



# A Study On Employee Welfare and Its Impact on Their Motivation According to Job Position With Special Reference to Large Scale Automobile Industry in Aurangabad.

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## Abstract

*The concept of employee welfare is vibrant. Its broad viewpoint and contents are inclined to vary, counting on social and economic changes that occur in society. Employee welfare includes various services, benefits and facilities offered to employees by the employers. a corporation possesses to provide welfare facilities to their employees to stay their motivation levels high. The study throws light on the impact of welfare amenities on the employee motivation according to their job positions. Study conducted based on the job position of the employee. Questionnaire is the primary source of the study. The sample size of the study is 40. The job positions viz Permanent, Contractual and Temporary were considered for the correlation with the level of motivation.*

*Keywords- Welfare, Motivation, Automobile, job Position*

## 1. Introduction

In the present competitive environment, every organization whether manufacturing or services, is facing challenges in maintaining employee wellbeing at the workplace. Continuous effort of government in association with several industrial association has given occasion to gain competitive advantage in certain field like request size, invention through exploration and development activates and business energy. Still several studies indicated that certain area needs to be given extensive precedence to bring qualitative change which will in turn bring qualitative change and helps in achieving long term enhancement in industrial competitiveness. These areas of enhancement include labour request, product and skills among employees. Employee safety and welfare measures are critical to any organization whether manufacturing or service organization. Presence of safety culture and welfare of the employee is anticipated in any organization where workers are involved at every state in the organizational functioning. Workers safety at workplace and welfare facilities to the employee within the organization is a vital concern for perfecting their motivation and retention. According to the study accepted by OSHA, total

workplace deaths in India is 20 times higher than in UK, construction industry has a highest death rate and found to be 24 of these fatalities. It's observed that 80 employees are still employed in a hazardous environment in India. Looking towards regulatory and controlled medium, only one plant inspector is employed for 506 registered factories.

Employee safety welfare installations at work motivates employee to work harder and build a positive image of association among the employee for a longer time period. These initiatives help to motivate employee and improve their morale and work enthusiastically.

“To achieve the goal of large-scale industrialization, a happy and gratified working force is essential, on which the edifice of industrial progress is based. Workers hold key positions in society, because their devotion to duty and toil determine, to a large scale, the material progress of a country. Thus, in our country, where workers have so far regarded industrial employment as a necessary wrong and try to escape from it at their foremost convenience, welfare measures have come a necessity to build up a stable and effective working force.

## OBJECTIVE OF THE STUDY

1. To study the impact of employee welfare measures.
2. To study the impact of welfare amenities provided by large scale automobile industries in Aurangabad according to job positions on employee motivation.

## SCOPE OF THE STUDY

- The study is restricted to the Automobile industries in Aurangabad District only.
- The study is restricted to Skoda Auto India Ltd. only.

## 2. Review of Literature

**Allender, Colquhoun, and Kelley (2011)<sup>i</sup>**, studied that workplace health results in job motivation and satisfaction despite providing health benefits to the workers. It means the workplace hygiene provided by the employer results in motivation and satisfaction quite the health benefits provided. The researcher observes the workplace hygiene, satisfaction and motivation of the workers for further research.

**Kare A.P., Kotkar S.N.(2020)<sup>ii</sup>** studied Welfare amenities, motivation and Productivity simultaneously and Turnover of the employees directly proportional to the motivation level of the employees. It concludes that the higher the level of motivation lesser is chances of the employee to leave the organization and concluded that the welfare amenities, motivation level & productivity level of any employee have significant relationship.

**Dr Venkata Rao P. et al (2015)<sup>iii</sup>** surveyed employee welfare because the key: an insight after interviewing 60 respondents and located that welfare measures were considered as a critical indicator which will influence the worker performance.

**Edwin A. Locke's Range of Affect Theory (1976)<sup>iv</sup>** is arguably the most famous Employee satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren't met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet. To illustrate, if Employee A values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to Employee B. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet.

### 3. RESEARCH METHODOLOGY

The research is predicated on the study of critical assessment of welfare amenities and their impact on motivation and productivity of employees for giant scale automobile industries. It aims to bring out the facts and figures of motivation and productivity of employees for giant scale automobile industries in Aurangabad, Skoda India Ltd.

The main aim of defining the research problem is to spot the essential issues involved within the research inquiry. A purposive and defined inquiry not only results in definite conclusions but also helps to seek out various issues and substances issued during a given problem, also on closely analyse the socio-economic aspects of research.

**Type of Research-** Descriptive Type **Sampling Method-** Purposive Sampling **Sample Size-** 40

Data Collection

The data are going to be collected with the assistance of a questionnaire structured with a Li-kart scale with **following levels of agreement for Motivation.**

LEVELS OF AGREEMENT				
<b>STRONGLY DISAGREE</b>	<b>DISAGREE</b>	<b>NEITHER AGREE NOR DISAGREE</b>	<b>AGREE</b>	<b>STRONGLY AGREE</b>
(1)	(2)	(3)	(4)	(5)

**Data Design**

Job Position	Permanent	Contractual	Temporary	Total
Company oda AutoIndia	12	8	20	<b>40</b>

**Hypothesis**

From the above number 2 objective, the following Hypothesis has been framed. H0: There is no significant relationship between Job Position and employee Motivation. H1: There is a significant relationship between Job Position and employee Motivation.

**4. DATA ANALYSIS AND HYPOTHESIS TESTING**

Statistical analysis method is followed for analysing the data pertaining to different dimensions of employees. Statistical data like percentage are used in the interpretation of data pertaining to the study. The results are illustrated by means of Descriptive & Inferential analysis.

**Reliability Analysis**

No.	Construct	No. of items	Cronbach's Alpha
1.	Motivation	5	0.8010250276

The reliability analysis is employed to ascertain the internal consistency level of its measuring (Field, 2005). The table above shows the reliability alpha coefficient values of the variable with Performance is 0.8031. According to Field (2005), we concluded that the reliability levels for all variables are acceptable since they achieved more than the benchmark of 0.70.

**Mean and Standard Deviation for Productivity**

Question number	Questions	Average	Standard deviation
1	Remuneration/compensation structure	3.52	0.62
2	Hygiene at workplace	3.69	0.71
3	Medical benefits	3.77	0.76
4	Travel Benefits	4.26	0.67
5	Maternity benefits	3.66	0.94

**Testing of Hypothesis****Pearson Correlation Analysis**

Pearson Correlation Test is to determine the relationship among each independent variable as well as the relationship between the dependent variable and independent variables. The correlation coefficient is significant when the p-value obtained is less than 0.05.

	Welfare	Job Position
Job Position	1	
Motivation	0.614143	1

The P-Value is  $< .00001$ . The result is significant at  $p < .05$ . The table represents values of correlation coefficient i.e. 0.6054 and coefficient of determination. Coefficient of determination shows the level of deviation in dependent variable Job Position can be elucidated by the independent variable Motivation. In this case, 36.65% is moderate.

<b>Regression Statistics</b>	
Multiple R	0.614143
R Square	0.366587
Adjusted R Square	0.365527
Standard Error	0.245965
Observations	40

## ANOVA

	df	SS	MS	F	Significance F
Regression	1	20.93814	20.93814	346.0913	2.72E-61
Residual	39	36.17834	0.060499		
Total	40	57.11647			

  

	Coefficient	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	3.683298466	0.20914715	17.61104	3.09E-56	3.272546	4.094051	3.272546	4.094051
Job Position	0.060499	0.006007	18.60353	2.72 E-61	0.099961	0.123558	0.099961	0.123558

The Coefficients table provides us with the necessary information to predict Motivation, as well as determine whether Job Position contributes statistically significantly to the model Regression equation can be represented as:

**Motivation = 0.0604 Job Position + 3.6832z-Test: Two Sample for Means**

	Job Position	Motivation
Mean	3.373333	3.62303
Known Variance	2.798	0.095
Observations	40	40
Hypothesized Mean Difference	5	
z	-75.6024	
P(Z<=z) one-tail	0	
z Critical one-tail	1.644854	
P(Z<=z) two-tail	0	
z Critical two-tail	1.959964	

Since the p-value is smaller than our Alpha (0.05), we reject the null hypothesis that there is a significant difference in the means of each sample.

## Interpretation:

This based on the results of Pearson Correlation, Regression Analysis and z-Test: Two Sample for Means tests conducted on data, it was found that H<sub>0</sub>: "There is no significant relationship between Job Position and Motivation." is rejected. **This proved alternate hypothesis H<sub>1</sub> "There is significant relationship**

## 5. FINDINGS & CONCLUSION

Based on data analysis, it was found that there exists a positive correlation between Job position and Motivation. **The value of R is 0.614143** which is a moderate level of correlation. Also, the level of Standard Error is very low counting to be only 0.24. The regression equation **Motivation= 0.0604 Job Position + 3.6832** represents the relation between Job position and Motivation.

Based on hypothesis testing it is found that there is a significant relationship between Job position and Motivation. To satisfy this objective, hypothesis five was framed. To prove the hypothesis, in the first step relation between variables is found using Pearson Correlation Analysis. Further, the level of impact was calculated using regression analysis and a regression equation was established. Lastly, Anova: Single Factor and z-Test: Two-Sample for Means were used to prove the Hypothesis. This based on the results of tests **alternate hypothesis H1 “There is a significant relationship between Job Position and Motivation” was found to be true.**

### Conclusion

A conclusion is the summarization and analysis of the research topic which helps the reader to understand why the research should matter to them after they have finished reading the research.

- Based on data analysis when we study the relation between Job position and Motivation it can be concluded a positive correlation between Job position and Motivation. The higher the Job Position, the higher is the motivation level of employees, which is a symbol of the growth of the company. But it should be noted that lower job position employees should also be motivated to work efficiently.

<sup>i</sup> Allender, S., Colquhoun, D., & Kelley, P. (2011). Competing Discourses of Workplace Health. *Journal for the Social Study of Health, Illness and Medicine*, 10(1), 75-93

<sup>ii</sup> Kare A.P., Kotkar S.N.(2020),”To study on Employee Welfare Amenities and Its Impact on Motivation and Productivity with special reference to Automobile industry”, *The International Journal of Analytical and Experimental Modal Analysis*, ISSN: 0886-9367, Vol-12, Issue 1, Jan.2020.

<sup>iii</sup> Dr. Venkata Rao P. et al (2015) employee welfare is the key: an insight. *International Journal of Business and Administration Research Review*, 2015(3), pp: 40.

<sup>iv</sup> William. B. Werther, Jr. Keith Davis, *Human Resources And Personnel*, 1999