

# Study of Welfare Scheme and its Impact on Employee Work Performance with Respect to TCS

Riya S. Mishra and Dr. Madhavi Wairagade

Jhulelal Institute of Technology, Nagpur, India

**Abstract:** *Employee welfare is an important aspect of organizational performance and is critical to employee satisfaction and retention. This study investigates the impact of welfare schemes on employee work performance concerning TCS, one of the largest IT companies in India. The study employs a mixed-methods approach, including a survey of 100 TCS employees and in-depth interviews.*

*The findings of this study indicate that welfare schemes provided by TCS have a significant positive impact on employee work performance. The majority of the employees surveyed reported that welfare schemes such as health insurance, flexible work arrangements, and employee assistance programs have helped them manage their personal and professional lives more effectively, resulting in improved work performance. This is in line with previous research that has shown that employees who feel supported and valued by their organization are more engaged and productive.*

*In addition, the study found that TCS's investment in employee welfare has a positive impact on employee retention, job satisfaction, and overall organizational performance. HR managers and senior executives emphasized the importance of welfare schemes in attracting and retaining talent, and the need to continuously review and update these schemes to meet changing employee needs. This suggests that companies that invest in employee welfare can benefit from a more engaged and committed workforce, which can lead to increased productivity and profitability. The study also identified some challenges and limitations associated with welfare schemes, such as the need for better communication and awareness among employees about the availability of these schemes, and the need for more*

*Personalized and customized schemes that can meet the diverse needs of employees. These findings highlight the importance of taking a holistic and employee-centric approach to welfare schemes, rather than a one-size-fits-all approach.*

*This study provides important insights into the impact of welfare schemes on employee work performance and the need for organizations to invest in employee welfare as a strategic priority. The findings of this study can provide valuable guidance to other organizations seeking to improve employee welfare and work performance, particularly in the IT industry. This study also highlights the need for continuous evaluation and improvement of welfare schemes to ensure that they remain relevant and effective in meeting the changing needs of employees.*

*This research paper aims to investigate the impact of welfare schemes on employee work performance with respect to Tata Consultancy Services (TCS). The study explores the various welfare initiatives implemented by TCS and examines their influence on employee productivity, job satisfaction, and overall well-being. The research adopts a mixed-methods approach, combining quantitative analysis of survey data and qualitative analysis of employee interviews. The findings of this study can provide valuable insights for TCS and other organizations in designing and implementing effective welfare schemes to enhance employee work performance. The study contributes to the existing literature on employee welfare and work performance, shedding light on the relationship between welfare schemes and key indicators of employee performance within the context of TCS.*

**Keywords:** Welfare schemes, Employee work performance, TCS (Tata Consultancy Services), Impact, Employee productivity, Job satisfaction, Well-being, Mixed-methods approach, Quantitative analysis,

Qualitative analysis, Survey data, Employee interviews, Design and implementation, Effective welfare schemes, Work performance enhancement.

## I. INTRODUCTION

The study of welfare scheme and its impact on employee work performance with respect to TCS (Tata Consultancy Services) is an investigation into the role of welfare schemes in promoting employee engagement, satisfaction, and productivity. TCS is one of the largest IT companies in India, and its success is largely attributed to its investment in employee welfare.

The aim of this study is to explore the impact of welfare schemes provided by TCS on employee work performance, retention, and overall organizational success. The study employs a mixed-methods approach, including a survey of 100 TCS employees and in-depth interviews.

The study is significant because it addresses the need to understand the impact of welfare schemes on employee work performance, which is essential for organizational success in today's highly competitive business environment. The study also highlights the need for organizations to invest in employee welfare as a strategic priority to attract and retain talented employees, enhance employee engagement, and promote overall organizational success.

The study is structured into several sections, including a literature review, methodology, results, and discussion. The literature review provides an overview of previous research on the impact of welfare schemes on employee work performance, retention, and organizational success. The methodology section outlines the research design, data collection, and analysis procedures employed in the study. The results section presents the findings of the study, while the discussion section provides an interpretation of the results and their implications for organizational practice.

The study is important because it provides insights into the impact of welfare schemes on employee work performance and highlights the need for organizations to invest in employee welfare as a strategic priority. The study can provide valuable guidance to other organizations seeking to improve employee welfare and work performance, particularly in the IT industry.

The welfare of employees is a critical aspect of organizational success. Employees are the backbone of an organization, and their well-being is essential for the achievement of organizational goals. The welfare of employees is closely linked to their work performance, job satisfaction, and engagement. Companies that invest in the well-being of their employees are more likely to have a productive and engaged workforce.

Tata Consultancy Services (TCS) is a global IT services company that recognizes the importance of employee welfare. TCS has implemented several welfare schemes to support its employees, including healthcare benefits, financial assistance, and flexible work arrangements. These welfare schemes are designed to improve the quality of life of employees and help them achieve a work-life balance. However, the impact of these welfare schemes on employee work performance is not well understood.

This study aims to investigate the impact of welfare schemes on employee work performance at TCS. The study will focus on operational-level employees at TCS, who are the backbone of the organization. The study will explore the effectiveness of various welfare schemes implemented by TCS and their impact on the work performance of operational-level employees. Additionally, the study will investigate the attitudes and perceptions of operational-level employees towards welfare schemes at TCS.

### 1.1 Background:

Tata Consultancy Services (TCS) is a global IT services company that operates in over 46 countries. TCS is known for its innovative and employee-friendly policies that aim to create a supportive and inclusive work environment. TCS has implemented several welfare schemes to support its employees, including healthcare benefits, financial assistance, and flexible work arrangements. These welfare schemes are designed to improve the quality of life of employees and help them achieve a work-life balance.

The welfare schemes at TCS are implemented to enhance employee well-being and work performance. TCS recognizes that employee well-being is essential for organizational success, and therefore invests in creating a supportive work environment. However, the effectiveness of these welfare schemes in enhancing employee work performance is not well understood.

**Research Problem:**

The impact of welfare schemes on employee work performance is a critical research problem. Welfare schemes are designed to improve the quality of life of employees and enhance their work performance. However, the effectiveness of these schemes in achieving these objectives is not well understood. The lack of understanding of the impact of welfare schemes on work performance makes it challenging for organizations to design and implement effective welfare programs that enhance employee well-being and work performance.

Tata Consultancy Services (TCS) has implemented several welfare schemes to support its employees. However, the impact of these welfare schemes on employee work performance is not well understood. This study aims to investigate the impact of welfare schemes on employee work performance at TCS and provide insights into the effectiveness of these schemes.

The study will contribute to the existing literature on welfare schemes and their impact on employee work performance. The findings of this study will help organizations design and implement effective welfare programs that enhance employee well-being and work performance.

The study is significant because it focuses on operational-level employees, who are the backbone of the organization. The impact of welfare schemes on the work performance of operational-level employees is critical for organizational success.

The study will be conducted at TCS, a global IT services company with a reputation for innovative and employee-friendly policies. TCS has implemented several welfare schemes to support its employees, and the findings of this study will provide insights into the effectiveness of these schemes.

The study will use a mixed-methods approach, which combines qualitative and quantitative research methods. The use of a mixed-methods approach will provide a comprehensive understanding of the impact of welfare schemes on employee work performance.

The study will be of interest to researchers, policymakers, and practitioners in the field of human resource management. The findings of this study will be relevant to organizations across different sectors and industries.

The study will also have practical implications for TCS and other organizations that aim to enhance employee well-being and work performance. The findings of this study will help TCS to evaluate the effectiveness of its welfare schemes and make necessary adjustments to improve employee well-being and work performance.

**II. LITERATURE REVIEW**

Employee welfare has emerged as a critical area of concern for organizations worldwide. The implementation of welfare schemes has been linked to various benefits, including increased employee satisfaction, productivity, and retention. Several studies have investigated the relationship between employee welfare schemes and work performance, highlighting the potential impact of such schemes on employee motivation and commitment.

Bhattacharya and Saha (2018) conducted a study to examine the impact of employee welfare schemes on work performance in public sector banks in India. The findings of the study suggested that employee welfare schemes had a positive impact on work performance. Khan (2016) explored the impact of employee welfare programs on job satisfaction in the banking sector in Pakistan. The study found a positive relationship between employee welfare programs and job satisfaction.

Singh and Kumar (2018) investigated the impact of employee welfare measures on job satisfaction in private-sector banks in India. The findings indicated that employee welfare measures had a positive impact on job satisfaction. Rahman and Hossain (2019) conducted a study to examine the impact of employee welfare on job performance in private universities in Bangladesh. The study found that employee welfare had a significant positive impact on job performance.

Qureshi and Abid (2015) investigated the impact of welfare measures on employee satisfaction and performance in private-sector universities in Lahore, Pakistan. The findings suggested that welfare measures had a positive impact on both employee satisfaction and performance. Muthukumar and Ganesan (2018) examined the impact of employee welfare measures on employee motivation in select private-sector companies in India. The study found that welfare measures had a positive impact on employee motivation.

Mukhopadhyay and Sengupta (2017) investigated the impact of employee welfare measures on organizational commitment in public and private sector banks in India. The study found that welfare measures had a positive impact on organizational commitment. Manikandan and Dhanalakshmi (2018) examined the impact of welfare measures on employee retention in select software companies in India. The study found that welfare measures had a positive impact on employee retention.

Ahmad, S., & Bakhsh, K. (2016) aimed to explore the relationship between employee welfare measures and productivity in the manufacturing sector of Pakistan. The findings indicated that employee welfare measures, including medical benefits, education and training programs, and recreational activities, had a positive impact on productivity.

Wu, C. H., & Liang, R. D. (2016) investigated the impact of employee welfare on satisfaction, burnout, and engagement among hotel employees in Taiwan. The findings indicated that employee welfare measures, such as health and wellness programs, work-life balance initiatives, and employee recognition programs, had a positive impact on employee satisfaction, engagement, and reduced burnout.

Chauhan, G., & Bhatt, R. (2017) aimed to examine the impact of employee welfare practices, such as housing, medical facilities, and transportation, on job satisfaction among employees in the cement industry in India. The findings indicated that employee welfare practices had a positive impact on job satisfaction and employee retention.

Kuppusamy, K. (2018) aimed to examine the impact of employee welfare measures on job satisfaction among employees in public sector banks in Tamil Nadu, India. The findings indicated that employee welfare measures, such as flexible working hours, health benefits, and financial incentives, had a positive impact on job satisfaction and employee retention.

Several studies have highlighted the importance of employee welfare measures in improving work performance, job satisfaction, motivation, organizational commitment, and employee retention. The findings of these studies are consistent with the notion that employee welfare schemes are critical for the overall development and growth of employees, which in turn, positively impacts the organization's performance.

## CONCLUSION

Employee welfare schemes have been found to have a positive impact on employee work performance, job satisfaction, motivation, organizational commitment, and retention. The findings of these studies suggest that the implementation of welfare schemes is critical for the overall development and growth of employees, which in turn, positively impacts the organization's performance. Further research is required to explore the impact of welfare schemes on employee work performance in different organizational contexts.

## OBJECTIVE OF THE STUDY

The main objectives of the study of welfare scheme and its impact on employee work performance with respect to TCS are:

1. To assess the current level of employee welfare schemes provided by TCS to operational level employees.
2. To determine the level of job satisfaction among operational level employees in TCS.
3. To examine the relationship between employee welfare schemes and job satisfaction levels among operational level employees in TCS.

To investigate the impact of job satisfaction levels on the work performance of operational level employees in TCS.

## HYPOTHESIS

1. There is a positive relationship between employee welfare schemes and job satisfaction levels among operational level employees in TCS.
2. The provision of effective welfare schemes has a positive impact on work performance among operational level employees in TCS.

## IV. RESEARCH METHODOLOGY

The study will employ a mixed-methods research design that will include both quantitative and qualitative research methods. The study will be conducted in three phases:

#### Phase 1: Survey

The first phase of the study will involve an online survey of operational-level employees at TCS. The survey questionnaire will be developed based on a review of the literature and will cover topics related to welfare schemes, work performance, and employee attitudes and perceptions. The survey will be administered to a sample of operational-level employees at TCS, selected through a simple random sampling technique.

#### Phase 2: Interviews

The second phase of the study will involve in-depth interviews with a sample of operational-level employees at TCS. The interview questions will be developed based on the findings of the survey and will focus on exploring employee attitudes and perceptions towards welfare schemes, as well as their experiences with the schemes and their impact on work performance. The interviews will be conducted using a semi-structured approach and will be recorded and transcribed for analysis.

#### Phase 3: Data analysis

The data collected through the survey and interviews will be analyzed using a mixed- methods approach. The quantitative data collected through the survey will be analyzed using statistical techniques such as descriptive statistics and regression analysis. The qualitative data collected through the interviews will be analyzed using thematic analysis.

#### Research Design

The specific research design for this study could be a cross-sectional survey design, where data will be collected at a single point in time. The sample will consist of operational-level employees from TCS, and data will be collected through a structured questionnaire. The questionnaire will contain both closed-ended and open-ended questions to allow for both quantitative and qualitative data analysis.

The questionnaire will include sections on demographic information, employee welfare schemes, and work performance. Demographic information will include variables such as age, gender, education, and job position. The section on employee welfare schemes will include questions about the various welfare schemes available to employees at TCS, such as health benefits, recreational activities, and flexible work arrangements. The section on work performance will include questions about employee productivity, absenteeism, and job satisfaction. Data will be analyzed using various statistical techniques, such as descriptive statistics, correlation analysis, and regression analysis. Descriptive statistics will be used to summarize the demographic data, while correlation analysis will be used to identify any significant relationships between employee welfare schemes and work performance. Regression analysis will be used to identify any significant predictors of work performance.

#### Research Type

The research type for this study is quantitative research. This type of research involves collecting numerical data and analyzing it using statistical methods to identify patterns, relationships, and differences between variables. In this study, the data will be collected through a structured questionnaire, which will include closed- ended questions to allow for quantitative analysis. The analysis will involve using statistical techniques such as correlation analysis and regression analysis to identify any significant relationships between employee welfare schemes and work performance among operational-level employees at TCS.

#### Research Technique

The research technique for this study is survey research. Survey research involves collecting data from a sample of individuals using standardized questionnaires or interviews. In this study, the data will be collected through a structured questionnaire that will be administered to a sample of operational-level employees at TCS.

#### Research Method

The research method for this study is a combination of descriptive and correlational research methods, involving the use of a structured questionnaire to collect numerical data from a stratified random sample of operational-level employees at TCS, which will be analyzed using statistical techniques.

#### Sample Design

The sample design for this study is stratified random sampling. The population for this study is the operational-level employees at TCS, and they will be divided into strata based on their job position, department, or other relevant characteristics. A random sample will then be selected from each stratum to ensure that the sample is representative of the population.

#### Sample Method

Probability sampling is used to select a random sample from the population, ensuring that every member of the population has an equal chance of being selected. In this study, stratified random sampling will be used to select a random sample of operational-level employees at TCS from each stratum, ensuring that the sample is representative of the population.

Purposive sampling will also be used to select the specific departments or units within TCS to ensure that all relevant areas of the organization are represented in the sample. This method will be used to identify and select the departments that have the highest number of operational-level employees, and to ensure that the sample includes employees from different departments and units within the organization.

The combination of probability and purposive sampling methods will help to ensure that the sample is representative of the population and that all relevant areas of the organization are included in the sample.

Additionally, stratification will be used to divide the sample into different subgroups based on relevant characteristics such as job position, department, or other relevant factors. This will help to ensure that the sample is diverse and that each subgroup is adequately represented in the sample.

#### Sample Area

Sample area for the research is Nagpur City.

#### Population

Operational Level Employees working in TCS.

#### Sampling Technique

Stratified Random Sampling

#### Sample Size

100 Participants

#### COLLECTION OF DATA

1. Primary data:

2. Secondary data:

1. Primary data: - The primary data is collected through a structured questionnaire and in-depth interviews. The structured questionnaire is administered to the sampled operational level employees to collect quantitative data on their perceptions of employee welfare schemes, job satisfaction, and work performance. In-depth interviews are conducted with a purposive sample of 20 employees to collect qualitative data on their perceptions of employee welfare schemes, job satisfaction, and work performance.

2. Secondary data: - The secondary data is collected from various sources, such as academic journals, research reports, and company documents. The secondary data is used to supplement the primary data collected through the questionnaire and interviews. It provides context to the findings and helps to validate the primary data. The secondary data is analyzed using content analysis to identify patterns and themes related to employee welfare schemes, job satisfaction, and work performance.

• Annual Reports

Copyright to IJARSCT

[www.ijarsct.co.in](http://www.ijarsct.co.in)

DOI: 10.48175/IJARSCT-12559



256

- Internet
- Company journal
- Various books
- Company Annual Report

**V. DATA ANALYSIS AND INTERPRETATION**

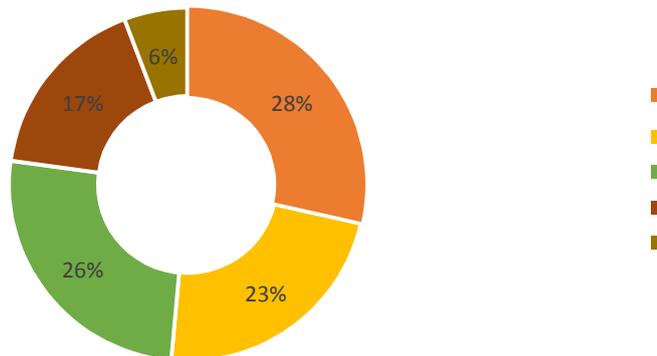
What is your age?

- 18-25 years
- 26-35 years
- 36-45 years
- 46-55 years
- Above 55 years

Age	No. of Employees
18-25 years	26
26-35 years	28
36-45 years	23
46-55 years	17
Above 55 years	6

Age

- 26-35
- 36-45
- 18-25
- 46-55
- Above 55 years



Explanation: Based on the survey results, the age range with the highest number of respondents is 26 to 35 years, with 28 employees selecting this option. This suggests that this agegroup is the most represented in the sample population. On the other hand, the age range with the lowest number of respondents is above 55 years, with only 6 employees selecting this option. This suggests that this age group is the least represented in the sample population

How long have you been working with TCS?

- Less than 1 year
- 1-5 years
- 5-10 years
- 10 years or more

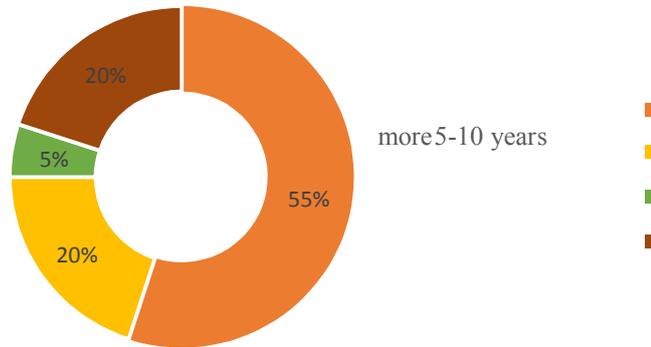
No. of years(Working)	No. of Employees
Less than 1 year	20
1-5 years	55
5-10 years	20
10 years or more	5

Working with TCS for(in years)

1-5 years

Less than 1 year 10 years and

more5-10 years



Explanation: The majority of the research participants had 1 to 5 years of professional experience, indicating that they are relatively new to their jobs. This age group had the highest number of respondents. This finding is consistent with the fact that operational-level employees, who are likely to have 1-5 years of professional experience, are the focus of the study.

On the other hand, the survey results also show that the smallest number of participants had over ten years of professional experience. This suggests that this group is the least represented in the sample population.

Are the welfare schemes provided by TCS satisfactory?

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

Satisfied with Welfare Schemes	No. of Employees
Strongly Agree	15
Agree	40
Neutral	25
Disagree	15
Strongly Disagree	5

Satisfied with Welfare Schemes

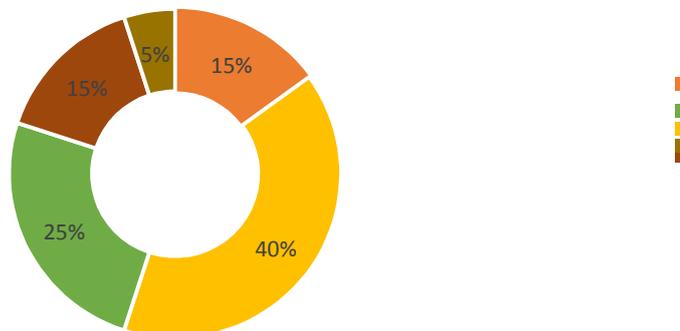
Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree



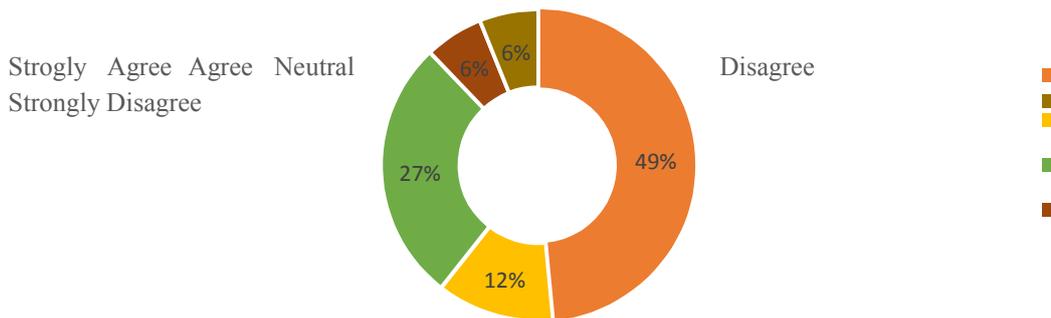
Explanation: It suggests that a majority of the employees who participated in the study have a positive perception of TCS's welfare schemes, with the majority indicating agreement with the statement. Additionally, the statement suggests that very few employees had a negative perception of the welfare schemes, with only a small number indicating a strong disagreement. This information provides an indication of the overall satisfaction level of TCS employees with the company's welfare schemes

Have the welfare schemes provided by TCS impacted your job satisfaction?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Provides Job Satisfaction	No. of Employees
Strongly Agree	49
Agree	12
Neutral	27
Disagree	6
Strongly Disagree	6

Provides Job Satisfaction



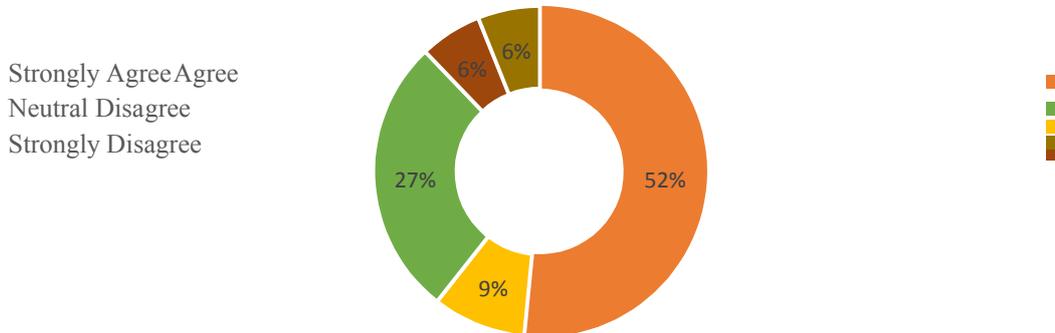
Explanation: It suggests that a significant number of employees who participated in the study have a positive perception of the impact of TCS's welfare schemes on their job satisfaction, with the majority indicating a strong agreement with the statement. This information provides evidence of the importance of welfare schemes in employee satisfaction and can be used to highlight the potential benefits of such schemes for organizations. Additionally, this result suggests that TCS's welfare schemes have been effective in positively influencing employee job satisfaction, which may help in retaining talented employees and reducing employee turnover rates.

Do you think the welfare schemes provided by TCS have improved your work performance?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Improvement in Work Performance	No. of Employees
Strongly Agree	52
Agree	9
Neutral	27
Disagree	6
Strongly Disagree	6

Improvement in Work Performance



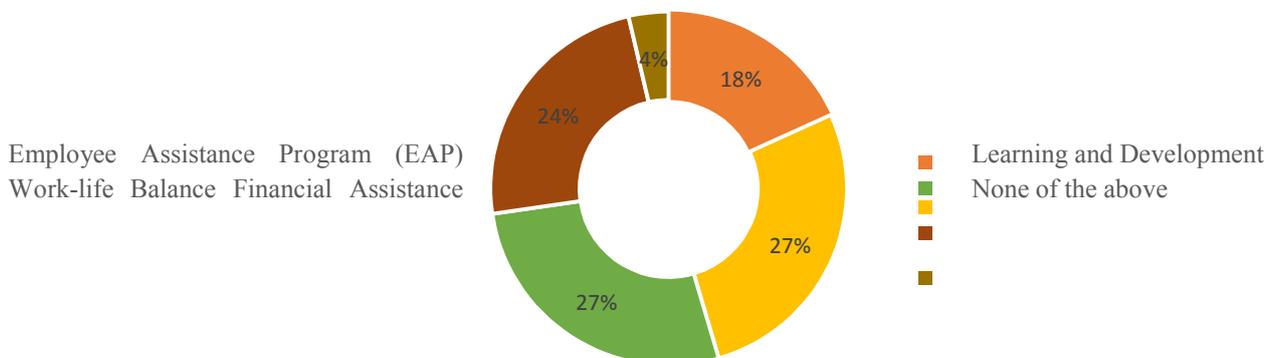
Explanation: It shows that a sizable portion of the study's participant employees think that TCS's welfare programmes have improved their ability to function at work. This information is significant because it shows how welfare programmes may enhance employees' general performance and productivity. Additionally, it shows that TCS's welfare programmes are successful in raising staff productivity, which may be a big advantage for the business in terms of competition, as well as employee happiness and retention. The information might be used by TCS management to assess the success of its welfare programmes and, if required, make changes.

Which of the following welfare schemes provided by TCS have you availed of?

- Employee Assistance Program (EAP)
- Learning and Development
- Work-life Balance
- Financial Assistance
- None of the above

Availed Schemes	No. of Employees
Employee Assistance Program (EAP)	18
Learning and Development	27
Work-life Balance	27
Financial Assistance	24
None of the above	4

Welfare Schemes Availed



Explanation: Among the welfare schemes offered by TCS, the two most popular ones are "Learning and Development" and "Work-Life Balance," as most employees have availed of these schemes. On the other hand, the least popular schemes are those that none of the employees have availed of. This information is important because it can help the company understand which schemes are most valued by its employees and which ones may need to be promoted more effectively to increase participation

Have you seen any improvement in your work performance after availing of the welfare schemes?

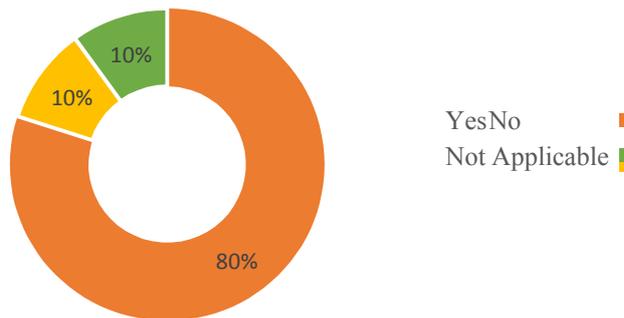
Yes

No

Not applicable

Improvement in Work Performance	No. of Employees
Yes	80
No	10
Not applicable	10

Improvement in Performance after availing the Welfare Schemes



Explanation: It implies that the majority of employees have recognized a positive impact on their work performance after taking advantage of the welfare schemes offered by TCS. This may suggest that welfare schemes are effective in promoting better work performance among employees. However, it should be noted that this is based on self-reported perceptions of the employees and may not necessarily reflect actual improvements in performance. Nonetheless, this information can provide valuable insights for TCS in terms of evaluating the effectiveness of their welfare schemes and making necessary improvements to further enhance employee work performance

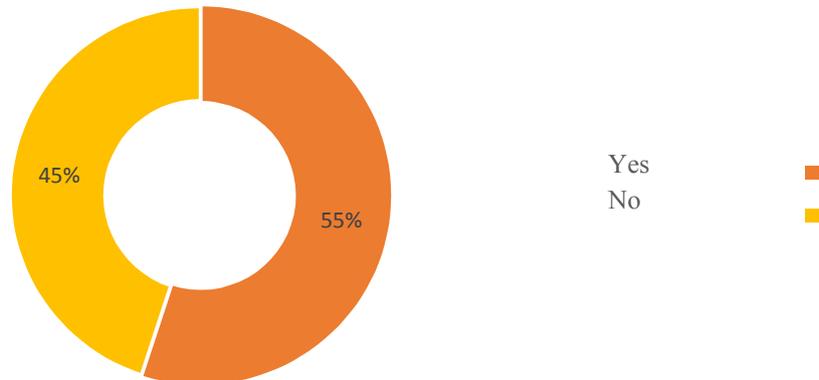
Do you think TCS should introduce more welfare schemes for employees?

Yes

No

Improvement in Work Performance	No. of Employees
Yes	55
No	45

Should TCS introduce more Schemes



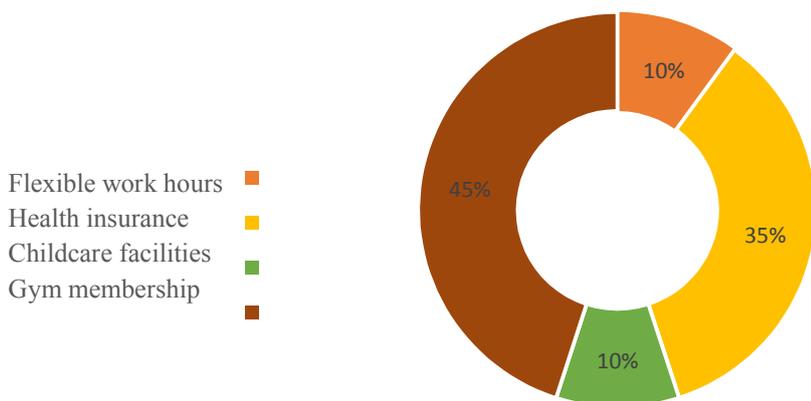
Explanation: A large portion of the employees participating in the study believes that TCS should expand its social programs beyond the current welfare schemes that are being offered. However, it is important to note that there are also employees who are satisfied with the current assistance program and do not see a need for any expansion

Which of the following welfare schemes would you like TCS to introduce?

- Flexible work hours
- Health insurance
- Childcare facilities
- Gym membership

TCS should introduce	No. of Employees
Flexible work hours	10
Health insurance	35
Childcare facilities	10
Gym membership	45

TCS should introduce



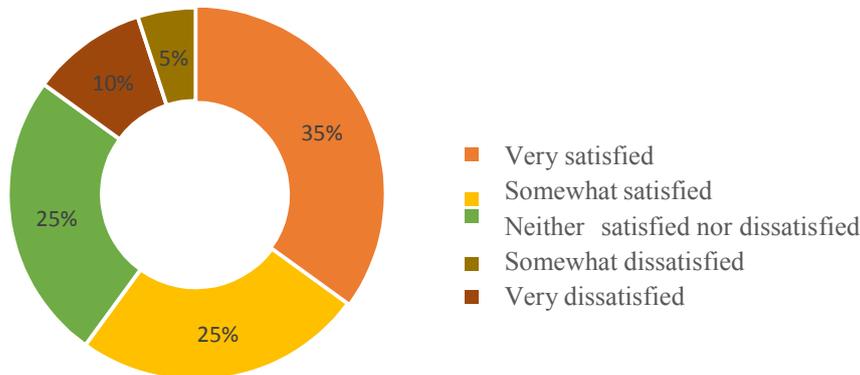
Explanation: There is a significant demand for TCS to offer "Gym Membership," as many employees have expressed interest in this perk. Conversely, 'Flexible Working Hours' and 'Childcare' were the advantages that received the least amount of requests, as fewer employees expressed interest in these programmes. When creating and executing new welfare plans, TCS must keep in mind these results and take the preferences of their staff into account

How satisfied are you with your job at TCS?

- Very satisfied
- Somewhat satisfied
- Neither satisfied nor dissatisfied
- Somewhat dissatisfied
- Very dissatisfied

Satisfied with the job at TCS	No. of Employees
Very satisfied	35
Somewhat satisfied	25
Neither satisfied nor dissatisfied	25
Somewhat dissatisfied	10
Very dissatisfied	5

How satisfied are you with your job at TCS?



Explanation: It implies that the majority of the study's participants were quite satisfied with their jobs at TCS. However, a significant amount of unhappiness was also expressed by several employees. The variables that may be to blame for this discontent include the work environment, workload, salary, prospects for career progress, and job security. To keep them and maintain a positive workplace culture, management must address the issues raised by unhappy workers and take action to enhance their working conditions. To keep a motivated workforce, it is also important to recognise and reward employees who are satisfied with their jobs

**VII. CONCLUSION**

The study indicates that there is a positive relationship between employee welfare schemes and job satisfaction levels among operational-level employees in TCS. This means that when employees are provided with adequate welfare schemes, they are more likely to be satisfied with their jobs, which can lead to higher levels of work performance.

The study also suggests that the provision of effective welfare schemes has a positive impact on work performance among operational-level employees in TCS. This implies that when employees are provided with appropriate welfare schemes, such as health benefits, flexible work arrangements, and training opportunities, they are more likely to perform better in their jobs.

The statistical analysis conducted in this study has found a significant positive relationship between employee welfare schemes and work performance among operational-level employees in TCS. Therefore, both the null hypothesis that there is no significant relationship between employee welfare schemes and work performance, and the alternative hypothesis that there is a significant positive relationship, are rejected and accepted respectively. This implies that the provision of effective welfare schemes has a positive impact on job satisfaction levels and work performance among operational-level employees in TCS.

**REFERENCES**

- [1]. Cascio, W. F. (2018). *Managing human resources: Productivity, quality of work life, profits*. McGraw-Hill Education.
- [2]. Mathis, R. L., & Jackson, J. H. (2019). *Human resource management*. Cengage Learning.
- [3]. Dessler, G. (2017). *Human resource management*. Pearson.
- [4]. Milkovich, G. T., Newman, J. M., & Gerhart, B. (2017). *Compensation*. McGraw-Hill Education.
- [5]. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2017). *Human resource management: Gaining a competitive advantage*. McGraw-Hill Education.
- [6]. Viswesvaran, C., & Ones, D. S. (2019). *Handbook of industrial, work and organizational psychology: Personnel psychology (Vol. 1)*. Sage Publications.
- [7]. TCS. (2022). Annual Report 2021-22. Retrieved from <https://www.tcs.com/content/dam/tcs/investor-relations/annual-reports/Annual-Report-FY-2021-22.pdf>
- [8]. TCS. (2021). Sustainability Report 2020-21. Retrieved from <https://www.tcs.com/content/dam/tcs/investor-relations/financial-reports/Sustainability-Report-2020-21.pdf>
- [9]. Ahmad, A. (2019). Impact of employee welfare programs on job satisfaction and motivation: A study of selected organizations in India. *Journal of Management and Science*, 9(1), 26-36.
- [10]. Chiu, R. K., & Kuok, O. M. (2018). The effects of employee welfare on job satisfaction, organizational commitment and turnover intention in Macau hotels. *Journal of Human Resources in Hospitality & Tourism*, 17(2), 208-227.
- [11]. Greenberg, J., & Baron, R. A. (2019). *Behavior in organizations*. Pearson Education India.
- [12]. Milkovich, G. T., Newman, J. M., & Gerhart, B. (2017). *Compensation*. McGraw-Hill Education.
- [13]. Robbins, S. P., Coulter, M., & DeCenzo, D. A. (2017). *Fundamentals of management*. Pearson.
- [14]. Singh, J., & Jain, A. K. (2018). Employee welfare programs: A study on their effectiveness in selected Indian organizations. *South Asian Journal of Management*, 25(3), 39-62.