



# A Study on Employee Welfare Measures and its Influence on Job Satisfaction in Neycer India Limited, Chennai

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## How to Cite this Article:

R, R. (2026). A Study on Employee Welfare Measures and its Influence on Job Satisfaction in Neycer India Limited, Chennai. International Journal of Creative and Open Research in Engineering and Management, <i>02</i>(05). <https://doi.org/10.55041/ijcope.v2i5.858>

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<https://doi.org/10.55041/ijcope.v2i5.858>

## ABSTRACT

Employee welfare has long been recognised as a cornerstone of effective human resource management. In organisations where workers are subjected to demanding physical and psychological conditions, the provision of meaningful welfare measures is not simply a legal obligation — it is a moral and strategic imperative. This study examines the welfare measures implemented at Neycer India Limited, Chennai, a prominent sanitary ware manufacturing company, and investigates how these measures shape and influence the job satisfaction of its workforce. Using a structured questionnaire administered to a sample of 120 employees drawn across departments, this research collects primary data and analyses it using descriptive statistics, correlation analysis, and chi-square tests. The findings reveal that welfare measures including medical facilities, canteen services, housing assistance, transport facilities, and recreational provisions have a statistically significant and positive relationship with employee job satisfaction. The study concludes with actionable recommendations for management to enhance current welfare programmes, contributing to higher retention, improved morale, and sustained organisational productivity. The research is particularly relevant in the context of India's growing manufacturing sector and the increasing recognition of employee well-being as a key driver of competitive advantage.

**Keywords:** Employee Welfare, Job Satisfaction, Human Resource Management, Neycer India Limited, Manufacturing Sector, Welfare Measures, Organizational Productivity



## 1. INTRODUCTION

Every organisation is ultimately built on its people. Machines can be replaced, processes can be reengineered, and strategies can be pivoted — but the human beings who show up every day, who bring their energy, skill, and commitment to the workplace, are what truly determine whether an organisation thrives or struggles. In manufacturing environments particularly, where workers spend long hours in physically demanding conditions, the quality of their working lives has a direct and measurable effect on how productively and how well they work.

Neycer India Limited, headquartered in Chennai, is one of India's most respected names in the sanitary ware industry. Established with a vision to create world-class bathroom products, the company has built its reputation on quality craftsmanship and operational excellence. However, behind every tile, basin, and fitting lies the effort of hundreds of workers who operate kilns, manage glazing lines, and handle quality control in what can be a physically and mentally taxing environment.

The question that motivated this research is deceptively simple: Do the welfare measures that Neycer India Limited provides to its employees actually make those employees feel better about their jobs? And if so, which welfare measures matter most? These questions are important not just for Neycer, but for every manufacturing organisation grappling with the twin challenges of retaining skilled workers and maintaining high levels of productivity.

Employee welfare, as defined in Indian labour law and management literature, encompasses all the facilities, amenities, and services that employers provide beyond statutory wages to improve the physical, mental, and social well-being of their workers. These measures range from medical care and canteen services to housing assistance, transport, recreational facilities, and educational support for employees' children. Each of these, when provided genuinely and effectively, has the potential to communicate to employees that they are valued — and that sense of being valued is at the heart of job satisfaction.

Job satisfaction, on the other hand, is a multidimensional psychological construct that reflects an employee's overall evaluation of their work experience. It encompasses satisfaction with pay, working conditions, relationships with supervisors and colleagues, opportunities for growth, and the intrinsic meaning of the work itself. High job satisfaction correlates strongly with lower absenteeism, reduced turnover, higher engagement, and better performance outcomes — all of which are critical for manufacturing operations.

This study brings these two concepts together, examining whether and how welfare measures at Neycer India Limited translate into job satisfaction outcomes for the workforce. The findings are intended to provide practical insights to the company's human resource management team, and to contribute to the broader academic conversation on employee welfare in India's manufacturing sector.

## 2. REVIEW OF LITERATURE

The relationship between employee welfare and job satisfaction has attracted considerable scholarly attention across decades and disciplines. From early industrial psychology to contemporary human resource management research, a consistent thread runs through the literature: workers who feel cared for by their organisations tend to be more satisfied, more committed, and more productive.

Maslow's Hierarchy of Needs (1943), while not specifically about workplace welfare, provides a foundational lens through which to understand why welfare measures matter. When an organisation provides healthcare, safe working conditions, and housing support, it is addressing the physiological and safety needs that form the base of Maslow's pyramid. Only when these foundational needs are met can workers direct their energy toward higher-order motivations like belonging, esteem, and self-actualisation. Welfare measures, in this sense, are preconditions for engagement.



Herzberg's Two-Factor Theory (1959) is equally instructive. Herzberg distinguished between hygiene factors — elements whose absence causes dissatisfaction but whose presence does not necessarily create satisfaction — and motivators, which actively drive satisfaction and performance. Many welfare measures, such as canteen facilities and transport subsidies, function as hygiene factors: employees expect them, and when they are inadequate, resentment follows. However, welfare measures that go beyond the minimum, such as skill development programmes or childcare facilities, can cross into motivator territory by signalling genuine organisational care.

Sharma and Jyoti (2009) conducted a comprehensive study of employee welfare measures in Indian manufacturing organisations and found that the availability and quality of welfare facilities significantly influenced both job satisfaction scores and employee retention rates. Their research highlighted that workers who perceived their employers as genuinely invested in their well-being were significantly less likely to leave, even when comparable wage packages were available elsewhere.

### **3. COMPANY PROFILE: NEYCER INDIA LIMITED**

Neycer India Limited is a flagship company in India's sanitary ware manufacturing sector. Founded with the conviction that quality bathroom products could be made in India to match international standards, Neycer has grown from a modest production facility into a nationally recognised brand with a presence in homes, hotels, and commercial establishments across the country.

The company's manufacturing operations in Chennai employ a substantial workforce engaged across a range of functions including raw material handling, kiln operation, glazing, quality inspection, packing, logistics, and administration. The nature of the work is physically demanding — kiln temperatures are extreme, production schedules are intensive, and quality standards are exacting. In this context, the welfare of the workforce is not a peripheral consideration but a central operational priority.

### **4. OBJECTIVES OF THE STUDY**

1. To examine the nature and extent of employee welfare measures provided at Neycer India Limited, Chennai.
2. To assess the level of job satisfaction among the employees of Neycer India Limited.
3. To analyse the relationship between employee welfare measures and job satisfaction.
4. To identify the welfare measures that have the greatest influence on employee job satisfaction.
5. To offer practical recommendations to the management for improving employee welfare and job satisfaction outcomes.

### **5. RESEARCH METHODOLOGY**

This study adopts a descriptive and analytical research design. The research is grounded in primary data collected directly from employees of Neycer India Limited, supplemented by secondary data drawn from published research, company records, and industry reports.

#### **5.1 Sample Design**

The target population for this study comprises all permanent employees working across the production, quality, logistics, and administrative departments of Neycer India Limited in Chennai. A structured random sampling technique was used to select 120 respondents from this population, ensuring representation across departments, genders, age groups, and experience levels.



## 5.2 Data Collection

Primary data was collected through a structured questionnaire containing both closed-ended and Likert-scale questions. The questionnaire was designed to capture two broad dimensions: first, employees' awareness and perception of the welfare measures provided by the company; and second, their overall and dimension-specific job satisfaction. The questionnaire was administered in Tamil and English to ensure accessibility for all respondents.

## 5.3 Data Analysis Tools

The collected data was subjected to a range of statistical analyses. Descriptive statistics including frequency tables, percentages, and mean scores were computed for demographic variables and welfare perception scores. Pearson's correlation coefficient was used to examine the relationship between individual welfare measures and overall job satisfaction. Chi-square tests were applied to test whether significant associations existed between selected demographic variables and satisfaction levels. All analyses were performed using SPSS (Statistical Package for the Social Sciences).

## 6. WELFARE MEASURES AT NEYCER INDIA LIMITED

Neycer India Limited's welfare provisions can be broadly categorised into statutory welfare measures — those mandated by law — and non-statutory welfare measures, which the company provides voluntarily as part of its employee care philosophy.

### 6.1 Statutory Welfare Measures

- **Canteen Facilities:** A subsidised canteen operates within the premises, providing nutritious meals at nominal cost to all employees across shifts.
- **First Aid and Medical Facilities:** A fully staffed first-aid room is available on site, with a visiting doctor providing consultations on designated days each week.
- **Drinking Water Provisions:** Clean drinking water is accessible at multiple points across the manufacturing floor and office areas.
- **Rest Rooms and Washing Facilities:** Separate and hygienic rest rooms are maintained for male and female employees, along with adequate washing facilities near production areas.
- **Safety Provisions:** Personal protective equipment, safety signage, and emergency response protocols are maintained in compliance with the Factories Act, 1948.

### 6.2 Non-Statutory Welfare Measures

- **Transport Facilities:** The company operates a network of buses covering major residential areas in Chennai, providing subsidised transport for employees commuting from across the city.
- **Housing Assistance:** A housing loan scheme is available to permanent employees, enabling them to access low-interest loans for home purchase or construction.
- **Education Assistance:** Scholarships and fee reimbursement programmes support the education of employees' children who demonstrate academic merit.
- **Recreation Facilities:** A recreation room equipped with indoor games and a television set provides employees with a space to unwind during breaks.
- **Group Insurance and ESI:** All eligible employees are covered under the Employees' State Insurance scheme, and additional group insurance is provided to mitigate financial risks from illness or accidents.



## 7. DATA ANALYSIS AND INTERPRETATION

The data collected from 120 respondents was analysed systematically. Key findings are presented in the following sub-sections.

### 7.1 Demographic Profile of Respondents

**Table 1: Demographic Profile of Respondents**

Variable	Category	Percentage (%)
Gender	Male	74
	Female	26
Age Group	Below 25 years	18
	25–35 years	42
	36–45 years	28
	Above 45 years	12
Experience	Below 5 years	22
	5–10 years	38
	10–20 years	30
	Above 20 years	10
Education	School Level	30
	Diploma/ITI	35
	Graduate	28
	Post Graduate	7

The demographic profile reveals that the majority of respondents are male (74%), which reflects the gender composition of the manufacturing workforce at Neycer India Limited. A significant proportion of employees (42%) fall in the 25-35 age bracket, indicating a relatively young workforce. The largest group by experience (38%) has between 5 and 10 years with the company, suggesting a moderately stable workforce with substantial institutional knowledge. In terms of educational background, diploma and ITI holders constitute the largest segment (35%), consistent with the technical nature of sanitary ware manufacturing.

## 8. KEY FINDINGS

6. The majority of the workforce (74%) is male, and nearly half of the respondents (42%) fall in the 25–35 age group, reflecting a young and predominantly male manufacturing workforce.
7. Canteen facilities received the highest satisfaction rating (mean = 4.12) among all welfare measures, indicating strong appreciation for the subsidised meals programme.
8. Transport facilities ranked second in satisfaction, underscoring their importance in a geographically dispersed urban workforce.
9. Medical and healthcare facilities demonstrated the strongest correlation with job satisfaction ( $r = 0.72$ ), indicating that health-related welfare is the most psychologically significant welfare dimension.
10. Recreation facilities and group insurance schemes received the lowest satisfaction scores (mean = 3.29 and 3.18 respectively), pointing to gaps in these areas that warrant management attention.



11. All ten welfare measures studied showed statistically significant positive correlations with overall job satisfaction, confirming that welfare investment is broadly and consistently linked to employee satisfaction.
12. Female employees reported lower satisfaction with safety provisions and rest room facilities compared to male counterparts, highlighting the need for gender-sensitive welfare planning.
13. Employees with more than 10 years of experience expressed greater satisfaction with welfare measures overall, possibly reflecting both familiarity with entitlements and confidence in the system's reliability.

## 9. RECOMMENDATIONS

Based on the findings of this study, the following recommendations are made to the management of Neycer India Limited:

- **Enhance Healthcare Services:** Given that medical and healthcare facilities show the strongest correlation with job satisfaction, the company should consider expanding its healthcare provisions — such as introducing a family health coverage scheme, increasing the frequency of doctor visits, and partnering with nearby hospitals for specialist referrals. Employees who know their families are protected feel significantly safer and more committed.
- **Improve Recreation and Leisure Facilities:** The recreation room received the lowest satisfaction score among non-statutory measures. The management should invest in upgrading the facility with better equipment, organise inter-departmental sports events, and consider introducing a wellness programme that includes yoga or stress-management sessions. These improvements can address rising concerns about mental health in the workplace.
- **Expand Education Assistance Coverage:** The education assistance programme for employees' children, while appreciated, covers a relatively narrow group. Broadening eligibility criteria and increasing scholarship amounts can transform this from a niche benefit into a powerful statement about the company's investment in its employees' families.
- **Gender-Sensitive Welfare Planning:** The study reveals that female employees report lower satisfaction with safety provisions and restroom facilities. The company should conduct a targeted review of facilities and safety protocols with specific attention to the needs of female workers, and consider forming a Women's Welfare Committee to identify and address gaps proactively.
- **Communicate Welfare Entitlements More Effectively:** Several respondents indicated incomplete awareness of their entitlements under the group insurance and housing loan schemes. A structured welfare communication programme — through induction, notice boards, WhatsApp groups, and periodic HR briefings — can ensure that employees know and utilise all available benefits.
- **Conduct Annual Welfare Satisfaction Surveys:** The insights gained through this study underscore the value of systematically listening to employees. The company should institutionalise an annual welfare satisfaction survey, creating a regular feedback loop that enables continuous improvement of welfare provisions.

## 10. CONCLUSION

This study set out to examine the welfare measures at Neycer India Limited, Chennai, and to understand how these measures influence the job satisfaction of its employees. The findings are clear and consistent: employee welfare is not a cost to be minimised but an investment to be made strategically. Every welfare measure studied, from the most tangible (canteen services) to the most intangible (sense of security from insurance coverage), showed a positive and significant relationship with how satisfied employees felt about their jobs.



What makes this finding particularly meaningful is the context in which it is set. Neycer India Limited operates in a physically demanding industry where workers give a great deal of themselves every day. When the company responds to this sacrifice with genuine care — with hot meals, safe commutes, healthcare access, and support for their children’s education — employees notice. They feel it. And that feeling translates into the loyalty, effort, and pride that ultimately make a company excellent.

From a broader perspective, this study adds to the growing body of evidence that the people-centred organisation outperforms its competitors over time. Companies that treat welfare as a strategic function — rather than a compliance checkbox — build workforces that are not just productive but genuinely committed. In India’s manufacturing sector, where demographic shifts, rising expectations, and increasing skill requirements are transforming the employment landscape, this lesson has never been more important.

Future research could extend this study to compare welfare outcomes across multiple manufacturing companies in the sanitary ware sector, or to examine how digital HR platforms can improve the delivery and communication of welfare entitlements. The field is rich, and the questions it raises — about how we treat the people who build our products, serve our customers, and drive our growth — are questions that matter deeply, both academically and humanly.

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