

Summer Internship Presentation

on

**OPTIMIZING EMPLOYEE WELFARE SCHEMES USING BUSINESS ANALYTICS: A CASE STUDY ON ONGC
(DEHRADUN TEL BHAWAN)**

In

ONGC




Submitted by
Abhishek Singh Rana
0241MBA508
MBA Batch 2024-26

Mr. Amit Mintz
GM
ONGC
(Oil and Natural Gas Corporation)

Prof. Rajat Garg
Professor
DBS Global University

Company Profile

(Oil and Natural Gas Corporation (ONGC))

- Established in **1956**, Maharatna Public Sector Enterprise (PSU).
- **Largest crude oil and natural gas company in India**
— contributes ~70% of India's domestic production.
- **Workforce:** ~25,800 employees (FY 2024).
 Oil & Gas,  Workforce,  Global presence
- **Global presence:** Operations in 17+ countries via ONGC Videsh.
- **Core activities:** Exploration & Production (E&P), refining, renewable energy diversification.

Industry Analysis

(Employee Welfare in Oil & Gas Sector)

- Oil & Gas = **high-risk, high-stress industry**
→ safety & well-being critical.
- Employees often work in **remote locations & offshore rigs**
→ welfare ensures stability & morale.
- Large PSUs like ONGC operate **residential townships**
→ schooling, medical, canteen, housing become key welfare elements.
- Welfare schemes directly impact **retention, productivity**
and employee loyalty in a competitive talent market.

PESTLE Analysis

Political 🏛️ *Govt. regulation *Subsidies & pricing *Energy security	Economic 💰 * Rising demand * Import dependence *Price volatility	Social 👥 * Employee welfare *Safety concerns * CSR & community	Technological ⚙️ Advanced drilling Digital adoption Renewable push	Legal ⚖️ HSE compliance Carbon laws CSR mandate	Environmental 🌱 Carbon footprint Climate change ESG reporting
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- Energy demand rising:**

India = world's 3rd largest energy consumer; oil demand projected to reach **~7.2 mb/d by 2030**.

- Dependence on imports:**

~85% of crude oil is imported → high vulnerability to global price shocks.

- Transition to clean energy:**

Pressure to diversify into gas, renewables & sustainability initiatives.

- Talent & retention challenges:**

Harsh working conditions → higher attrition risk; welfare schemes become retention lever.

- Regulatory environment:**

Pricing, subsidies, and ESG policies shaping future operations.

Title - Optimizing Employee Welfare Schemes Using Business Analytics — (Case Study on ONGC)

- **Objectives :**

- To study Participation Analysis .
- To study Demographic Analysis.
- To study Performance Analysis.
- To study Retention and Attrition
- To study Cost vs Benefit Analysis.

- **Work Done / Methodology :**

- Conducted **Google Forms survey** (N = 400 employees).
- Applied **Purposive Sampling** across departments.
- Data cleaning in Excel, visualization in **Power BI**.
- Developed KPIs: **Cost–Benefit Score, Productivity Index, Attrition Risk.**

Employee Welfare Insights Summary – ONGC 2025

Total Respondents

400

Average Productivity Index

2.21

High Risk Employees

67

Most Used Scheme

Housing

Avg Cost-Benefit Score

2.53

Key Metrics Summary

Gender

Fema...

Male

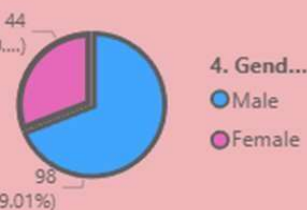
Employees Who Considered Leaving ONGC



Performance vs Productivity



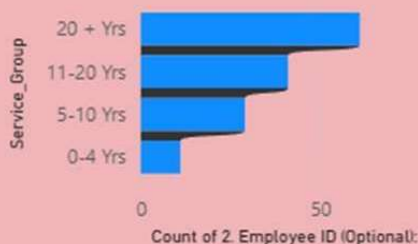
Gender Split



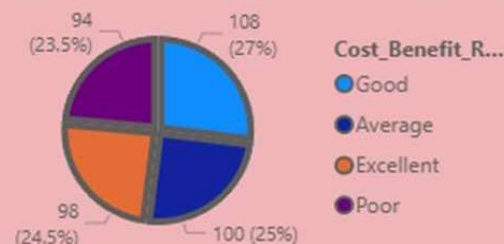
Participation in ONGC Welfare Schemes



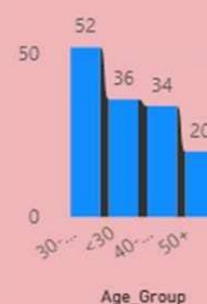
Years of Service at ONGC



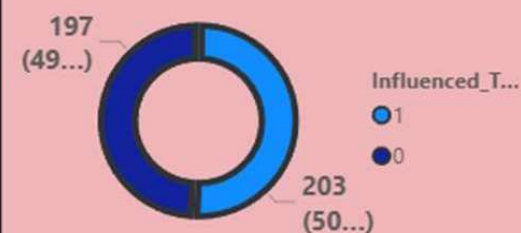
Cost-Benefit Ratings of Welfare Schemes



Employee Age Distribution



Employees Influenced to Stay Due to Welfare

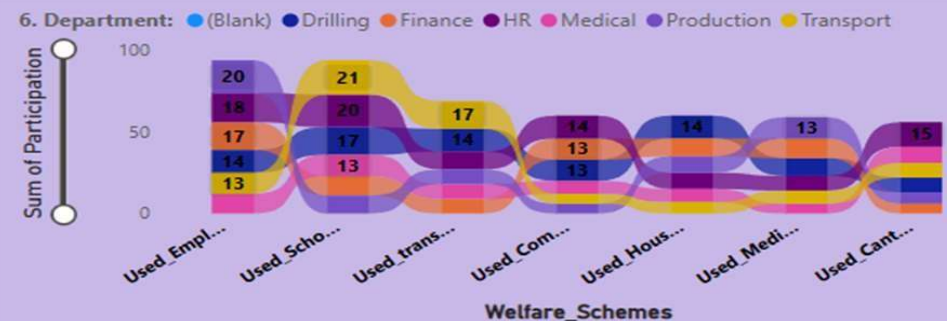


Participation Analysis

Participants in ONGC Welfare Schemes

Used_Canteen_F..	Used_Employment...	Used_Medical	Used_transport
56	94	59	69
Used_Communi...	Used_Housing	Used_Schooling	
60	60	94	

Participation in Welfare Schemes as per Department



Participation in Welfare Schemes as per Gender

4. Gender: (Blank) Female Male



Participation in Welfare Schemes

Most utilized schemes:

- *Employment Assistance* and *Medical* schemes had the **highest participation** (94 employees each).
- *Schooling* and *Transport* schemes were also highly used (69 and 60 respectively).

Least used: Canteen and Community facilities show lower participation in some departments.

Participation in Welfare Schemes as per Marital Status

7. Marital Sta... (Blank) Divorced Married Single



Demographic Analysis

Demographic Insights

- **Gender Split:**
 - Male: 69.01%, Female: 30.99% – indicating slightly male-dominant response.
- **Marital Status Impact:**
 - Married employees availed welfare more frequently than singles/divorced.
- **Age Groups:**
 - Highest response from the **30–40** and **40–50** age brackets.
- **Service Tenure:**
 - Majority of employees (169 out of 400) have **0–4 years** of service.
 - This hints the data is heavily influenced by newer employees.

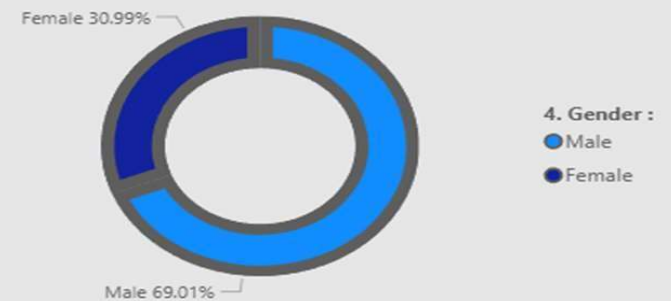
Genders

Divorc...

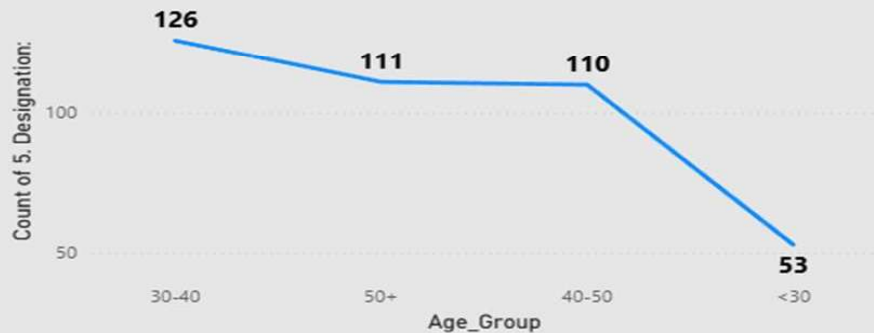
Married

Single

Employee Diversification



Count of Employees by Age_Group



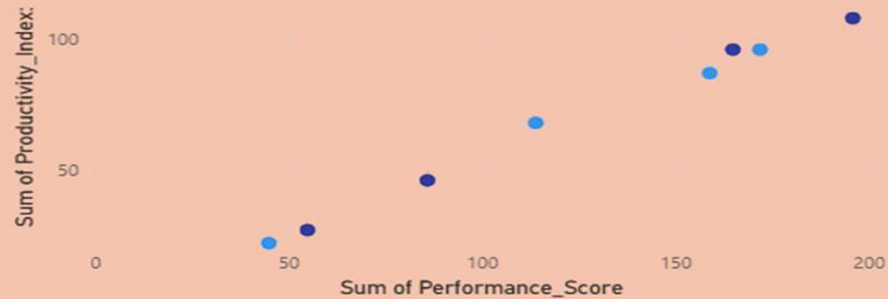
Count of Employees by Service_Group



Performance Analysis

Scatter: Performance vs Productivity

Sick_Leave_Taken ● No ● Yes



Productivity Response Rate (%)

54.50%

Average Performance Score

2.48

Average Productivity Index

1.38

Sick_Leave_Taken

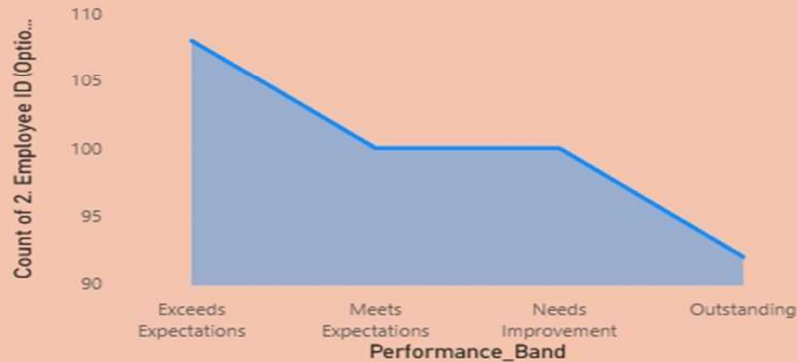
No

Yes

Productivity Response of Employees



"Employee Self-Performance Distribution"



Employee Sentiment & Behavior

Performance Bands:

- Most employees are either "Meets Expectations" or "Outstanding".
- Average performance score is 2.48 out of 5.

Productivity Index:

- Low average score: 1.38 indicates possible disconnection between welfare and daily output.

Sick Leave:

- Visual suggests employees taking fewer leaves had slightly better productivity and performance.

Performance_Band

Exceeds Exp...

Meets Expect...

Needs Impro...

Outstanding

Retention and Attrition Analysis

Considered Leaving ONGC – Response Distribution



Total High Risk Employees

67

Total Low Risk Employees

116

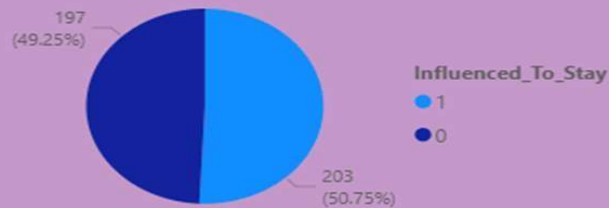
Employees Considered Leaving



Attrition Risk and Influence of Welfare

- 221 employees (55%) considered leaving ONGC.
- 203 employees (50.75%) were influenced to stay due to welfare schemes – showing **direct correlation** between welfare & retention.
- Risk Band:
 - 67 employees are in **High Risk** of leaving.
 - Drilling & HR departments have higher attrition risk based on your matrix.

Welfare Influence – Stay Decision



Employees Influenced To stay by Department



Risk Band Matrix by Department & Gender

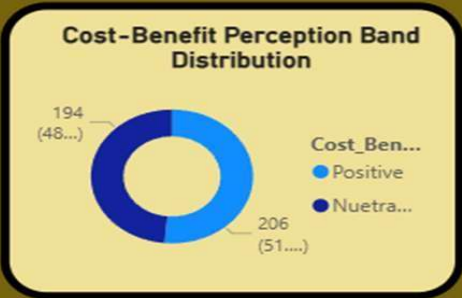
Leaving_Risk_Band	Drilling	Finance	HR	Medical	Production	Transport	Total
High risk	16	7	9	9	15	11	67
Low Risk	26	13	23	15	19	20	116
Medium Risk	13	22	21	17	14	18	105
Very high risk	23	23	21	20	13	12	112
Total	78	65	74	61	61	61	400

Service Years vs Department for High Risk

8. Years of Service in ONGC(Completed) :	Drilling	Finance	HR	Medical	Production	Transport
1		1				
2	2					
4						
5			1	1	1	1
6	2		1	1		
7	1					
8		1				1
9				1	2	
10		1			1	
11				1	1	1
13			1	1		
14	1		1			1
15	1		1			1
16		1				
17		1				
18			1		2	
Total	16	7	9	9	15	

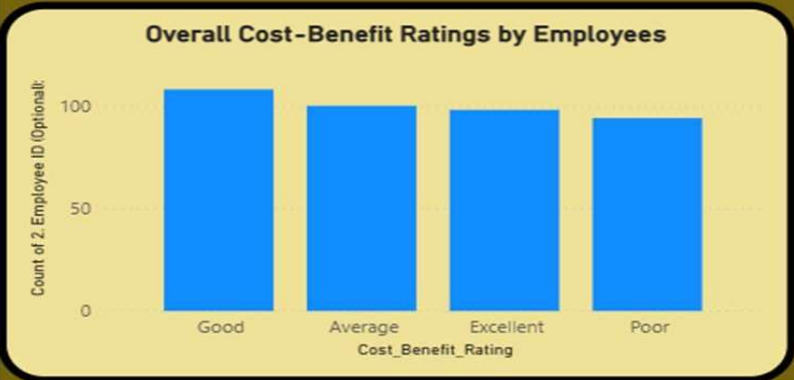
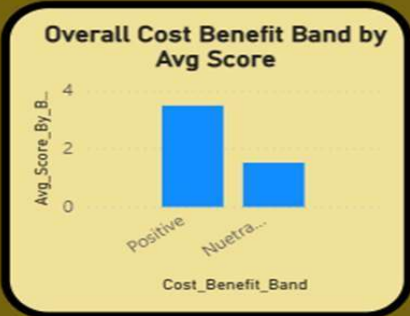
Cost VS Benefit Analysis

ONGC Employee Welfare Schemes – Cost-Benefit Analysis (Perception-Based) Based on 400 Employee Responses | Survey Year: 2025



Avg Cost-Benefit Rating (1–5)

2.53



Cost_Benefit_Rating	Count of 2. Employee ID (Optional):	Average of Cost_Benefit_Score	Cost_Benefit_Band
Average	100	2.00	Neutral/Negative
Excellent	98	4.00	Positive
Good	108	3.00	Positive
Poor	94	1.00	Neutral/Negative
Total	400	2.53	

- Cost-Benefit Perception**
- **Overall score: 2.53/5** → suggests that employees perceive **moderate value**.
 - 51% of respondents fall in *Neutral/Negative* cost-benefit perception.
 - Positive feedback mostly came from those rating "Excellent" or "Good".

Key Reflections

1. The Retention Paradox

- **Problem:** 55% of employees considered leaving, a major attrition risk.
- **Saving Grace:** Welfare is the primary reason **51%** of employees stayed. It's our key retention tool.
- **Disconnect:** Despite this, employees rate its value poorly (**2.53/5 score**), with over half feeling neutral or negative.

2. The Performance Gap

- **Insight:** Welfare is keeping employees, but not making them more productive.
- **Evidence:** Critically low Average Performance (**2.48/5**) and Productivity Index (**1.38**).

3. The Workforce Profile

- **Demographics:** Dominated by males (**69%**) and new hires with **0-4 years of service**.
- **Usage: Employment Assistance & Medical** are highly used. **Canteen & Community** facilities are largely ignored, suggesting a mismatch with current needs.

Strategic Recommendations – Path Forward

1. Fix the value Perception

•**Action:** Aggressively communicate the tangible benefits of each scheme. Find out *why* the value score is low and address the root causes (e.g., bureaucracy, poor quality).

2. Modernize the Offering

•**Action:** Re-evaluate underused schemes. Survey the large, younger employee base to introduce benefits they actually want (e.g., flex-time, training funds).

3. Link Welfare to Performance

•**Action:** Evolve welfare from a passive safety net into a performance driver. Introduce programs aimed directly at boosting engagement and productivity.

4. Mitigate High-Risk Attrition

•**Action:** Focus immediate retention efforts on the **Drilling & HR** departments. Engage the **67 high-risk employees** with proactive "stay interviews" to prevent departures.

Questionnaire



Optimizing Employee Welfare Schemes Using Business Analytics: A Case Study on ONGC(Dehradun Tel Bhawan)

This survey aims to assess the effectiveness, usage, and organizational impact of ONGC's employee welfare schemes. Your responses will be kept confidential and used only for academic purposes.

* Indicates required question

1. Name (Optional):

Your answer

2. Employee ID (Optional):

Your answer

3. Age (in Yrs) : *

- ☐ 18 - 30
- ☐ 31-40
- ☐ 41-50
- ☐ 51+

2. Employee ID (Optional):

Your answer

3. Age (in Yrs) : *

- ☐ 18 - 30
- ☐ 31-40
- ☐ 41-50
- ☐ 51+

4. Gender : *

- ☐ Male
- ☐ Female
- ☐ Prefer not to say

5. Designation:

Your answer

6. Department:

Your answer

7. Marital Status: *

- ☐ Single
- ☐ Married
- ☐ Divorced/Widowed

8. Years of Service in ONGC(Completed) :

- ☐ <1
- ☐ 1-5
- ☐ 6-10
- ☐ 11-20
- ☐ 20 +

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SECTION B: Participation in Welfare Schemes

9. Which of the following welfare schemes have you availed? (Select all that apply) *

- ☐ Creche
- ☐ Medical Facilities
- ☐ Housing/Accommodation Allotment
- ☐ ONGC School/KV / School's Facilities
- ☐ Employment Assistance Scheme
- ☐ RWA Cultural/Social Activities
- ☐ Mahila Samiti
- ☐ Conveyance Advance Scheme
- ☐ LPG Connection Support
- ☐ Membership of Sports and Institutions
- ☐ Rembursement of Home Nursing Care
- ☐ Social Security Scheme

10. How frequently do you use any of the above schemes? *

- ☐ Rarely
- ☐ Occasionally
- ☐ Frequently
- ☐ Always

11. Estimated number of times you've used ONGC medical or housing facilities in the past year:

- ☐ 0
- ☐ 1-2
- ☐ 3-5
- ☐ More than 5 times

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SECTION C: Satisfaction with Welfare Schemes

Please rate your satisfaction with the following

12. Welfare Scheme *

1 2 3 4 5

Very Dissatisfied ☐ ☐ ☐ ☐ ☐ Very Satisfied

13. Medical Facilities (Dispensary/Hospital) *

1 2 3 4 5

Very Dissatisfied ☐ ☐ ☐ ☐ ☐ Very Satisfied

14. Quality of Canteen Services *

1 2 3 4 5

Very Dissatisfied ☐ ☐ ☐ ☐ ☐ Very Satisfied

15. Quality of Canteen Services *

1 2 3 4 5

very dissatisfied ☐ ☐ ☐ ☐ ☐ very satisfied

16. Housing & Accommodation *

1 2 3 4 5

very dissatisfied ☐ ☐ ☐ ☐ ☐ very satisfied

17. ONGC Schooling Facilities *

1 2 3 4 5

very dissatisfied ☐ ☐ ☐ ☐ ☐ very satisfied

18. RWA Community Activities *

1 2 3 4 5

very dissatisfied ☐ ☐ ☐ ☐ ☐ very satisfied

19. Conveyance / Transport Support *

1 2 3 4 5

very dissatisfied ☐ ☐ ☐ ☐ ☐ very satisfied

20. Employment Assistance *

1 2 3 4 5

very dissatisfied ☐ ☐ ☐ ☐ ☐ very satisfied

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SECTION D: Impact on Retention, Performance, and Well-being

21. Has participation in ONGC welfare schemes influenced your decision to stay with the organization? *

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

22. Do you feel more productive or engaged at work due to access to these welfare schemes? *

- ☐ Yes
- ☐ No
- ☐ Not Sure

23. Self-assess your overall job performance in the last year: *

- ☐ Poor
- ☐ Average
- ☐ Good
- ☐ Excellent

24. Have you taken sick leave in the past 6 months? *

- ☐ Yes
- ☐ No

25. How would you rate the overall cost-benefit of ONGC welfare schemes to employees? *

- ☐ Poor
- ☐ Fair
- ☐ Good
- ☐ Excellent

26. Have you ever considered leaving ONGC? If yes, did welfare schemes influence you to stay?

- ☐ Yes
- ☐ No

27. How do ONGC's welfare schemes compare to those in other organizations? *

- ☐ Much Better
- ☐ Slightly Better
- ☐ Same
- ☐ Worse

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Open Feedback

28. What improvements would you suggest in existing welfare schemes ?

Your answer

29. Any additional comments or suggestions?

Your answer

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OIL AND NATURAL GAS CORPORATION LTD.
ONGC Academy
KDMIPE Campus, Kaulagarh Road,
Dehradun -248 195
Phone No. 0135-2796501/2796665

PROGRESS REPORT/ FINAL EVALUATION FORM FOR SUMMER TRAINING

Part (A)
(to be filled by the Student)

Name of the Trainee: ABHISHEK SINGH RAMA

Discipline: HR

Mentor Name and Designation: AMIT MINZ, GM(HR)

Mentor ID and Mobile No.: 95054, 9410391450

Period of Training: From 16/06/2025 to 18/08/2025

Approved topic for training undertaken: OPTIMISING EMPLOYEE WELFARE SCHEMES USING BUSINESS ANALYTICS: A CASE STUDY OF ONGC

Weekly progress report

Work done in Week One: _____

Work done in Week Two: _____

Work done in Week Three: _____

Work done in Week Four: _____

*study of the organisation
Briefing in different departments.
Selection of topic and research
Collection of data and Analysis*

Part (B)
(to be filled by the Mentor)

Evaluation & grading by Mentor on the following parameters :-

S.No.	Content	Excellent (5)	V.Good (4)	Good (3)	Average (2)	Poor (1)	Total
1	Tech. contents	✓					
2	Analysis & research	✓					
3	Depth of knowledge	✓					
4	Originality of Report	✓					
5	Relevance /Usefulness to ONGC	✓					
6	Presentation of report	✓					

7*	Level of interaction with mentor	✓					
8	Timely submission of reports	✓					
	Total						

• Rating for Interaction with mentor = Daily (5), Thrice a week (4), Twice a week (3) once a week (2) and others (1)

However the student will remain in regular touch with his/her mentor during the training period. Minimum two interactions in a week are mandatory for completion of summer training.

Comments if any :

Final Submission of Report : 18/08/2025

Recommendation for Certificate : YES/NO YES

Dated: 20/08/2025

Amit Minz
(Signature of Mentor)
Name : AMIT MINZ

Designation :
अमित मिंज / Amit Minz
महोपायक (पा.स.) / GM (HR)
ओएनजीसी, ग्रीन हिल्स, टेल भवन, देहरादून
ONGC, Green Hills, Tel Bhawan, Dehradun
95054