

A Study on Effectiveness of Employee Welfare Measures on Job Satisfaction And Morale At Sridevi Enterprises

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Abstract- *This study examines the effectiveness of employee welfare measures and their influence on job satisfaction and morale among employees at Sri Devi Enterprises, Puducherry. Employee welfare is an essential component of human resource management that contributes to employee well-being and organizational performance. The study adopts a descriptive research design using both primary and secondary data. Primary data were collected through a structured questionnaire administered to 100 employees. The data were analyzed using statistical tools such as percentage analysis, ANOVA and correlation to determine the relationship between welfare measures, satisfaction, and morale. The findings reveal a positive correlation between employee welfare and job satisfaction, demonstrating that effective welfare policies enhance employee morale, loyalty, and productivity. The study concludes with recommendations to improve welfare measures and sustain employee engagement.*

Keywords- Employee Morale, Organizational Performance, Work Environment, Strategy Implementation.

I. INTRODUCTION

Employee welfare has become an integral aspect of modern human resource management, serving as a crucial determinant of organizational success and employee satisfaction. Welfare measures encompass a broad range of services, facilities, and benefits provided by employers to ensure the physical, mental, and social well-being of their employees. These provisions—both statutory and non-statutory—aim to create a safe, healthy, and motivating work environment that enhances productivity, loyalty, and overall morale.

In an increasingly competitive and dynamic business environment, organizations have recognized that employee welfare is not merely a statutory obligation but a strategic investment that drives performance and retention. Effective welfare practices foster a sense of belonging and trust, reduce absenteeism, and strengthen the psychological contract

between employer and employee. Conversely, inadequate welfare provisions can lead to dissatisfaction, reduced efficiency, and higher turnover rates.

Job satisfaction and morale are two critical outcomes closely linked to employee welfare. Job satisfaction refers to an employee's emotional response toward their work, encompassing factors such as compensation, recognition, growth opportunities, and work-life balance. Morale, on the other hand, represents the collective spirit, confidence, and enthusiasm of employees in their workplace. High levels of welfare support contribute to positive job attitudes and improved morale, creating a more engaged and resilient workforce.

Recent trends highlight a paradigm shift in welfare management—from traditional safety and medical benefits to holistic well-being programs that include mental health support, flexible work arrangements, skill development, and family-friendly policies. Such initiatives not only improve employees' quality of life but also strengthen organizational culture and employer branding.

This study focuses on examining the effectiveness of employee welfare measures at *Sri Devi Enterprises*, a women-owned manufacturing firm in Puducherry, and their impact on job satisfaction and morale. By analyzing the relationship between welfare practices and employee attitudes, the research aims to provide insights that can help organizations design more effective welfare policies, enhance employee engagement, and promote sustainable organizational growth.

II. OBJECTIVE OF THE STUDY

- To identify the employee welfare measures implemented in the organization.
- To evaluate the effectiveness of welfare measures on employee job satisfaction.

- To assess the impact of welfare measures on employee morale.

III. LITERATURE REVIEW

Nishad Nawaz (2019) in their research paper identified the variables are medical & hospitalization, Employee Commitment, Amenities, Systematic pays, Standard of Living, Canteen services and working Condition. The factors like employee commitment, amenities, systematic pay, standard of living, canteen services and working condition have positive influence. And other factor medical & hospitalization as have no influence. They stated employee commitment it was initiated to be associated in where they work and create things to enhanced, accommodating the business circumstantial at the larger picture and be helpful to the employees. They stated amenities as in extramural welfare assistance in enlightening the first-rate of labour life of the personnel. They said employee welfare measures are accumulated to systematic pays and other cost-effective reimbursements presented to workers and payable to permissible provisions and collective bargaining. The goals behind offering welfare facilities are to form efficiency, healthy, trustworthy and gratified staffs for the organization, and also increasing the employee's standard of living. In factor canteen services the respondents are completely satisfied with the facilities. In another factor working condition it aims in making the life worth living for the worker of the organization

Chandrasekaran (2020) conducted a study on employee welfare measures in the Indian construction industry to assess their impact on employee satisfaction and productivity. Using a structured questionnaire survey, data was collected from a sample of 120 employees across various construction companies. The study employed descriptive statistics and chi-square tests to analyse the responses. Findings revealed that basic welfare amenities such as drinking water, sanitation, and safety measures were present but inconsistently maintained. Employees expressed moderate satisfaction with facilities like medical care and canteen services. The study emphasized that inadequate implementation of welfare schemes leads to lower morale and job dissatisfaction. Moreover, it identified a significant relationship between welfare measures and employee efficiency (Chandrasekaran 2020). The researchers suggested that better enforcement of labour laws and regular monitoring could enhance welfare standards.

Ms. Y. V. Nagakumari (2021) in their research paper identified the variables are Amenities, Insurance, Organizational goals, Working Environment, Safety, precautionary measures and Emotional well-being. In above all said variable are positive influences. They said as

Amenities is an essential need in the work place. In Insurance, they said as certain benefits like pension plan, children education there should be offered by company to employees. Productivity can be enhanced to accomplish the Organizational goals. They said Working Environment is one of the most important measures of life at work place. Safety at the workplace is one of the important measures of life at work place. Employees are trained appropriately about the work and about all precautionary measures that will prevent accident at the work place the term welfare refers to an act of seeking physical, mental, moral and emotional well-being of an individual. They finally concluded as if the manufacturing companies are needed to ensure proper amenities, environment and monetary benefits to enrich their satisfaction with respect to their welfare measures fulfilment. Amenities satisfaction is the dominant aspect need to satisfy by their companies followed by environment satisfaction and monetary benefits satisfaction. There is a significant difference in the amenity satisfaction factor with factor with respect to semi-skilled and highly skilled employee's welfare satisfaction. They suggested to focus the companies in different welfare measures fulfilment based on their level of employee labour welfare measures satisfaction.

IV. RESEARCH METHODOLOGY

RESEARCH DESIGN

This study is descriptive in nature. Descriptive research is an exploration of certain existing phenomenon. It is mostly done when a researcher wants to gain a better understanding of the topic. Primary data is collected through a survey. The survey is carried out by means of a self-administered, structured questionnaire, and secondary data is collected from articles, research papers of various journals, books, and online sources related to employee welfare, job satisfaction, and employee morale.

Sampling framework:

- Sampling unit-employees of Sri Devi Enterprises
- Sampling size-100

The tools used are,

- Correlation
- ANNOVA

CORRELATION:

Pearson correlation is a statistical measure that quantifies the linear relationship between two continuous variables. It is denoted by *r*, which ranges from -1 to +1.

ANNOVA:

ANOVA (Analysis of Variance) is a statistical method used to test whether there are significant differences between the means of three or more groups. It helps determine the impact of independent variables on a dependent variable.

V. DATA ANALYSIS AND INTERPRETATION

The data analysis and interpretation section examines the empirical findings of the study, highlighting the relationship between employee welfare measures, job satisfaction, and employee morale at *Sri Devi Enterprises, Puducherry*. Statistical tools such as **Percentage Analysis**, **Correlation** and **ANOVA**, were employed using SPSS software to interpret the responses from 100 employees.

1. Descriptive Analysis

Demographic analysis revealed that the majority of respondents were **female (62%)**, aged **26–35 years (56%)**, and had **less than five years of experience (72%)**, indicating a predominantly young and growing workforce. Most respondents held **HSC qualifications (63%)** and earned between **₹11,000–₹20,000 (50%)** per month. Furthermore, **92%** belonged to nuclear families, and **67%** resided in rural areas.

2. Correlation Analysis

Correlation analysis between Employee Welfare Measures and Job Satisfaction

Hypotheses:

Null Hypothesis (H₀): There is no significant correlation between employee welfare measures and job satisfaction.

Alternative Hypothesis (H₁): There is a significant correlation between employee welfare measures and job satisfaction

Correlations			
		welfare Measure	Job Satisfaction
welfare Measure	Pearson Correlation	1	.562**
	Sig. (2-tailed)		.000

	tailed)		
	N	100	100
Job Satisfaction	Pearson Correlation	.562**	1
	Sig. (2-tailed)	.000	
	N	100	100
**. Correlation is significant at the 0.01 level (2-tailed).			

INTERPRETATION:

- The correlation coefficient ($r = 0.562$) indicates a moderate positive relationship between employee welfare measures and job satisfaction, meaning that improvements in welfare measures are associated with higher job satisfaction levels.
- The p-value (.000) is less than the standard significance level of 0.01, showing that the relationship is statistically significant. Hence, it can be concluded that effective welfare programs have a positive impact on employee job satisfaction

3. ANNOVA

ANOVA Analysis of the Impact of Salary Levels on Employee Morale

Hypotheses:

Null Hypothesis (H₀): There is no significant difference in employee morale across different salary levels.

Alternative Hypothesis (H₁): There is a significant difference in employee morale across different salary levels.

ANOVA					
Employee Morale					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.856	2	.428	7.790	.001
Within Groups	5.327	97	.055		
Total	6.182	99			

INTERPRETATION:

The ANOVA result shows an F-value of 7.790 with a significance level of 0.001, which is less than 0.05. This

indicates that there is a **significant difference in employee morale across different salary levels** in the organization.

[5] **Varsha, R. (2023)**. Significance of employee welfare practices in enhancing job satisfaction and morale. *Journal of Organizational Behaviour and Development Studies*, 14(2), 58–67.

VI. FINDINGS AND SUGGESTIONS

Findings:

- Majority of employees are young and female.
- Welfare programs such as safety and grievance handling are satisfactory.
- Moderate satisfaction levels exist regarding canteen and amenities.
- Strong correlation exists between welfare and job satisfaction.
- Salary level significantly affects morale.

Suggestions:

- Improve canteen, restroom, and recreational facilities.
- Introduce incentive and wellness programs.
- Conduct health check-ups and counselling sessions.
- Establish feedback mechanisms for welfare improvement.

VII. CONCLUSION

The study concludes that employee welfare has a direct and significant impact on job satisfaction and morale. At Sri Devi Enterprises, the welfare initiatives have successfully fostered a positive work environment. However, further improvements in amenities, pay, and safety infrastructure are recommended. Strengthening welfare programs will lead to improved motivation, reduced turnover, and long-term organizational success.

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