

INCENTIVE PLANNING FOR DIFFERENT LEVELS OF EMPLOYEE'S AT INDIAN SPINAL INJURIES CENTRE

A dissertation submitted in partial fulfillment of the requirements

for the award of

Post-Graduate Diploma in Health and Hospital Management

by

(Dr. Parul Juneja)

(PG/11/067)



International Institute of Health Management Research

New Delhi -110075

May, 2013

INCENTIVE PLANNING FOR DIFFERENT LEVELS OF EMPLOYEE'S AT INDIAN SPINAL INJURIES CENTRE

A dissertation submitted in partial fulfillment of the requirements

for the award of

Post-Graduate Diploma in Health and Hospital Management

by

(Dr. Parul Juneja)

(PG/11/067)



International Institute of Health Management Research

New Delhi -110075

May,2013



HRD/EC/4321/2015

2nd February'2015

To Whomsoever It May Concern

This is to certify that **Dr. Parul Juneja** is currently working in capacity of **HR Executive in Department of Human Resource** at **Indian Spinal Injuries Centre, Vasant Kunj, C-Block, New Delhi-110070** since **28th January'2013** till date.

She has successfully completed her dissertation in this organization on topic **"Incentive Planning for different Levels of Employees at Indian Spinal Injuries Centre"** in conjugation with Marketing Department.

The Management of Indian Spinal Injuries Centre is pleased to accept her dissertation and recommendations and wish her all the best for all her future endeavors .

Ritu Kalra
2/2/15
Ritu Kalra
HR Manager

Ritu Kalra
Manager -HR
Indian Spinal Injuries Centre
Sec.-C, Vasant Kunj, New Delhi-70



NABH, NABL Accredited

Sector -C, Vasant Kunj, New Delhi-110070 Phone : 91-11-4225 5225 (30 Lines) Fax : +91-11-2689 8810
E-mail : info@isiconline.org Web : www.isiconline.org

FEEDBACK FORM

Name of the Student: Dr. Paul Linyia

Dissertation Organisation: Indian Spinal Injuries Centre

Area of Dissertation: Incentive Planning for different levels of Employees at Indian Spinal Injuries Centre

Attendance: Very well planned leave status, very. Absent

Objectives achieved: To understand about working scenario of department and contribute towards strategic implementation

Deliverables: Active participation, hearing ability, Change management

Strengths: Sincere, hardworking, adaptable, good communication skills, with enthusiasm & zeal to learn

Suggestions for Improvement: Needs to be a bit flexible and more focused towards implementation part

Signature of the Officer-in-Charge/Organisation Mentor (Dissertation)


Date:

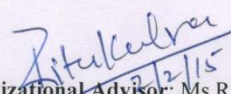
Place: Indian Spinal Injuries Centre

Certificate from Dissertation Advisory Committee

This is to certify that **Ms Parul Juneja**, a graduate student of the **Post- Graduate Diploma in Health and Hospital Management**, has worked under our guidance and supervision. She is submitting this dissertation titled **"Incentive Planning for Different levels of Employees at Indian Spinal Injuries Centre"** in partial fulfillment of the requirements for the award of the **Post-Graduate Diploma in Health and Hospital Management**.

This dissertation has the requisite standard and to the best of our knowledge no part of it has been reproduced from any other dissertation, monograph, report or book.


Faculty Mentor: Ms Kirti Udayai
Designation : Assistant Professor
IIHMR
New Delhi
Date :


Organizational Advisor: Ms Ritu kalra
Designation Manager -HR
Organization : Indian Spinal Injuries Centre
Address: Vasant Kunj, New Delhi
Date :

Certificate of Approval

Date: 14/5/13.

TO WHOM IT MAY CONCERN

The following dissertation titled **"Incentive Planning for Different levels of Employees"** is hereby approved as a certified study in management carried out and presented in a manner satisfactory to warrant its acceptance as a prerequisite for the award of **Post- Graduate Diploma in Health and Hospital Management** for which it has been submitted. It is understood that by this approval the undersigned do not necessarily endorse or approve any statement made, opinion expressed or conclusion drawn therein but approve the dissertation only for the purpose it is submitted.

Dissertation Examination Committee for evaluation of dissertation

Name Signature

Prof. I. Bhattacharya

Indrajit

Dr. R. Bnalla

Banerjee

ABSTRACT

Compensation Management is an integral part of the management of the organization. Compensation Management contributes to the overall success of the organization in several ways. To be effective, the managers must appreciate the value of competitive pay, their human resources, and have an investment view of payroll costs. It is of prime importance for an organization to maintain pay levels that attract and retain quality employees while recognizing the need to manage payroll costs. The recent mania for ROI (return on investment) has at last reached the agenda of departments not generally known for their financial accountability such as marketing and human resources. The good news is that even in these outposts of loose budgetary controls, ROI is having a significant impact, even with soft issues such as what should employees be doing and how should they be rewarded for doing it well. One way to cover the bases is to embrace the concept of 'performance improvement'.

Performance improvement (PI), as those in the know call it, is the furthest from just another fluffy, feel-good HR programme that you can possibly get. It comes in four stages; **research/setting benchmarks, skills assessment, communication and an appropriate choice of incentive, usually non-cash.** The principle is simple. Set a performance standard, tell people what it is, reward participants for compliance...and then start again with a slightly higher base-line. It's what all managers should do with their teams as a given but very few actually achieve. The exciting part is that these techniques have been tried and tested within sales and distribution for over 50 years and have worked well. ROI of between 10% and 50% are not uncommon for such schemes within the sales environment and now it is the employees' turn to get rewarded for a job well done.

Here's an example. **Autoglass** is one of Europe's leading car window replacement companies. Some years ago they had introduced a **cash bonus scheme** for employees based on corporate performance against quarterly profit targets. In theory this would galvanise the organisation into higher levels of performance. In practice, the anonymous amounts appearing in employees' pay packets each quarter were simply a thank-you for past performance but with no actual link to behaviour. Performance did not improve, mainly because no benchmarks had been set. It was decided that a PI programme would work better. Job roles were analysed to identify three or four easy-to-monitor tasks that would constitute an employee 'doing a

good job'. Within the warehouse this involved picking the right glass for each job, not breaking it on the way to the van, correct compliance with stock control and quality checks on incoming stock. For call-centre staff the measures were related to taking calls efficiently, marrying up insurance documentation properly, a good Customer Satisfaction Index rating and other hygiene issues which could be easily measured. Performance standards were set and **retail vouchers** offered instead of cash for over-achievement on a quarterly basis. Some time was also spent researching the launch literature to ensure the main performance benchmarks were both fair and understandable. **A reward budget of around 5% of take-home pay was set to encourage participation.** This happened to be about the same amount that was previously budgeted for the cash bonus scheme.

The results were astonishing. Within a few months the average number of clerical errors in customer documentation fell from 20% to just 5%. The number of abandoned calls (customers who hang up because they have been kept waiting too long) reduced from 3.5% to just 1%. Customer complaints were more than halved. Post-campaign research revealed that now that employees realised in bold terms what they were expected to do and that they would be rewarded on the basis of achievement, they were more than willing to put their shoulder to the wheel.

ACKNOWLEDGEMENT

It is well-established fact that behind every achievement lays an unfathomable sea of gratitude to those who have extended their support and without whom the project would ever have come into existence.

I express my gratitude to IIHMR, New Delhi for providing me an opportunity to work on this thesis as a part of the curriculum.

Also, I express my gratitude to my mentor **Ms. Kirti Udayai** on the completion of my project. Not to forget **Ms. Ritu Kalra** for her full time selfless guidance and her support during entire thesis work.

List of Tables	
Table :1	Rsespondents satisfaction with Employee Benefits of Organization
Table :2	Rsespondents satisfaction with FBT Factors
Table :3	Rsespondents satisfaction with Implementation of Rules & Responsibilities
Table :4	Rsespondents satisfaction with Freedom given at work
Table :5	Rsespondents satisfaction with Employee Benefits
Table :6	Rsespondents satisfaction withCovenient working hours
Table :7	Rsespondents satisfaction with Job Security
Table :8	Rsespondents satisfaction with Targets Achievable
Table :9	Rsespondents satisfaction withOportunities of Promotion
Table :10	Rsespondents satisfaction with Payment of salary on time

List of Figures	
Figure :1	Respondents satisfaction with Employee Benefits of Organization
Figure :2	Respondents satisfaction with Tax Deductions
Figure :3	Respondents satisfaction with FBT Factors
Figure :4	Respondents satisfaction with Implementation of Rules & Responsibilities
Figure :5	Respondents satisfaction with Freedom given at work
Figure :6	Respondents satisfaction with Employee Benefits
Figure :7	Respondents satisfaction with Convenient working hours
Figure :8	Respondents satisfaction with Job Security
Figure :9	Respondents satisfaction with Targets Achievable
Figure :10	Respondents satisfaction with Opportunities of Promotion
Figure :11	Respondents satisfaction with Payment of salary on time

CONTENT

ABSTRACT.....	vii-viii
ACKNOWLEDGMENT.....	ix
LIST OF FIGURES.....	ix
LIST OF TABLES.....	x
LIST OF ABBREVIATIONS.....	x

PART-I

1. INTRODUCTION	12
2. COMPANY PROFILE.....	15
3. MISSION.....	20
4. VISION.....	20

PART-II

5. INTRODUCTION.....	21
6. LITERATURE REVIEW	31
7. RESEARCH METHODOLOGY.....	32
8. FINDING AND ANALYSIS	40
9. CONCLUSION.....	51
10. RECOMMENDATION	52
11. BIBLIOGRAPHY.....	55
12. ANNEXURE – QUESTIONNAIRE.....	56

Part-1 Internship Report

Introduction

ISIC¹ is the most advanced Spine, Orthopedic and Neuromuscular Surgical centre in India with the latest state of the art diagnostics and surgical equipment and a highly qualified team of specialists recognized internationally who have been trained in leading institutes of India and abroad.

Indian Spinal Injuries Centre provides state of the art facilities for the management of all types of spinal ailments. It has a team of dedicated, internationally trained & acclaimed spine surgeons providing cutting edge medical & surgical technology. The spine service provides comprehensive management of spinal injury, back pain, spinal deformities, tumors, osteoporosis etc. Motion preserving spine surgeries including disc replacement & dynamic fixation, minimally invasive spine surgery including endoscopic disc excision, minimally invasive pedicle screw fixation & decompression, percutaneous kyphoplasty, thoracoscopic / laproscopic fusion & advanced pain & spasticity management techniques like intrathecal baclofen pump implantation are some of the cutting edge surgical technologies practiced at the centre.

The orthopedic service² covers all orthopedic ailments including trauma, joint diseases & replacements, oncology, pediatric orthopedics & upper limb ailments. The team of orthopedic surgeons are trained into each sub speciality thus there is an expert available for each type of orthopedic ailment . The combination of good medical management (including care by a rheumatologist where required), state of the art surgical management & world class rehabilitation ensure an optimum outcome.

The hospital has planned to strengthen its basic research facilities. An animal lab and a separate research wing are in the process of being commissioned. The hospital is working with colleagues in Germany to set up a Biomechanical testing Laboratory. In addition the hospital hopes to consolidate on provision of super speciality service in the field of ***Spine Surgery, Orthopaedics, Rheumatology, Neurology, Rehabilitation, Urology, and Plastic Surgery.***

The rehabilitation department is considered to be a vital core element of the hospital with one of the largest teams of therapists, trained in some of the best institutes of India and abroad. It

offers complete facilities of physiotherapy, occupational therapy which provides guidance for patients to lead a productive, self-reliant life followed by vocational training which offers the SCI patients with a new hope and confidence of running their households in a specific vocational area.

ISIC is much more than a hospital, it is also considered a training institute and teaching hospital affiliated to a leading university of the country. One the most coveted courses include Masters of Prosthetics and Orthotics among many with the provision of on the job training thus, attracting students from all over the nation. ISIC can most humbly also boast of providing a two-year fellowship in Spine surgery being one of the three centres in India hence, accelerating the country forward in the field of medical education and research.

Our goal is to reach the lives of thousands of newly spinal injured every year by providing medical excellence through scientific expertise and to optimize self sufficiency and independence for the rehabilitation patient.

People often ask me from where I get my strength. I tell them, from the mountains. Today a painting of the Himalayas greets every visitor to the centre and inspires everyone to reach higher, to seek the strength within themselves and to know that they can conquer any fear, surmount any challenge! When your spirit is strong, nothing in the world can stop you."

He was 26 years of age as he stood atop Mount Everest – the world's highest peak. Just a few months later, he suffered a gun shot wound in his neck during the Indo-Pak war of 1965, a wound that left him paralysed below the waist and confined to a wheelchair. It was a tragedy that would have destroyed most people – but not HPS ahluwalia. He draws his strength from mountains – "Life is all about conquering the other summit – the summit of the mind" he says. Determined to rebuild his life, he traveled to the United Kingdom to undergo intensive rehabilitation. His five month stay at the hospital did not reverse his condition – but it did become a life transforming experience. It became his mission and obsession to set up a similar hospital in India to help others like him – and his decade or more of perseverance and single-mindedness eventually resulted in the culmination of his dream project – The Indian Spinal Injuries Centre, in New Delhi, India. It was no ordinary feat or journey this far. Grit, determination and a positive spirit was all that he had.

Founder and Chairman of ISIC since 1995, he is a man of many interests. He has been, until recently the Chairman of The Indian Mountaineering Foundation. **Higher than Everest,**

Eternal Himalayas, Ladakh-The Hermit Kingdom, Climbing Everest, Faces of Everest, Himalaya, Everest Where Snow Never Melts, Nubra: A Forbidden Valley, Beyond The Himayalas are some among many he has authored. His perspective as a patient and clear understanding on importance of rehabilitation and disability were well evident during his tenure as Chairperson, Rehabilitation Council of India where he promoted conquering disability throughout India. He is also an avid gardener – he will talk of his Kinnoo trees as passionately as the hospital’s upcoming stem cell research project, a movie buff, a keen traveler and an epicure – who values and cherishes life- especially others.

In recognition of his unique contribution to society, the Government of India awarded Major Ahluwalia the country's highest honours - the Padma Bhushan, the Padma Shri and the Arjuna Award. The President of India has also conferred the National Award for Best Work in the Field of Disability on him, for his humanitarian efforts and tireless service for the welfare of persons with disabilities.

Company Profile

S. No.	Name	Qualification	Age	Gender	Professional Qualification	Years of Association with ISIC
1	Major HPS Ahluwalia	Mechanical Engineer	74	M	Author, Mountaineer, Hospital Administrator	1984
2	Dr. Kalyan Sachdev	M.D. Infectious Disease and General Medicine	70	M	Hospital Administrator	1984
3	Air Marshal A.S. Chahal	MS Spine	81	M	AVSM, VSM	1987
4	Dr. A.K. Mukherjee	MS (Ortho), D. Phil (Oxford), F.A.M.S.	67	M	Medical Practitioner	1987
5	Mr. Vikram Kapur	MBA	56	M	Industrialist	1990
6	Dr. H.S.Chhabra (Secretary)	Post Graduate Certificate Course in Hospital Management MS (Orthopedics) MBBS	46	M	Medical Director, Chief of Spine Services	1998
7	Sh. Gautam Khaitan	B.A., LL.B	45	M	Advocate	1999
8	Mrs. Veena Chopra	Graduate	52	F	Business Person	1999

9	Mrs. Bholi Ahluwalia	Graduate	62	F	Chairman, Welfare Committee	1999
10	Mr. Alok Swaroop	MBA		M	Industrialist	2002
11	Lt. Gen Bhopinder Singh	M.Sc Military Science	64	M	PVSM, AVSM, VSM	2005
12	Lt Gen N K Parmar AVSM, VrC, VSM, PHS	MBBS, Masters in Hospital Administration (AIIMS)	61	M	DG OF Armed Forces Medical Services, Honorary Surgeon to President of India.	2005
13	H. E. Vincent M Concessao	Masters in Sociology	73	M	Arch Bishop of Delhi	2005

The key competency of ISIC's Board Members is their dedication in the welfare of society. The members belong to different fields; yet, have contributed with their guidance, motivation and knowledge in efficient functioning of Indian Spinal Injuries Centre.

1) Major HPS Ahluwalia – Chairman, Major HPS Ahluwalia's recognition following his climb to Mt Everest in the first Indian team in 1965, has helped the Center form ties with important national and international dignitaries which has further helped ISIC develop on a global level. The Chairman has also authored 15 books, including his autobiography "Higher than Everest" and various others focusing on mountaineering and the Himalayan range's flora and fauna. This credit led him to become the President of the Indian Mountaineering Foundation for two consecutive tenures. ISIC is the only hospital in India that is completely barrier-free since the architects had a unique insight into the possible impediments that a spinal injured patient can face, therefore endowing a homely and easier to relate to atmosphere. His perspective as a patient and clear understanding on importance of rehabilitation and disability were well evident during his tenure as Chairperson,

Rehabilitation Council of India where he promoted conquering disability throughout India through workshops and conferences.

2) Dr Kalyan Sachdev - Medical Administrative and Purchase. He has vast experience in running a hospital (Privat hospital) and Nursing home (Privat Klinik). He was trained in Austria. He heads the Committee for Medical Purchase and gives valuable and practical advice during Board meeting.

3) Air Marshal A S Chahal - Medical Administration and Spinal Injury Management. He has vast experience and could be called the "Father of Spinal Injuries" in India. He was trained by none other than Sir George Bedbrook, who revolutionized Spinal Injury management. His experience of setting up countries' first spinal injury set up in Pune brought great value. Besides his vast experience in administration as Director General Medical Services (Indian Air Force) Marshall helped him administer very effectively during his tenure as Director General. He is the Director General Emeritus of ISIC.

4) Dr A K Mukherjee – He has been working for the welfare of the disabled for more than four decades. He was a Member of the Board of Directors of All India Institute of Medical Sciences, PGI Chandigarh, PGI Lucknow, National Academy of Medical Sciences, National Board of Examinations and NIMANS Bangalore. He worked as an Advisor in WHO. He was elected as Vice Chairman and also worked as acting Chairman of WHO South East Asia Regional Organizations, New Delhi. He has published more than 200 articles in various journals and was invited by the United Nation to be the Ad hoc committee member for drafting International Convention on Rights for Persons with Disabilities in 2006. In the year 2008 he was elected as a Member Executive Board and also he is holding Chair of Health and Function Commission of Rehab International (RI) with its headquarter in New York. He is the Health Committee Member of Federation of India Chambers of Commerce and Industry and Confederation of Indian Industry.

5) Mr Vikram Kapur – Financial and Administrative Control. He has vast experience in this field by virtue of his position as President of Atlas Cycles. His nominee Mr M M Mehra, Vice President, Atlas Cycles is a member of the Finance Committee and adds a lot of value.

6) Dr H.S. Chhabra – Secretary, Chief of Spine Services and Medical Director, Indian Spinal Injuries Centre obtained his Masters in Orthopaedics from Safdarjung Hospital, New Delhi. He is a member of Education Committee and Nomination Committee of International Spinal Cord Society (ISCoS), Member Secretary of Spinal Cord Society (Indian Chapter), Executive Member of Asian Spinal Cord Networking (ASCoN) and Governing Body Member of Indian Spinal Injuries Centre (Secretary) and Regional Spinal Injuries Centres of Punjab, UP and Cuttack. He is also a faculty and guide for DNB Fellowship in Spine Surgery accredited by National Board of Examination, Ministry of Health, Government of India.

7) Sh Gautam Khaitan – Core competency – Legal Advise. His vast experience as an advocate has brought in the much needed back up of legal advice. He is also holding directorships in various companies of leading corporate houses other than holding memberships of International Bar Association, FICCI, Delhi High Court Bar Association etc.

8) Mrs Veena Chopra - Ms Veena Chopra – Core competency – Medical Administration. She has been actively involved in setting up Children's Hospital. She brings in her experience of setting another hospital.

9) Mrs Bholi Ahluwalia - Administration, Social Welfare, Interior designing. Having been involved with Major Ahluwalia in all aspects of planning and administration of the hospital and various projects like Central Asia Cultural expedition, she brings in competencies of administration. Her benevolent values make her ideally suited for the post of Chairmanship of Welfare Committee. Her penchant for interior design, sharpened after extensive travel, helps her ably guide all designing for the hospital.

10) Mr Alok Swaroop - Administrative control. He is young and dynamic entrepreneur with keen interest in the cause of social issues. This prompted his commitment to ISIC.

11) Lt Gen. Bhopinder Singh - Administrative Control. He has vast experience in this field especially during his tenure as DG Assam Rifles from May 2004 to 1st July 2006. He chairs the Technical Committee which looks after civil construction project activities. He also coordinates the Marketing Activities of the centre.

12) Lt Gen N K Parmar AVSM, VrC, VSM, PHS - Administrative Control & Policy making.

13) H.E. Vincent M Concessao - Guiding management on religions tolerance especially since 90% of staff nurses are Christian. His nominee Fr Arthur Pinto is Medical Director of another very renowned Missionary Hospital i.e. Holy Family hospital and contributes actively in all aspects of administration based on his vast experience.

Previous Board Members

- Mr H C Sarin – Founder Chairman and one of the most renowned bureaucrats of the country, former Defence Secretary and President of Indian Mountaineering Foundation.
- Gen A M Sethna – Former renowned General of the Indian Army and Chairman of ITDC.
- Shri Manjit Singh – Former Commissioner of Slums.
- Sh. G. C. Baveja – Former Finance Secretary, Government of India

MISSION

At Indian Spinal Injuries Centre, aim is to restore hope and joy in the heart of every patient with unrelenting attention to clinical excellence, patient safety and an unparalleled dedication to assure exemplary physical, emotional and spiritual care.

VISION

- To strive to become the first choice as a spinal and orthopedic healthcare provider in New Delhi.
- To foster a culture of education in all of our activities and supporting exemplary health sciences research and development in an environment which is both ethical and respectful of others
- Utmost dedication to providing quality, value driven health care to all we serve through education, outreach, and other innovative services in spine and other spinal ailments.
- To strengthen our relationships through affiliation with renowned institutions of higher learning; offering technological advances and modern facilities.
- To reach the lives of thousands of newly spinal injured every year by providing medical excellence through both scientific expertise and compassionate therapy.

ISIC core values & commitments:

- To strive to bring awareness in the field of disability and lobby with policy makers to introduce suitable legislation for prevention of disability and enforcement of the equal opportunity bill.
- We will continue to put strong emphasis on man power development through education programs with a focus on graduate and post-graduate courses in Rehabilitation Sciences.

Part-II – Dissertation

Introduction

Employee Incentive³ are indirect means of compensating workers; employees receive these Incentive above and beyond their wages. Unlike wages alone, incentive foster economic security and stability by insuring beneficiaries against uncertain events such as unemployment, illness, and injury. Furthermore, some benefit programs serve to protect the income and welfare of families. **A common distinction between direct forms of employee compensation, such as wages, and indirect compensation, or Incentive, is that the former creates an employee's standard of living, whereas the latter protects that standard of living².**

The range of employee Incentive includes **educational, employee incentive, family, government, health, lifestyle, recreational, retirement, savings, and transportation Incentive.** While some Incentive—such as government sanctioned ones—are mandatory, others are supplementary or optional at the discretion of employers. The availability of these supplementary Incentive— health insurance and pension coverage in particular—is dependent on a number of factors, but most importantly on the size of a company, according to Incentive Quarterly.

Toward the end of the 20th century, employee Incentive evolved from defined-benefit programs to **contribution-defined programs** where employers relinquished some of the responsibility to employees. With defined-benefit programs, employers determine pensions by using standard formulas based on employees' salaries and years of service to figure the monthly amount employees receive. Contribution-defined programs, on the other hand, use similar formulas based on salaries and years of service, but they vary, depending how much money employees contribute to their retirement funds.

Due to the high cost of basic Incentive such as health insurance and pensions, more employers opted for Incentive with lower price tags, such as sports tickets, health club memberships, and massages in the 1990s.

Background

Rudimentary employee benefit programs were brought over from Europe and implemented in the colonies. In fact, one of the first recorded benefit programs in American history was the Plymouth Colony settlers' military retirement program, which was established in 1636. Subsequent benefit programs of note included: Gallatin Glassworks' profit sharing plan (1797); American Express Co.'s private employer pension plan (1875); Montgomery Ward's group health, life, and accident insurance program (1910); federal tax incentives to employers sponsoring pension plans (1921); and Baylor University Hospital's group hospitalization program (1929).

Despite the implementation of several different types of benefit programs in both the government and private sectors, employee Incentive before the 1930s was negligible by current standards. The Great Depression, however, provided an impetus for the formation of more advanced and substantial social mechanisms that could provide economic stability. Of import were the retirement provisions of the Social Security program enacted at the federal level in 1935. Tax-favored status for compensation received by employees during sickness or injury was added in 1939³.

After World War II, federal government initiatives caused a variety of Incentive to become more popular with private-sector employers. For example, health-insurance premiums were made tax deductible to employers and became nontaxable to employees. As a result, health insurance and other Incentive became extremely cost-effective forms of compensation in comparison to wages and salaries. Furthermore, tax-favored Incentive became a popular bargaining tool for unions seeking to improve their total pay package. As living standards increased, moreover, people in industrialized nations began to view health insurance and other Incentive as necessities, and even entitlements or individual rights.

Largely as a result of government policies, employee Incentive in the public and private sectors exploded during the 1950s, 1960s, and 1970s. Government mandates required that employers supply their workers with Incentive such as workers' compensation, Social Security, and Medicaid. And new tax laws goaded employers to offer a smorgasbord of optional Incentive such as pension plans, life insurance, stock bonuses, dental care, child care, cafeteria plans, and many more. The proliferation of private-sector Incentive ebbed

during the late 1970s and 1980s, as the postwar U.S. economic expansion slowed and a new corporate cost-consciousness emerged. Nevertheless, by the late 1980s the federal government estimated that employee Incentive represented about 36 percent, or \$814 billion, of all wage and salary payments in the United States.

Types on Incentives⁴

Employee Incentive are any kind of compensation provided in a form other than direct wages and paid for in whole or in part by an employer, even those provided by a third party. Third-party Incentive include those offered by the government, which disburses Social Security Incentive that have been paid for by employers.

Incentive fall into ten principal categories based on their function: educational, employee incentive, family, government, health, lifestyle, recreational, retirement, savings, and transportation Incentive (examples provided below). While some Incentive are mandatory—those required by federal or state legislation—the majority are supplementary. With supplementary Incentive, employers choose whether or not to offer them. Mandatory Incentive provide economic security for employees who lack income as a result of unemployment, old age, disability, poor health, or other factors. Supplementary Incentive not only serve as safety nets for employees, but also as incentives to attract employees and to encourage employee loyalty.

Based on the book Employee Incentive: Plain and Simple, the major Incentive included in each category are listed below⁴:

- Educational Incentive (Supplementary)
 - Training/Continuing Education
 - Tuition Reimbursement
 - Personal Development
 - Scholarships
- Employee Incentive (Supplementary)
 - Anniversary Programs
 - Bonuses

- Direct Deposit
- Parking
- Food Services
- Profit Sharing
- Discount Program
- Severance Pay
- Family Incentive
 - Child Care (Supplementary)
 - Family/Maternity Leave (Mandatory)
 - Flex time (Supplementary)
 - Accident Insurance for Children and Spouse (Supplementary)
 - Home Purchasing Assistance (Supplementary)
- Government Incentive (Mandatory)
 - Social Security
 - Medicare/Medicaid
 - Supplemental Security Income
 - Unemployment Insurance
 - Workers' Compensation
- Health Incentive (Supplementary)
 - Medical Coverage
 - Dental Coverage
 - Vision Coverage
 - Physical Examinations

- Sick Days
 - Health Club Memberships
 - Fitness Centre
- Lifestyle Incentive (Supplementary)
 - Bereavement Leave
 - Dependent Life Insurance
 - Life Insurance
 - Paid Holidays
 - Reimbursement Accounts
 - Vacation
- Recreational Incentive (Supplementary)
 - Athletic Teams
 - Country Club Membership
 - Entertainment Bonuses: Theatre or Sports Tickets
 - Social Functions
- Retirement (Supplementary)
 - Individual Retirement Accounts (IRAs)
 - Pension Programs
 - Retirement Advice
 - Salary Deferral
- Savings (Supplementary)
 - Credit Union
 - Matching Savings

- Stock Options
- Thrift Savings
- U.S. Savings Bond Offers
- Transportation (Supplementary)
 - Car Allowance
 - Carpooling
 - Company Car
 - Mass Transit Passes
 - Moving Expenses
 - Relocation Assistance and Subsidies

Importance of Job Satisfaction w.r.t to Incentive Planning⁵

Job satisfaction⁵ in regards to one's feeling or state of mind regarding nature of their work. Job can be influenced by variety of factors like quality of one's relationship with their supervisor, quality of physical environment in which they work, degree of fulfillment in their work, etc. Positive attitude towards job are equivalent to job satisfaction where as negative attitude towards job has been defined variously from time to time. In short job satisfaction is a person's attitude towards job.

Job satisfaction is an attitude which results from balancing & summation of many specific likes and dislikes experienced in connection with the job- their evaluation may rest largely upon one's success or failure in the achievement of personal objective and upon perceived combination of the job and combination towards these ends. According to pestonejee, Job satisfaction can be taken as a summation of employee's feelings in four important areas. These are:

1. Job-nature of work (dull, dangerous, interesting), hours of work, fellow workers, opportunities on the job for promotion and advancement (prospects), overtime regulations, interest in work, physical environment, and machines and tools.

2. Management- supervisory treatment, participation, rewards and punishments, praises and blames, leaves policy and favouritism.
3. Social relations- friends and associates, neighbours, attitudes towards people in community, participation in social activity socialability and caste barrier.
4. Personal adjustment-health and emotionality.

Job satisfaction is an important indicator of how employees feel about their job and a predictor of work behaviour such as organizational citizenship, Absenteeism, Turnover. Job satisfaction benefits the organization includes reduction in complaints and grievances, absenteeism, turnover, and termination; as well as improved punctuality and worker morale. Job satisfaction is also linked with a healthier work force and has been found to be a good indicator of longevity.

Traditional Types of Employee's Benefits

Because of continually rising health care costs, one of the most desirable types of benefits for employees to have is a health insurance plan. These plans can be set up to cover the individual worker and, in many cases, the worker's family as well; they may or may not include such options as dental, eye, chiropractic, hospital, and other types of health care. Health insurance plans may be provided at no cost to employees, or they may be made available at a more desirable rate than employees could get on their own. The health insurance aspect of a benefit package is often the major deciding factor in whether a person accepts a position with a company. The degree of health insurance is often more important to a potential employee than the salary level; especially when children are an issue.

Most benefit plans also include a certain number of paid sick days, personal days, and/or vacation days. Many companies are finding ways of increasing the flexibility of employee benefits. One way to increase flexibility is to group sick, vacation, and personal days into a certain amount of *paid time off* (PTO). PTO allows employees to take days off—for example, to care for a sick child, observe a religious holiday, or go on vacation—without having to explain why. The PTO benefit helps employees because their time is more flexible, and it helps employers by maintaining morale and reducing unanticipated absenteeism.

Life insurance and retirement options are another type of benefit many companies offer their employees. These types of benefits often encourage employees to remain with the same

company because they do not want to cash in their life insurance or retirement plans. This tends to make employees more loyal to the company because their future is invested with the company. It also gives the employee a feeling of power by having some control over planning for retirement.

Expanded types of Employee Benefits

While health care, paid time off, and retirement plans are the most common types of benefits employees receive, some companies offer even more types of benefits to help attract and retain employees as well as increase employee morale and improve job performance. One example of this type of benefit is tuition reimbursement, which allows employees to further their education while working. Motivating employees to better themselves at the employer's expense, helps the company keep knowledgeable employees.

With the growing number of single parents and dual-career couples in the work force, many companies have opened day-care facilities in the workplace where employees can feel safe about leaving their children. On-site child care is obviously a very desirable benefit for parents because it allows them to check up on the children, cut down on travel time, and be available in case of an emergency. However, some childless workers feel that this benefit discriminates against them because they get no use out of the day-care facility. One way many companies are handling this type of concern is through a *cafeteria plan*. While there are several different ways to set up a cafeteria plan, such as setting aside pre-tax dollars for medical expenses, one of the most useful ways is to give employees many different benefit options to choose from. Each employee is given a set allowance that can be used toward any benefit the employee chooses, allowing the employees to pick the options that will most benefit them. The cafeteria plan is one fair way to handle benefits for everyone concerned.

Another characteristic of the work force is its increasingly older age. As a result, there are an increasing number of workers with aging parents who need care. Many companies recognize the need for elder care and are providing benefits to help, such as referral services for quality nursing homes and flexible work hours and/or days off so employees can care for aging parents.

Other benefits provided by some employers include credit unions to help employees with financial needs, gym facilities to allow employees to fit exercise into their busy schedules, cafeterias that sell reduced price meals to working employees, and on-site laundry services

where employees can have laundry done while they are at work. Making the work environment seem more like a family helps boost employee morale and improve working relationships. Many companies provide uniforms for their employees, so that workers do not have to worry about ruining their own clothing. The uniforms also help with the feeling of unity because everyone in the company is dressed similarly. Because transportation can often be a problem for employees, some companies are even providing transportation options as a benefit to employees. Disney World, in Orlando, Florida, has a shuttle that picks employees up from their living quarters and takes them to work. Corn detasslers meet in a central location and a bus takes them to the site. Sales people are often provided with a company car.

While these types of benefits are meant to attract and retain employees as well as create a positive work environment, some types of employee benefits are used to encourage increased performance. The following are the four main types of benefits used as incentives to encourage employees to exhibit superior performance⁶:

- ***Profit sharing*** gives the employee a portion of the company profits. Profit sharing is often done through making shares of company stock part of the employee benefit package. Employees receive a certain number of shares of stock each year, which provides employees an incentive to help the company succeed. This might also be accomplished through a yearly profit-sharing bonus.
- ***Gain sharing*** rewards employees for exceeding a predetermined goal by sharing the extra profits. If profits exceed the goal, employees share in the extra profits.
- ***Lump-sum bonuses*** are a one-time cash payment based on performance. Lump-sum bonuses may be an annual reward, such as a Christmas bonus, where the purpose is to share profits with the employees, and thus motivate them.
- ***Pay for knowledge*** rewards employees for continuing their education and/or learning new job tasks. The more education or experience an employee has, the higher he/she moves up on the pay-for-knowledge pay scale. Pay for knowledge is an incentive for employees to continue their education because it results in immediate rewards on the job.

Perks

In addition to what we typically think as employee benefits, many employers also offer "*perks* " to their employees. Typically limited to employees in management positions, these perks include such benefits as country club or health club memberships, a company car, special parking privileges at work, tickets for sporting events, first-class travel accommodations, and generous expense accounts. However, certain types of perks are also being extended to employees in many different types of positions. One type of perk that is common in many retail stores is an employee discount on merchandise bought from the place of employment. For example, Dayton Hudson's Target stores offer a 10 percent discount to employees and their immediate families when purchasing merchandise from any Target store. Employees of local movie theaters often receive free movie tickets as a perk, while many restaurant employees receive free or reduced-price meals. By offering employees such perks, the company is providing a strong incentive for employees to continue working there.

Flexible Work Plans

A flexible work plan is another type of employee benefit that has been proven to have a positive influence on employee productivity, attendance, and morale. A flexible work plan allows employees to adjust their working conditions within constraints set by the company and may include such options as flex-time, a compressed work-week, job sharing, and home-based work. Flex-time involves adjusting an employee's daily time schedule; it can be as simple as allowing a worker to come into work an hour earlier and leave an hour earlier than the normal 8-to-5 workday. Usually there are some time constraints set up by the company, but employees who work within those constraints can basically set their own schedules. A compressed workweek involves working longer hours each day for fewer days than the normal Monday-through-Friday work-week. For example, at many businesses employees work ten-hour days, four days a week.

Job sharing allows two or more people to divide the tasks of one job. It allows the same consistency as a full-time person, because the work is simply divided among the people who share the job responsibility. Job sharing is popular among people who only want to work part time but want a job with full-time responsibilities. These types of people include older workers, retirees, students, and working parents. Home-based work programs allow employees to perform their jobs at home instead of in an office setting. These people are often known as telecommuters, because they "commute" to work through electronic mail,

faxes, and other types of telecommunications. Home-based work is popular with disabled workers, elderly workers, parents with small children, and workers who have had to relocate far away from the workplace because of a spouse's job change. Through home-based work, all of these types of employees are able to take care of personal and family responsibilities while maintaining and enjoying their job

Literature Review

Over two-thirds (70%) of HR managers state that employee retention is a primary business concern. HR managers currently find employee retention a business challenge, long-term demographic changes, In simple words, incentive is anything that attracts a worker and stimulates him to work. The incentives⁶ can be financial and non-financial. Both types of incentives play important role under different conditions. For example, financial incentives are considered to be more valued under the work conditions where wages are at low levels. On the contrary, non-financial incentives are more preferable where wage levels are high and the rate of tax is progressive. However, a review of research evidences indicates that there is a shift in emphasis in the demands of employees and their unions from financial to non-financial benefits.

Companies provide their employees and workers with a variety of benefits. These benefits are basically forms of value or services that are provided by an employer to his employees for their contribution in the performance of the organisation . Such benefits are an important component of a company's remuneration package for attracting and retaining its employees. The benefits serve as incentives to the employees and encourage them to work harder for the organisation. These also help in building up employee job satisfaction. These benefits may be financial or non-financial, long term or short term, free or at concessional rates. They may include educational, residential, medical, or recreational facilities. Such facilities may be provided individually or collectively and inside or outside the organization. Thus the employee benefits are the comforts and the facilities given to employees to enable them to work in a healthy and peaceful atmosphere. The employee benefits of a company generally includes:- (i) A remunerative wage structure which motivates the employees to contribute their maximum worth to the enterprise; (ii) bonus to the employees either on festive occasions or as a reward for their contribution in the high performance of the firm; (iii) Social security benefits for employee welfare in the form of provident fund, gratuity, medical

facilities, compensation and insurance policies; (iv) different types and number of leaves so that the employees may revitalize themselves and contribute their best effort to the organization; (v) employees who wish to voluntarily retire from an organisation are provided with several benefits under the voluntary retirement scheme.

Research Methodology

Problem Definition

- The co-operation of workers in the implementation of an incentive scheme is essential because the employees somehow devise, if they do not like a scheme, ingenious ways of evading or sabotaging the plan, often with the tacit connivance of the foreman or supervisor. Worker's cooperation may be secured through proper discussion with their representatives.

Scope of the thesis work

The scope of my thesis work is widespread and networked as I will be studying the Incentive Schemes (policies) of Indian Spinal Injuries Centre keeping in View the average payments in different level of employees. Retention figures for the last 5-7 years. My thesis is based on the information provided by Corporate Office of ISIC. The Research aims to serve as a guiding light to promote better performance and higher productivity.

Justification For Choosing a Particular Research Proposal

The reason why I have chosen this topic is that, retention of productive and efficient employees is one of the major challenges faced by organizations in the present scenario of Globalization. That is why Human Resource management is very essential in retaining and increasing the proficiency of the performances of its employees. In this research study, I will share one of the great performing and succeeding company Indian Spinal Injuries Centre (in which I work in the capacity of Employee Engagement Officer) who has been able to progress and even build new and profitable business along with joint ventures during the tough period of recession.

Objectives

General Objective:

- To discuss the concept of Employee Benefits and other privilege provided by the Indian Spinal Injuries Centre.

Specific Objectives

- To study the different incentive plan method i.e. Straight price rate, Halsey Premium plan to understand Individual incentive plan for Indian spinal injuries.
- To measure the satisfaction level amongst employees due to Employee benefits and privilege.
- A comparative analysis of the employee benefits given in other companies in same sector vis-à-vis the target company.

SECONDARY DATA –

I will collect the Secondary data from following sources:-

- Newspaper – HT, TOI, newsletters
- Magazine - Harvard Business Review, **Xlri** Journal
- Website/Internet – ISIC
- Notes- Professors Notes

PRIMARY DATA-

I will collect the data through structure questionnaire.

TOOL USED-

Excel sheet, pie chart, and histogram

SAMPLING METHOD

Non-probability convenience sampling

SAMPLE SIZE- 100

TARGET AUDIENCE-

Employees covering different level of Hierarchy.

Management Round up with Director HR

Q: How can we determine whether an executive compensation package is “reasonable,” when we do not know how much executives will earn in the first place?

A: “Reasonable” means that any amount paid to an executive must be for “like services by like enterprises under like circumstances,” according to the Internal Revenue Service code. In making this determination, both taxable and nontaxable entities can be considered in defining “like,” and the maximum compensation that could be earned is what has to be established as “reasonable.” So if the compensation committee approves a package that includes a maximum incentive opportunity of, for instance, 50 percent of base salary, the compensation committee assumes the executive could earn his or her base salary plus 50 percent. It also assumes that this total amount is “reasonable.”

Committee Action Guidance: First, we advise compensation committees to use a “tally sheet” approach when approving executive compensation. The tally sheet sets forth all elements of compensation, including the maximum earnings under an incentive program, base salary and deferred compensation.

Second, when approving the executive compensation package, compensation committees should look at the compensation twice. The first time is at the inception of the entire program, when the board first approves total remuneration up to the maximum potential earnings under the incentive compensation program. The second examination comes when the board approves the actual incentive payment, which it does after determining an executive’s actual performance level achieved under the plan and his or her corresponding incentive awards.

Not-For-Profit Versus For-Profit Incentive Compensation

Q: Why do we need to put a cap on what executives can earn through the incentive program?

A: One of the major differences between incentive compensation in not-for-profit and for-profit organizations is simply that total maximum compensation is capped in not-for-profits. In the for-profit sector, cash compensation may also be capped, but, generally, most for-profits impose no determinable maximum for equity-based compensation. Although a for-profit organization may target a value or number of equity units to be delivered, the amount actually realized by the executive may be substantially different because of the change in stock price over time. We also find that some for-profit companies do not set maximum

bonus payouts, as they believe that puts limits on rewarding performance that are not in the best interests of the shareholders.

The stakeholder issue is the other major difference between not-for-profit and for-profit organizations. The not-for-profit organization's "shareholders" are the public it serves. Since the organization exists to provide a service to its community, the proceeds from that service provided cannot inure to the benefit of an individual executive. In a for-profit entity, however, all proceeds inure to the shareholders and all other stakeholders.

The implication of this difference is fairly straightforward in terms of setting incentive program goals in health care organizations—a hospital's incentive compensation program cannot be designed to simply reward financial results, whereas executive rewards for financial results are commonplace in for-profit companies. In a health care organization, incentive program goals must reflect the reasons why the organization is exempt from taxation.

Committee Action Guidance: First, a not-for-profit organization's incentive goals should reflect the organization's mission as defined by such performance objectives as: providing quality health care services to the community; improving community wellness; providing safe care; ensuring patient satisfaction; providing integrated care; and operational and related goals that support the tax-exempt status of the organization.

Second, financial goals can be used in health care organizations, but they should not be structured in a manner that suggests the organization's primary purpose is either to make money or to pay the executives a portion of the profits. Although financial performance is critical to a health care organization's on-going success, it should be no more than half of the incentive performance plan.

Try to Remember

Q: When we compare the plan's goals at year-end with actual results, why is there often confusion and debate about what we meant when we first adopted the goals?

A: A typical problem many trustees and executives face at year-end is remembering what yardsticks they intended to use to measure goals when the incentive compensation plan was first adopted. You would think this would be an easy problem to solve, but it has proven to be a major stumbling block. Incentive plans are reviewed by compensation committees before

the plan's performance period begins. Plans are discussed, adopted and put into effect, and many committees don't think about the plan again until after the year has ended. At that time, the committee often struggles to remember why it adopted the provisions it did. Since most compensation committees meet only once or twice each year, the "institutional memory" about what they intended fades. The struggle to reconcile the past and present is compounded by the fact that compensation committees often change members during the year, leaving new members without any idea of what they are being asked to approve.

Committee Action Guidance: This problem's solution is complex because it requires a fundamental rethinking of the incentive compensation program and committee roles. First, the committee should be accountable for monitoring the CEO's performance under the executive compensation program, including performance under any incentive plan. While executives provide performance reports to the entire board, they should also prepare reports that show performance of each plan participant relative to incentive plan performance. Second, the compensation committee should review and discuss these reports each quarter to ensure that there is no disconnect between what is being reported to the entire board and the reward that may be paid to each incentive plan participant. Third, the committee should recognize its responsibility for advising the chief executive about performance issues.

The implication here is that there should be a single committee—either executive or compensation, including the board chair and the chair of the finance or audit committee—accountable for setting compensation, monitoring executives' performance and advising the chief executive on overall executive team performance issues. This committee is expected to report back to the entire board on executive compensation and performance issues.

What's the Goal?

Q: What should we use as goals?

A: Goal setting is a thorny issue in any industry, but especially so in health care, which has to reconcile margin and mission and has numerous "stakeholders" to satisfy. However, there are common objectives that most stakeholders can agree on that reflect basic health care performance issues. These include:

- Safe care
- Satisfied patients

- Reasonable costs
- Appropriate financial margins
- Community benefit.

There is no agreement, however, about how to define or measure any of these performance indicators, some of which may actually conflict with one another. For example, some would argue that achieving an appropriate financial margin might be at the expense of providing a benefit to the community.

Yet, if there is to be a performance-based compensation program, boards will need to make some decisions and select optimum, rather than absolute, goals.

Committee Action Guidance: At a minimum, there are five standard criteria that we feel must be clearly defined in the incentive program plan:

1. Be clear about the purpose of the incentive package. Some boards consider the incentive payment as remuneration for expected, rather than superior, performance. If this is the case, spell out in the plan document that some or all of the incentive payment is actually subject to specific performance criteria.
2. Define measures that you understand and that reflect the organization's strategic objectives. Accept that there are no perfect measures and select those with which you are comfortable and can measure and verify.
3. Document what you are doing and why. Documentation should include the plan document, as well as documenting in the minutes of the committee meeting, periodic discussions of participants' performance.
4. Whenever possible, use externally developed benchmarks. This will help ensure that the board and executives, at a minimum, maintain objectivity. Also, match definitions with your chosen benchmarks. Having clear definitions will prevent debates in the future about what was meant when the plan was approved.
5. Avoid or minimize potential conflicts in the goals. For example, do not set your operating margins so that they can only be achieved by sacrificing charitable care.

Remember, Your First Job Is ...

Q: How should we set incentive levels?

A: The job of the governing board is to govern. The role of an incentive compensation program is to support the board's efforts to achieve higher levels of performance by providing a financial reward to executives who stretch to get these results. What does this mean? Typically, an executive earns his or her base salary for meeting expected goals and incentive compensation is reserved for those whose performance rises above those expectations—in other words, a “stretch.”

There is significant confusion about the difference between expectations and a stretch. For example, we have seen plans that include goals such as: “Complete the new facility on time and on budget.” Should the plan participant be paid for reaching a goal that the board assumed would be met? This is a question that requires the compensation committee to think carefully about the relationship between base salary and incentive compensation.

If the compensation committee sets base salary artificially low, an argument can be made that meeting the goal to complete the new facility on time and on budget is worthy of an incentive payout. In this regard, the incentive payment is a way for the committee to signal that, if the executive meets the goal, he or she will be paid more competitively relative to the market. In addition, executives could earn even higher incentive pay for beating the completion date and/or for coming in under budget.

At any rate, the committee should be explicit about how it is setting compensation so that there is no confusion. If pay is set low and incentive opportunities are high, the rationale should be spelled out along with the compensation committee's sense of the probability of achieving any particular level of performance and compensation.

Financials are Easy to Measure

Q: Why can't we just use financials to measure our performance?

A: “No margin, no mission” is a mantra of sorts in the health care field. And there is no question that without a sound financial base, even the most socially conscious organization will eventually lose money. But making a margin is not the reason a not-for-profit exists—it is there to provide some benefit to the community it serves. To meet this goal and preserve its tax advantage, a health care organization must do more than make a profit. It should do good.

At the same time, the organization needs to build enough of a financial surplus to help sustain it during the economy's ebbs and flows so that it can continue to invest in its mission.

Committee Action Guidance: Incentive goals should address the following criteria to ensure that the board compensates executives appropriately:

1. *Faster*—Is there a value to the organization to beat some deadline, such as recruiting key talent, opening a new program, or decreasing the time goods and products are in inventory?
2. *Improvement*—Better quality of care is a desirable outcome. Encouraging executives to stretch to achieve this goal can have a significant effect on the reputation of the organization.
3. *Safer*—The use of bar coding, radio-frequency identification (RFID) controls, technological improvements and structured protocols, including improved handwriting, can have a significant effect on reducing errors.
4. *Rethinking core capabilities*—Many organizations do not always have the resources to maintain the full range of skills required to operate many administrative functions. But if the board must choose between hiring more clerks or more nurses, adding more nurses should win. When it comes to delivering noncore services, organizations should consider alternatives, such as outsourcing.
5. *Less cost*—How could the organization save money by improving the supply chain, decreasing revenue cycle time, opening clinics to divert ambulatory patients away from the emergency room, or reducing the need for contract nurses.

FINDING AND ANALYSIS

1. Responses regarding whether the respondents are satisfied with the Employees Benefits of organization

Table.1: Respondents satisfaction with Employee benefits of Organization

Satisfaction level	No. Of respondents	Percentage
Strongly satisfied	31	31
Satisfied	49	49
Slightly satisfied	12	12
Dissatisfied	5	5
Strongly dissatisfied	3	3

Figure 1: Respondents satisfaction with Employee benefits of Organization

Above table shows that 31% employees are strongly satisfied with their Employees benefits provided by the company. 61% employees are satisfied with their workplace. It means over all 92% employees are satisfied and other 18% are not satisfied with the work place.

2. Responses regarding whether the respondents are satisfied with the Tax deduction the total compensation of organization

Figure 2: Respondents satisfaction with Tax Deductions

Above table shows that 70% respondents are satisfied with Tax deduction the total compensation of organization and 30% are dissatisfied with infrastructure of company. It can be interpreted that 30% are not satisfied with infrastructure which not more in number.

3. Responses regarding whether the respondents are satisfied with the FBT factors provided by organization.

Table 2: Respondents satisfaction with FBT Factors

Satisfaction level	No. Of respondents	Percentage
Sodexho passes	56	56
ESOP	17	17
Superannuation fund	16	16
Family trip	9	9
Entertainment and welfare	3	3

Figure 3: Respondents satisfaction with FBT Factors

As per the study suggested that in India company providing the various FBT option to the employees but best of them are Sodexho passes that employee get it from the employer side. Adding to this senior employee of the organization getting the ESOP option as well from the various organisation In the FBT segment.

4. Responses regarding whether the respondents are satisfied with the implementation of rules and responsibilities regarding the taking FBT.

Table 3: Respondents satisfaction with implementation of rules & responsibilities

Satisfaction level	No. Of respondents	Percentage
Strongly satisfied	51	51
Satisfied	23	23
Slightly satisfied	10	10
Dissatisfied	11	11
Strongly dissatisfied	6	6

Figure 4: Respondents satisfaction with implementation of rules & responsibilities

Above table shows that 84% employees are satisfied with implementation of rules and responsibilities towards the Employees benefits in the organisation. And 16% of respondents are not seems to be satisfied with the implementing rules that has been also amended by the government towards the FBT.

5. Responses regarding whether the respondents are satisfied with the freedom given at work to utilize the Employees benefits.

Table 4: Respondents satisfaction with freedom given at work

Satisfaction level	No. Of respondents	<i>Percentage</i>
Strongly satisfied	30	30
Satisfied	36	36
Slightly satisfied	14	14
Dissatisfied	16	16
Strongly dissatisfied	4	4

Figure 5: Respondents satisfaction with freedom given at work

Above table shows that 80% respondents are happy with the freedom towards to utilize the Employees benefits given by management but only 20% of respondents are not satisfied with kind of Employees benefits provided by the organisation because this benefits only get the senior or middle management cadre not to the junior management.

6. Responses regarding whether the respondents are satisfied with the Employees benefits provided to them or not.

Table 5: Respondents satisfaction with Employee Benefits

Satisfaction level	No. Of respondents	Percentage
Strongly satisfied	52	52
Satisfied	21	21
Slightly satisfied	7	7
Dissatisfied	16	16
Strongly dissatisfied	4	4

Figure 6: Respondents satisfaction with Employee Benefits

Above table shows that 80% employees are satisfied with kind of Employees benefits provided by the organisation to the employees which is either in strongly satisfied or satisfied so the maximum job satisfaction company can expect from this.

OTHER BENEFITS TO THE EMPLOYEE WHICH IS RESPONSIBLE FOR JOB SATISFACTION

7 Responses regarding whether the respondents are satisfied with convenient working hours

Table 6: Respondents satisfaction with convenient working hours

Satisfaction level	No. Of respondents	Percentage
Strongly satisfied	20	20
Satisfied	41	41
Slightly satisfied	11	11
Dissatisfied	23	23
Strongly dissatisfied	5	5

Figure 7: Respondents satisfaction with convenient working hours

Above table shows that 20% employees strongly feels that the working hours decided by organization are most convenient for them. Other 52% employees are satisfied with these working hours. And only 28% employees are not much satisfied with the working hours.

8. Responses regarding whether the respondents are satisfied with Job security

Table:7 :Respondents satisfaction with Job Security

Satisfaction level	No. Of respondents	Percentage
Strongly satisfied	13	13
Satisfied	18	18
Slightly satisfied	11	11
Dissatisfied	12	12
Strongly dissatisfied	46	46

Figure 8:Respondents satisfaction with Job Security

Above table shows that only 31 % employees are satisfied with the job security. And remaining 69% of employees are not satisfied with the job security provided by the organization.

9 Responses regarding whether the respondents are satisfied with the targets achievable

Table 8: Respondents satisfaction with Targets Achievable

Satisfaction level	No. Of respondents	Percentage
Strongly satisfied	64	64
Satisfied	21	21
Slightly satisfied	11	11
Dissatisfied	4	4
Strongly dissatisfied	0	0

Figure 9: Respondents satisfaction with Targets Achievable

Above table shows that 96% employees are strongly in favor that the targets given are achievable and only 4% are not feels that the targets given are achievable.

10. Responses regarding whether the respondents are satisfied with the opportunities of promotions with in the organization?

Table 9: Respondents satisfaction with Opportunities of promotion

Satisfaction level	No. Of respondents	Percentage
Strongly satisfied	8	8
Satisfied	14	14
Slightly satisfied	6	6
Dissatisfied	26	26
Strongly dissatisfied	46	46

Figure 10: Respondents satisfaction with Opportunities of promotion

Only 22% of the employees are satisfied with the opportunities of promotions given by organization. And most of the employees nearly 78% are not satisfied with opportunities of promotions.

11. Responses regarding whether the respondents are satisfied with the payment of salary on time

Table 10: Respondents satisfaction with payment of salary on time

Satisfaction level	No. Of respondents	Percentage
Strongly satisfied	44	44
Satisfied	16	16
Slightly satisfied	4	4
Dissatisfied	32	32
Strongly dissatisfied	4	4

Figure 11: Respondents satisfaction with payment of salary on time

Above table shows that 60% of employees are satisfied with the payment of salaries on time. Only 40% of the employees are not much satisfied with the payment of salaries on time.

Conclusions

- As per the study suggested that in India company providing the various FBT option to the employees but best of them are Sodexho passes that employee get it from the employer side. Adding to this senior employee of the organization getting the ESOP option as well from the various organisation In the FBT segment
- Above table shows that 84% employees are satisfied with implementation of rules and responsibilities towards the Employees benefits in the organisation. And 16% of respondents are not seems to be satisfied with the implementing rules that has been also amended by the government towards the FBT.
- Above table shows that 80% respondents are happy with the freedom towards to utilize the Employees benefits given by management but only 20% of respondents are not satisfied with kind of Employees benefits provided by the organisation because this benefits only get the senior or middle management cadre not to the junior management.
- Above table shows that 80% employees are satisfied with kind of Employees benefits provided by the organisation to the employees which is either in strongly satisfied or satisfied so the maximum job satisfaction company can expect from this.
- Above table shows that 20% employees strongly feels that the working hours decided by organization are most convenient for them. Other 52% employees are satisfied with these working hours. And only 28% employees are not much satisfied with the working hours.
- Above table shows that only 31 % employees are satisfied with the job security. And remaining 69% of employees are not satisfied with the job security provided by the organization.

Recommendations

1. There is the considerable delay in finalizing and making payments to the officers under this scheme as the whole process is very lengthy and cumbersome. The committee noted that till date incentive payment for 2010-11 has not been finalized even till August, 2010.
2. The parameters and weights for the incentive calculation are not reasonably assigned leading to non payment of incentive despite over achievement in the targets especially the physical target.
3. ISIC has number of areas of working/establishment where the employees are posted in the interest of organization to carry out the given task as per the targets. However, merely because of such posting the employees have been excluded from payment of incentive despite giving the desired performance. This clearly brings out that there is discrimination and lack of proper incentive scheme for such areas.
4. The committee noted that each and every employees of ISIC contributes in one form or the other like carrying out applied R&D project, carrying out special project as part of MDT, earning revenue for ISIC by going on deputation/secondment as per the requirement of the organization and fulfilling joint venture obligations. However, the same employees are discriminated for making the payment of incentive under the existing scheme.
5. Nearly 35% to 40% of the employees are not covered by business unit incentive.
6. The incentive targets are fixed higher than MOU targets which as an exercise are done only after completion of the fiscal year. Hence, the incentive target is not known to the officer before the beginning of fiscal year. In fact last four to five years the trend of MOU targets is increasing and has become very stiff seeing the health of the reservoir and age of the field.

7. Certain parameters which have been considered for calculation in the present scheme like controllable cost reduction etc. have become redundant and actually form a very minuscule percentage of the overall expenditure of ISIC.
8. The system of quality assurance and certification on Job Based Incentive have been made so cumbersome that it has resulted in valuable man hours being wasted in collection of such certificates.
9. The scheme has provided for financial ceilings for making payment. Already the pay of an ISIC officer is stagnating due to the restrictive policy of Government of India and as such the ratio of overall pay package of an ISIC officer with respect to the bench mark of national oil and gas sector is 1:3. Hence, further restriction of performance based payment is totally unjustified e.g. refer clause 6.5.
10. The scheme has tried to develop the distinction between the field and office posting merely by disallowing payment under incentive scheme to officers working in office. In fact this distinction should be in making higher payments to the officer posted in the fields.
11. Due to lackluster R&P policy most of the promotions are delayed. For the individual officer the retrospective effect of promotion is not applied in making the incentive payments. Though the individual continue in the same job even after joining on promotion.
12. In the present scheme the amount of incentive is calculated on the actual pay of an individual or on maximum of the pay scale. Pay means actual basic pay + SP arising out of pay revision w.e.f 1.1.1997 + Stagnation increment. However, the committee found that other Oil and Gas companies consider DA also as part of Pay for calculation of the incentive.

13. In the present scheme corporate incentive will be payable when over all weighted achievement of the parameters/targets of the corporate is 101% above, since the targets in itself are very stiff and on the upper side this clause is merely to demotivate the work force due to non payment even after achieving the targets.
14. Certain clauses in the scheme are resulting in disincentive as this clause penalizes certain officers for no fault of theirs. For e.g. due to late submission of the claim of Job Incentive the concerned I/Cs are penalized 25% of their incentives without going into the reasons for the delay.

Bibliography

1. <http://www.isiconline.org/>
2. "BLS Information". *Glossary*. U.S. Bureau of Labor Statistics Division of Information Services. February 28, 2008. <http://www.bls.gov/bls/glossary.htm>. Retrieved 2009-05-05.
3. ^ <http://www.irs.gov/taxtopics/tc424.html>
4. ^ Ford J. (1995). State-Mandated Employee Benefits: Conflict with Federal Law?. *Monthly Labor Review*.
5. ^ April 15, 2008 author Thomsons Online Benefits
6. ^ CIPD Flexible Benefits author Jean Richards
7. ^ Personnel Today: Reward and benefits of perks over pay rises for improving employee engagement
8. ^ Employer-Sponsored Health Insurance and Health Reform at National Bureau of Economic Research.
9. ^ 490 (2008) Employee Travel - A tax and NICs guide for employers
10. Hindustan Times & Times of India including the NHRDM monthly journal
11. Harvard Business Review

ANNEXURE

QUESTIONNAIRE

1. Responses regarding whether the respondents are satisfied with the Employees Benefits of organization

Strongly satisfied
Satisfied
Slightly satisfied
Dissatisfied
Strongly dissatisfied

6.2. Responses regarding whether the respondents are satisfied with the Tax deduction the total compensation of organization

Strongly satisfied
Satisfied
Slightly satisfied
Dissatisfied
Strongly dissatisfied

3. Responses regarding whether the respondents are satisfied with the FBT factors provided by organization.

Sodexho passes
ESOP
Superannuation fund
Family trip
Entertainment and welfare

4.Responses regarding whether the respondents are satisfied with the implementation of rules and responsibilities regarding the taking FBT.

Strongly satisfied
Satisfied
Slightly satisfied
Dissatisfied
Strongly dissatisfied

5. Responses regarding whether the respondents are satisfied with the freedom given at work to utilize the Employees benefits.

Strongly satisfied
Satisfied
Slightly satisfied
Dissatisfied
Strongly dissatisfied

6. Responses regarding whether the respondents are satisfied with the Employees benefits provided to them or not.

Strongly satisfied
Satisfied
Slightly satisfied
Dissatisfied
Strongly dissatisfied

7 Responses regarding whether the respondents are satisfied with convenient working hours

Strongly satisfied
Satisfied

Slightly satisfied
Dissatisfied
Strongly dissatisfied

8. Responses regarding whether the respondents are satisfied with Job security

Strongly satisfied
Satisfied
Slightly satisfied
Dissatisfied
Strongly dissatisfied

9 Responses regarding whether the respondents are satisfied with the targets achievable

Strongly satisfied
Satisfied
Slightly satisfied
Dissatisfied
Strongly dissatisfied

10. Responses regarding whether the respondents are satisfied with the opportunities of promotions with in the organization?

Strongly satisfied
Satisfied
Slightly satisfied
Dissatisfied
Strongly dissatisfied

11. Responses regarding whether the respondents are satisfied with the payment of salary on time

Strongly satisfied
Satisfied
Slightly satisfied
Dissatisfied
Strongly dissatisfied