

Project Report

“Study on Performance Appraisal Strategies adopted by Infosys Company”

**Submitted to
G.S. College of Commerce & Economics
Nagpur**

In partial fulfillment for the award of the degree of
Bachelor of Business Administration

**Submitted by
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**Under the Guidance of
Prof. Kamlesh Thote**

G.S. College Of Commerce & Economics, Nagpur

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CERTIFICATE

This is to certify that "Adhikansh Dilip Kurve" has submitted the project report titled "Study on Performance Appraisal Strategies adopted by Infosys Company", towards partial fulfillment of BACHELOR OF BUSINESS ADMINISTRATION degree examination. This has not been submitted for any other examination and does not form part of any other course undergone by the candidate.

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

Prof. Kamlesh Dhote

(Project Guide)

Dr. Afsar sheikh

(co-ordinator)

Place:

Date:



DECLARATION

I here-by declare that the project with title “Study on Performance Appraisal Strategies adopted by Infosys Company”, has been completed by me in partial fulfillment of BACHELOR OF BUSINESS ADMINISTRATION degree examination as prescribed by Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur and this has not been submitted for any other examination and does not form the part of any other course undertaken by me.

Adhikansh Dilip Kurve

Place:

Date:



ACKNOWLEDGEMENT

With immense pride and sense of gratitude, I take this golden opportunity to express my sincere regards to Dr. N. Y. Khandait, Principal, G.S. College of Commerce & Economics, Nagpur.

I am extremely thankful to my Project Guide Prof. Kamlesh Thote for his/her guideline throughout the project. I tender my sincere regards to Co-ordinator, Prof. Afsar sheikh for giving me outstanding guidance, enthusiastic suggestions and invaluable encouragement which helped me in the completion of the project.

I will fail in my duty if I do not thank the Non-Teaching staff of the college for their Co-operation.

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

Adhikansh Dilip Kurve

Place:

Date:

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INTRODUCTION

Introduction:

Performance Appraisal is the systematic evaluation of the performance of employees and to understand the abilities of a person for further growth and development. Performance appraisal is generally done in systematic ways which are as follows:

1. The supervisors measure the pay of employees and compare it with targets and plans.
2. The supervisor analyses the factors behind work performances of employees.
3. The employers are in position to guide the employees for a better performance.

Edwin B. Flippo, "Performance appraisal is a systematic, periodic and so far as humanly possible, an impartial rating of an employee's excellence in matters pertaining to his present job and to his potentialities for a better job."

Performance appraisal is one of the important sub-functions of staffing in management. Human behaviour is a complex phenomenon because no one can anticipate accurately what exactly a man is going to do. The individual joins an organization to satisfy his objectives.

But the organization also has its own goals, which need not to be in conformity with the individual goals. If the goals of the individual and organization are extremely contradictory, a conflict will arise which either result into suppression of human personality or a complete will set back to his work.

It is not desirable that individual's personality be suppressed but at the same time organization goals should also be achieved. For monitoring this process of achieving organizational goals, the performance of an individual needs to be assessed after a regular interval so that the desired behavior could be maintained. This will also help the organization to satisfy the needs and the aspiration of the individual by providing him more facilities, improved working condition and carrier advancement.

Objectives of performance appraisal

Performance Appraisal can be done with following objectives in mind:

1. To maintain records in order to determine compensation packages, wage structure, salaries raises, etc.
2. To identify the strengths and weaknesses of employees to place right men on right job.
3. To maintain and assess the potential present in a person for further growth and development.
4. To provide a feedback to employees regarding their performance and related status.
5. To provide a feedback to employees regarding their performance and related status.
6. It serves as a basis for influencing working habits of the employees.

Advantages of Performance Appraisals

7. **Documentation:** A PA provides a document of employee performance over a specific period of time. It's a piece of paper that can be placed in an employee file.
8. **Structure:** This process creates a structure where a manager can meet and discuss performance with an employee. It forces the uncomfortable conversations that often need to happen.
9. **Feedback:** Employees crave feedback, and this process allows a manager the opportunity to provide the employee with feedback about their performance and discuss how well the **employee goals** were accomplished. It also provides an opportunity to discuss employee development opportunities.

10. **Clarify Expectations:** Employees need to understand what is expected of them and the PA process allows for a manager to clarify expectations and discuss issues with their employee.
11. **Annual Planning:** It provides a structure for thinking through and planning the upcoming year and developing employee goals.
12. **Motivation:** The process should motivate employees by rewarding them with a **merit increase** and as part of a **comprehensive compensation strategy**.
13. **Disadvantages of Performance Appraisals**
14. **Creates Negative Experience:** If not done right, the performance appraisal can create a negative experience for both the employee as well as the manager. Proper training on processes and techniques can help with this.
15. **Time Consuming:** Performance appraisals are very time consuming and can be overwhelming to managers with many employees. I've known managers who were responsible for doing an annual PA on hundreds of employees.
16. **Natural Biases:** Human assessment are subject to natural biases that result in **rater errors**. Managers need to understand these biases to eliminate them from the process.
17. **Waste of Time:** The entire process can be a waste of time if not done appropriately. Think about the time investment when the end result is negative. It is time wasted on all fronts.
18. **Stressful Workplace:** Performance appraisals can create stressful work environments for both employees and managers. Proper training can help to reduce the stress involved in the process.

19. Finally, performance appraisals are only as good as the performance management system it operates within.
20. Organizations that only do performance appraisals for the sake of doing them are wasting their time.
21. But organizations that incorporate performance appraisals into a comprehensive performance management system and use them to implement **business goals** have an advantage for accomplishing their goals and ultimately their **strategic plan**.

Features of performance appraisal

1. Performance management is closely aligned to organizational context and culture and linked to clearly defined organizational objectives. Therefore, performance measure is based on the critical success factors derived directly from the business strategy.
2. Performance management system is closely linked to other systems of human resource management, particularly career planning, succession planning, and training and development. However, its linkage with compensation management is a contentious issue.
Many experts feel that there should be separation of appraisal for rewards from appraisal for development to avoid spill over of bitterness from former to the latter. Further, to obtain a broader perspective, it is suggested that peer-level managers, instead of just immediate superiors, should conduct appraisal for rewards.
3. Performance management is seen as a continuous process of monitoring and feedback rather than annual one-off event and there should be involvement of employees through focus group interviews, surveys, etc. in all stages of the design, implementation, and review process.
4. Performance management involves effective use of technology in conveying desired competencies and in monitoring, collecting, and giving feedback so that there is minimum possible bureaucratization of administering the system.
5. Performance management emphasizes comprehensive training to managers not just for their own development only but to act as effective coaches as the role of coaching in performance improvement is quite crucial.

6. Performance management is a dynamic system that is suitable for changing workplace realities such as working in teams and alternative work arrangements like telecommuting, job sharing, etc.

Methods of performance appraisal

Traditional Methods:

Ranking Method:

It is the oldest and simplest formal systematic method of performance appraisal in which employee is compared with all others for the purpose of placing order of worth. The employees are ranked from the highest to the lowest or from the best to the worst.

In doing this the employee who is the highest on the characteristic being measured and also the one who is L lowest, are indicated. Then, the next highest and the next lowest between next highest and lowest until all the employees to be rated have been ranked. Thus, if there are ten employees to be appraised, there will be ten ranks from 1 to 10.

Paired Comparison:

In this method, each employee is compared with other employees on one- on one basis, usually based on one trait only. The rater is provided with a bunch of slips each coining pair of names, the rater puts a tick mark against the employee whom he insiders the better of the two. The number of times this employee is compared as better with others determines his or her final ranking.

Grading Method:

In this method, certain categories of worth are established in advance and carefully defined. There can be three categories established for employees: outstanding, satisfactory and unsatisfactory. There can be more than three grades. Employee performance is compared with grade definitions. The employee is, then, allocated to the grade that best describes his or her performance.

Such type of grading is done in Semester pattern of examinations and in the selection of a candidate in the public service sector. One of the major drawbacks of this method is that

the rater may rate most of the employees on the higher side of their performance.

Forced Distribution Method:

This method was evolved by Tiffen to eliminate the central tendency of rating most of the employees at a higher end of the scale. The method assumes that employees' performance level conforms to a normal statistical distribution i.e., 10,20,40,20 and 10 per cent. This is useful for rating a large number of employees' job performance and promo ability. It tends to eliminate or reduce bias.

It is also highly simple to understand and easy to apply in appraising the performance of employees in organisations. It suffer from the drawback that improve similarly, no single grade would rise in a ratings.

Forced-Choice Method:

The forced-choice method is developed by J. P. Guilford. It contains a series of groups of statements, and rater rates how effectively a statement describes each individual being evaluated. Common method of forced-choice method contains two statements, both positive and negative.

Check-List Method:

The basic purpose of utilizing check-list method is to ease the evaluation burden upon the rater. In this method, a series of statements, i.e., questions with their answers in 'yes' or 'no' are prepared by the HR department. The check-list is, then, presented to the rater to tick appropriate answers relevant to the appraisee. Each question carries a weight-age in relationship to their importance.

When the check-list is completed, it is sent to the HR department to prepare the final scores for all appraises based on all questions. While preparing questions an attempt is made to determine the degree of consistency of the rater by asking the same question twice but in a different manner Critical Incidents Method:

In this method, the rater focuses his or her attention on those key or critical behaviours that make the difference between performing a job in a noteworthy manner (effectively or ineffectively). There are three steps involved in appraising employees using this method.

Modern Method

Management by Objectives (MBO):

Most of the traditional methods of performance appraisal are subject to the antagonistic judgments of the raters. It was to overcome this problem; Peter F. Drucker propounded a new concept, namely, management by objectives (MBO) way back in 1954 in his book

The Practice of management. The concept of MBO as was conceived by Drucker, can be described as a “process whereby the superior and subordinate managers of an organization jointly identify its common goals, define each individual’s major areas of responsibility in terms of results expected of him and use these measures as guides for operating the unit and assessing the contribution of each its members”.

In other words, stripped to its essentials, MBO requires the manager to goals with each employee and then periodically discuss his or her progress toward these goals.

In fact, MBO is not only a method of performance evaluation. It is viewed by the Practicing managers and pedagogues as a philosophy of managerial practice because .t .s a method by wh.ch managers and subordinates plan, organise, communicate, control and debate.

An MBO programme consists of four main steps: goal setting, performance standard, comparison, and periodic review. In goal-setting, goals are set which each individual, s to attain. The superior and subordinate jointly establish these goals. The goals refer to the desired outcome to be achieved by each individual employee.

In performance standards, the standards are set for the employees as per the previously arranged time period. When the employees start performing their jobs, they come to know what is to be done, what has been done, and what remains to be done.

In the third step the actual level of goals attained are compared with the goals agreed upon. This enables the evaluator to find out the reasons variation between the actual and standard performance of the employees. Such a comparison helps devise training needs

for increasing employees' performance it can also explore the conditions having their bearings on employees' performance but over which the employees have no control.

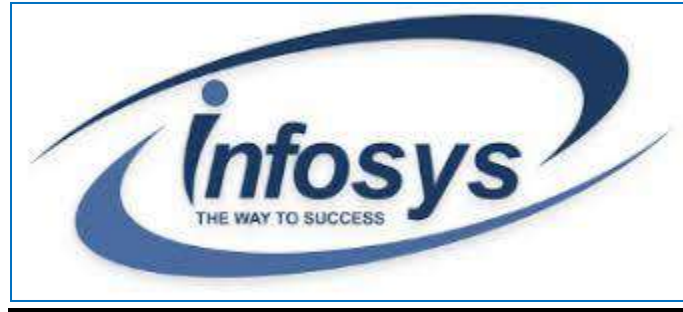
Finally, in the periodic review step, corrective measure is initiated when actual performance deviates from the standard established in the first step-goal-setting stage. Consistent with the MBO philosophy periodic progress reviews are conducted in a constructive rather than punitive manner.

The purpose of conducting reviews is not to degrade the performer but to aid in his/her future performance. From a motivational point of view, this would be representative of McGregor's theories.

Figure 28.4 present the MBO method of performance appraisal presently used by an engineering giant i.e., Larsen and Turbro Limited.

Company Profile

Company Profile



Headquartered in Bengaluru, Infosys Technologies Ltd is a software behemoth in the Indian IT industry. A multinational IT services company, Infosys operates in 33 countries and has development centers in India, China, Japan, UK, Australia and Canada. Beginning as a mere US\$ 250 company in 1981, Infosys has come a long way now, to become a global frontrunner with revenues of more US\$ 5.38 billion. Infosys provides end-to-end business solutions, essentially helping clients to setup software infrastructure, develop it and maintain it. Infosys uses its Global Delivery Model (GDM) as a strategic outsourcing tool. GDM enables the company to take work to the place where it can be best performed, at least cost, and with minimum risk. The work on projects is carried out 24 hours a day, with teams located at different locations across the world, working round-the-clock on the project. GDM is one of the major initiatives of Infosys.

Infosys offers solutions to an assortment of industries with services like IT, Engineering, BPO and Consulting.

The organization structure is complicated. The hierarchy is headed by Mr. N R Narayana Murthy who is the chairman and chief mentor of the organization. Next is the CEO and Managing Director Mr. Gopalakrishanan S. Following him are the directors and the senior vice presidents. The COO & Director, Mr. S Shibulal heads all the Industry

business units and Horizontal business units. He also heads the SETLabs and Microsoft technology centre.

A typical project is headed by Delivery Manager. Role Hierarchy in a Unit from Top to Bottom is Delivery Head Senior Delivery Manager Delivery Manager Project Manager – Business Manager Technology Lead Technology Analyst Senior Software Engineer Software Engineer.

COMPANY OVERVIEW:-

Infosys Technologies Limited (Infosys), incorporated on July 2, 1981, is a global technology services firm that defines, designs and delivers information technology (IT)-enabled business solutions to its clients. The Company provides end-to-end business solutions that leverage technology for its clients, including consulting, design, development, software re-engineering, maintenance, systems integration, package evaluation, and implementation and infrastructure management services. Infosys also provides software products to the banking industry. Infosys BPO (formerly Progeon Limited) is a majority owned subsidiary. Infosys Australia, Infosys China and Infosys Consulting are the Company's wholly owned subsidiaries. In June 2006, Infosys acquired the shares in Infosys BPO held by Citicorp International Finance Corporation (CIFIC). As a result, Infosys effectively holds 99.98% of the equity share capital of Infosys BPO as of March 31, 2007.

The Company complements its service offerings with specialist support for clients using its domain competency group that has expertise in areas, such as securities, insurance, telecommunication, banking and cash management, supply chain management, manufacturing, retail and distribution, energy and utilities, healthcare, and travel and tourism. It also uses its software engineering group and 7 technology lab to create customized solutions for its clients. In addition, it continually evaluates and trains its professionals in new technologies and methodologies.

Research Study

Research Study

Problem Definition

In basic idea behind selecting the topic “Performance appraisal strategies adopted by Infosys” is to study how employees are hired. Today organization are coming up with new technique of hiring people. Hence to study how the actual process is carried in the organization.

Objectives

- To know the attitude and behavior of the employees of INFOSYS
- To study about the various performance appraisal techniques, uses, etc.
- To know how the company motivates their employees.
- To study how boost up employees morale.

Hypothesis

HYPOTHESIS 1

H-0; The Infosys gives their employees satisfaction through performance appraisal.

H-1; The Infosys not gives their employees satisfaction through performance appraisal

HYPOTHESIS 2

H-0; Infosys provides job to the youths of our country.

H-1; Infosys company only takes experienced peoples.

Scope of the study

SCOPE

- 1) To find out whether the Motivational programmes conducted by Infosys helping the employees to achieving their goals.
- 2) To study the different methods of training at Infosys.
- 3) To study the relationship between performance and Motivational Techniques in Infosys.

LIMITATION

- The Scope of study is restricted only to Bengaluru city.
- The study is limited for 2021 – 2022.
- The Sample size is 50 Employees.
- The study is limited to motivational techniques of Infosys Company Ltd.

Research Methodology

Research Methodology:-

Research methodology is purely and simply the framework or a plan for the study that guides the collection and analysis of data. Research is the scientific way to solve the problem and it's increasingly used to improve market potential. This involves exploring the possible method, one by one, and arriving at the best solution, considering the resources at the disposal of research.

Primary data:-

The primary data are those, which are collected afresh and for the first time and thus happen to be original in character.

Secondary data:-

The secondary data on the either hand are those which have already been collected by someone else and which have been already passed through the statistical process.

Strategies of performance appraisals

1. Ensure continuous feedback

The first track deals with review of performance relying on feedback and tasks on technical/ personality competencies. Infosys is moving to a role based structure and competencies for each of the roles with standard expected levels of behaviors. Training needs are derived based on the tasks evaluations and competency feedback.

2. Self Appraisal

The second track is the senior management appraisal. People in managerial roles undergo this annually. Here the employee fills up a self appraisal form and carries it forward to a panel of discussion. The panel includes:

- The head of the department.
- The immediate supervisor of the appraise.

- Senior management personals from another department.

3.360-degree Appraisal

360 degree appraisal constitutes the third track. This has been happening over the last 3 years for all departments and practice units. Levels covered include the head of delivery, heads of departments/practice units, all the people who report to the heads and all others holding leadership positions in the organization.

Sample size determination

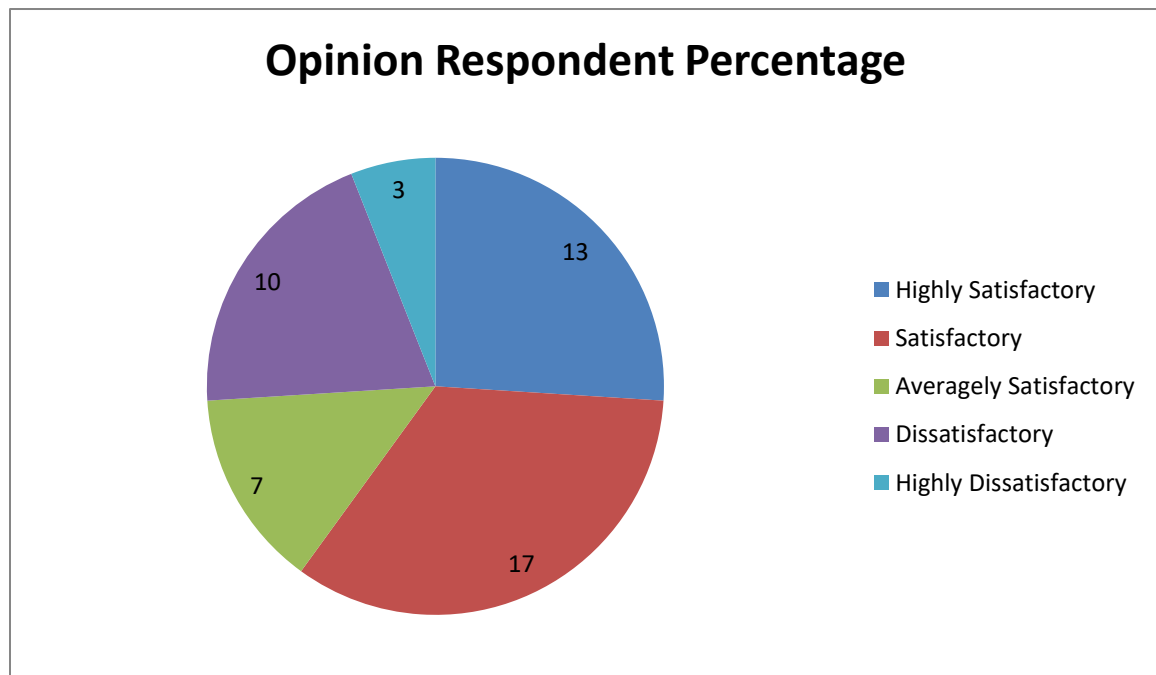
Sample size restricted as the sample is one organization. This sample size was determined as 50 as it is selected randomly the different Branches of the company.

Data Analysis
&
Interpretation

DATA ANALYSIS & INTERPRETATION

1) How do you rate the working environment of the organization?

Opinion Respondent Percentage	Findings	Percentage
Highly Satisfactory	13	25%
Satisfactory	17	35%
Averagely Satisfactory	7	15%
Dissatisfactory	10	20%
Highly Dissatisfactory	3	5%
Total	50	100%

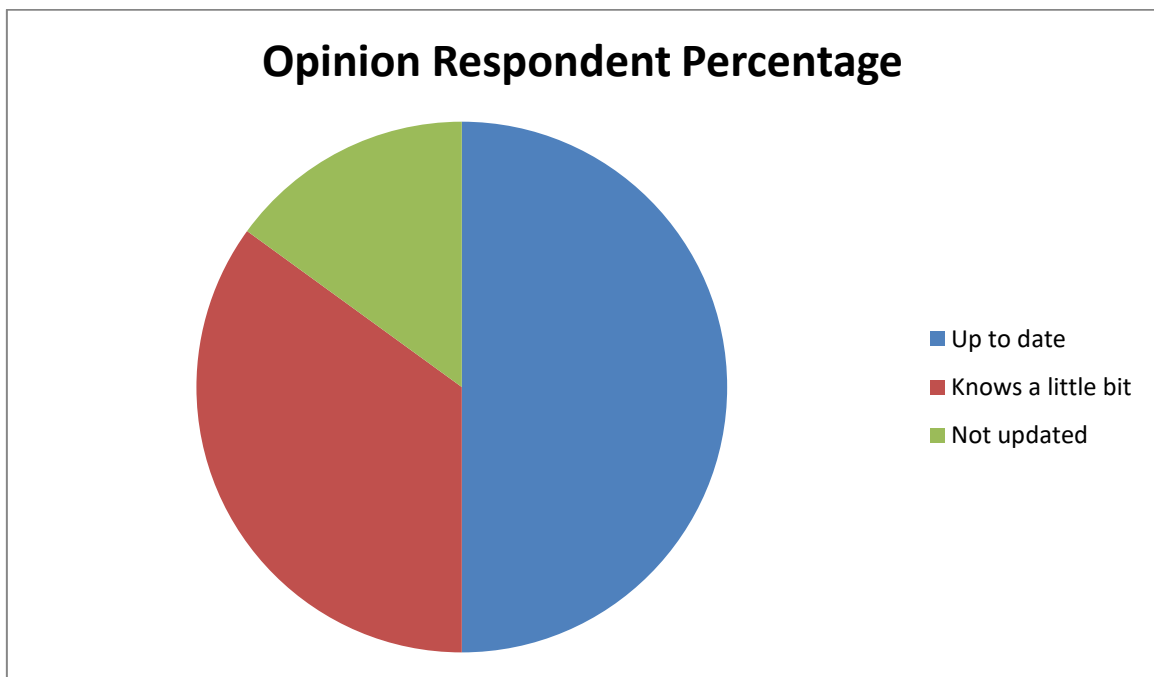


INTERPRETATION

From the above graph 25% Employees are highly satisfied by the service of organization, 35% Employees are satisfied with working environment, 15% employees are averagely satisfied, 20% employees are not satisfied by the service of organization and 5% are highly dissatisfied.

2) Do you know about the key feature of the INFOSYS COMPANY life time working scheme?

Opinion Respondent Percentage	Findings	Percentage
Up to date	25	50%
Knows a little bit	17	35%
Not updated	8	15%
Total	50	100%

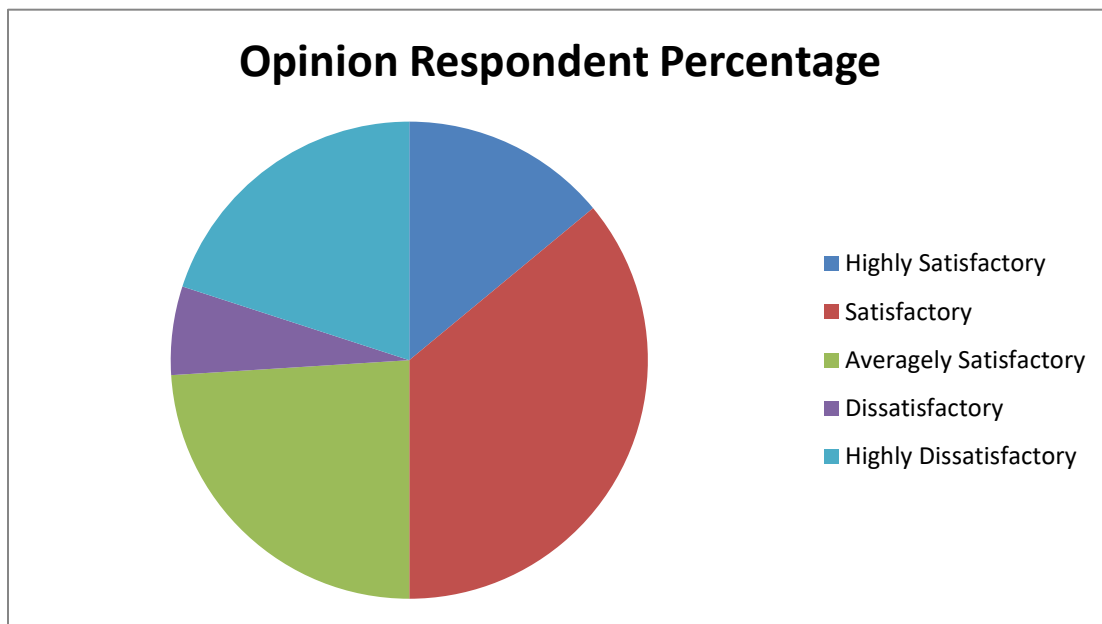


INTERPRETATION

From the above graph it is observed that 50% Employees are up to date about the INFOSYS Company life time working scheme about the scheme 35% employees know about the scheme and 15% employees are not update about the scheme in Infosys Company.

3) How do you rate the medical benefits provided by the organization for the employers and their families?

Opinion Respondent Percentage	Findings	Percentage
Highly Satisfactory	7	15%
Satisfactory	18	35%
Averagely Satisfactory	12	25%
Dissatisfactory	3	5%
Highly Dissatisfactory	10	20%
Total	50	100%

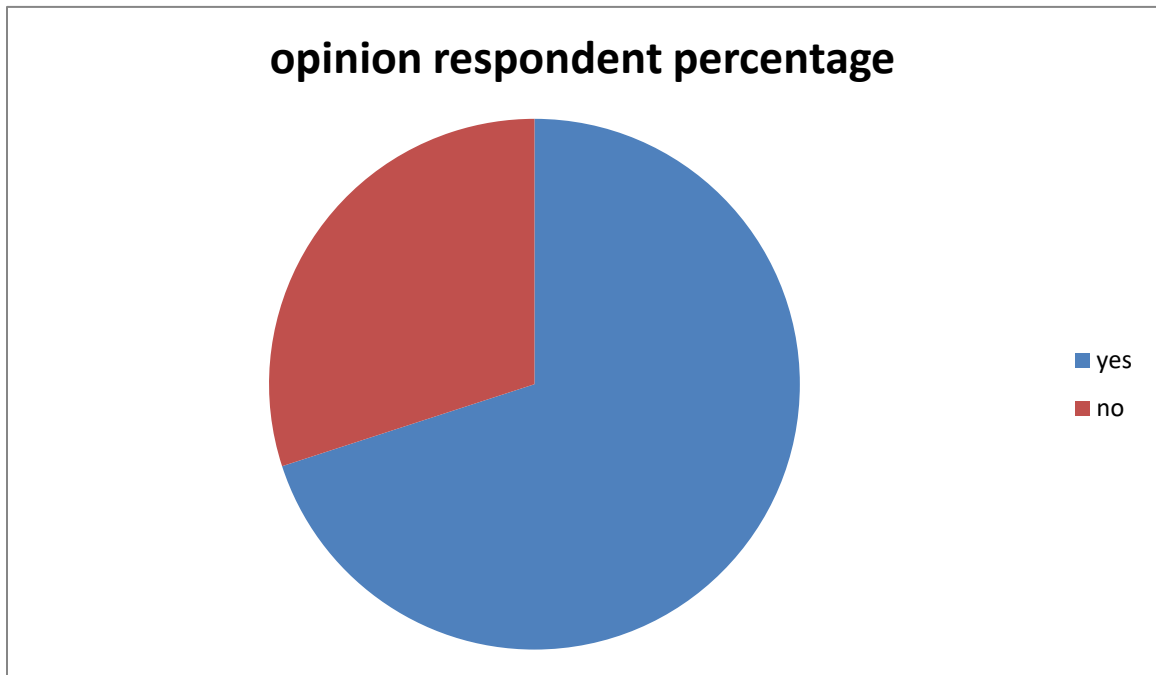


INTERPRETATION

From the above graph it is observed that 15% employees are highly satisfied by the medical benefits provided by the company, 35% are satisfactory dissatisfied and 20% are highly, 25% are averagely satisfactory and 5% are dissatisfied.

4) Does the Company provide maternity leave to female employee?

Opinion Respondent Percentage	Findings	Percentage
Yes	35	70%
No	15	30%
Total	50	100%

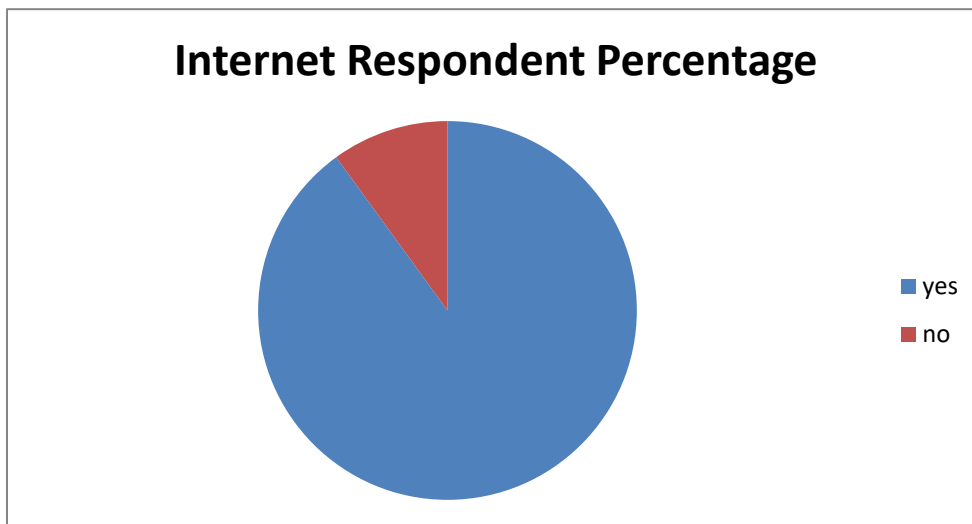


INTERPRETATION

From the above graph it is observed that 70% female employees were provided with maternity facilities in company & 30% female employees were not provided with the maternity benefit.

5) Do you think that there should be any improvement or addition in welfare facilities?

Internet Respondent Percentage	Findings	Percentage
Yes	45	90%
No	5	10%
Total	50	100%

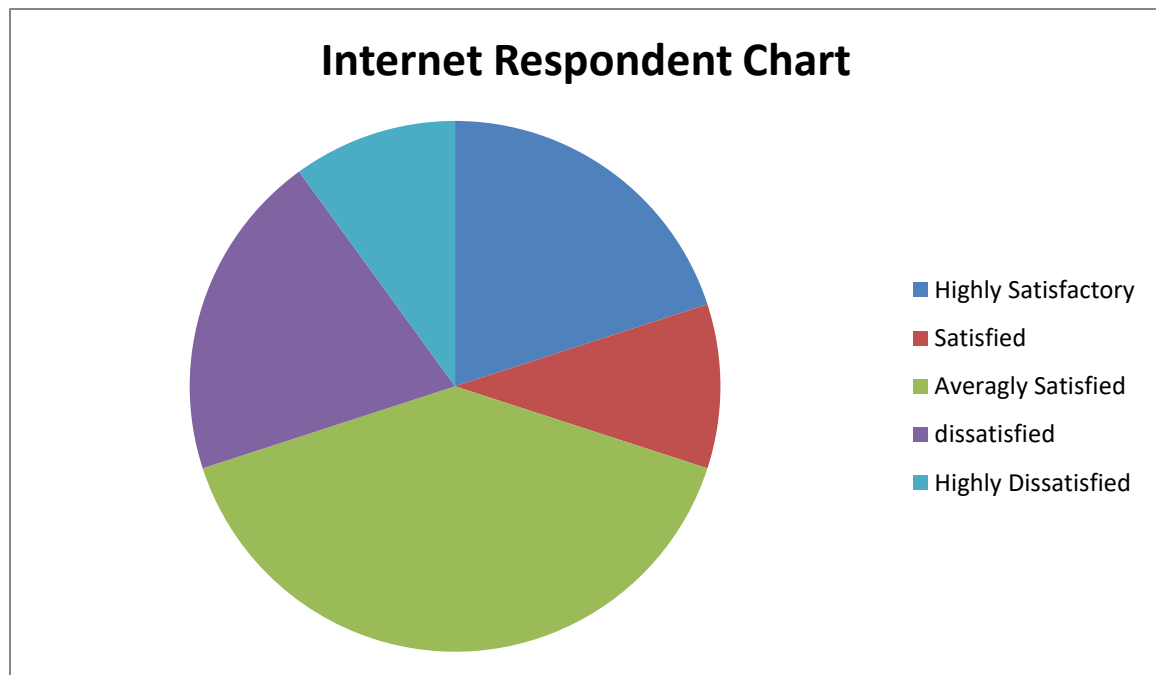


INTERPRETATION

From the above graph it is observed that 90% employees think that there should be improvement in welfare facilities whereas 10% don't feel so.

6) How do you rate the working hours of the organization?

Internet Respondent Percentage	Findings	Percentage
Highly Satisfactory	10	20%
Satisfactory	5	10%
Averagely Satisfactory	20	40%
Dissatisfactory	10	20%
Highly Dissatisfactory	5	10%
Total	50	100%

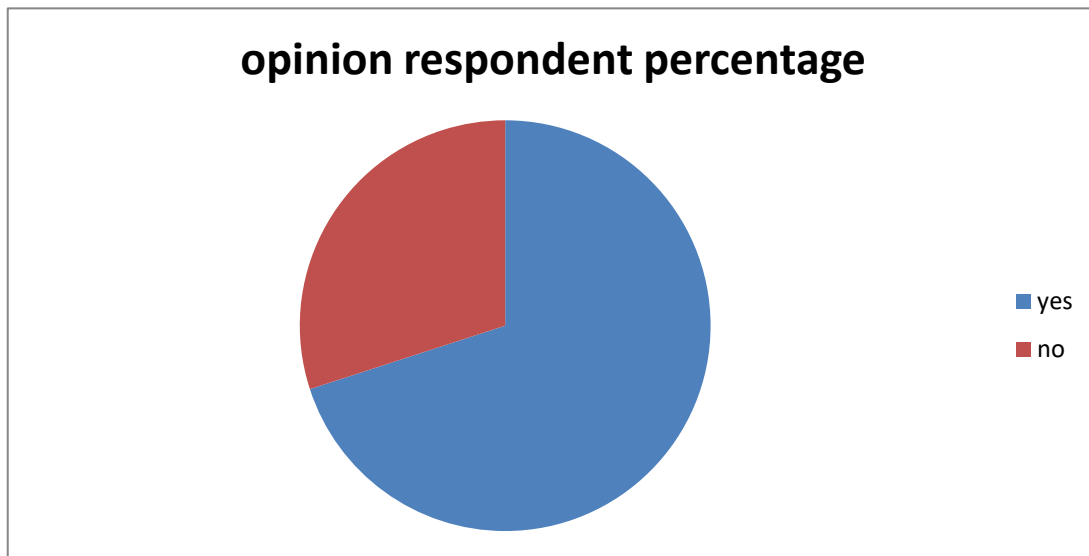


INTERPRETATION

From the above graph it is observed that 20% Employees are highly satisfied the working period, 10% employees are satisfactory in organization, 40% employees are working rate is average, 20% employees are dissatisfactory in organization & 10% employees are highly dissatisfied.

7) Does the organization offer sufficient number and clean toilets?

Internet Respondent Percentage	Findings	Percentage
Yes	35	70%
No	15	30%
Total	50	100%

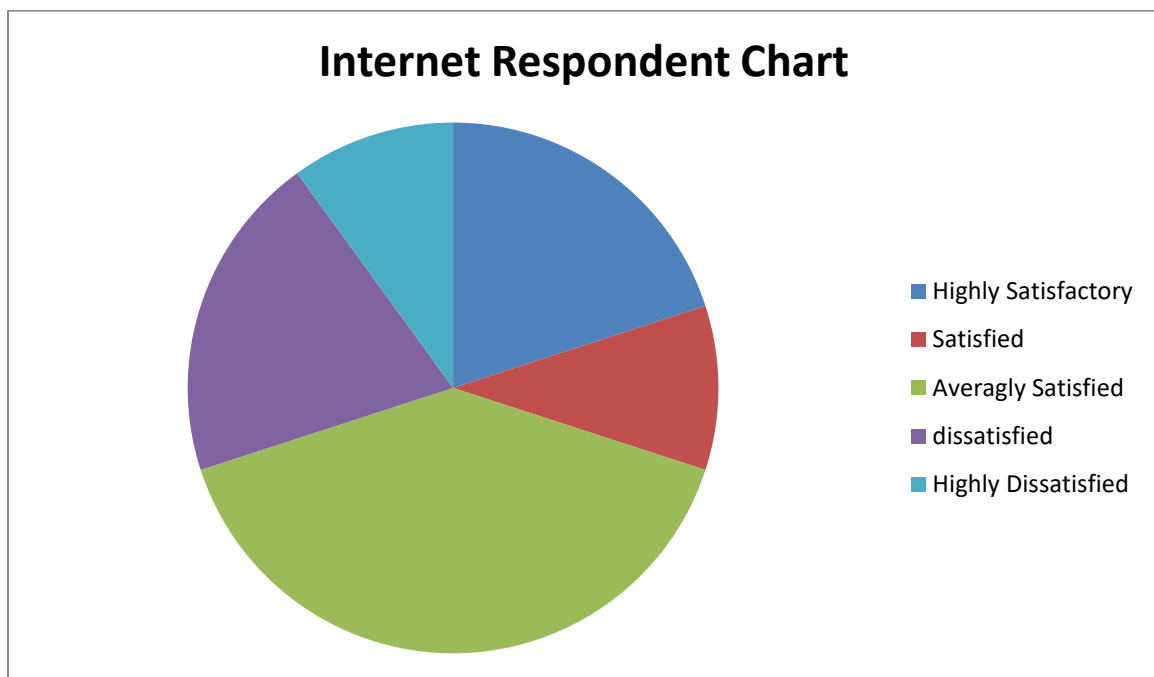


INTERPRETATION

From the above graph it is observed that 70% organization are provide the toilets because the many employees are working in organization then the provides & 30% organization are provide the 1 or 2 toilets for the employees.

8) Rate the rest room and lunch room facility provided to you by the company?

Internet Respondent Percentage	Findings	Percentage
Highly Satisfactory	10	20%
Satisfactory	15	30%
Averagely Satisfactory	7	15%
Dissatisfactory	15	30%
Highly Dissatisfactory	3	5%
Total	50	100%

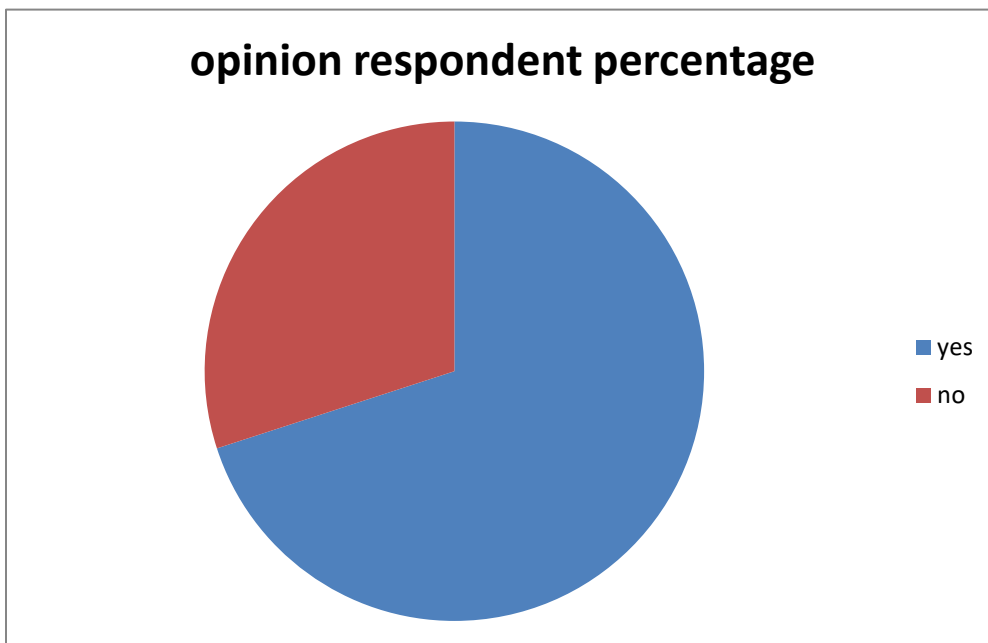


INTERPRETATION

From the above graph it is observed that 20% are highly satisfied by the rest room & lunch room Facilities in organization, 80% are satisfied by the rest room, 15% employees are average in facilities but 30% employees are not satisfied by the rooms.

9) Does the canteen provide food staff on subsidized rates?

Internet Respondent Percentage	Findings	Percentage
Yes	35	70%
No	15	30%
Total	50	100%

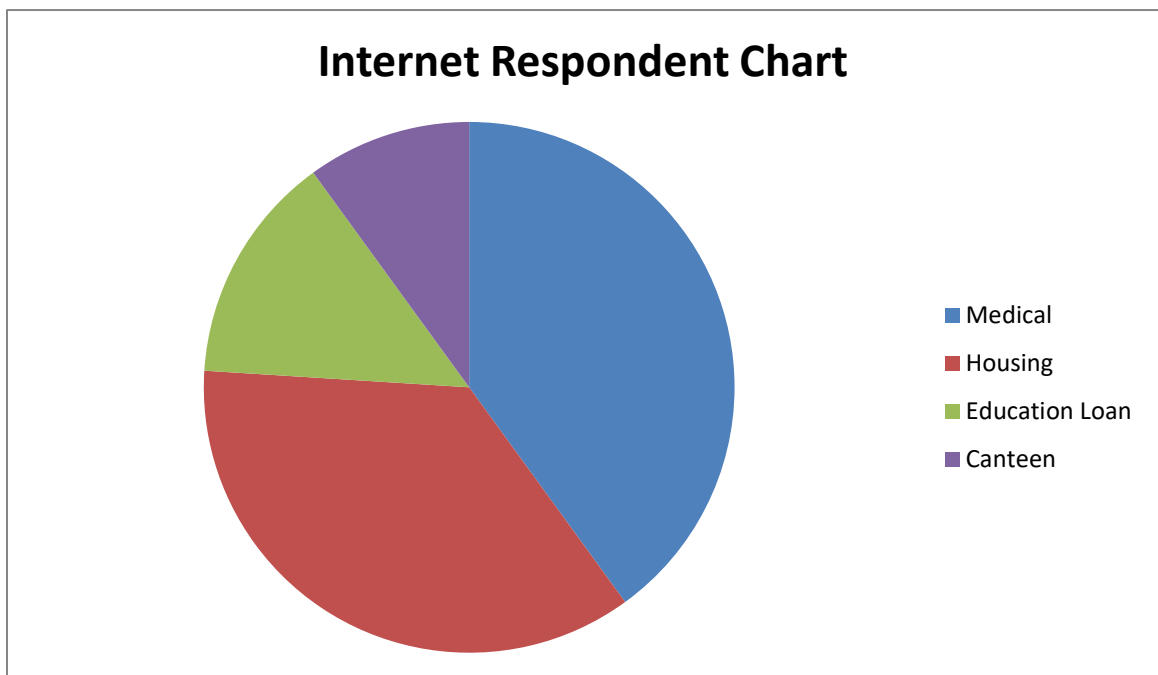


INTERPRETATION

From the above graph it is observed that 80% organization are provide the food in the staff & 20% organization are not provide the food.

10) Out of the following facilities which are provided by the company to you?

Internet Respondent Percentage	Findings	Percentage
Medical	20	40%
Housing	18	35%
Education Loan	7	15%
Canteen	5	10%
Total	50	100%

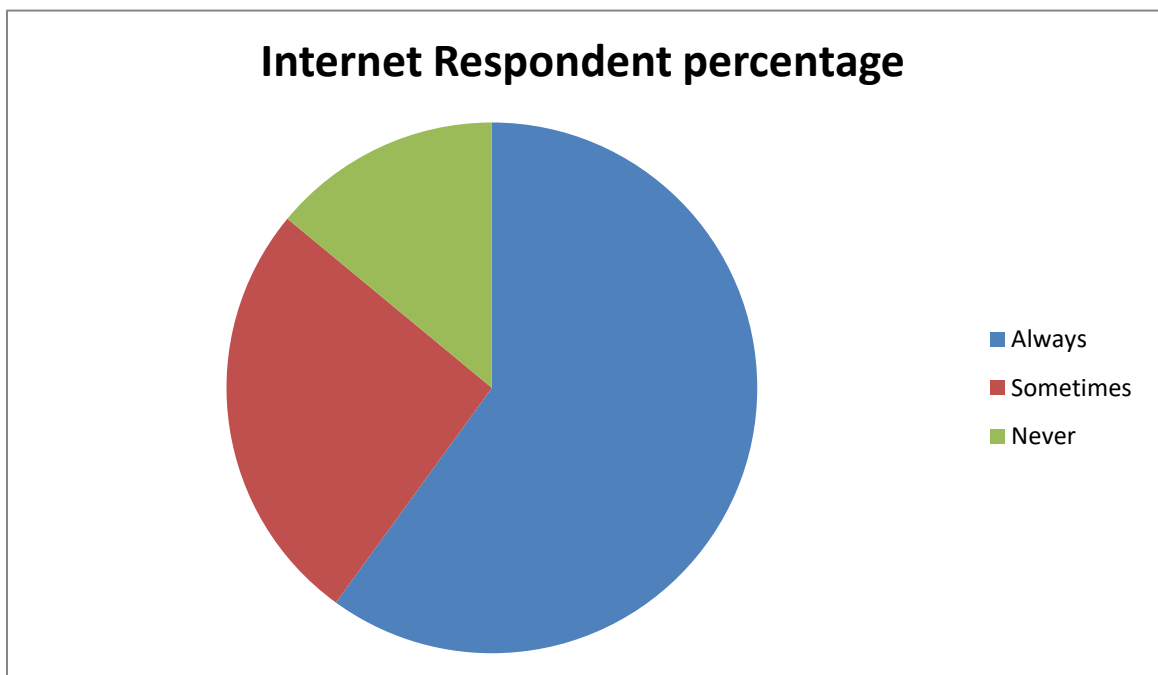


INTERPRETATION

From the above graph it is observed that 40% employees medical policy provide the company, 36% employees are provide the housing facilities & 14% employees are education facilities, 10% employees provide the canteen.

11) Is there suitable ventilation and good environment in the work place?

Internet Respondent Percentage	Findings	Percentage
Always	30	60%
Sometimes	13	25%
Never	7	15%
Total	50	100%



INTERPRETATION

From the above graph it is observed that 60% employees are ventilation is better and work environment is good and 25% employees are sometimes.

Finding

FINDING

- 35% Employees are satisfied with working environment of the organization.
- 50% Employees are up to date about the INFOSYS Company life time working scheme.
- 35% employees are highly satisfied by the medical benefits provided by the company.
- 70% female employees were provided with maternity facilities in company.
- 90% employees think that there should be improvement in welfare facilities.
- 80% are satisfied by the rest room by the rooms.
- 40% employees are highly satisfied by the hospital scheme.
- 60% employees facilities are provide the organization in the employer family.
- 80% employees use canteen facilities.
- 40% employees use medical facilities provide by the company.
- 75% employees feel that the ventilation is better and work environment is good.

Conclusion

CONCLUSION

- The company is very keen in the promoting all the welfare facilities provided by INFOSYS COMPANY Bengluru.
- Really company will take care about all Employees and also contract base workers.
- Finally the study concludes that the employees are satisfied with the present Welfare Facilities in the organization.
- Most of the Employees Satisfied by the Facility provided by company.
- Employees Highly Satisfied by the Medical Benefits provided by company.
- The employee happy with welfare facilities then only the productivity of that organization can be increased.

Suggestion

SUGGESTION

- In my opinion company should provide transportation facility to contract worker by taking the fare of the bus.
- Company should increase the Canteens facilities to the contract workers.
- Some workers complained about the rest room in the company is not so good it should be kept clean and comfortable in rest period.
- Employees are not satisfied to quality of the food which is providing by the canteen, so quality of the food has to be increased to keep the health of the employees good.

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Annexure

ANNEXURE

1) How do you rate the working environment of the organization?

- Highly satisfactory
- Satisfactory
- Averagely Satisfactory
- Dissatisfactory
- Highly dissatisfactory

2) Do you know about the key feature of the INFOSYS COMPANY life Working scheme?

- Up to date
- Knows a little bit
- Not updated

3) How do you rate the medical benefits provided by the organization for the employers and their families?

- Highly satisfactory
- Satisfactory
- Averagely Satisfactory
- Dissatisfactory
- Highly dissatisfactory

4) Does the Company provide maternity leave to female employee?

- Yes

- No

5) Do you think that there should be any improvement or addition in welfare facilities?

- Yes

- No

6) How do you rate the working hours of the organization?

- Highly satisfactory

- satisfactory

- Average

- Dissatisfactory

- Highly dissatisfactory

8) Does the organization offers sufficient number and clean toilets?

- Yes

- No

9) Rate the rest room and lunch room facility provided to you by the company?

- Highly satisfactory

- satisfactory

- Average

- Dissatisfactory

- Highly dissatisfactory

10) Does the canteen provide food staff on subsidized rates?

- Yes
- No

11) Out of the following facilities which are provided by the company to you?

- Medical
- Housing
- Education Loan
- Canteen

12) Is there suitable ventilation and good environment in the work place?

- Always
- Sometimes
- Never