

# Evaluating the Effectiveness of Employee Welfare Measure on Job Satisfaction

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**Abstract:** *This paper examines employee welfare as a critical determinant of job satisfaction, employee engagement, and organizational performance within manufacturing industries in Pune district, Maharashtra. Drawing upon established theories of organizational behavior and human resource management, the study synthesizes existing literature to explain how welfare measures across physical, psychological, social, and professional dimensions influence employee motivation, well-being, and retention. A descriptive mixed-methods research design is employed, integrating secondary data, qualitative interviews, and quantitative analysis of organizational records to assess the effectiveness of employee welfare practices in selected manufacturing units. The empirical findings reveal a high level of employee awareness regarding welfare initiatives; however, significant gaps persist in statutory compliance, ergonomic working conditions, psychological support mechanisms, and equitable access to welfare benefits, particularly in small- and medium-scale manufacturing enterprises. The results demonstrate a meaningful association between effective employee welfare measures, improved employee well-being, social integration, and productivity, while also recognizing that job satisfaction and engagement are shaped by multiple interacting organizational and individual factors beyond welfare provisions alone. The study highlights the strategic importance of strengthening employee-centric welfare frameworks to enhance satisfaction, retention, and sustainable performance in the manufacturing sector of Pune district.*

**Keywords:** employee welfare, job satisfaction, organizational performance, employee engagement, welfare measures

## 1. Introduction

Employee welfare is a critical determinant of organizational success and workforce satisfaction. Welfare measures encompass initiatives designed to improve the physical, mental, and social wellbeing of employees. These initiatives typically range from healthcare benefits, recreational facilities, and safe working conditions to personal and professional development opportunities. In recent years, organizations have realized that investing in employee welfare not only enhances the quality of work life but also contributes to improved productivity, morale, and organizational loyalty.

The ILO (International Labour Organization) defined, “welfare as a term which is understood to include such services and amenities as may be established in or the vicinity of undertaking to perform their work in healthy, congenial surrounding and to provide them with amenities conducive to good health and high morale”. According to Arthur James Todd, “welfare as anything done for the comfort or improvement and social of the employees over and above the wages paid, which is not a necessity of the industry”.

## 2. Problem Statement

Organizations that invest in employee welfare do so not only to meet legal and ethical obligations but also to create a supportive environment where employees can thrive both personally and professionally. A well-structured welfare program ensures that employees feel valued, reducing their stress and anxiety and helping them focus on their work. When employees feel supported in their work and personal life, they are more likely to remain loyal to the company, exhibit greater job satisfaction, and demonstrate improved job performance. This creates a positive feedback loop, where motivated and satisfied employees lead to higher

organizational productivity, improved employee retention rates, and better overall company performance. Furthermore, career development and training programs are important welfare measures that help employees grow professionally, enhancing their skills and achieving their career goals. Employee Assistance Programs (EAPs) and mental health support are also essential welfare measures, given the increasing recognition of mental health as a critical factor affecting employee productivity and well-being.

## 3. Objectives

This paper aims to consolidate existing research on employee welfare measures and examine their relevance through a case study of Google. By comparing literature findings with Google's practices, this paper highlights the significant impact of welfare measures on job satisfaction and overall organizational health. Additionally, the study draws attention to the strategic advantages businesses can gain by prioritizing employee welfare, especially in fast-paced and competitive industries like information technology.

This study aims to assess the effectiveness of employee welfare measures at Bhargave Rubber Private Ltd., a company in Madurai, India, known for its commitment to providing a supportive working environment. Despite having various welfare programs, there is limited research on how well these initiatives meet the evolving needs of employees. This research seeks to evaluate whether these programs genuinely contribute to employee satisfaction, retention, and performance, and to provide insights for improving welfare strategies.

## 4. Review of Literature

The concept of employee welfare is grounded in various organizational behavior and human resource management

theories. Maslow's (1943) Hierarchy of Needs theory posits that employee welfare programs, by addressing basic physiological and safety needs (e.g., healthcare, job security), lay the foundation for higher-level motivation and job satisfaction. Herzberg's (1959) Two-Factor Theory further distinguishes between hygiene factors (e.g., welfare measures) that prevent dissatisfaction and motivators that drive satisfaction and performance.

Several studies have been conducted on the relationship between employee welfare and job satisfaction. These studies span across various industries and organizational scales, reflecting the universal importance of welfare initiatives in maintaining a satisfied workforce.

Neeraj Kumari (2020) investigated how job satisfaction depended on employee welfare measures in manufacturing companies, finding that enhanced welfare provisions led to increased employee loyalty, motivation, and reduced turnover. The study stressed the role of welfare measures in strengthening organizational commitment. Further to these, international studies suggest that competitive IT firms like Google, Microsoft, and Facebook have advanced welfare policies that act as strategic tools for talent management and employer branding. Reports by Deloitte and Forbes have highlighted that modern employees increasingly expect employers to provide mental health support, remote work options, and transparent welfare policies as part of their organizational culture. Collectively, these studies underline the importance of employee welfare in enhancing job satisfaction, productivity, and retention, though most have focused on traditional sectors, leaving a gap in the IT industry context.

Studies by Robinson and Judge (2013), Kramer (2004), and Robbins (2001) have further demonstrated the positive impact of welfare measures on organizational commitment, job satisfaction, and reduced turnover. Moreover, research has also established the link between employee welfare and customer satisfaction (Heskett, 1994) and organizational innovation (Al-Haddad, 2013). This study builds upon this existing literature by examining the specific context of Bhargave Rubber Private Ltd., assessing the effectiveness of their welfare measures, and identifying areas for improvement.

## 5. Research Methodology

Semi-structured interviews were conducted with a selected group of employees, managers, and HR personnel to gain qualitative insights into their experiences and perceptions of the welfare programs. These interviews allowed for more detailed responses, providing qualitative data on the perceived strengths and weaknesses of the welfare measures, as well as any suggestions for improvement. Company records, including reports on employee turnover rates, absenteeism, productivity, and employee engagement or feedback, were also analyzed to assess the correlation between welfare measures and organizational outcomes. Quantitative data was analyzed using descriptive statistics (mean, median, mode, standard deviation) to summarize the demographic characteristics of the sample and employee satisfaction levels. Correlation and regression analyses were applied to examine the relationships between employee

welfare measures and outcomes such as job satisfaction, employee retention, and productivity. Thematic analysis was used to analyze the qualitative data from interviews, identifying recurring themes and patterns in employee responses. Statistical analysis was performed using [Specify software].

This study adopts a descriptive research design, utilizing secondary data from existing literature, case studies, and company reports. The objective is to analyze the types of welfare measures implemented by Google and assess their impact on employee satisfaction based on previous research findings.

Literature was selected based on relevance to employee welfare and job satisfaction, prioritizing studies conducted between 2019 and 2022. Sources were filtered using academic databases, company reports, credible business media, and HR industry reports, ensuring the reliability and accuracy of the secondary data used in the study. The purposive sample approach ensures the focus remains on globally relevant employee welfare policies.

To examine report definite methodology were utilized to impose the topic in a clear approach. This research design uses descriptive research method, which will rely on primary data. However, descriptive research is a commonly used research method that aims to describe and analyse the characteristics or behaviours of a population or phenomenon. It typically involves collecting primary data through surveys, observations, or experiments. Descriptive research can be useful for generating hypotheses, identifying patterns or trends, and providing insights into the research topic.

## 6. Data Collection

Tabulating and analysing the responses using percentage and cross tabulation can be a useful method for summarizing and exploring the data. It can help to identify patterns and trends in the data, as well as potential relationships between variables. However, it is important to ensure that the methods used for data analysis are appropriate for the research question at hand, and that the results are interpreted accurately and appropriately.

**Primary data:** The data is basically acquired from employees through sampling by using a questionnaire. It appears that primary data was collected through sampling employees using a questionnaire. This is a common method for collecting primary data, particularly for descriptive research designs. It is important to ensure that the sampling method used is representative of the population of interest and that the questionnaire is designed and tested to ensure it is valid and reliable.

**Secondary data:** The secondary data was collected through several articles, company prospectus and websites. That secondary data was collected through several articles, company prospectus, and websites. Secondary data can be a valuable source of information and can help to provide context and support for the primary data. It is important to critically evaluate the sources of secondary data to ensure their accuracy, relevance, and reliability.

## 7. Findings

Mostly Small companies with no. of employees less than 20 do not comply with all the statutory welfare programs like Provident fund, gratuity, maternity benefits and paternity leaves. Among all the statutory welfare programs The Maternity Benefit Act, 1961 was reported to be most widely violated. Very few Social welfare and Psychological welfare programs are conducted in Automotive sector in Rajasthan. Most of the employees are not satisfied with the physical set up and aesthetics of workplace and they find that workstations are not ergonomically designed. Work-Life Balance: Flexible work schedules, remote working opportunities, paid parental leave, generous vacation policies, and on-site childcare facilities. Recreational Facilities: Fitness centres, game rooms, massage centres, yoga classes, and relaxation areas within office premises, promoting both physical and mental well-being. Professional Development: Sponsorship for further education, skill-building workshops, mentorship programs, leadership training, and career development resources. Job Security: Stable employment policies, transparent appraisal systems, open communication channels, and clear career progression pathways. Infrastructure: Modern office spaces, ergonomic furniture, open and collaborative working spaces, green initiatives, and eco-friendly campuses. A vast majority of employees feel that they are able to fulfil their social commitments and lead a healthy social life. There is a strong contribution of employer in the social status and Psychological health of the employees which in turn have direct impact on productivity.

## 8. Conclusion

This study will be of great help to various business organizations, but specifically to Automotive sector where engagement is a prime concern. Though it was clear from the review of literature and multiple regression analysis that there are several other factors apart from employee welfare programs that are responsible for level of employee engagement but still Employee welfare programs make a very big contribution towards creating engagement. Employee welfare at Google is not limited to statutory requirements but extends into a wide range of well-designed benefits that holistically enhance the work environment. These welfare initiatives are closely tied to employee motivation and organizational success, underlining the strategic value of investing in employee-centric policies. By continually evolving welfare programs to meet employee expectations, organizations can not only enhance job satisfaction but also secure long-term organizational success. The proactive approach demonstrated by Google provides a benchmark for other firms seeking to improve employee satisfaction and engagement. As industries move towards more employee-centred cultures, welfare initiatives will play an increasingly central role in talent management and organizational sustainability. This study evaluated the impact of employee welfare measures on job satisfaction and organizational effectiveness at Bhargave Rubber Private Ltd. The results indicate a high level of awareness of welfare initiatives but also highlight areas for improvement. Addressing the gender imbalance, enhancing communication, and ensuring equitable practices are crucial for maximizing the positive impact of welfare programs. The strong correlation between employee

experience and job satisfaction emphasizes the importance of employee retention strategies. Future research could explore the long-term effects of specific welfare measures and investigate best practices for enhancing employee engagement and promoting a more inclusive work environment.

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