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RESEARCH ARTICLE OPEN ACCESS

A Study on Employee Welfare Measures and Their Impact on Employee Work Motivation

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ABSTRACT:
Employee welfare measures are essential for enhancing employee satisfaction, well-being, and work motivation within an organization. This study aims to examine the various welfare measures provided to employees and analyze their impact on employee work motivation. Welfare initiatives such as medical support, canteen facilities, safety provisions, leave benefits, transport facilities, and employee support services play a vital role in creating a healthy and motivating working environment .The study primarily seeks to identify the welfare measures that employees value most and to understand the relationship between welfare provisions and their level of motivation at work.

KEYWORDS: Employee Welfare Measures, Employee Motivation, Job Satisfaction, Welfare Facilities, Employee Performance

INTRODUCTION OF THE STUDY

Employees are the most valuable asset of any organization. The success and growth of an organization largely depend upon the efficiency, commitment, and motivation of its employees. In the modern business world, organizations are not only expected to focus on production, profit, and market competition, but also on the welfare and well-being of their employees. Employee welfare has become an essential part of human resource management because it directly influences employee satisfaction, performance, loyalty, and motivation. An organization can achieve its goals effectively only when its employees are physically fit, mentally satisfied, and emotionally motivated.

Employee welfare refers to the various facilities, services, and benefits provided by an employer to improve the working and living conditions of employees. These facilities are given in addition to wages and salaries and are intended to create a healthy, safe, and supportive work environment. Welfare measures include both statutory and non-statutory benefits. Statutory welfare measures are those that are required by law, such as drinking water, sanitation, first-aid, restrooms, safety provisions, and canteen facilities. Non-statutory welfare measures are additional benefits voluntarily provided by the organization, such as medical insurance, transport facilities, housing assistance, recreation, employee counseling, educational support, and other welfare programs.

The concept of employee welfare is based on the idea that employees are not merely workers, but human beings with social, physical, economic, psychological and mental needs.

OBJECTIVES OF THE STUDY

- To study the employee welfare measures and their impact on employee work motivation in Coimbatore City.
- To identify the various welfare measures provided to employees.
- To examine the workplace factors that influence employee work motivation.
- To analyze the relationship between age group and the factors contributing to employees staying in their current job.
- To provide suitable suggestions for improving employee welfare measures in order to enhance work motivation.

STATEMENT OF THE PROBLEM

Employee welfare measures are important for improving employee comfort, safety, and well-being.They help create a better working

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environment in the organization. Lack of proper welfare facilities may lead to dissatisfaction among employees.This can reduce their interest and motivation towards work.Work motivation plays a key role in employee performance and productivity.Welfare measures can influence the motivation level of employees.

SCOPE OF THE STUDY

- The study focuses on selected organizations in Coimbatore City.
- It covers employee welfare measures and their impact on work motivation.
- The study is useful for management to improve welfare policies.
- The findings may help similar organizations understand the importance of employee welfare.

LIMITATIONS OF THE STUDY

- This study confined only in Coimbatore and sample size is limited to 120.
- The employees and workers were interviewed during the course of their working time, so they were in a hurry to respond to the question, which may have effected the quality of data.
- Time constraint was another limiting factor. The time available for the study was very much limited.
- The study covers only a few aspects of quality of work, in spite of all the above limitation.

RESEARCH METHODOLOGY

Research methodology is a way to systematically solve the research problem. A Research design is purely and framework or plan to study the system that guides the collection and analysis of data.

Research Design

The type of the study for this project is Descriptive Research the descriptive research include survey and fact finding enquiries of different kids the major purpose of descriptive research is description of the state of affairs as it exists of present the main characteristics of this method is that research has no control over the variable he can only report what has happened or what is happened.

Sampling size

Out of the entries population 120 respondents were chosen as samples.

Sampling

The sampling design used in this project is convenient sampling.

Data Collection

There are two types of data

- Primary Data
- Secondary Data

Primary Data

The study mainly uses primary data collection through a specifically designed questionnaire these questionnaire are given to the customer to collect data from them.

Secondary Data

Were collected from customer report manuals journals magazines, websites etc. These data are help full in describing about the details like its nature profit of the product etc.

Data Analysis

The statistical tools used for this research are

- Simple percentage
- Chi-Square

Simple Percentage

The percentage refers to a special kind of ratio percentage is used in making comparison between two or more series of data.Percentage analysis helps to find which factors is significant among a number of factors.

$$= \frac{\text{No of Respondents}}{\text{Total No of Respondents}} \text{ X } 100$$

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Chi-Square

The Chi-Square test is done to check if there is any difference between the observed value and expected value.

$$\text{Chi-Square} = \chi^2 = \Sigma \frac{(O - E)^2}{E}$$

REVIEW OF LITERATURE

Abraham Maslow (2016) Maslow proposed the Hierarchy of Needs Theory, which explains that human needs are arranged in five levels: physiological, safety, social, esteem, and self-actualization. Employee welfare measures such as medical benefits, job security, safe working conditions, and social facilities satisfy safety and social needs. Fulfillment of these needs enhances employee motivation and productivity.

Frederick Herzberg (2016) Herzberg developed the Two-Factor Theory (Motivation–Hygiene Theory). According to him, hygiene factors such as salary, working conditions, and company policies prevent dissatisfaction, while motivational factors like recognition and achievement improve performance. Employee welfare measures fall under hygiene factors and play a vital role in maintaining employee satisfaction and supporting motivation.

Elton Mayo (2016) Through the Hawthorne Studies, Mayo found that employees perform better when they feel valued and cared for by the organization. Improved working conditions and welfare facilities increase morale and productivity. This study highlighted the importance of human relations and employee welfare in organizations.

Douglas McGregor (2017) McGregor introduced Theory X and Theory Y. Theory Y assumes that employees are self-motivated when provided with proper support and favorable working conditions. Welfare measures create a positive environment that encourages employees to work willingly and efficiently.

Armstrong (2017) Armstrong emphasized that employee welfare measures contribute to higher employee engagement and job satisfaction. He stated that organizations investing in employee well-being.

OVERVIEW OF THE STUDY

Employee welfare measures are an essential part of human resource management that focus on improving the working and living conditions of employees. These measures include both statutory and non-statutory benefits such as medical facilities, canteen services, safety provisions, transport facilities, leave benefits, and recreational activities. Such welfare initiatives are designed to ensure the physical, mental, and social well-being of employees, thereby creating a supportive and healthy work environment.

In today's competitive organizational environment, employee motivation has become a key factor influencing productivity and overall performance. Motivated employees tend to be more committed, efficient, and satisfied with their jobs. Organizations are increasingly recognizing that providing effective welfare measures is not only a legal or ethical responsibility but also a strategic tool to enhance employee motivation and retention.

This study focuses on analyzing the various welfare measures provided to employees and examining their impact on employee work motivation. It aims to identify the welfare facilities that are most valued by employees and to understand how these measures influence their level of motivation, job satisfaction, attendance, and performance at work.

The study is based on primary data collected from employees using a structured questionnaire. The collected data are analyzed using statistical tools such as percentage analysis and chi-square analysis to determine the relationship between employee welfare measures and work motivation.

Overall, the study highlights the importance of welfare measures in improving employee morale and organizational effectiveness. It emphasizes that organizations that invest in employee welfare are more likely to achieve higher productivity, reduced absenteeism, and stronger employee loyalty.

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ANALYSIS AND INTERPRETATION

Table showing age group of respondents

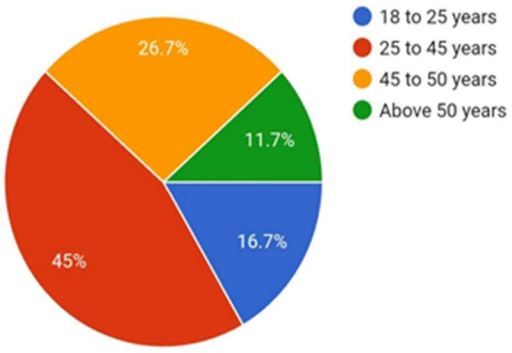
S.NO	PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE%
1	18-25 YEARS	20	16.7%
2	25-45 YEARS	54	45%
3	45-50 YEARS	32	26.7%
4	ABOVE 50 YEARS	14	11.7%
		120	100%

INTERPRETATION

From the above table out of 120 respondents 16.7% of respondents are 18-25 years, 45% of respondents are 25-45 years, 26.7% of respondents are 45-50 years and 11.7% of respondents are above 50 years.

Majority of respondents 45% are 25-45 years.

CHART SHOWING AGE GROUP OF RESPONDENTS



S.NO	PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE%
1	Welfare and benefits	54	45%
2	Carrier growth opportunities	18	15%
3	Job securities	22	18.3%
4	Work environment	26	21.7%
		120	100%

INTERPRETATION

From the above table out of 120 respondents 45% of respondents are Welfare and benefits, 15% of respondents are Carrier growth opportunities, 18.3% of respondents are Job securities and 21.7% of respondents are Work environment.

Majority of respondents 45% are Welfare and benefits.

Chart showing factor contributes most to your decision to stay in your job of respondents

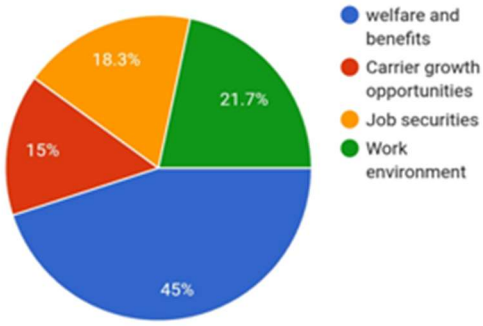


Table showing factor contributes most to your decision to stay in your job of respondents

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Chi square analysis of age and factor contributes most to your decision to stay in your current job of respondents

O	E	O − E	(O − E)²	(O − E)²/E
6	9.00	-3.00	9.000	1.000
7	3.00	4.00	16.000	5.333
2	3.67	-1.67	2.789	0.759
5	4.33	0.67	0.449	0.103
26	24.30	1.70	2.890	0.119
6	8.10	-2.10	4.410	0.544
10	9.90	0.10	0.010	0.001
12	11.70	0.30	0.090	0.008
16	14.40	1.60	2.560	0.178
3	4.80	-1.80	3.240	0.675
8	5.87	2.13	4.537	0.773
5	6.93	-1.93	3.725	0.537
6	6.30	-0.30	0.090	0.014
2	2.10	-0.10	0.010	0.005
2	2.57	-0.57	0.325	0.126
4	3.03	0.97	0.941	0.310

VARIABLE	DEGREE OF FREEDOM	LEVEL OF SIGNIFICANCE	TABLE VALUE	CALCULATED VALUE	ACCEPTED/REJECTED
Age and factor contributes most to your decision to stay in your current job	9	5%	16.919	10.485	Accepted

RESULT

Calculated value = 10.485

Table value = 16.919

Since:

10.485<16.919

Null Hypothesis (H_0) is accepted. There is no significant relationship between Age and factor contributes most to your decision to stay in your current job.

Table showing how long have you been in this organization of respondents

S. NO	PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE%
1	Less than 1 year	10	8.3%
2	1 to 5 years	58	48.3%
3	6 to 10 years	34	28.3%
4	More than 10 years	18	15%
		120	100%

INTERPRETATION

From the above table out of 120 respondents 8.3% of respondents are Less than 1 year , 48.3% of respondents are 1 to 5 years, 28.3% of respondents are 6 to 10 years and 15% of respondents are More than 10 years.

Majority of respondents 48.3% are 1 to 5 years.

Chart showing how long have you been in this organization of respondents

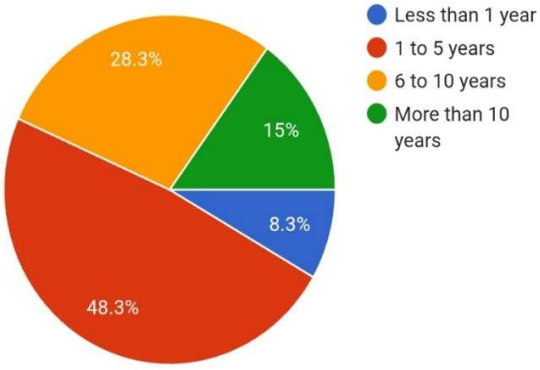

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Table showing workplace factor that has greatest influence on work motivation of respondents

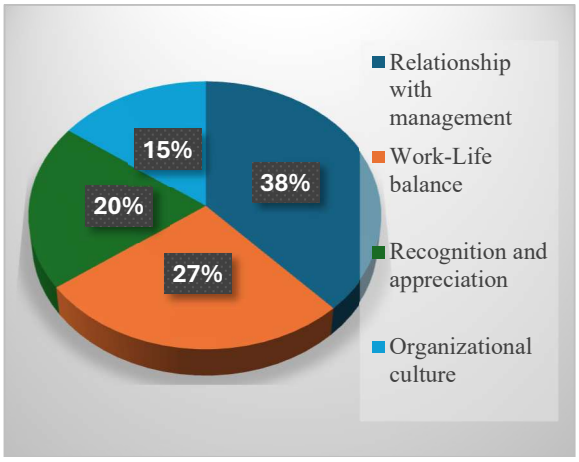
S. NO	PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE%
1	Relationship with management	46	38%
2	Work-Life balance	32	27%
3	Recognition and appreciation	24	20%
4	Organizational culture	18	15%
		120	100%

INTERPRETATION

From the above table out of 120 respondents 38% of respondents are Relationship with management, 27% of respondents are Work-Life balance, 20% of respondents are Recognition and appreciation and 15% of respondents are organizational culture.

Majority of respondents 38% are relationship with management.

Chart showing workplace factor that has greatest influence on work motivation of respondents



Chi square analysis of how long have you been in this organization and workplace factor that has greatest influence on work motivation of respondents

O	E	O − E	(O − E)²	(O − E)²/E
2	3.83	-1.83	3.349	0.874
4	2.67	1.33	1.769	0.663
3	2.00	1.00	1.000	0.500
1	1.50	-0.50	0.250	0.167
24	22.23	1.77	3.133	0.141
14	15.47	-1.47	2.161	0.140
11	11.60	-0.60	0.360	0.031
9	8.70	0.30	0.090	0.010
13	13.03	-0.03	0.001	0.000
8	9.07	-1.07	1.145	0.126
8	6.80	1.20	1.440	0.212
5	5.10	-0.10	0.010	0.002
7	6.90	0.10	0.010	0.001
6	4.80	1.20	1.440	0.300
2	3.60	-1.60	2.560	0.711
3	2.70	0.30	0.090	0.033

VARIABLE	DEGREE OF FREEDOM	LEVEL OF SIGNIFICANCE	TABLE VALUE	CALCULATED VALUE	ACCEPTED/REJECTED
Work experience and workplace factor that has greatest influence on work motivation	9	5%	16.919	3.911	Accepted

RESULT

Calculated value = 3.911

Table value = 16.919

Since:

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13.911<16.919

Null Hypothesis (H_0) is accepted. There is no significant relationship between How long have you been in this organization and workplace factor that has greatest influence on work motivation.

FINDINGS

SIMPLE PERCENTAGE ANALYSIS:

- Majority of respondents 60% are male**.**
- Majority of respondents 45% are 25-45 years.
- Majority of respondents 50% are UG.
- Majority of respondents 68% are unmarried.
- Majority of respondents 48.3% are 1 to 5 years.
- Majority of respondents 51% are 20000 to 30000.
- Majority of respondents 60% are Yes.
- Majority of respondents 42% are Private sector.
- Majority of respondents 37% are worker.
- Majority of respondents 43% are Marketing department.
- Majority of respondents 67% are No.
- Majority of respondents 38% are relationship with management.
- Majority of respondents 45% are Hygienic.
- Majority of respondents 45% are Welfare and benefits.
- Majority of respondents 47% are Employee care and support.
- Majority of respondents 47% are Housing benefits.
- Majority of respondents 48% are Increase motivation and productivity.
- Majority of respondents 46.7% are Salary increment.
- Majority of respondents 43% are No major influence.
- Majority of respondents 45% are Insurance benefits.
- The chi-square analysis shows that there is **no significant relationship** between age and factor contributes most to your decision to stay in your current job.
- The chi-square analysis shows that there is **no significant relationship** between How long have you been in this organization and workplace factor that has greatest influence on work motivation.

SUGGESTIONS

- The organization may improve recognition and appreciation practices, as this was less preferred compared to other workplace motivational factors. Employees should be appreciated regularly for their performance and contribution. Recognition programs can improve morale and strengthen work motivation. This can also increase employee involvement in organizational activities.

- More attention may be given to canteen serving quality and pricing, as these aspects received lower preference compared to hygiene and cleanliness. The organization should ensure timely serving and reasonable food prices. Better canteen service can improve employee comfort during working hours. This may positively influence employee satisfaction and motivation.

- The management may focus on improving career growth opportunities and work environment, since these were not chosen as strongly as welfare and benefits. Employees should be given clear promotion paths and development opportunities. A better work environment can also improve job retention. This will encourage employees to remain committed to the organization.

- The organization may strengthen weaker welfare areas such as policies and administrative support, as employees gave more importance to direct care and support activities. Welfare-related policies should be communicated clearly and implemented effectively. Employees must

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feel that welfare is not only available but also accessible. This can improve confidence in the organization.

- Since welfare measures showed less influence on attendance for many employees, the organization should improve the practical usefulness of welfare schemes. Welfare programs should be more closely linked to employee needs and daily work life. encouragement measures may also be introduced. This can help improve regularity and employee participation at work.

CONCLUSION

The present study titled "A Study on Employee Welfare Measures and Their Role in Enhancing Work Motivation with Special Reference to Coimbatore" reveals that employee welfare measures play a meaningful role in influencing employee motivation in the workplace.

The findings of the study show that employees place significant importance on welfare-related aspects such as relationship with management, hygienic canteen facilities, welfare and benefits, employee care and support, housing facilities, salary increments, and insurance benefits. These welfare measures not only contribute to employee comfort and well-being but also help in improving motivation and productivity.

The study also indicates that welfare measures are strongly connected with employee retention, satisfaction, and performance. In particular, employees perceive that proper welfare facilities can increase motivation, improve morale, and create a more supportive work environment. However, the responses also show that welfare measures alone may not be sufficient to improve areas such as attendance, suggesting that welfare must be supported by broader human resource practices and organizational support.

Overall, it can be concluded that employee welfare measures are an essential factor in enhancing work motivation. Organizations that invest in effective welfare practices are more likely to build a motivated, loyal, and productive workforce. Therefore, organizations in Coimbatore should continue to strengthen and modernize employee welfare measures in order to promote both employee well-being and organizational success.

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