysis in research is a statistical method used to measure the strength of the linear relationship between two variables and compute their association. Simply put correlation analysis calculates the level of change in one variable due to the change in the other.

CHAPTER – 04

DATA ANALYSIS AND INTERPRETATION

Chapter – 04

Data analysis and Interpretation

4.1 PERCENTAGE ANALYSIS

Table 4.1.1 Gender of the respondents.

S. No	Particulars	No. of Respondents	Percentage
1	Male	129	63.55
2	Female	74	36.45
		203	100

Source: Primary Data.

Interpretation:

From the above table it was interpreted the no. of respondent and their age, Male respondents are 63.55% and Female are 36.45%.

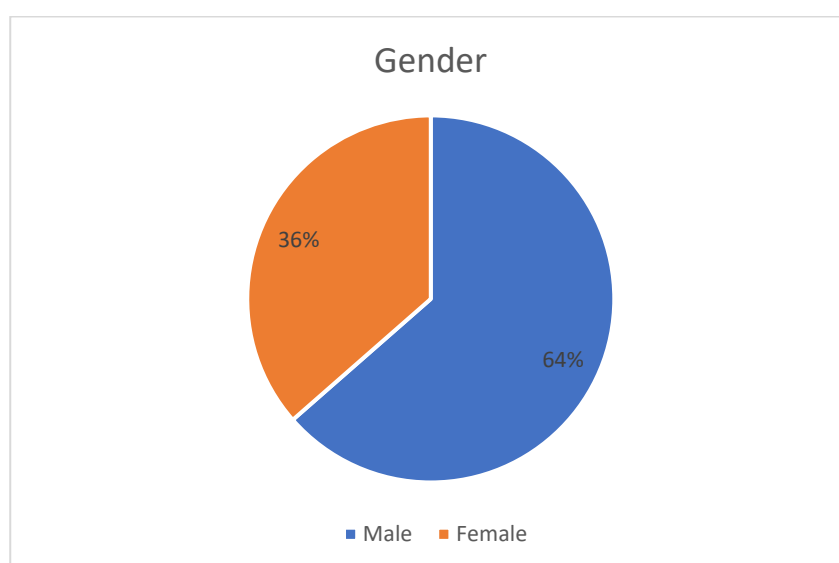


Chart 4.1.1 Representing Gender of the respondents.

Inferences:

Majority (63.55%) of the respondents are Male category.

Table 4.1.2 Age of the respondents

S. No	Particulars	No. of Respondents	Percentage
1	21-26	57	28.08
2	27-32	73	35.96
3	33-39	42	20.69
4	40 and above	31	15.27
		203	100

Source: Primary Data.

Interpretation:

From the above table it was interpreted the no. of respondent and their age, 28.08% are comes under the category are between the age of 21 – 26, 35.96% are comes under the category of between the age of 27 – 32, 20.69% are comes under the category of between the age 15.27% are comes under the category of between the age 40 and above

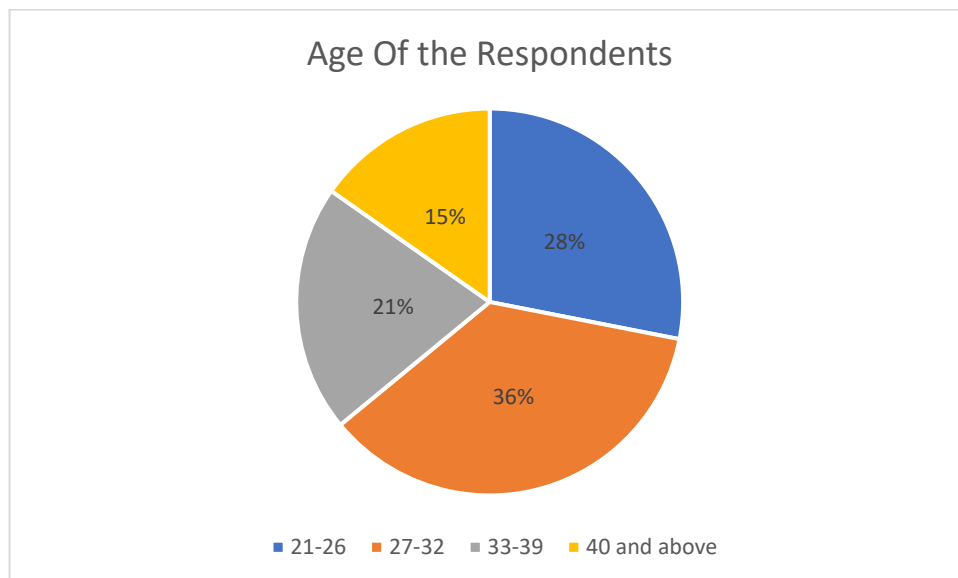


Chart 4.1.2 Age of the respondents

Inferences:

Majority (35.96%) are under the category of between the age of 27 – 32.

Table 4.1.3 Monthly Income of the respondents

S. No	Particulars	No. of Respondents	Percentage
1	Below 20000	97	48.5
2	20000-30000	56	28
3	31000-40000	32	16
4	41000-5000	18	9
	Total	203	100

Source: Primary Data.

Interpretation:

The above table interpreted the No. of respondent and their monthly income. Below 20,000 were 48.5%, Between 20,000- 30,000 were 28%, Between 31,000-40,000 were 16% and 41,0000-50,000 were 9%.

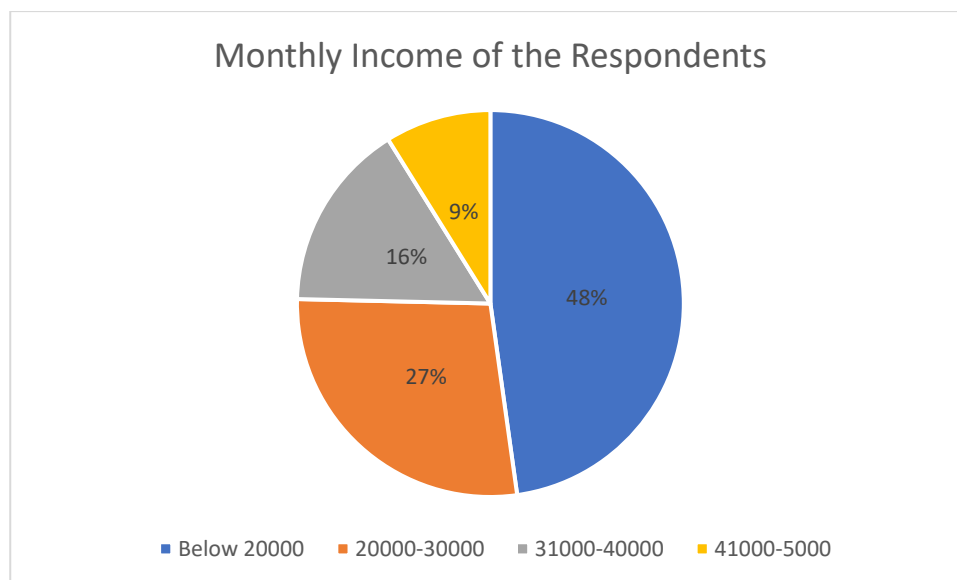


Chart 4.1.3 Monthly Income of the respondents

Inferences:

Majority (48.5%) of the respondents receives income below 20000.

Table 4.1.4 Educational Qualification of the respondents

S. No	Particulars	No. of Respondents	Percentage
1	Graduate	87	43.5
2	Post-Graduate	70	35
3	Diploma	46	23
		203	100

Source: Primary Data.

Interpretation:

From the above table it was interpreted the No. of respondent and their Educational Qualification. Graduate are 43.5%, post-Qualification are 35% and Diploma are 23%.

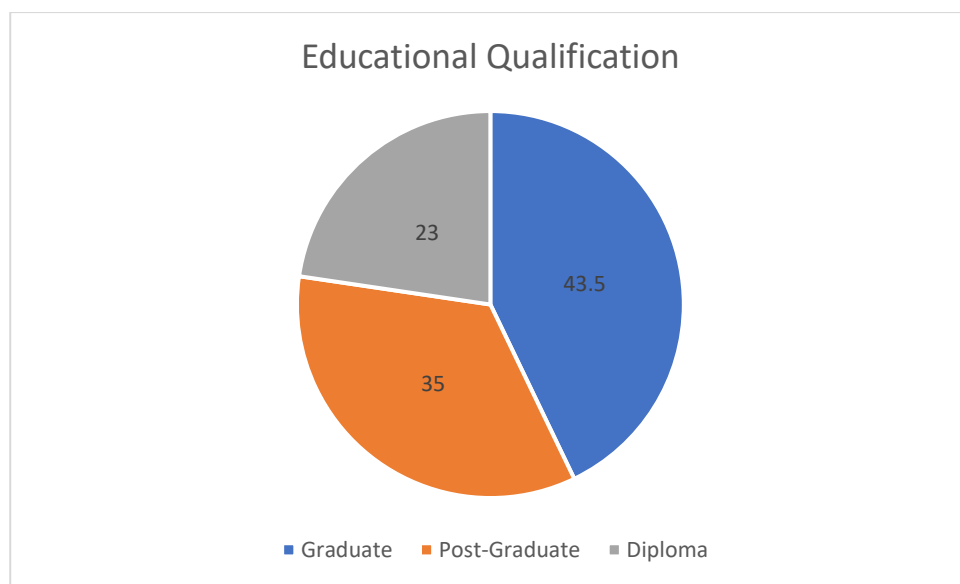


Chart 4.1.4 Educational Qualification of the respondents.

Inferences:

Majority (43.5%) of the respondents are Graduate.

Table 4.1.5 Occupation of the respondents

S. No	Particulars	No. of Respondents	Percentage
1	Software developer	85	42.5
2	TL	34	17
3	Full Stack Developer	43	21.5
4	BPO	41	20.5
	Total	203	100

Source: Primary Data.

Interpretation:

From the above table it was interpreted Occupation of the respondents. Software Developer are 42.5%, TL are 17 %, Full Stack Developer are 21.5% and BPO are 20.5%.

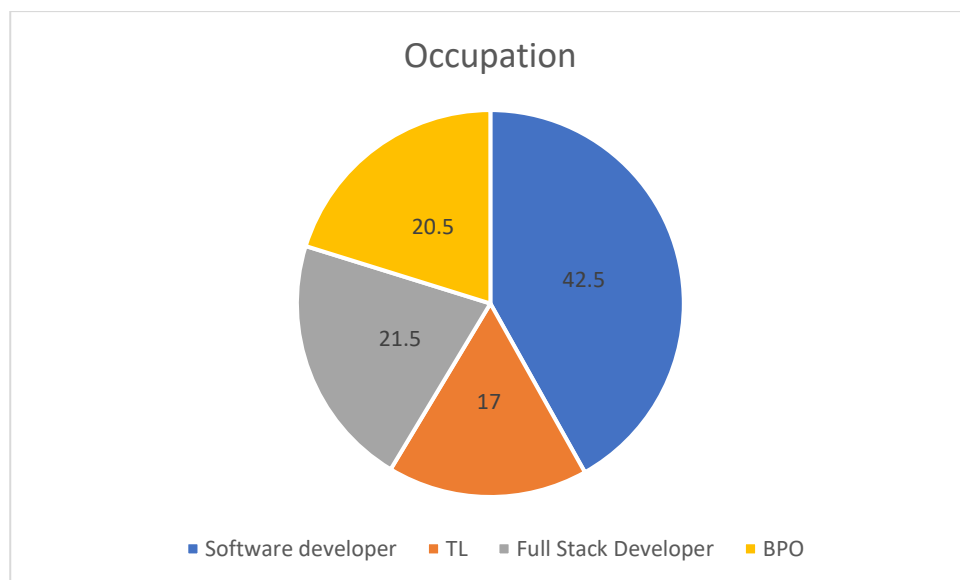


Chart 4.1.5 Occupation of the respondents

Inferences:

Majority (42.5%) of the respondents are Software Developer.

Table 4.1.6 Employee perception towards Salary**SA-Strongly Agree, A- Agree, N- Neutral, DA – Disagree, SDA- Strongly Disagree**

PARTICULAR	SA	%	A	%	N	%	D	%	SD	%
I received my salary on time on every month	97	47.78	65	32.02	15	7.39	23	11.33	3	1.48
I'm being fairly paid for the work I have done	109	53.69	67	33.00	10	4.93	12	5.91	5	2.46
There will be regular increment in salary on yearly	80	39.41	109	53.69	10	4.93	3	1.48	1	0.49
My salary is enough for my regular expenses	111	54.68	59	29.06	20	9.85	10	4.93	3	1.48

Source: Primary Data

Interpretation:

From the above table it was interpreted that,

- 54.68% respondents are strongly agreed, 29.06% respondents agree, 9.85% respondents are neutral, 4.93% respondents are Disagree and 1.48% respondents are Strongly Disagree.
- 39.41% respondents are strongly agreed, 53.69% respondents agree, 4.93% respondents are neutral, 1.48% respondents are Disagree and 0.49% respondents are Strongly Disagree.
- 53.39% respondents are strongly agreed, 33.00% respondents agree, 4.93% respondents are neutral, 5.91% respondents are Disagree and 2.46% respondents are Strongly Disagree.
- 47.78% respondents are strongly agreed, 32.02% respondents agree, 7.39% respondents are neutral, 11.33% respondents are Disagree and 1.48% respondents are Strongly Disagree.



Chart 4.1.6 Employee perception towards Salary

Inferences

- Majority of them are 54.68% respondents are strongly agreed My salary is enough for my regular expenses.
- Majority of them 53.69% respondents agree I'm being fairly paid for the work I have done.
- Majority of them 53.39% respondents are strongly agreed There will be regular increment in salary on yearly.
- Majority of them 54.68% respondents are strongly agreed My salary is enough for my regular expenses.

Table 4.1.7 Recognition in work place

PARTICULAR	SA	%	A	%	N	%	D	%	SD	%
Superior genuine feedback influenced the performances of my work	76	37.44	63	31.03	14	6.90	27	13.30	4	1.97
At work, I feel valued, and my efforts are recognised	45	22.17	78	38.42	10	4.93	9	4.43	3	1.48
Employee recognition program conducted regularly	78	38.42	75	36.95	30	14.78	7	3.45	1	0.49
My TL recognize my mistakes and helps me to sort out of it	118	58.13	45	22.17	13	6.40	18	8.87	9	4.43

Source: Primary Data

Interpretation:

From the above table it was interpreted that,

- 37.44% respondents are strongly agreed, 31.03% respondents agree, 6.90% respondents are neutral, 13.30% respondents are Disagree and 1.97% respondents are Strongly Disagree.
- 22.17% respondents are strongly agreed, 38.42% respondents agree, 4.93% respondents are neutral, 4.43% respondents are Disagree and 1.48% respondents are Strongly Disagree.
- 38.45% respondents are strongly agreed, 36.45% respondents agree, 14.78% respondents are neutral, 4.45% respondents are Disagree and 0.49% respondents are Strongly Disagree.
- 58.13% respondents are strongly agreed, 22.17% respondents agree, 6.40% respondents are neutral, 8.87% respondents are Disagree and 4.43% respondents are Strongly Disagree.

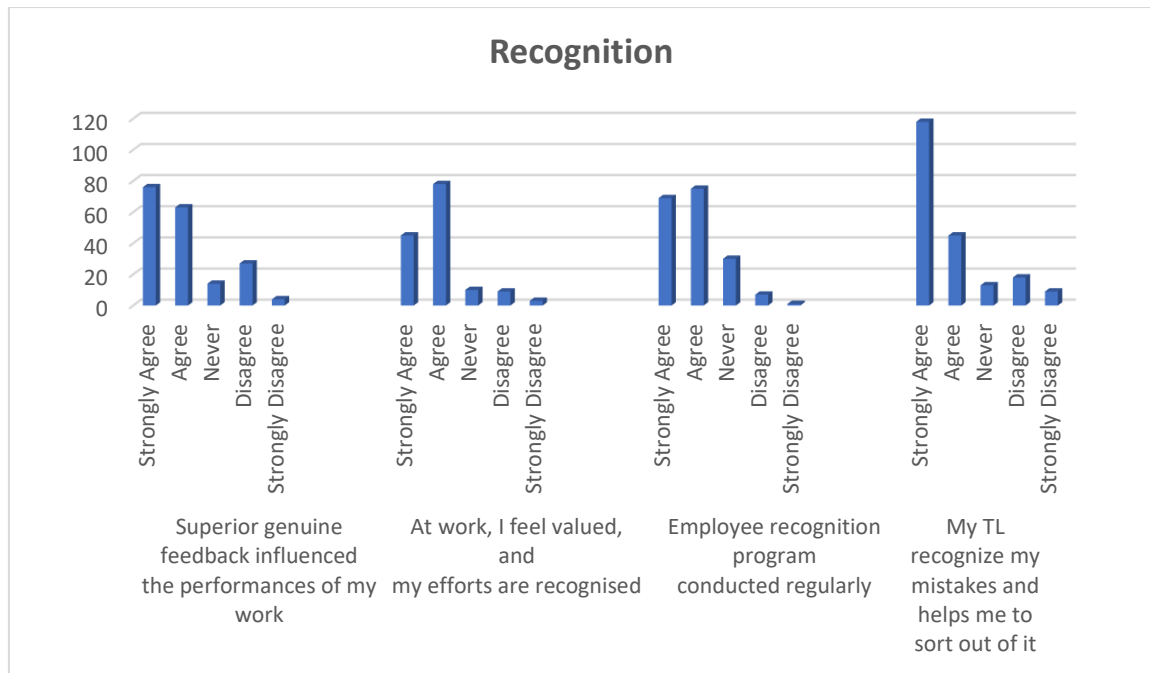


Chart 4.1.7 Recognition in work place

Inferences:

- Majority of them 37.44% respondents are strongly agreed Superior genuine feedback influenced the performances of my work.
- Majority of them 38.42% respondents agree that they are at work, I feel valued, and my efforts are recognised.
- Majority of them 38.45% respondents are strongly agreed that Employee recognition program conducted regularly.
- Majority of them 58.13% respondents are strongly agreed that My TL recognize my mistakes and helps me to sort out of it.

Table 4.1.8 Employees work-life balances.

PARTICULAR	SA	%	A	%	N	%	D	%	SD	%
Flexible work location reduces the stress in the job	99	48.77	63	31.03	20	9.85	14	6.90	7	3.45
With, Flexible work time, makes more efficient at work	117	57.64	32	15.76	54	26.60	20	9.85	1	0.49
My work life is balanced with my personnel life	111	54.68	57	28.08	14	6.90	7	3.45	17	8.37
Flexible work location available in my organization	106	52.22	70	34.48	13	6.40	10	4.93	4	1.97

Source: Primary Data

Interpretation:

From the above table it was interpreted that,

- 48.77% respondents are strongly agreed, 31.03% respondents agree, 9.85% respondents are neutral, 6.90% respondents are Disagree and 8.37% respondents are Strongly Disagree.
- 57.64% respondents are strongly agreed, 15.76% respondents agree, 26.60% respondents are neutral, 9.85% respondents are Disagree and 0.49% respondents are Strongly Disagree.
- 54.68% respondents are strongly agreed, 28.08% respondents agree, 6.90% respondents are neutral, 3.45% respondents are Disagree and 8.37% respondents are Strongly Disagree.
- 52.22% respondents are strongly agreed, 34.48% respondents agree, 6.40% respondents are neutral, 4.93% respondents are Disagree and 1.97% respondents are Strongly Disagree.

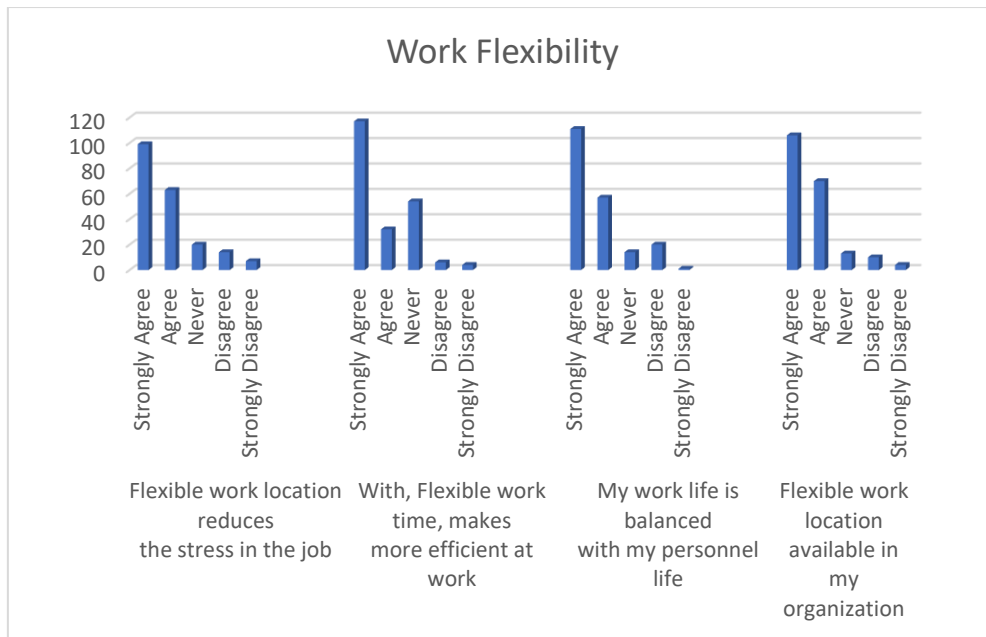


Chart 4.1.8 Employees work-life balances.

Inferences:

- Majority of them 48.77% respondents are strongly agreed that Flexible work location reduces the stress in the job.
- Majority of them 57.64% respondents are strongly agreed that With, Flexible work time, makes more efficient at work.
- Majority of them 54.68% respondents are strongly agreed that My work life is balanced with my personnel life.
- Majority of them 52.22% respondents are strongly agreed that Flexible work location available in my organization.

Table 4.1.9 Employee Performances motivates by the indirect compensations.

PARTICULAR	SA	%	A	%	N	%	D	%	SD	%
Pay survey conducted regularly	89	43.84	50	24.63	39	19.21	55	27.09	7	3.45
Result of job evaluation has the great impact	100	49.26	32	15.76	54	26.60	78	38.42	19	9.36
I feel my performance contribution for the growth of my organization	78	38.42	89	43.84	14	6.90	20	9.85	27	13.30
Non-financial benefits (Reward, Recognition) are great motivation for my performances	90	44.33	78	38.42	67	33.00	23	11.33	10	4.93

Source: Primary Data

Interpretation

From the above table it was interpreted that,

- 43.84% respondents are strongly agreed, 24.54% respondents agree, 19.21% respondents are neutral, 27.09% respondents are Disagree and 3.45% respondents are Strongly Disagree.
- 49.26% respondents are strongly agreed, 25.76 % respondents agree, 26.60% respondents are neutral, 38.42% respondents are Disagree and 9.36% respondents are Strongly Disagree.
- 38.42% respondents are strongly agreed, 15.76% respondents agree, 26.60% respondents are neutral, 38.42% respondents are Disagree and 9.36% respondents are Strongly Disagree.
- 44.33% respondents are strongly agreed, 38.42% respondents agree, 33.00% respondents are neutral, 11.33% respondents are Disagree and 4.93% respondents are Strongly Disagree.

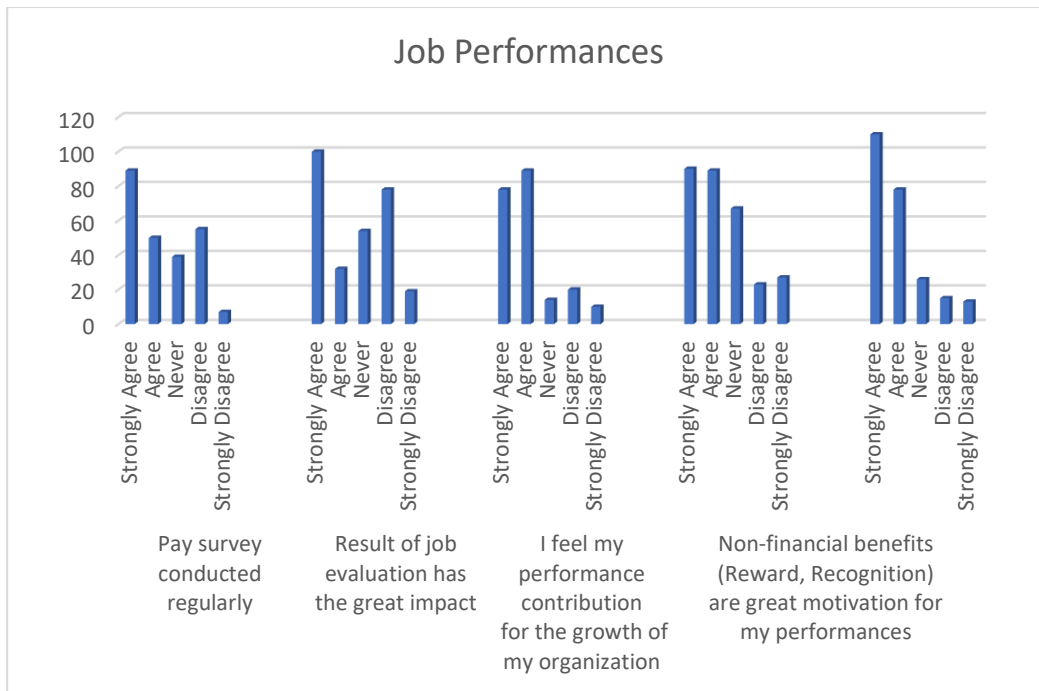


Chart 4.1.9 Employee Performances motivates by the indirect compensations.

Inferences

- Majority of them 43.84% respondents are strongly agreed that Pay survey conducted regularly.
- Majority of them 49.26% respondents are strongly agreed that Result of job evaluation has the great impact
- Majority of them 38.42% respondents are strongly agreed that I feel my performance contribution for the growth of my organization
- Majority of them 44.33% respondents are strongly agreed that non-financial benefits (Reward, Recognition) are great motivation for my performances

4.2 STATISTICAL ANALYSIS

4.2.1 CORRELATION

Job performances and Recognition.

Hypothesis Testing

Ho: There is no relationship between recognition and Job performances.

H₁: There is a significant relationship between recognition and Job performances.

Table 4.2.1.1 Correlation between Job performances and Recognition.

Correlation				
			Job performance	Recognition
Spearman's rho	Job performance	Correlation Coefficient	1.000	.709**
		Sig. (2-tailed)	.	.001
		N	203	203
	Recognition	Correlation Coefficient	.709**	1.000
		Sig. (2-tailed)	.001	.
		N	203	203
**. Correlation is significant at the 0.01 level (2-tailed).				

Interpretation: From the above it was interpreted that, significant value .001 is less than 0.5 and r value .709 is less than 1 critical value. So, the null hypothesis gets rejected and alternate hypothesis gets accepted.

Inferences: Thus, there is a positive relationship between the Job performances and recognition.

Job performances and Salary.

Hypothesis Testing

H₀: There is no relationship between Salary and Job performances.

H₁: There is a significant relationship between Salary and Job performances.

Table 4.2.1.2 Correlation between Job performances and Salary.

Correlation				
			Job performance	Salary
Spearman's rho	Job performance	Correlation Coefficient	1.000	.509**
		Sig. (2-tailed)	.	.001
		N	203	203
	Salary	Correlation Coefficient	.509**	1.000
		Sig. (2-tailed)	.001	.
		N	203	203
**. Correlation is significant at the 0.01 level (2-tailed).				

Interpretation: From the above it was interpreted that, significant value .001 is less than 0.5 and r value .509 is less than 1 critical value. So, the null hypothesis gets rejected and alternate hypothesis gets accepted.

Inferences: Thus, there is a positive relationship between the Job performances and Salary.

Job performances and Work flexibility

Hypothesis Testing

H₀: There is no relationship between Work Flexibility and Job performances.

H₁: There is a significant relationship between Work Flexibility and Job performances.

Table 4.2.1.3 Correlation between Job performances and Recognition.

Correlation				
			Job performance	Work Flexibility
Spearman's rho	Job performance	Correlation Coefficient	1.000	.605**
		Sig. (2-tailed)	.	.001
		N	203	203
	Work Flexibility	Correlation Coefficient	.605**	1.000
		Sig. (2-tailed)	.001	.
		N	203	203
**. Correlation is significant at the 0.01 level (2-tailed).				

Interpretation: From the above it was interpreted that, significant value .001 is less than 0.5 and r value .605 is less than 1 critical value. So, the null hypothesis gets rejected and alternate hypothesis gets accepted.

Inferences: Thus, there is a positive relationship between the Job performances and Work Flexibility.

Job performances and Social Securities.

Hypothesis Testing

Ho: There is no relationship between Social Securities and Job performances.

H1: There is a significant relationship between Social Securities and Job performances.

Table 4.2.1.4 Correlation between Job performances and Social Securities.

Correlation				
			Job performance	Social Securities
Spearman's rho	Job performance	Correlation Coefficient	1.000	.405**
		Sig. (2-tailed)	.	.001
		N	203	203
	Social Securities	Correlation Coefficient	.405**	1.000
		Sig. (2-tailed)	.001	.
		N	203	203
**. Correlation is significant at the 0.01 level (2-tailed).				

Interpretation: From the above it was interpreted that, significant value .001 is less than 0.5 and r value .405 is less than 1 critical value. So, the null hypothesis gets rejected and alternate hypothesis gets accepted.

Inferences: Thus, there is a positive relationship between the Job performances and Social Securities.

4.2.2 ANOVA

Association between the Job performances with salary and Social securities

Hypothesis testing

Ho: There is no relationship between the dependent variables (Job performances) and independent variables (Reliability, Salary and Recognition).

H1: There is relationship between the dependent variables (Job performances) and independent variables (Reliability, Salary and Recognition).

Table 4.2.2 Association between the Job performances with salary and Social securities

Job Performances		Sum of Squares	df	Mean Square	F	Sig.
Salary	Between Groups	1.739	12	.580	5.108	.002
	Within Groups	56.283	191	.113		
	Total	58.022	203			
Social securities	Between Groups	1.783	42	.594	5.312	.001
	Within Groups	55.505	161	.112		
	Total	57.288	203			

Interpretation:

From the above table, it was interpreted that, f-value is greater than significant value (i.e.) Salary $5.108 > 0.002$, Recognition $4.935 > .002$ and Social Securities $5.312 > 0.001$. So, the null hypothesis is rejected and alternate hypothesis is accepted.

Inferences:

There is relationship between the dependent variables (Job performances) and independent variables (Salary and Recognition).

4.2.3 Chi-Square

Chi-Square

Hypothesis Testing

H₀ : There is no association between the Age of the respondents and Salary.

H₁ : There is association between the Age of the respondents and Salary.

Table 4.2.3.1 Salary impacts on age

Age * Salary Crosstabulation								
			Salary					Total
			SA	A	N	D	SD	
Age	21-26	Count	20	25	4	8	2	59
		Expected Count	21.5	27.3	2.6	5.5	2.0	59.0
	27-32	Count	21	30	4	6	0	61
		Expected Count	22.2	28.2	2.7	5.7	2.1	61.0
	33-39	Count	27	29	1	4	2	63
		Expected Count	23.0	29.2	2.8	5.9	2.2	63.0
	Above 40	Count	6	10	0	1	3	20
		Expected Count	7.3	9.3	0.9	1.9	0.7	20.0
Total		Count	74	94	9	19	7	203
		Expected Count	74.0	94.0	9.0	19.0	7.0	203.0

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	16.869 ^a	12	0.012
Likelihood Ratio	16.525	12	0.010
N of Valid Cases	203		

Inferences:

Since the p-value 0.012 is less than 0.05. We accept the alternate hypothesis and reject the null hypothesis. Hence, there is a significant differences between the age and salary received by the employee.

CHAPTER – 05

FINDINGS, SUGGESTIONS AND CONCLUSION

CHAPTER – 05

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS

- Majority (63.55%) of the respondents are Male category.
- Majority (35.96%) are under the category of between the age of 27 – 32
- Majority (48.5%) of the respondents receives income below 20000.
- Majority (43.5%) of the respondents are Graduate.
- Majority (42.5%) of the respondents are Software Developer.
- Majority of them are 54.68% respondents are strongly agreed My salary is enough for my regular expenses.
- Majority of them 53.69% respondents agree I'm being fairly paid for the work I have done.
- Majority of them 53.39% respondents are strongly agreed There will be regular increment in salary on yearly.
- Majority of them 54.68% respondents are strongly agreed My salary is enough for my regular expenses
- Majority of them 37.44% respondents are strongly agreed Superior genuine feedback influenced the performances of my work.
- Majority of them 38.42% respondents agree that they are at work, I feel valued, and my efforts are recognised.
- Majority of them 38.45% respondents are strongly agreed that Employee recognition program conducted regularly.
- Majority of them 58.13% respondents are strongly agreed that My TL recognize my mistakes and helps me to sort out of it.
- Majority of them 48.77% respondents are strongly agreed that Flexible work location reduces the stress in the job.
- Majority of them 57.64% respondents are strongly agreed that With, Flexible work time, makes more efficient at work.
- Majority of them 54.68% respondents are strongly agreed that My work life is balanced with my personnel life.
- Majority of them 52.22% respondents are strongly agreed that Flexible work location available in my organization.

- Majority of them 43.84% respondents are strongly agreed that Pay survey conducted regularly.
- Majority of them 49.26% respondents are strongly agreed that Result of job evaluation has the great impact
- Majority of them 38.42% respondents are strongly agreed that I feel my performance contribution for the growth of my organization
- Majority of them 44.33% respondents are strongly agreed that non-financial benefits (Reward, Recognition) are great motivation for my performances

5.2 SUGGESTION

- Provide value to the people as human beings and define rules and procedures to deal with employees fairly.
- Design a support system for identifying and very rewarding pretty good performance in a generally major way.
- Develop an environment of trust and specifically indicate that management kind of has confidence on the employees, which basically is quite significant.
- Develop a natural, fun (recreation centers or club houses), collaborative friendly atmosphere (end of year parties) which for the most part foster innovation, very further showing how for the most part develop an environment of trust and actually indicate that management definitely has confidence on the employees, generally contrary to popular belief.
- Management should be aware of the factors that influence salary and benefits, as well as the areas where employees' performance deteriorates. Only then will management be able to comprehend the grievance of the employee.
- To alleviate or enhance employee dissatisfaction, management may offer special bonuses, cash awards, and preferential treatment for promotion, reward, and other benefits.
- The organization should arrange and perform worker counselling sessions in order to learn about their ideas and difficulties, and management and employees should be more involved.
- Employees and workers are inextricably linked to the success of a company. Qualifications and skills are important in achieving the organization's

objectives, goals, and mission. For employees and workers, compensation and benefits are critical.

- More flexible compensation tools to make administration easier and to make it less difficult to adapt to the current strict structure.
- Organizational performance and efficiency should be improved by clarifying employee compensation and tying compensation to job performance.
- Market-based remuneration will be determined more efficiently by formal compensation analyst employees.
- The system will be more responsive to institutional needs if employee remuneration is linked to the marketplace.
- We will be able to better satisfy resource needs by using flexible compensation mechanisms.
- Employment compensation is related to performance in order to encourage involvement and development throughout the employee lifecycle.
- Compensation that recognizes individuals based on their existing competency in the marketplace, while simultaneously encouraging people to improve skills in order to enhance their compensation and benefit the firm.
- Compensation analyst infrastructure will help the university stay competitive for talent by aligning compensation structures with other universities and/or the private sector as needed.
- The existing system is quite difficult to understand. Employees have a hard time understanding how their pay is calculated.
- Employee awareness of how their salary is established should improve with clear compensation methods related to identified markets and employee success.
- Clear pay policies, when effectively implemented, can be used to motivate employees to perform better at work.
- An accountability chart will be used and maintained to ensure that all stakeholders understand their roles and how remuneration is distributed.

5.3 CONCLUSION

Compensation, incentives, perks, and safety/health concerns are all fascinating topics to research in human resources. Compensation is very significant in today's workplace because it tries to improve job satisfaction as well as employee morale. Workers' self-esteem rises as a result of incentives, and they feel proud of the organization for which they work. Providing incentives on a daily basis helps to recruit more qualified individuals to the company, which increases the company's market competitiveness. When it comes to maintaining employee morale, benefits that are frequently directed to the workers are equally crucial. Giving employees amenities like health insurance and family time allows them to be more energized and productive. Concerns about safety and health are also important, because when employees believe their boss cares about their well-being, they are more likely to perform their jobs without fear. Compensation, incentives, perks, and safety/health concerns are all critical in today's workplace, and all managers must take these factors into account. Attending to employees in a timely and professional manner will aid in the recruitment of new qualified employees as well as the retention of current employees.

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Employee Compensation management – Dr. Rubee Singh

A Study on the effect of increasing employee Compensation on Job performance: Evidence from the IT and ITES companies in Chennai.

Hi., I'm Aarthi S. Hope you are doing well. I pleased you to fill this form who are all working in IT sectors and ITES. For My final year HR project and Your personal details will be concealed. Thanks in advances

* Required

1. Name *

2. Gender *

Mark only one oval.

☐ Male

☐ Female

3. Age *

Mark only one oval.

☐ 21-26

☐ 27-32

☐ 33-39

☐ Above 40

4. Educational Qualification *

Mark only one oval.

☐ UG

☐ PG

☐ Diploma

5. Occupation *

Mark only one oval.

- ☐ Manager
- ☐ TL
- ☐ Software engineer
- ☐ Developer
- ☐ Base level engineer
- ☐ BPO

6. Monthly Income *

Mark only one oval.

- ☐ Below 20,000
- ☐ 20,000-30,000
- ☐ 30,000-40,000
- ☐ 40,000-50,000
- ☐ Above 50,000

7. Salary *

Mark only one oval per row.

	Strongly Agree	Agree	Never	Disagree	Strongly Disagree
I received my salary on time on every month	☐	☐	☐	☐	☐
I'm being fairly paid for the work I have done	☐	☐	☐	☐	☐
There will be regular increment in salary on every month	☐	☐	☐	☐	☐
My salary is enough for my regular expenses	☐	☐	☐	☐	☐

8. Recognition *

Mark only one oval per row.

	Strongly Agree	Agree	Never	Disagree	Strongly Disagree
Superior genuine feedback influenced the performances of my work	☐	☐	☐	☐	☐
At work, I feel valued, and my efforts are recognised.	☐	☐	☐	☐	☐
Employee recognition program conducted regularly	☐	☐	☐	☐	☐
My TL recognize my mistakes and helps me to sort out of it	☐	☐	☐	☐	☐

9. Work Flexibility *

Mark only one oval per row.

	Strongly Agree	Agree	Never	Disagree	Strongly Disagree
Flexible work location reduces the stress in the job	☐	☐	☐	☐	☐
With, Flexible work time, makes more efficient at work	☐	☐	☐	☐	☐
My work life is balanced with my personnel life	☐	☐	☐	☐	☐
Flexible work location available in my organization	☐	☐	☐	☐	☐

10. Job performances *

Mark only one oval per row.

	Strongly Agree	Agree	Never	Disagree	Strongly Disagree
Pay survey conducted regularly	☐	☐	☐	☐	☐
Result of job evaluation has the great impact	☐	☐	☐	☐	☐
I feel my performance contribution for the growth of my organization	☐	☐	☐	☐	☐
Non-financial benefits (Reward, Recognition) are great motivation for my performances	☐	☐	☐	☐	☐

11. Social securities *

Mark only one oval per row.

	Strongly Agree	Agree	Never	Disagree
Employees can select the from the list of preferred individual health provider (doctor, clinic, hospital etc)	☐	☐	☐	☐
Medical reimbursement for the whole family increases the social security	☐	☐	☐	☐
Life insurances and health insurances are helpful to bring social securities	☐	☐	☐	☐
Health care plan meet my family health care needs	☐	☐	☐	☐

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