



# A Study On Employee Welfare Programs On Job Satisfaction And Their Impact On Manufacturing Industry

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**Abstract:** : This research explores the impact of employee welfare initiatives on job satisfaction. It focuses on benefits such as health insurance, workplace safety, and support services, and how these impact employee motivation and loyalty. A structured questionnaire was administered to 152 randomly selected employees, and data was analyzed using SPSS with tests like Mann-Whitney U, Kruskal-Wallis, Spearman correlation, and Chi-square. Findings reveal that most employees are satisfied, especially valuing health benefits and company policies. However, areas like performance reviews and workload need improvement. Overall, welfare programs play a key role in enhancing employee satisfaction and supporting organizational growth.

**Keywords:** Employee welfare, Job satisfaction, Health benefits, Workplace policies, Employee motivation and Employee loyalty

## I. INTRODUCTION

This study focuses on examining the manufacturing industry, employees play a key role in a company's success. To keep them happy and productive, companies need to focus on their well-being through welfare programs. These include health care, transport, food, housing, and flexible hours. Some are required by law, while others are offered to improve satisfaction.

Today, a good salary is not enough. Employees also seek a secure work environment, support for their mental health, and opportunities for personal and professional growth. When they feel valued and supported, they tend to perform better and remain loyal to the organization. Good welfare programs lead to higher job satisfaction and a better work environment.

## Importance of Employee Welfare Programs and Job Satisfaction

Employee welfare programs and job satisfaction are closely connected and play a big role in a company's success. This study is important because it shows how taking care of employees' well-being can lead to better performance. It looks at how benefits like health care, fun activities, and flexible work policies affect how happy and motivated employees feel. These findings are useful for understanding real-life HR practices. Happy employees are more likely to perform well and remain with the company for a longer period. By examining welfare programs, we can understand how organizations can improve employee satisfaction and retention. can improve productivity and reduce employee turnover.

## Challenges in Employee Welfare Programs and Job Satisfaction:

Employee welfare programs are meant to improve job satisfaction, several challenges make their design and management difficult:

**High Costs:** Providing welfare benefits like healthcare and wellness programs can be expensive. Small and medium-sized businesses might find it difficult to allocate funds for welfare programs, while larger companies may feel the pressure to continuously enhance these benefits.

**Diverse Employee Needs:** Employees have different expectations based on their roles, age, and personal situations. Creating a program that meets everyone's needs is tough, as some may value health insurance while others prioritize work-life balance or career development.

**Lack of Awareness & Engagement:** Employees often don't fully understand or use the welfare programs available to them. Poor communication can lead to low participation, so companies need to actively promote these programs through various channels.

**Legal & Regulatory Compliance:** Organizations must follow labour laws, such as those related to safety, wages, and leave.

## 2. OBJECTIVES OF THE STUDY

1. To examine how welfare programs influence or relate to employee job satisfaction..
2. To assess how specific welfare initiatives affect employee motivation and engagement.
3. To evaluate how employee welfare programs influence employee retention and loyalty.
4. To analyze how welfare programs contribute to overall job satisfaction.

## 3. SCOPE OF THE STUDY

This study explores the link between employee welfare programs and job satisfaction across different roles and departments in an organization. It focuses on evaluating welfare initiatives like health benefits, safety measures, recreational facilities, and transport services, which contribute to employee well-being. The study looks at male and female employees from various age groups and job positions to understand how these programs impact motivation, satisfaction, morale, and retention. The findings are applicable to organizations of various types. The goal is to offer practical suggestions to help HR professionals and management improve welfare strategies, create a supportive work environment, and boost both employee satisfaction and organizational performance.

## 4. REVIEW OF LITERATURE

### Sharma (2024):

This study looked at how welfare programs affect job satisfaction in medium-scale manufacturing companies. It found that when employees receive regular benefits like medical care, transport, and recreation, they feel more motivated and loyal. The study suggests that companies should see welfare as a smart investment, not just an expense. It also recommends using employee feedback to improve welfare services and found that job security boosts employee retention.

### Kumar (2024):

This study focused on industrial units in South India and how welfare services like safety training, canteens, and transport affect job satisfaction. It found that employees are happier and trust management more when they feel safe and supported. The study also showed that good welfare programs improve teamwork and emotional well-being. It recommends setting up welfare committees and regularly reviewing programs based on employee needs.

## 5. RESEARCH METHODOLOGY

The study uses a descriptive research design to examine the relationship between welfare programs influence or relate to employee job satisfaction. A sample size of 152 employees was selected using convenience sampling from a total population of 250. Data collection follows quantitative methods, and since the data is not normally distributed, non-parametric tools were applied for analysis.

## 6. DATA ANALYSIS AND INTERPRETATION

Categories	Sub categories	No. of respondents	Percentage (%)
Age	18-22	38	25
	23-28	54	35
	29-34	52	34
	35-40	4	3
	above 40	4	3
Gender	Male	46	30
	Female	106	70
Designation	Entry- level	30	20
	Mid-level	46	30
	Senior -level	58	38
	Executive level	10	7
	Managerial level	8	5
Experience	0-2 years	32	21
	3-5 years	58	38
	6-8 years	46	30
	9-11 years	16	11
	above 12 years	0	0
Income level	less than 15000 per month	26	17
	15000-25000 per month	48	32
	26000-35000 per month	56	37
	36000-50000 per month	20	13
	above 50000 per month	2	1
Total	All categories	162	100

### FINDINGS:

The majority of respondents shown that 25% of the respondents are in the age group between 18-24, 36% of the respondents are 23-28, 34% of the respondents are 29-34, 3% of the respondents are 35-40 and 3% of the respondents are above 40.

From the above table it is clearly shown that 30% of the respondents are Male and 70% of respondents are Female.

From the above table it is clearly shown that 20% of the respondents are Entry-level, 30% of the respondents are Mid-level, 38% of the respondents are Senior-level, 7% of the respondents are Executive level and 5% of the respondents are Managerial level.

From the above table it is clearly shown that 21% of the respondents are 0-2 years, 38% of the respondents are 3-5 years, 30% of the respondents are 6-8 years, and 11% of the respondents are 9-11 years.

From the above table it is clearly shown that 17% of the respondents have less than 15000 per month, 32% of the respondents have 15000-25000 per month, 37% of the respondents have 26000-35000 per month, 13% of the respondents have 36000-50000 per month and 1% of the respondents have Above 50000 per month.

## INFERENCE:

The majority of the respondents are 23-28 of age group (36%).

The majority of the respondents are Female (70%)

The majority of the respondents are Senior-level (38%)

The majority of the respondents are 3-5 years (38%).

The majority of the respondents are 26000-35000 per month (37%).

Figure 1: Demographic profile

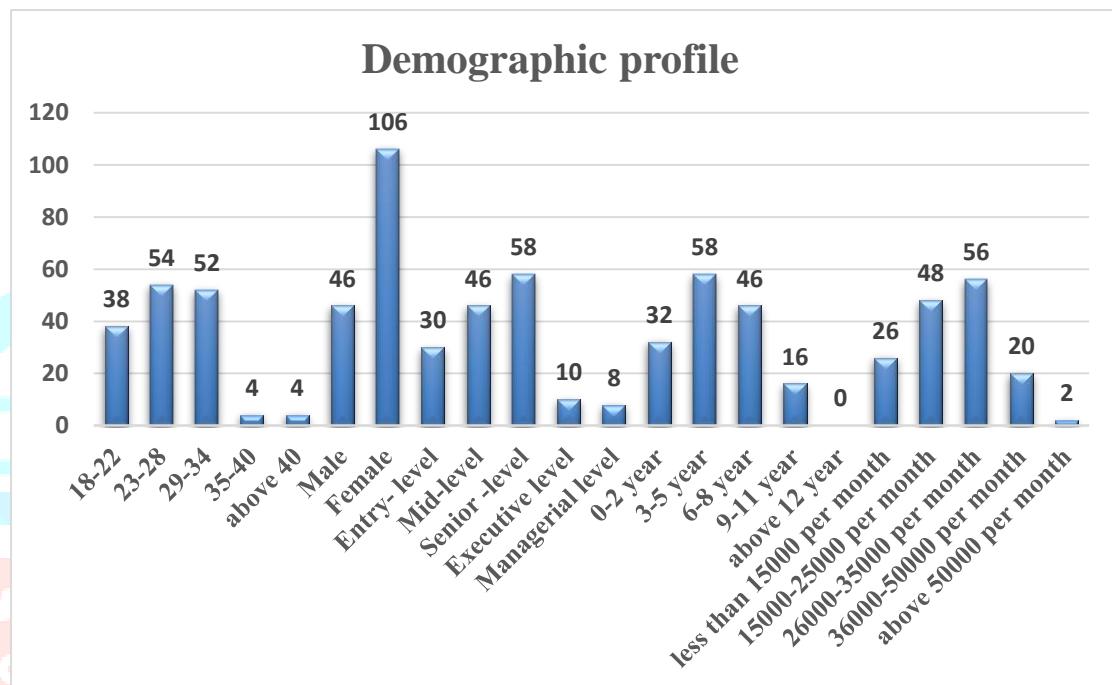


Figure 1: Demographic profile

## 6.2 STATISTICAL TOOLS

### MANN WHITNEY U TEST

**Null Hypothesis (H0):** There is no significant difference between the mean rank of male and female with respect to all four variables.

**Alternative Hypothesis (H1):** There is significant difference between the mean rank of male and female with respect to all four variables

**Table 2: mann-whitney u-test**

Test Statistics				
	relationship between welfare programs and job satisfaction	welfare initiatives on employee motivation and engagement.	employee retention and job loyalty	welfare programs in improving the job satisfaction
Chi-Square	55.643	15.869	20.607	17.659
df	4	4	4	4
Asymp. Sig.	.000	.003	.000	.001

a. Kruskal Wallis Test

b. Grouping Variable: designation

	relationship between welfare programs and job satisfaction	welfare initiatives on employee motivation and engagement.	employee retention and job loyalty	welfare programs in improving the job satisfaction
Mann-Whitney U	2299.000	2287.000	2246.000	2414.000
Wilcoxon W	3380.000	7958.000	7917.000	3495.000
Z	-.653	-.687	-.839	-.172
Asymp. Sig. (2-tailed)	.513	.492	.402	.864

a. Grouping Variable: gender

**INFERENCE:**

since p-values for all variables are greater than 0.05. this means there is no significant difference between male and female employees in their responses regarding the four variable

**KRUSKAL WALIS TEST**

**Null Hypothesis (H0):** There is no significant difference between the mean rank of respondents Designation with respect to all four variables.

**Alternative Hypothesis (H1):** There is significant difference between the mean rank of respondents Designation with respect to all four variables.

**Table 3-kruskal walis t-test****INFERENCE:**

From Kruskal wallis h test since all p-values are less than 0.05, we reject the null hypothesis ( $h_0$ ). This indicates that there is a significant difference in the perceptions of employees based on their designation across all four variables

**CHI-SQUARE TEST**

**Null Hypothesis (H0):** There is no significant difference between age and employee feel appreciated for your contributions at work.

**Alternative Hypothesis (H1):** There is significant difference between age and employee feel appreciated for your contributions at work.

**Table 04- CHI-SQUARE TEST****Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.054 <sup>a</sup>	1	.816		
Continuity Correction <sup>b</sup>	.000	1	1.000		
Likelihood Ratio	.056	1	.813		
Fisher's Exact Test				1.000	.648
Linear-by-Linear Association	.054	1	.817		
N of Valid Cases <sup>b</sup>	152				

a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is 1.21.

b. Computed only for a 2x2 table

**INFERENCE:**

Since p-value > 0.05, gender does not influence whether employees feel appreciated for their contributions at work

**7. SUMMARY OF FINDINGS**

1. It is inferred that the majority of the respondents belong to the 23–28 age group
2. It is found that most of the respondents are female
3. The majority of respondents are from the senior-level category
4. It is inferred that the respondents have 3–5 years of work experience
5. It is found that the respondents earn a monthly salary between ₹26,000–₹35,000
6. From Mann Whitney u test since p-values for all variables are greater than 0.05. this means there is no significant difference between male and female employees in their responses regarding the four variables.
7. From Kruskal wallis h test since all p-values are less than 0.05, we reject the null hypothesis ( $H_0$ ). This indicates that there is a significant difference in the perceptions of employees based on their designation across all four variables.
8. From chi-square test Since p-value > 0.05, gender does not influence whether employees feel appreciated for their contributions at work.

**8. SUGGESTION**

1. The performance evaluation process should be made more fair and transparent, as some employees feel their efforts go unrecognized.
2. Welfare benefits could be tailored based on job roles and responsibilities, since employee needs vary by position.
3. Health insurance is seen as the most important benefit, so strong coverage should be maintained along with other wellness initiatives.
4. High workload is a concern; solutions could include hiring more staff, using automation, or offering flexible working hours

## 9. CONCLUSION

The study shows that welfare programs play a key role in keeping employees satisfied, motivated, and loyal. Most employees feel valued, especially with benefits like health insurance and recognition. However, there's still a need to improve areas like fair evaluations and workload balance. Since employees at different levels have different needs, a one-size-fits-all approach may not work. It's also encouraging to see that both men and women view the programs equally, showing a fair and inclusive environment.

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