



Impact of Employee Welfare Measures on Job Satisfaction

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ABSTRACT

Employee welfare measures are among the most critical instruments organizations use to cultivate a motivated, productive, and loyal workforce. This study examines the relationship between employee welfare measures and job satisfaction at Dong Woo Surface Tech (India) Pvt. Ltd., a medium-sized industrial manufacturing firm based in Thiruvallur District, Tamil Nadu. The study adopts a descriptive research design and collects data from 50 respondents using a structured questionnaire. Statistical tools such as percentage analysis, chi-square test, and weighted average method are employed to analyze the data. The findings indicate that welfare measures including safe working environments, canteen facilities, transport, medical benefits, insurance, and rest breaks significantly influence employee satisfaction. The study concludes that well-designed welfare programs are strategic investments that yield measurable improvements in satisfaction, morale, retention, and organizational performance.

INTRODUCTION

In today's competitive business landscape, organizations are increasingly recognizing that their most valuable asset is their people. Employee welfare encompasses all efforts made by employers to ensure the physical, mental, financial, and social well-being of their workforce. Job satisfaction, defined as the extent to which employees feel positive about their roles, responsibilities, and workplace environment, is closely tied to how well an organization addresses the holistic needs of its workers.

The link between welfare and satisfaction is not merely intuitive; it is supported by decades of research in organizational psychology and management science. When employees feel cared for, they are more likely to be engaged, perform at higher levels, and remain loyal to their employers. Conversely, neglecting employee welfare often results in absenteeism, high turnover, and diminished productivity, all of which carry significant financial and operational costs.



Dong Woo Surface Tech (India) Pvt. Ltd. (DWSI) is a 100% subsidiary of Dongwoo Surface Tech Korea, a global leader in commercial heat treatment and industrial furnace manufacturing. Located in Mappedu Village, Thiruvallur District, Tamil Nadu, DWSI serves the automotive and precision engineering industries. This study aims to evaluate the welfare measures in place at DWSI and assess their impact on employee job satisfaction.

INDUSTRY PROFILE

The machinery and equipment manufacturing industry is one of the most critical pillars of industrial development and economic growth. It serves as the backbone of all manufacturing activities by supplying essential machines, tools, and technological systems required for production processes across various sectors, including automotive, aerospace, electronics, construction, power generation, chemicals, textiles, food processing, pharmaceuticals, and metal fabrication.

Technological innovation has transformed the machinery and equipment manufacturing sector. Technologies such as Computer Numerical Control (CNC), Programmable Logic Controllers (PLC), robotics, and Industrial Internet of Things (IIoT) have revolutionized manufacturing processes. This evolution, often referred to as Industry 4.0, represents the future of manufacturing and has significantly improved operational accuracy, production speed, safety, and cost efficiency.

In developing economies such as India, the machinery and equipment manufacturing sector is a key driver of industrialization. Government initiatives such as Make in India and Production Linked Incentive (PLI) schemes emphasize the development of domestic manufacturing capabilities. Tamil Nadu, particularly the Chennai region, is among the most industrialized states in India, with a strong concentration of automotive, metal fabrication, electronics, and heavy engineering units.

NEED FOR STUDY

- To understand the employees' satisfaction level — the study helps in assessing how satisfied employees are with existing welfare measures.
- To evaluate the effectiveness of welfare facilities — it identifies whether the welfare schemes provided by the organization are truly beneficial to employees.
- To improve employee morale and motivation — by analyzing welfare policies, the organization can enhance employee morale and job commitment.
- To reduce employee turnover — understanding welfare-related satisfaction helps in minimizing absenteeism and attrition.
- To enhance productivity and performance — satisfied employees tend to be more productive, and this study helps link welfare with performance.
- To assist management in decision-making — the findings provide useful insights for improving HR policies and welfare programs.
- To create a healthy work environment — the study supports the development of a positive, supportive, and employee-friendly workplace.

SCOPE OF THE STUDY

- Applicability to different departments — the study can be applied across various departments such as production, HR, finance, and administration.
- Understanding employee perception — it helps in analyzing how employees perceive welfare facilities and their impact on satisfaction.
- Assessment of workplace environment — the study covers physical, psychological, and social aspects of the work environment.



- Evaluation of HR policies — it examines existing HR and welfare policies and their effectiveness in meeting employee needs.
- Improvement in organizational performance — the study links employee welfare with productivity, commitment, and overall performance.
- Future policy formulation — the findings can be used by management to design better welfare programs in the future.

OBJECTIVES OF THE STUDY

1. To study the existing employee welfare measures in the organization.
2. To assess the level of employee satisfaction with welfare facilities.
3. To analyze the relationship between employee welfare and job satisfaction.
4. To identify the factors influencing employee satisfaction through welfare measures.
5. To evaluate the effectiveness of statutory and non-statutory welfare benefits.
6. To understand employees' expectations regarding welfare facilities.
7. To suggest improvements for better employee welfare and satisfaction.

REVIEW OF LITERATURE

1. Anna Kaspercuk et al. (2025) — The Role of Work-Life Balance in Effective Business Management

This study explores work-life balance as a strategic employee welfare practice influencing motivation and job satisfaction. The authors found that welfare initiatives such as flexible schedules and wellness benefits increase employee commitment and reduce burnout. The research emphasizes that welfare policies contribute directly to organizational performance. Employees experiencing better balance reported higher satisfaction and stronger psychological well-being.

2. Akashdeep Joshi & Dinesh Kumar (2024) — Work-Life Balance as Mediator Between Workplace Spirituality, Organizational Commitment and Job Satisfaction

This research investigates how work-life balance functions as an employee welfare mechanism influencing satisfaction among banking employees. Findings indicate that welfare-oriented workplace culture improves organizational commitment and ultimately job satisfaction. The study used structural equation modelling to establish mediation .

3. Samuel Jayaraman et al. (2023) — Quality of Work Life as a Precursor to Work-Life Balance

This study examines quality of work life as a core welfare factor influencing job satisfaction among construction workers. Results show that welfare dimensions such as job security and collegiality strongly affect satisfaction levels. The research demonstrates that welfare practices reduce stress and improve balance between work and personal life. The paper underscores that welfare should include both physical and emotional support systems.

4. Shagufa Ali & Deepak Kaushal (2023) — Quality of Work-Life and its Influence on Employee Satisfaction

This descriptive study focuses on how welfare elements such as workload balance, job security, and compensation shape employee satisfaction. The findings show that employees experiencing higher quality of work life demonstrate stronger organizational commitment. The study stresses that employee welfare should be considered a long-term strategic investment rather than a cost.

5. Kayode David Kolawole (2023) — Employees' Welfare and Productivity Relations

This study directly addresses employee welfare and its effect on workplace outcomes. It identifies welfare components such as health programs, flexible work arrangements, and retirement benefits as key drivers of



employee motivation. The research demonstrates that welfare schemes increase productivity through enhanced satisfaction and morale. The paper concludes that welfare programs contribute to both employee happiness and organizational growth.

RESEARCH GAP

- Most studies focus on welfare facilities in large organizations, but limited research is available on small and medium enterprises (SMEs).
- Previous research mainly considers general job satisfaction, with less emphasis specifically on welfare-related satisfaction.
- Many studies analyze statutory welfare measures but pay less attention to non-statutory benefits.
- There is limited research on the impact of welfare measures on different employee categories (temporary, contractual, and permanent workers).
- Few studies examine the long-term effect of welfare programs on employee satisfaction and retention.
- Existing literature largely ignores employee participation in designing welfare schemes.
- There is a lack of industry-specific studies linking employee welfare with satisfaction in the machinery and manufacturing sector.

RESEARCH METHODOLOGY

Research methodology refers to the systematic process of collecting, analyzing, and interpreting data to achieve the objectives of the study. It provides a clear framework for conducting research in a scientific and organized manner.

Research Design

The study follows a Descriptive Research Design. This type of research focuses on describing the characteristics of a population and analyzing employee perceptions regarding welfare facilities. It helps in understanding the current status of welfare measures without manipulating any variables. The design is suitable for identifying patterns, trends, and opinions of respondents.

Sampling Technique

This study uses Convenience Sampling, where respondents are selected based on ease of access and availability. This method is simple and cost-effective, making it suitable for academic research.

Sample Size

The total sample size for the study is 50 respondents drawn from various departments of Dong Woo Surface Tech (India) Pvt. Ltd. This sample size is considered adequate to analyze employee perceptions regarding welfare measures and job satisfaction.

Questionnaire Design

A structured questionnaire was used to collect primary data from respondents. The questionnaire consists of questions divided into sections covering demographic details, welfare facility evaluation, and satisfaction levels. Both close-ended and Likert scale-based questions are included to ensure accurate responses.

Methods of Data Collection

The study is based on both primary and secondary data sources. Primary data was collected through a structured questionnaire distributed to 50 respondents, providing first-hand information about employee perceptions. Secondary data was collected from websites, journals, research articles, and books to support theoretical concepts and industry background.



Data Analysis Tools

The collected data is analyzed using simple statistical tools to derive meaningful insights. The tools used in this study include:

- Percentage Analysis — to understand the distribution of responses.
- Chi-Square Test — to examine relationships between variables.

DATA ANALYSIS AND INTERPRETATION

Table 1: Safe Working Environment

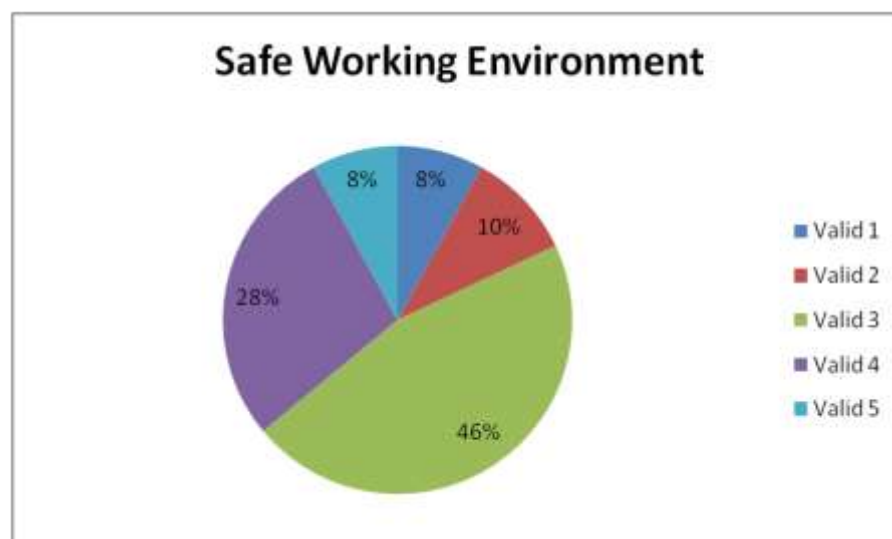
The table shows the respondents' opinion levels based on a 5-point scale. Most respondents selected option 3 (32%), followed by option 4 (30%) and option 5 (28%), indicating a generally positive and moderate response toward the safe working environment. Only a small percentage selected option 1 (6%) and option 2 (4%), showing low disagreement levels. Overall, the findings reveal that the majority of employees have a favourable opinion regarding the safe working environment at DWSI.

1.Safe Working Environment

TABLE-1

valid	Frequency	Percent
1	3	6.0
2	2	4.0
3	16	32.0
4	15	30.0
5	14	28.0
total	50	100.0

CHART-1





Interpretation

The table shows the respondents' opinion levels based on a 5-point scale. Most respondents selected option 3 (32%), followed by option 4 (30%) and option 5 (28%), indicating a generally positive and moderate response toward the statement.

Only a small percentage of respondents selected option 1 (6%) and option 2 (4%), showing low disagreement levels. Overall, the findings reveal that the majority of employees have a favorable opinion regarding the particular factor studied

Table 2: Safety Equipment Availability

The table shows that the majority of respondents, 20 employees (40%), selected option 4, indicating a positive opinion toward the availability of safety equipment. Moreover, 11 respondents (22%) selected option 5, reflecting a high level of satisfaction. Only a smaller number of respondents selected options 1 and 2, showing that negative opinions are comparatively low.

Safety Equipment Availability

TABLE-2

valid	Frequency	Percent
1	7	14.0
2	3	6.0
3	9	18.0
4	20	40.0
5	11	22.0
total	50	100.0

CHART-2



Interpretation.

The table indicates that the majority of respondents, 20 employees (40%), selected option 4, showing a positive opinion toward the statement.

In addition, 11 respondents (22%) selected option 5, indicating a high level of satisfaction or strong agreement. A comparatively smaller number of respondents selected options 1 and 2, reflecting lower levels of



disagreement or dissatisfaction. Overall, the results suggest that most employees hold a favorable perception and positive attitude toward the statement considered in the study.

FINDINGS

1. The majority of employees are satisfied with the safe working environment provided by the organization.
2. Safety equipment availability receives strong positive ratings, indicating effective occupational safety practices.
3. Machine handling training is perceived positively by most employees, contributing to workplace confidence.
4. Workplace cleanliness and hygiene standards are rated favourably by a majority of respondents.
5. Drinking water and sanitation facilities are considered adequate and positively rated.

SUGGESTIONS

- The organization should continue maintaining and improving safe working conditions and ergonomic workplace design.
- Regular safety drills and training programs should be conducted to reinforce safety awareness among all employees.
- Medical and first aid facilities should be upgraded to enhance employee confidence in health support systems.
- Canteen facilities should maintain current standards and explore options for diverse and nutritious meal options.
- Transport facilities should be expanded or improved to cover more employee locations and reduce commuting stress.
- Insurance coverage and employee benefit schemes should be communicated clearly to all employees.

CONCLUSION

The study concludes that employee welfare measures play a significant and positive role in shaping job satisfaction at Dong Woo Surface Tech (India) Pvt. Ltd. The findings demonstrate that welfare facilities including safe working environments, safety equipment, workplace cleanliness, canteen.

The majority of employees expressed positive perceptions toward the welfare measures provided by the organization. The strong positive ratings observed for overall job satisfaction, feeling of safety, and management concern for employees indicate that DWSI's welfare initiatives are broadly effective in creating a supportive workplace environment.

However, areas such as medical and first aid facilities and insurance communication require further strengthening. The study emphasizes that organizations must continuously evaluate and improve welfare programs to align with evolving employee needs and expectations. In an era of talent scarcity and high workforce expectations, employee welfare is not a peripheral concern but a strategic imperative for sustaining organizational growth, productivity, and competitive advantage.



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