

A STUDY ON EMPLOYEE SATISFACTION AND RETENTION STRATEGIES IN SRI DEVI SPINNING MILL, PERUNDURAI

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Abstract:

This study investigates the role of management in implementing employee welfare and safety measures at Sakthi Infra Tex Private Limited in Perundurai. A structured 30-question survey was conducted among employees from different departments, covering demographics, awareness of welfare and safety provisions, satisfaction levels, and past accident experiences. Statistical tools such as frequency analysis, correlation, and two-way ANOVA were used to interpret the data. The findings reveal that management significantly contributes to creating a safe work environment through effective policy implementation, training programs, and active oversight. However, the study identified shortcomings in consistent communication and enforcement of safety practices. Employees displayed only a moderate level of awareness regarding existing welfare schemes, highlighting the need for better information dissemination. Although serious accidents were rare, minor incidents still occurred, suggesting areas for improvement in preventive safety measures. Employee satisfaction with welfare services varied depending on age, work experience, and department, indicating the necessity for department-specific and age-appropriate programs. The study concludes that a structured and well-enforced welfare and safety policy, backed by strong managerial support, is vital. Key recommendations include conducting regular safety audits, establishing employee feedback channels, and running awareness campaigns to enhance safety culture, boost morale, reduce accidents, and improve overall productivity at the company.

Keywords — Employee satisfaction, Intention to stay, Organizational loyalty, Work-life balance, Supervisor support, Recognition, Communication transparency, Innovation, Collaboration, Cluster analysis, Regression analysis, Human resource strategy.

I. INTRODUCTION

Employee welfare and safety are essential components of a productive and sustainable workplace. Organizations that prioritize the well-being of their workforce tend to experience higher levels of job satisfaction, motivation, and overall efficiency. Welfare measures include facilities and services provided to improve employees' working and living conditions, while safety measures aim to prevent accidents and ensure a secure work environment. In today's industrial landscape, the importance of these measures has increased due to growing awareness of employee rights and legal obligations. Effective implementation of welfare and

safety policies reflects management's commitment to employee care. This study explores the welfare and safety measures provided to employees and evaluates their effectiveness in promoting a healthy and secure work atmosphere.

II. STATEMENT OF THE PROBLEM

study focuses on assessing the role of management in implementing welfare and safety measures at Sakthi Infra Tex Private Limited, highlighting concerns over the execution of existing policies and the rising complexity of workplace hazards. •It examines key issues such as accident frequency, root causes, effectiveness of response, and employee awareness of safety protocols and welfare benefits,

which directly impact morale and risk levels. • The study aims to evaluate whether current practices meet legal standards and employee expectations, identify gaps between management actions and worker perceptions, and measure overall satisfaction with welfare and safety efforts.

III. SCOPE OF THE STUDY

The study is limited to evaluating welfare and safety practices at Sakthi Infra Tex Private Limited, focusing on management's role, accident trends, employee awareness, and satisfaction with current measures. • It aims to identify gaps between policy and practice based on employee feedback, with findings intended to guide management and HR in improving internal welfare and safety strategies; external contractors and other units are excluded from the scope.

IV. OBJECTIVES OF THE STUDY

- To identify the role of management in implementing welfare & safety.
- To find the occurrence of accidents happened at the workplace.
- To study the awareness of the workers about welfare and safety in the workplace.

RESEARCH METHODOLOGY

A research methodology defines the methods and approaches employed in order to locate and evaluate data pertaining to a certain study subject. It is a procedure by which researchers plan their investigation to enable them to use the chosen research tools to accomplish their goals.

RESEARCH DESIGN

“DESCRIPTIVE RESEARCH DESIGN” is the research design employed this project. It gives no explanation as to how, when, or why the features evolved. Rather, it responds to the ‘what’ question. Usually, the features that are used to describe the

scenario are classified using a category scheme, also called descriptive categories.

SAMPLING TECHNIQUE

This study used simple random sample. Simple random sampling helps in obtaining a representative sample, minimizing selection bias, and allowing for the generalization of results to the broader population.

DATA COLLECTION

PRIMARY DATA

It is a data which were newly gathered, unique in nature, having been acquired for the first time. The main source of data for this study was the questionnaire.

SECONDARY DATA

Secondary data means all ready collecting data. Common sources of secondary data for social science include censuses, information collected by government departments, organizational records and data that was originally collected for other research purposes.

RESEARCH TOOLS

Several tools are used in the analysis of the consumer data that was gathered during the survey. To gather information, we utilized

- Correlation analysis.
- Trend analysis
- Factor Analysis
- Two-Way anova Analysis

ANALYSIS AND INTREPRETATION

CORRELATION ANALYSIS

CORRELATIONS ANALYSIS IS THERE A RELATIONSHIP BETWEEN YEARS OF SERVICE AND AWARENESS OF WELFARE MEASURES

Correlations			
		Years of service	Are you aware of the welfare measures provided by your organization
Years of service	Pearson Correlation	1	0.136
	Sig. (2-tailed)		0.208
	N	88	88
Are you aware of the welfare measures provided by your organization ?	Pearson Correlation	0.136	1
	Sig. (2-tailed)	0.208	
	N	88	88
Correlation is significant at the 0.01 level (2-tailed).			

Source: primary data

TWO WAY ANOVA

TWO WAY ANOVA TEST BETWEEN THE COMBINATION OF AGE AND YEARS OF SERVICE INFLUENCE SATISFACTION WITH SAFETY EQUIPMENT

HYPOTHESIS

Null Hypothesis (Ho): There is no significant difference in the mean satisfaction levels with safety equipment across the different age groups.
 Alternative Hypothesis (H1): There is a significant

difference in the mean satisfaction levels with safety equipment between at least two age groups.

Multiple Comparisons							
Are you satisfied with the safety equipment available							
D e p e n d e n t V a r i a b l e	Age		M e a n D i f f e r e n c e (I-J)	S t d . E r r o r	S i g .	95% Confidence Interval	
						L o w e r B o u n d	U p p e r B o u n d
Tukey HSD	20 - 25	26 - 30	-0.22	0.214	0.723	-0.79	0.34
		31 - 35	-0.02	0.316	1.000	-0.85	0.81
		A b o v e	0.07	0.430	0.998	-1.06	1.20

		3 5					
	26 - 30	20 - 25	0.22	0.2 14	0 . 7 2 3	-0.34	0.79
		31 - 35	0.20	0.2 99	0 . 9 0 3	-0.58	0.99
		A b o v e 3 5	0.30	0.4 18	0 . 8 9 4	-0.80	1.39
	31 - 35	20 - 25	0.02	0.3 16	1 . 0 0 0	-0.81	0.85
		26 - 30	-0.20	0.2 99	0 . 9 0 3	-0.99	0.58
		A b o v e 3 5	0.09	0.4 78	0 . 9 9 8	-1.16	1.35
	Ab ove 35	20 - 25	-0.07	0.4 30	0 . 9 9 8	-1.20	1.06
		26 - 30	-0.30	0.4 18	0 . 8 9 4	-1.39	0.80
		31	-0.09	0.4	0	-1.35	1.16

		- 35		78	.		
					9 9 8		
Bonferr oni	20 - 25	26 - 30	-0.22	0.2 14	1 . 0 0 0	-0.80	0.36
		31 - 35	-0.02	0.3 16	1 . 0 0 0	-0.87	0.83
		A b o v e 3 5	0.07	0.4 30	1 . 0 0 0	-1.09	1.24
	26 - 30	20 - 25	0.22	0.2 14	1 . 0 0 0	-0.36	0.80
		31 - 35	0.20	0.2 99	1 . 0 0 0	-0.60	1.01
		A b o v e 3 5	0.30	0.4 18	1 . 0 0 0	-0.84	1.43
	31 - 35	20 - 25	0.02	0.3 16	1 . 0 0 0	-0.83	0.87
		26 - 30	-0.20	0.2 99	1 . 0 0	-1.01	0.60

					0		
		A b o v e 3 5	0.09	0.4 78	1 . 0 0 0	-1.20	1.38
	Ab ove 35	20 - 25	-0.07	0.4 30	1 . 0 0 0	-1.24	1.09
		26 - 30	-0.30	0.4 18	1 . 0 0 0	-1.43	0.84
		31 - 35	-0.09	0.4 78	1 . 0 0 0	-1.38	1.20
Based on observed means. The error term is Mean Square (Error) = .786							

Source: primary data

FINDINGS

To improve employee welfare and safety at Sakthi Infra Tex Private Limited, the study recommends regular training, a strong induction program, and active management involvement through audits and safety committees. Ensuring consistent PPE usage, routine health checks, and mental health support is vital. Basic facilities must be well-maintained with employee feedback. Effective communication, grievance redressal, and inclusive amenities like crèche and transport for women are essential. Performance-based incentives, internal audits, and satisfaction surveys can boost morale and accountability. Involving employees in welfare planning and using digital tools for monitoring will enhance transparency. Overall, welfare should be treated as a strategic investment in employee well-being and organizational growth

SUGGESTIONS

To improve employee welfare and safety at Sakthi Infra Tex Private Limited, the study recommends regular training, a strong induction program, and active management involvement through audits and safety committees. Ensuring consistent PPE usage, routine health checks, and mental health support is vital. Basic facilities must be well-maintained with employee feedback. Effective communication, grievance redressal, and inclusive amenities like crèche and transport for women are essential. Performance-based incentives, internal audits, and satisfaction surveys can boost morale and accountability. Involving employees in welfare planning and using digital tools for monitoring will enhance transparency. Overall, welfare should be treated as a strategic investment in employee well-being and organizational growth.

DISCUSSION

The discussion on welfare and safety at Sakthi Infra Tex Private Limited reveals that while basic facilities and safety measures are in place, their quality, consistency, and enforcement vary across departments. Employees reported partial satisfaction due to maintenance issues, limited safety training, and inadequate communication of safety protocols. Gender-specific needs, mental health support, and ergonomic practices were also lacking. Management’s limited involvement in safety monitoring and feedback reduced trust and participation, while grievance mechanisms were underused due to fear of retaliation. Data analysis showed demographic factors influence satisfaction, highlighting the need for targeted improvements. Overall, the company must strengthen implementation, foster continuous employee engagement, and shift to a people-centered safety culture to enhance well-being, productivity, and sustainability.

V. CONCLUSIONS

In conclusion, the results indicate that age does not significantly impact perceptions of HR well-being support, and job satisfaction with current responsibilities does not meaningfully influence

retention intent. These findings suggest that commonly assumed predictors of employee attitudes and behaviors may not hold true in all organizational contexts. As such, HR strategies should avoid overgeneralizations based on age or task satisfaction alone, instead focusing on broader, more nuanced factors that influence employee experiences.

Taken together, these findings point to the importance of comprehensive, data-informed HR approaches. Organizations should consider expanding their assessment frameworks to include a wider range of variables that affect employee well-being and retention. By doing so, they can design initiatives and interventions that address the deeper and more diverse motivations behind employee satisfaction and commitment, ultimately fostering a more resilient and engaged workforce.

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