

**A  
PROJECT  
ON**

**“AN ANALYTICAL STUDY OF JOB ANALYSIS TECHNIQUES  
ADOPTED AT TCS TO ASSESS EMPLOYEE PRODUCTIVITY IN  
ORDER TO ACHIEVE ORGANIZATION GOAL AT TCS”**

**Submitted To**

**RASHTRASANT TUKDOJI MAHARAJ NAGPUR  
UNIVERSITY**

In partial fulfillment of the Requirement for the award of the degree of  
Bachelor of Business Administration (BBA)

***Submitted By***

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***Under the Guidance of***

**Prof Ashwini Purohit**



**G. S. COLLEGE OF COMMERCE AND ECONOMICS**

**Amaravati Road, Nagpur**

**2019-2020**

College of Commerce & Economics, Nagpur



Academic Year 2019-20

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CERTIFICATE

This is to certify that “Komal Dilip Maske” has submitted the project report titles “An analytical Study of Job Analysis techniques adopted at TCS to assess employees productivity in order to achieve organisational goal at TCS”, 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 she has ingeniously completed her project as prescribed by Rastrasant Tukadoji Maharaj Nagpur University, Nagpur.

Name of project Guide  
(Project guide)

Dr. Ashwini Purohit  
( Co-ordinator)

Place: Nagpur

Date:

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G.S. College of Commerce & Economics, Nagpur



Academic Year 2019-20

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DECLARATION

I here-by declare that the project with title “An Analytical Study Of Job Analysis Techniques Adopted At TCS To Assess Employees Productivity In Order To Achieve Organisation Goal At TCS” has been completed by me in partial fulfillment of BACHELOR OF BUSINESS ADMINISTRATION degree examination as prescribed by Rastrasant Tukadoji Maharaj Nagpur University, Nagpur and her has not been submitted for any other examination and does not form the part of my other course undertaken by me

Name and student signature

(Komal Maske)

Place: Nagpur

Date:

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G.S. College of Commerce & Economics, Nagpur



Academic Year 2019-20

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### 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 Dr. Ashwini Purohit for her guideline throughout the project. I tender my sincere regards to Co-ordinator, Dr. Ashwini Purohit 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.

Student Name and Signature

(Komal Dilip Maske)

Place: Nagpur

Date:

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# **INTRODUCTION**

## INTRODUCTION

### **Human Resources Management**

Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization. Human Resource Management can also be performed by line managers

Human Resource Management is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training.

Human resource management (HRM) is the strategic and coherent approach to the management of an organization's most valued assets - the people working there who individually and collectively contribute to the achievement of the objectives of the business. The terms "human resource management" and "human resources" (HR) have largely replaced the term "personnel management" as a description of the processes involved in managing people in organizations. In simple words, HRM means employing people, developing their capacities, utilizing, maintaining and compensating their services in tune with the Employee Job and organizational requirement.

#### **Personnel functions:**

Till 1930s, it was not felt necessary to have a separate discipline of management called "Personnel management". In fact, this job was assigned as part of the factory manager. Adam Smith's concept of factory was that it consists of three resources, land, labour and capital. This factory manager is expected to "procure,

Process and peddle" labour as one of the resources. The first time when such a specialist "person" was used; it was to maintain a "buffer" between employer and employee to meet the "legitimate need" of employees. However, it is the employer who decided what "legitimate need" of employees is. In fact, the specialist "person" was more needed to prevent "unionization" of employees. This was the case before 1930-s all over the world.

**Environmental Influences on HRM:**

Since 1930s, certain developments took place, which greatly contributed, to the evolution and growth of Human Resources Management (HRM). These developments are given below:

1. Scientific Management
2. Labour Movements
3. Government Regulations.

**JOB ANALYSIS**

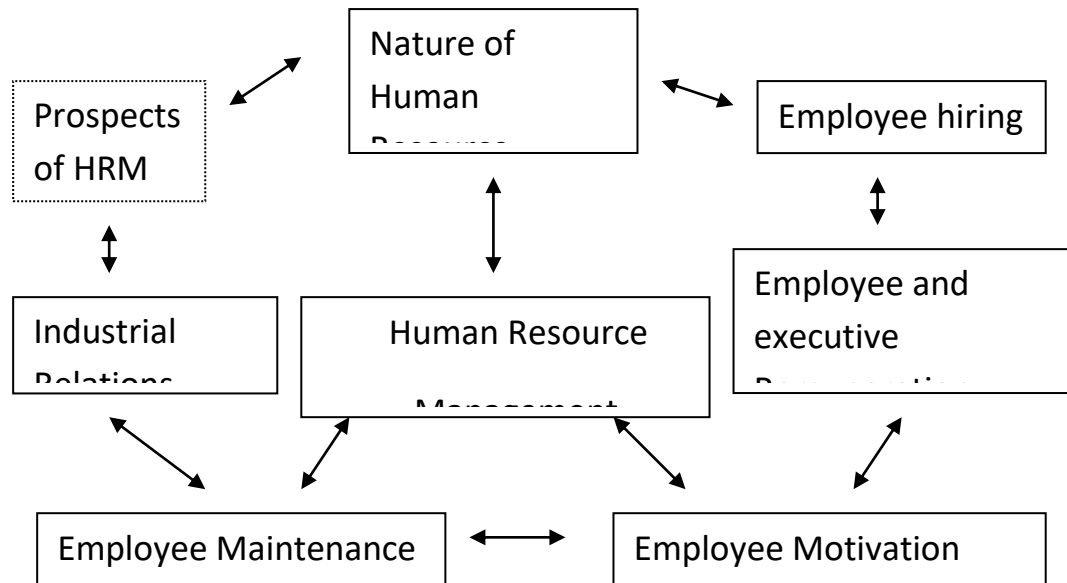
Job Analysis refer to a complete and organised study of jobs to understand the characteristics of be hired for vacant positions in an organisation .It is a process of gathering essential job related information and its analysis . so it is very crucial in every organisation . It help the organisation in transforming the function goals being developed into some specific human activity .

**Scope of Human Resource Management**

The Scope of HRM is indeed vast. All major activities in the working life of worker from time of his entry in an organization until he / she leaves, come under the preview of HRM. Specifically, the activities included are Human Resource planning, Job analysis and design, Recruitment, Selection, Orientation and placement, Training and development, Performance appraisal and Job evaluation, employee and executive remuneration and communication, employee welfare, safety and health, industrial relations and the like. HRM is becoming a specialized branch giving rise to a number of specialized areas like :

- ✓ Staffing
- ✓ Welfare and Safety
- ✓ Wages and Salary Administration
- ✓ Training and Development
- ✓ Labor Relations





### Scope of HRM

#### HUMAN RESOURCES ACTIVITIES

##### HR activities at glance:-

- Recruitment and Selection
- Training & Development
- Performance Appraisal
- Reward & Recognition
- Motivation

# **COMPANY PROFILE**

## COMPANY PROFILE



Tata Consultancy Services Limited (TCS) is an Indian multinational information technology (IT) service, consulting and business solutions company headquartered in Mumbai, Maharashtra. It is a subsidiary of the Tata Group and operates in 46 countries.

TCS is one of the largest Indian companies by market capitalization. TCS is now placed among the most valuable IT services brands worldwide. TCS alone generates 70% dividends of its parent company, Tata Sons. The parent group recently decided to sell stocks of TCS worth \$1.25 billion in a bulk deal. In 2015, TCS is ranked 64th overall in the Forbes World's Most Innovative Companies ranking, making it both the highest-ranked IT services company and the top Indian company. It is the world's 9th largest IT services provider by revenue. As of 2017, it is ranked 10th on the Fortune India 500 list. On 12 January 2017, N. Chandrashekar was elevated as the chairman for Tata Sons.

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## History

### 1968-2000

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

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

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

In anticipation of the Y2K bug and the launch of a unified European currency (Euro), Tata Consultancy Services created the factory model for Y2K conversion and developed software tools which automated the conversion process and enabled third-party developer and client implementation. Towards of end of 1999, TCS decided to offer Decision Support System (DSS) in the domestic market under its Corporate Vice President and Transformation Head SubbuIyer.

### 2000 to present

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

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

TCS entered the small and medium enterprises market for the first time in 2011, with cloud-based offerings.[28] On the last trading day of 2011, it overtook RIL to achieve the highest

market capitalisation of any India-based company. In the 2011/12 fiscal year, TCS achieved annual revenues of over US\$10 billion for the first time.

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

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

In Jan 2017, the company announced a partnership with Aurus, Inc., a payments technology company, to deliver payment solutions for retailers using TCS OmniStore, a first of its kind unified store commerce platform.

- Corporate Net Banking
- Cash Management
- Trade Services
- FX Online

#### Products and services

TCS and its 67 subsidiaries provide a wide range of information technology-related products and services including application development, business process outsourcing, capacity planning, consulting, enterprise software, hardware sizing, payment processing, software management and technology education services. The firm's established software products are TCS BaNCS and TCS MasterCraft.

#### Service lines

TCS' services are currently organised into the following service lines (percentage of total TCS revenues in the 2012-13 fiscal year generated by each respective service line is shown in parentheses):

Application development and maintenance (43.80%) value;

Asset leverage solutions (2.70%);

Assurance services (7.70%);

Business process outsourcing (12.50%);

Consulting (2.00%);

Engineering and Industrial services (4.60%);

Enterprise solutions (15.21%); and

IT infrastructure services (11.50%).

Operations

TCS has 289 offices across 46 countries and 147 delivery centers in 21 countries. At the same date TCS had a total of 58 subsidiary companies.

# **NEED OF STUDY**

## **NEED OF STUDY**

A lot of people, even people who regularly discuss workplace productivity, confuse the terms productivity and effectiveness. However, these terms are not interchangeable. Effectiveness is how much effort an employee puts in, whereas productivity is how much work is completed. Some employees can be very productive but not very effective, whereas some employees can be effective without being very productive.



# **OBJECTIVES**

## **AIMS AND OBJECTIVES**

**The main objectives of Present study aimed as:**

- To know the productivity level of employee in Tata Consultancy Services.
- To identify the factors which influence the Employee Job productivity of employees.
- To identify the factor which improves the productivity level of employee.

- To know the employee productivity towards the facilities.
- To offer valuable suggestions to improve the productivity level of employee.

# **HYPOTHESIS**

## **HYPOTHESIS**

The Current Study Specify That :-

**H1:-** Job analysis techniques adopted by TCS have positive impact on employees' productivity in achieving organizational goals.

**H0:-** Job analysis techniques adopted by TCS do not have positive impact on employees' productivity in achieving organizational goals.

# **SCOPE OF STUDY**

## **SCOPE**

The scope of Recruitment and Selection is very wide and it consists of a variety of operation .Resources are considered as most important asset to any organization .Hence , hiring right resource is the most important aspect of recruitment .

- Proper utilization of human resources planning.

- Effectiveness of recruitment process and techniques.
- To know selection procedure is effective or not.

Every company has its own pattern of recruitment as per their recruitment policies and procedures. Dealing with the excess or shortage of resources, Preparing the Recruitment policy for different categories of employees, Analyzing the recruitment policies, processes, and procedures of the organization, Identifying the areas, where there could be a scope of improvement, Streamlining the hiring process with suitable recommendations, Choosing the best suitable process of recruitment for effective hiring of resources.

# **RESEARCH METHODOLOGY**

## **RESEARCH METHODOLOGY**

**RESEARCH METHODOLOGY**

The procedures by which researchers go about their work of describing, explaining and predicting phenomena are called methodology. Methods comprise the procedures used for generating, collecting and evaluating data. Methods are ways of obtaining information useful for assessing explanations.

### **RESEARCH DEFINITION:**

The definition of research given by Creswell is "Research is a process of steps used to collect and analyze information to increase our understanding of a topic or issue". It consists of three steps: Pose a question, collect data to answer the question, and present an answer to the question.

### **Research Design:**

The type of research chosen for the study is descriptive research. In descriptive research various parameters will be chosen and analyzing the variations between these parameters. This is done with an objective to find out the motivation level of the employees.

### **Data Sources:**

The data collected for the study is mainly through the distribution of questionnaire; to be precise the data collected for study is both primary and secondary sources.

### **Primary Data:**

Primary data is the information collected for the first time; there are several methods in which the data is compiled. In this project it is obtained by mean of questionnaires. Questionnaire is prepared and distributed to the employees.

### **Secondary Data:**

Secondary data needed for conducting research work is collected from company websites, library and search engines.

### **Research Instrument:**

In this study the primary data is collected by survey technique. In this we distributed the questionnaires to the respondents. The researcher structured the questionnaire in the form of:

1. Close Ended Questions
2. Multiple Choice Questions

### **Questionnaire:**

A questionnaire is a sheet of paper containing questions relating to contain specific aspect, regarding which the researcher collects the data. Because of their flexibility the questionnaire method is by far the most common instrument to collect primary data. The questionnaire is given to the respondent to be filled up.



**Sampling Design:**

Sampling design is to clearly define set of objective, technically called the universe to be studied. Sampling technique used is simple random sampling method.

**Sample Size:**

This refers to the number of items to be selected from the universe to constitute a sample. The sample size for this study is taken as **100**.

**Statistical Tools Used:**

The data collected is analyzed by employing the following statistical technique:

## **LIMITATION**



## **LIMITATION**

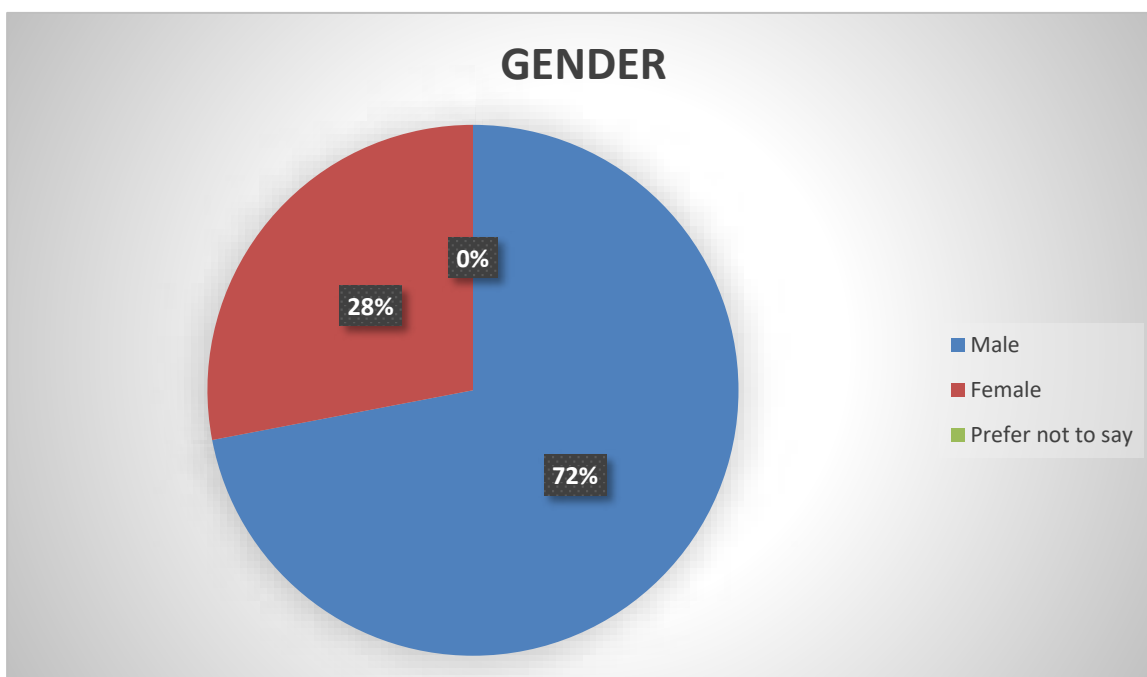
- The sample size was small here, the conclusion might not be right for the remaining workers.
- Less time spent with employees.
- No consolidate data available; means students depend upon the secondary data.

# DATA ANALYSIS

## DATA ANALYSIS AND INTERPRETATION

### 1) GENDER

Particulars	Respondent	Percentage
Male	18	72%
Female	7	28%
Prefer Not to say	0	0%
Total	25	100%

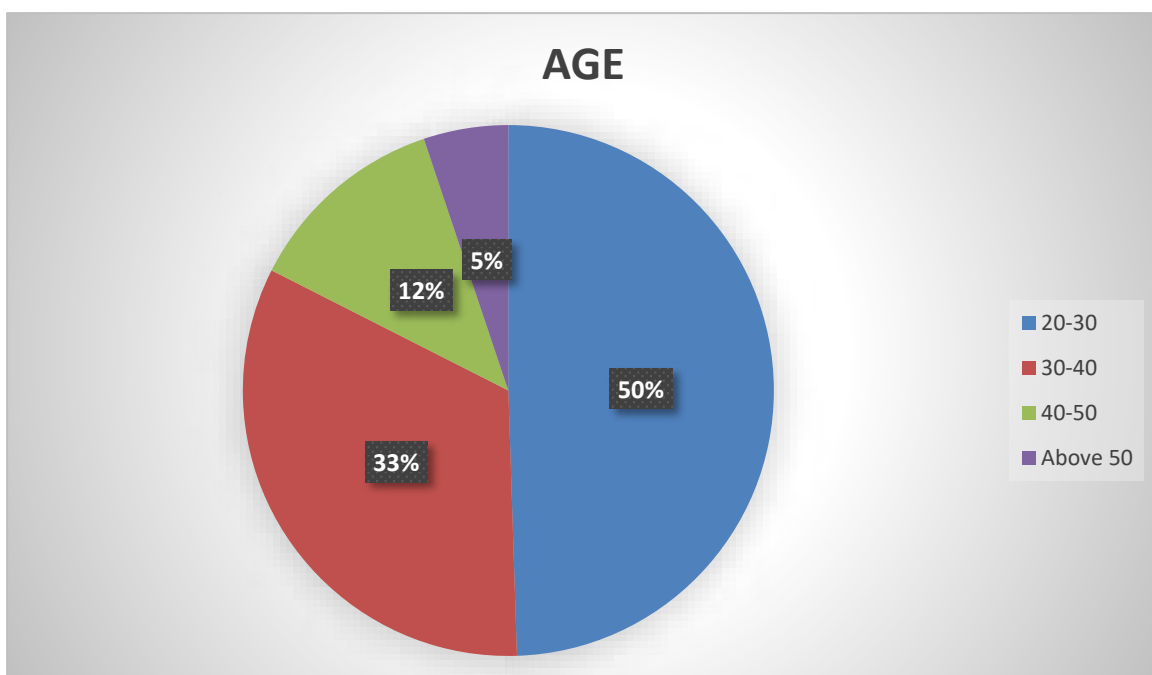


**INTERPRETATION: -**

From the above chart it is seen that the respondent from the Tata Consultancy Services 72% are Male and 28% are Female.

**2) AGE**

Particulars	Respondent	Percentage
20-30	12	48%
30-40	8	32%
40-50	3	12%
Above 50	2	8%
Total	25	100

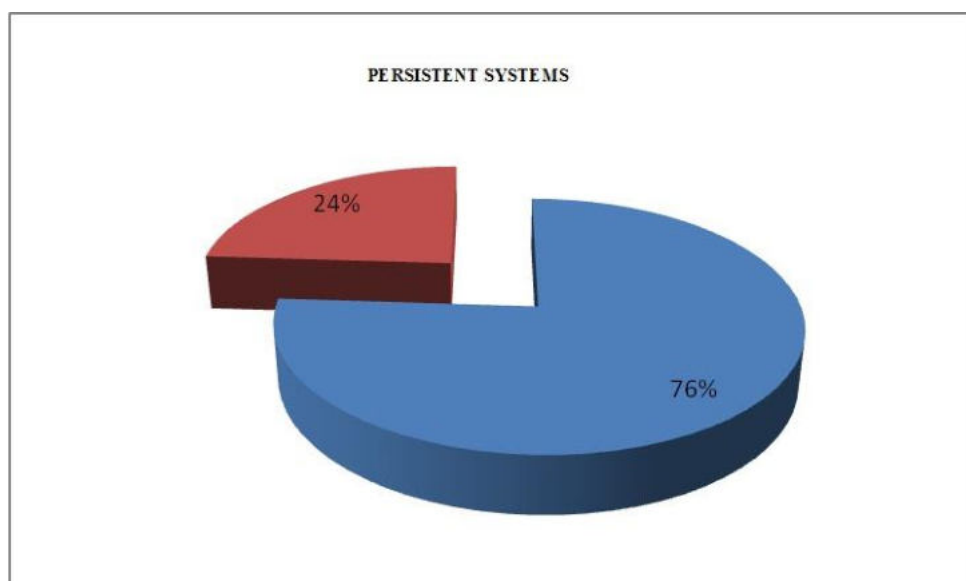


**INTERPRETATION: -**

From the above chart it is seen that the respondent from the Tata Consultancy Services 48% are 20-30 age group, 32% are 30-40, 12% are 40-50 group and 8% are above 50 age.

**3) Are you happy with the Recruitment process?****TATA CONSULTANCY SERVICES**

Recruitment	Respondent	Percentage
YES	19	76%
NO	6	24%
Total	25	100



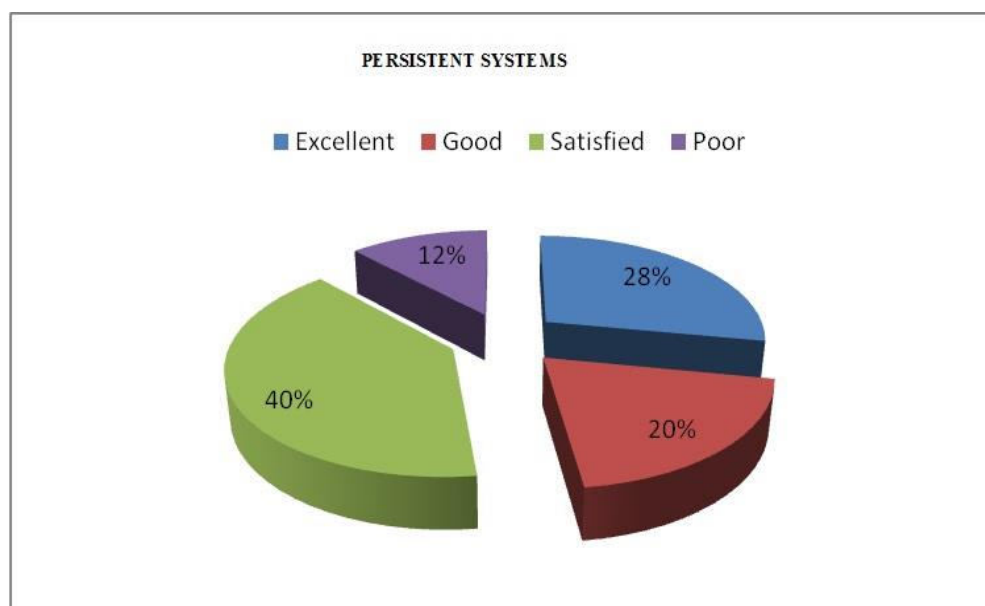
**INTERPRETATION: -**

From the above chart it is seen that the respondent from the Tata Consultancy Services 76% are happy and 24% are unhappy.

#### 4) How do you feel about interview panel with reference to Employee Productivity?

#### TATA CONSULTANCY SERVICES

Recruitment	Respondent	Percentage
Excellent	7	28%
Good	5	20%
Satisfied	10	40%
Poor	3	12%
Total	25	100





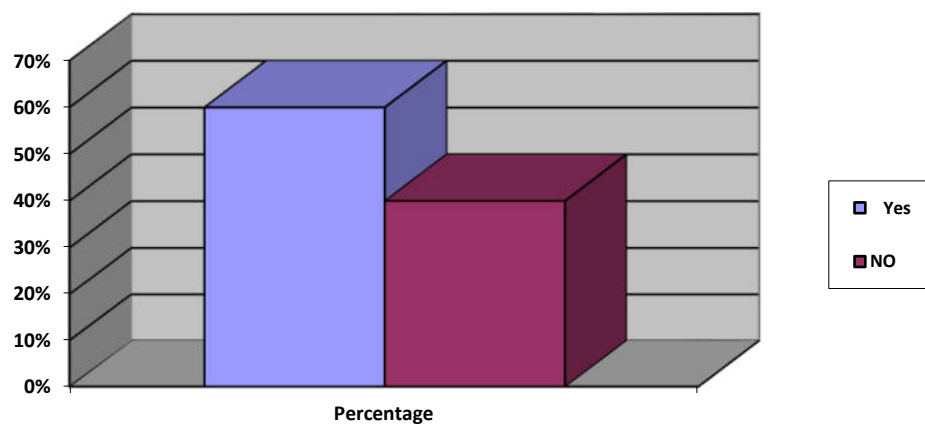
**INTERPRETATION: -**

From the above chart it is seen that the Tata Consultancy Services 28% respondents feel excellent, good 20%, satisfied 40%, and poor 12% about interview panel.

## 5) Did the Company meet your expectations?

### TATA CONSULTANCY SERVICES

Recruitment	Respondent	Percentage
YES	15	60%
NO	10	40%
Total	25	100



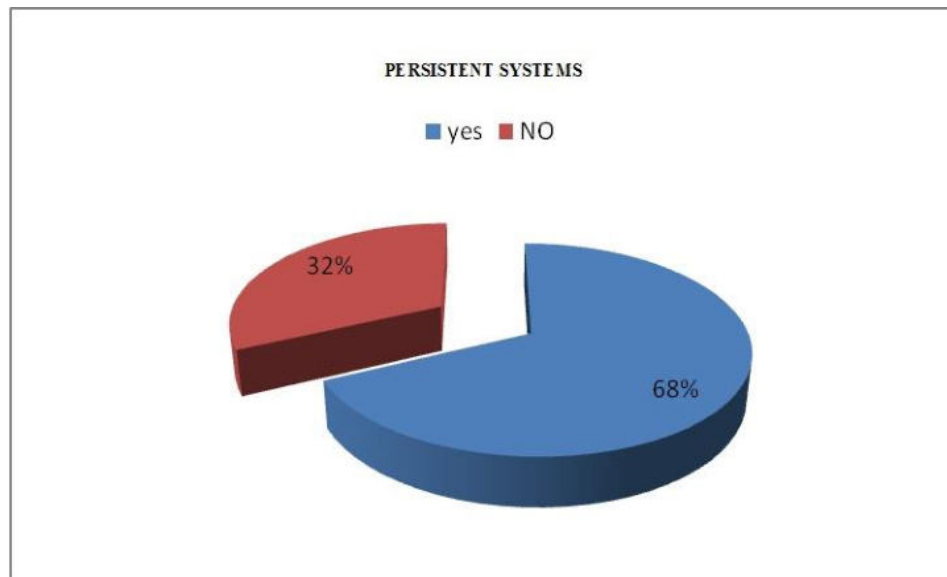
#### INTERPRETATION: -

From the above chart it is seen that Tata Consultancy Services 60% respondent are satisfied, not satisfied are 40%.

## 6) Are you happy with the Pay scale?

### TATA CONSULTANCY SERVICES

Recruitment	Respondent	Percentage
YES	17	68%
NO	8	32%
Total	25	100



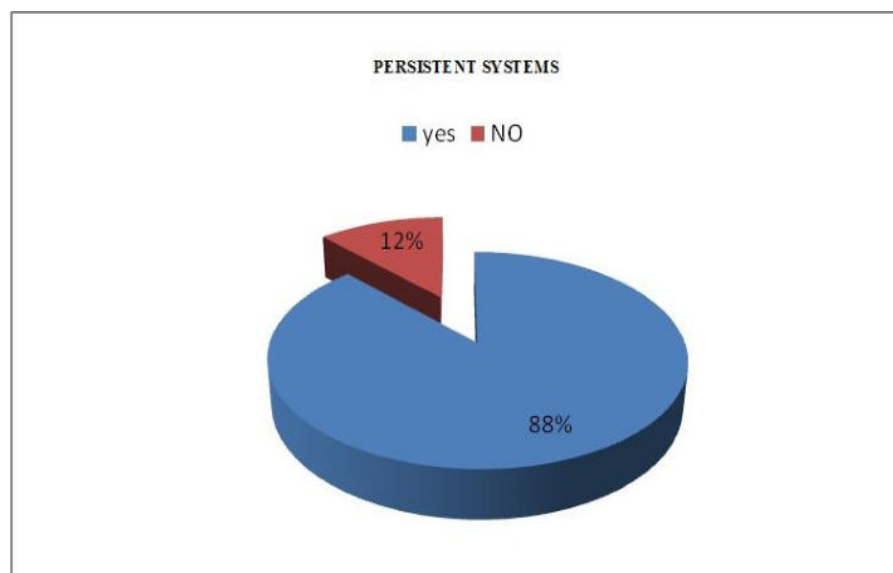
#### INTERPRETATION: -

From the above chart it is seen that the Tata Consultancy Services respondent are happy 68%, unhappy 32% are with the pay scale.

**7) Did Company Managing commitment which is given to you at the time of interview?**

**TATA CONSULTANCY SERVICES**

Recruitment	Respondent	Percentage
yes	22	88%
NO	3	12%
Total	25	100



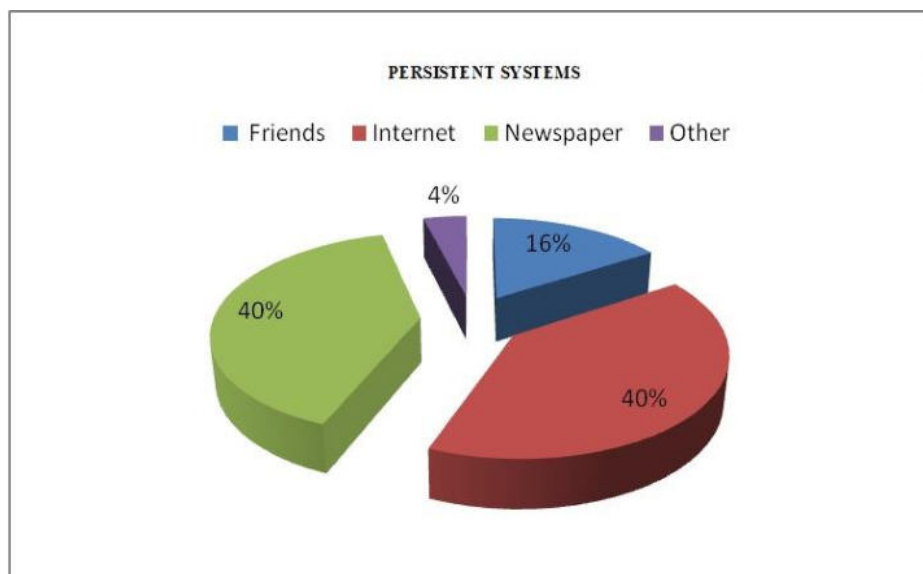
**INTERPRETATION: -**

From the above chart it is seen that the Tata Consultancy Services respondent are says yes 88%,No 12% for managing commitment at the time of interview.

## 8) How do you come to know about openings in Company?

### TATA CONSULTANCY SERVICES

Recruitment	Respondent	Percentage
Friends	4	16%
Internet	10	40%
Newspaper	10	40%
Other	1	4%
Total	25	100



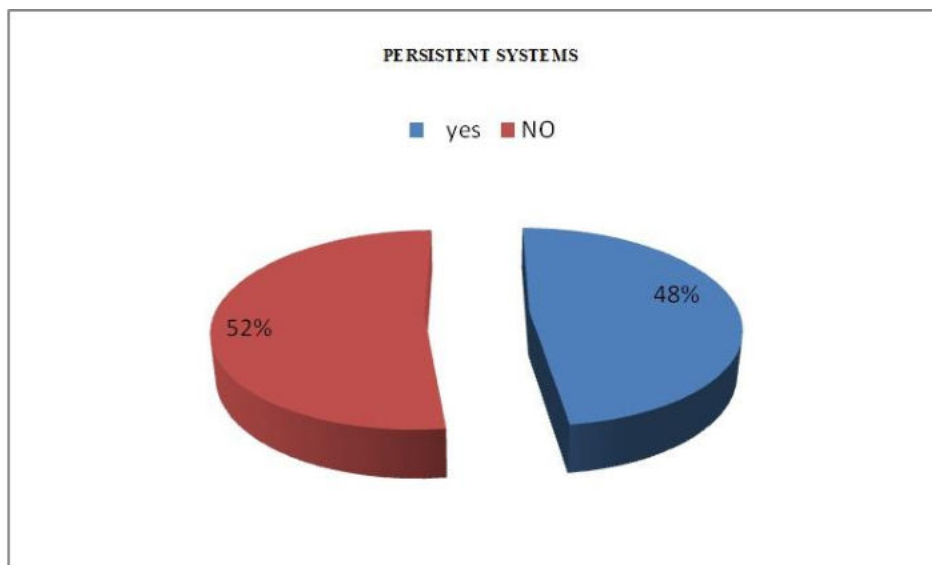
#### INTERPRETATION: -

From the above chart it is seen that the Tata Consultancy Services respondents come to know from friends 16%, internet 40%, and newspaper 40%, & other 4% about the opening in companies.

9) **Do you want to refer more friends to Company?**

**TATA CONSULTANCY SERVICES**

Recruitment	Respondent	Percentage
YES	12	48%
NO	13	52%
Total	25	100



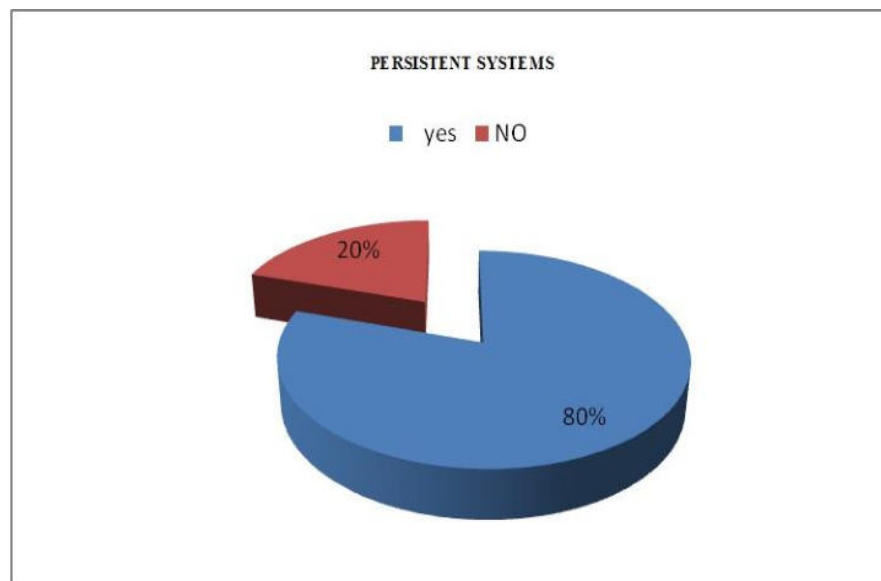
**INTERPRETATION: -**

From the above chart it is seen that the Tata Consultancy Services employees want to refer their friends 48%, don't want to refer their friends 52%.

**10) Did you have the right Designations?**

**TATA CONSULTANCY SERVICES**

Recruitment	Respondent	Percentage
yes	20	80%
NO	5	20%
Total	25	100



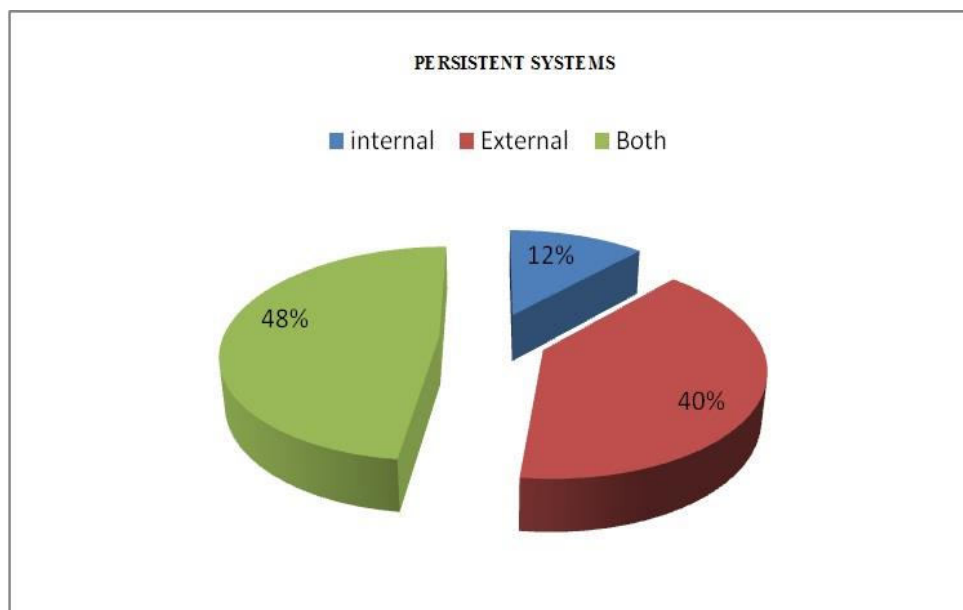
**INTERPRETATION: -**

From the above chart it is seen that all the employee are satisfied in the Tata Consultancy Services respondent are satisfied 80% and 20% respondent are not satisfied with their job designation.

11) What should be the best recruitment sources according to your preference?

### TATA CONSULTANCY SERVICES

Recruitment	Respondent	Percentage
Internal	3	12%
External	10	40%
Both	12	48%
Total	25	100



#### INTERPRETATION:

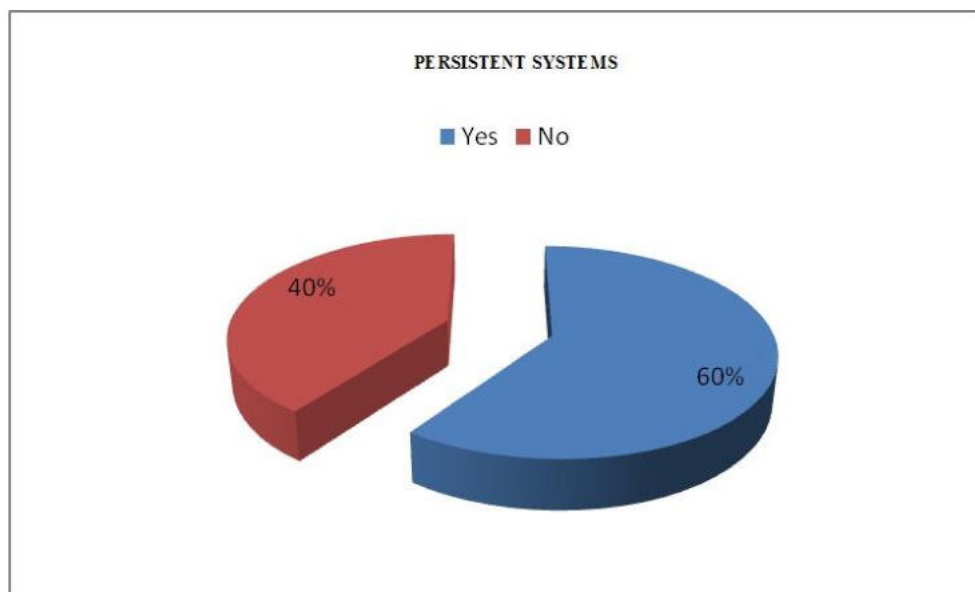
From the above chart it is seen the Tata Consultancy Services according to respondent internal source 12%, external source 40%, and both 48%,



12) Did you fully know about the company policies before joined in this company

### TATA CONSULTANCY SERVICES

Recruitment	Respondent	Percentage
YES	15	60%
NO	10	40%
Total	25	100



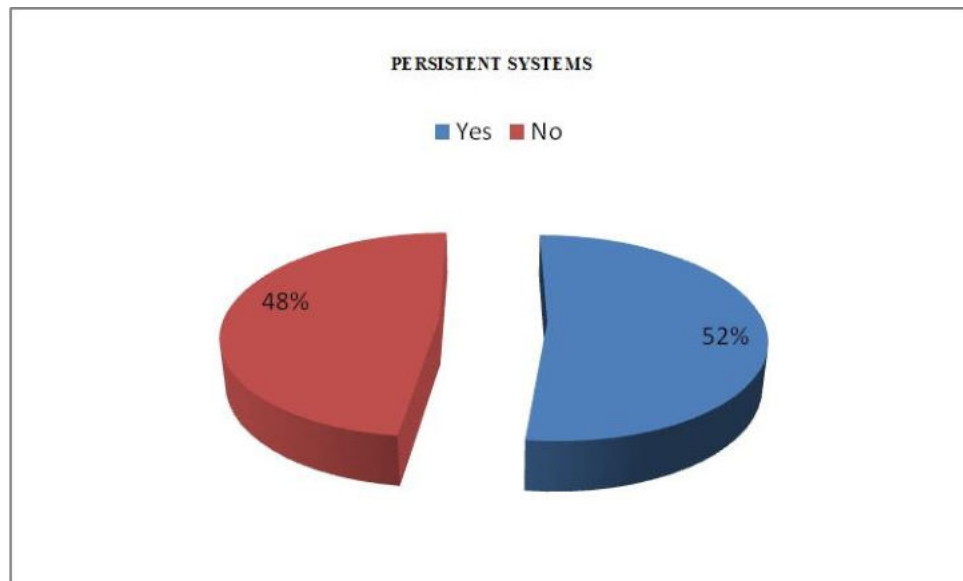
#### INTERPRETATION:

From the above chart it is seen that Tata Consultancy Services respondent know about the company policy 60% & 40% are don't know about companies policies.

### 13) Did you under gone any Written Test during recruitment?

#### TATA CONSULTANCY SERVICES

Recruitment	Respondent	Percentage
YES	13	52%
NO	12	48%
Total	25	100



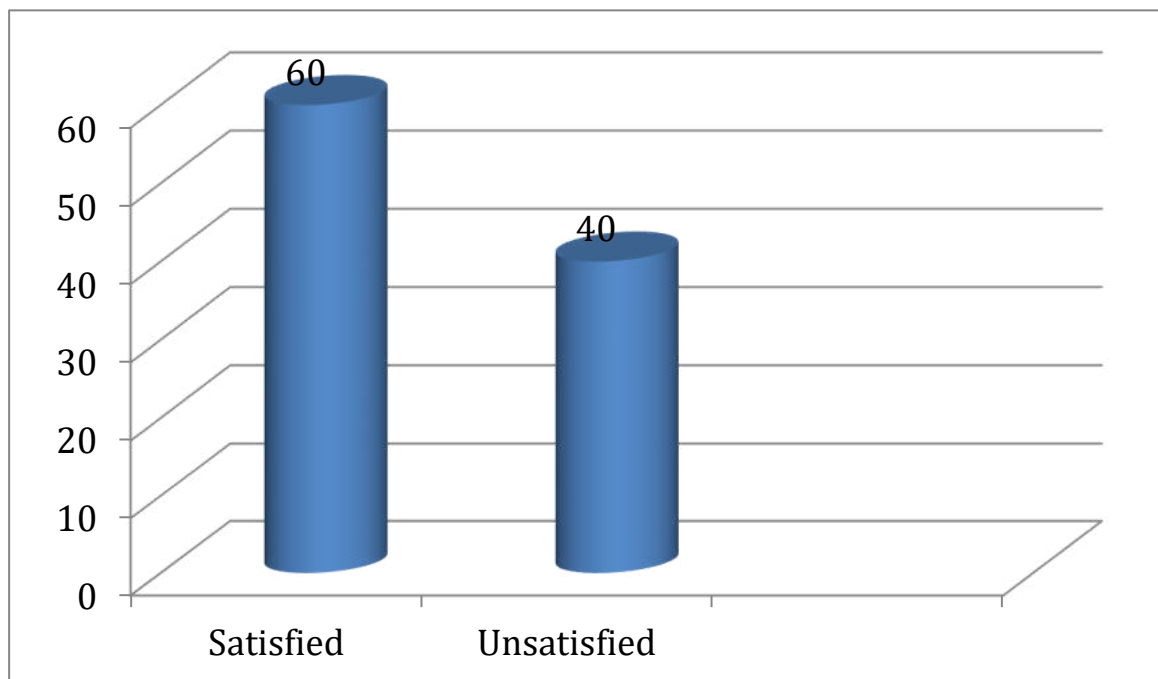
#### INTERPRETATION:

From the above chart it is seen that respondent from the Tata Consultancy Services 52 % are under gone with Written test and 48% are not give any written test during recruitment

14) How do you think about Recruitment and selection procedure in your company?

### TATA CONSULTANCY SERVICES

Recruitment	Respondent	Percentage
Satisfied	15	60%
Unsatisfied	10	40%
Total	25	100



#### INTERPRETATION:

From the above chart it is seen that respondent from Tata Consultancy Services 60 % are satisfied & 40% are unsatisfied with recruitment & selection procedure...

# **FINDINGS**

## FINDING

- Present employee of Tata Consultancy Services is satisfied with recruitment strategy of company.
- Internal promotion, walk-in interview and job portals are mostly used recruitment process.
- Written test is not even weight age during selection process.
- To some extent company has preset-criteria for sorting the candidate of the department.
- Employee are in the favor of reference check after selection of candidate
- Job analysis prior to recruitment is not done so properly.
- Succession planning has mostly done in company.
- Orientation/ induction are given to new joiners; still employees are in favor of its improvement.
- Present selection process in Tata Consultancy Services and its procedure, test and interview type is good.

# **CONCLUSION**

## CONCLUSIONS

1. HR Department plays a very crucial role to recruit these highly technical and potential people who proves to be a real cost effective and productive for the company
2. The satisfaction survey concludes the results that approximately 60% employees in Tata Consultancy Services are satisfied with their job as well as with company.
3. The satisfaction survey concludes the result that these people need a little more attention from the part of HR department.
4. The conclusion from above study survey is that 75% satisfied with recruitment process in Tata Consultancy Services.

# **SUGGESTION**



## **SUGGESTION**

- Tata Consultancy Services should adopt advance recruitment procedure.
- Tata Consultancy Services should adopt not a better recruitment sources which are Hazard the company.
- 60% Employee are satisfied with Recruitment Process and 40% not Satisfied.
- Company should organized induction programmed for conveying the message about company policies, so the employees are aware about that.
- The requirement of little improvement in recruitment procedure or process at the company.



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- Human Resource Management
  
- K.Ashwathappa (6<sup>th</sup> edition)
  
- Human Resource Management  
P.subbaRao.
  
- Human Resource Management  
V S P Rao

### Web site-

www.google.com  
[www.workforce.com](http://www.workforce.com)  
www.hrcouncil.com

## QUESTIONNAIRE

1. Are you happy with the Recruitment process?

1. Yes
2. No

2. How do you feel about interview panel?

1. Excellent
2. Good
3. Satisfactory
4. Poor

3. Did the company meet your expectations?

1. Yes
2. No

4. Are you happy with the salary offered to your by from the company?

1. Yes
2. No

5. Did company Maintaining commitment its given to you at the time of Selection?

1. Yes
2. No

6. How do you come to know about openings in company?

1. Friends
2. Internet
3. News Paper
4. Others

7. Will you refer more friends about your company?

1. Yes
2. No

8. Do you have the right Designations?

1. Yes
2. No

9. What should be the best recruitment sources according to your preference?

1. Internal Recruitment
2. External Recruitment
3. Both

10. Were you aware About the company policies before joining the company?

1. Yes
2. No

11. Had you given any written test for your selection in the co.?

1. Yes
2. No

12. What do you think about Recruitment and selection procedure in your company?

1. Satisfactory
2. Unsatisfactory.