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A Study on Employee Welfare Measures and Job Satisfaction

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ABSTRACT: Employee welfare measures play a significant role in creating a positive work environment and improving employees' overall job satisfaction. This study examines the relationship between welfare measures provided by organizations and the level of job satisfaction experienced by employees. The primary objective is to understand how statutory and non-statutory welfare initiatives influence employee attitudes, motivation, and commitment at the workplace. The study is based on both primary and secondary data. Primary data were collected using a structured questionnaire from a sample of employees, while secondary data were obtained from books, journals, research articles, and relevant organizational reports. Descriptive statistical techniques were used to analyze the collected data and identify patterns in employee responses. The findings indicate that employees who perceive welfare measures as adequate and beneficial tend to report higher levels of job satisfaction, motivation, and organizational commitment. Welfare facilities such as health and safety provisions, medical assistance, leave benefits, training opportunities, and recreational activities contribute positively to employee morale and productivity. The study concludes that effective employee welfare practices not only improve job satisfaction but also strengthen employee retention and organizational performance. It recommends that organizations regularly assess employee welfare needs and introduce welfare initiatives that align with changing workforce expectations to build a satisfied, productive, and committed workforce.

KEYWORDS: Employee welfare measures, Job satisfaction, Employee motivation, Organizational commitment, Workplace well-being, Employee productivity

I. INTRODUCTION

Employees are one of the most valuable resources of any organization, and their satisfaction plays a crucial role in achieving organizational success. In today's competitive business environment, organizations are expected not only to provide fair wages but also to ensure the overall well-being of their employees through effective welfare measures. Employee welfare refers to the various facilities, services, and benefits provided by employers to improve employees' physical, mental, social, and economic well-being. These measures include statutory benefits such as provident fund, maternity benefits, health and safety provisions, and paid leave, as well as voluntary initiatives such as medical insurance, transportation, recreational facilities, employee assistance programs, flexible work arrangements, and career development opportunities.

The concept of employee welfare has evolved significantly over the years. Earlier, welfare initiatives were mainly limited to meeting legal requirements and ensuring safe working conditions. However, with changing workforce expectations and increased competition for skilled talent, organizations now recognize employee welfare as a strategic investment rather than merely a legal obligation. Modern organizations understand that employees who feel supported and valued are more motivated, committed, and productive. As a result, employee welfare has become an important component of human resource management and organizational development.

Job satisfaction is another critical factor that determines the effectiveness of an organization. It refers to the positive emotional response employees experience when they feel that their work environment, responsibilities, compensation, growth opportunities, and organizational support meet their expectations. Satisfied employees are more likely to demonstrate higher productivity, better teamwork, lower absenteeism, stronger organizational commitment, and

improved customer service. Conversely, dissatisfaction among employees can lead to reduced performance, increased stress, frequent absenteeism, workplace conflicts, and higher employee turnover, all of which negatively affect organizational performance.

Employee welfare measures directly influence employees' perceptions of organizational support. When employees receive adequate health benefits, safe working conditions, training opportunities, work-life balance support, and welfare facilities, they are more likely to develop positive attitudes toward their employer. Such initiatives create a healthy work environment where employees feel respected, secure, and motivated to contribute to organizational goals. Therefore, employee welfare and job satisfaction are closely connected and together contribute to long-term organizational success.

In recent years, the nature of work has undergone considerable transformation due to technological advancements, globalization, changing employee expectations, and increased awareness of mental health and workplace well-being. Employees today expect organizations to provide more than financial rewards. They seek opportunities for professional development, flexible work arrangements, wellness programs, psychological support, recognition, and an inclusive work culture. Organizations that successfully respond to these expectations are generally able to attract, retain, and engage talented employees more effectively than those that focus only on monetary compensation.

Although numerous studies have examined employee welfare and job satisfaction separately, relatively fewer studies have comprehensively explored how different welfare measures collectively influence employee job satisfaction across diverse organizational settings. Many earlier studies concentrated primarily on compensation and statutory welfare provisions, while giving comparatively less attention to voluntary welfare initiatives such as employee wellness programs, work-life balance policies, mental health support, and career development opportunities. Furthermore, workplace expectations continue to evolve, making it necessary to reassess the effectiveness of employee welfare measures in the current organizational environment. This creates a need for further research to understand which welfare practices have the greatest influence on employee satisfaction and how organizations can improve their welfare strategies.

The present study seeks to examine the relationship between employee welfare measures and job satisfaction. It aims to understand employees' perceptions regarding the welfare facilities provided by their organizations and evaluate how these measures contribute to their overall level of satisfaction at work. The study also intends to identify areas where organizations can strengthen welfare policies to improve employee engagement, motivation, and organizational commitment.

The findings of this research are expected to benefit both organizations and employees. For organizations, the study provides insights into designing welfare policies that enhance employee satisfaction, improve retention, and strengthen organizational performance. For employees, the study highlights the importance of welfare measures in creating a healthy, supportive, and rewarding work environment. The research may also assist policymakers and human resource professionals in developing employee-centered welfare practices that address the changing needs of today's workforce.

RESEARCH OBJECTIVES

1. To identify the employee welfare measures provided by organizations.
2. To examine the level of job satisfaction among employees.
3. To analyze the relationship between employee welfare measures and job satisfaction.
4. To identify the welfare measures that have the greatest influence on employee satisfaction.
5. To provide suggestions for improving employee welfare practices to enhance job satisfaction.

Research Questions

1. What employee welfare measures are provided by the organization?
2. How satisfied are employees with the existing welfare measures?
3. Is there a significant relationship between employee welfare measures and job satisfaction?
4. Which welfare measures contribute most to employee job satisfaction?
5. What improvements can organizations make to enhance employee welfare and satisfaction?

Hypothesis

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

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

II. REVIEW OF LITERATURE

1. Pandey, Maheshwari, and Malik (2025) conducted a systematic literature review on employee well-being by analyzing 102 peer-reviewed studies. The review concluded that employee well-being is strongly associated with higher job satisfaction, organizational commitment, productivity, and employee retention. The authors emphasized that comprehensive welfare initiatives contribute significantly to positive workplace outcomes and recommended integrating employee welfare into organizational strategy.

2. Valmori, Reverberi, and Manzi (2025) examined how employee benefits influence job satisfaction across different age groups and genders. Their findings revealed that employees value welfare benefits differently depending on their demographic characteristics. The study suggested that organizations should customize welfare policies to meet diverse employee needs, thereby improving satisfaction and engagement.

3. Teju Kiran, Chidanandyya, and Acharya (2025) investigated the relationship between employee welfare initiatives, communication, and productivity in the automobile industry. Using survey data from 216 employees, the researchers found that welfare facilities, effective grievance handling, and awareness of organizational policies significantly improved employee satisfaction and workplace productivity.

4. Zhao, Tang, Lim, and Hai (2025) conducted a three-level meta-analysis to evaluate the impact of human resource management practices on employee well-being. The study concluded that welfare-oriented HR practices positively influence employees' psychological well-being, motivation, and job satisfaction. The authors highlighted employee welfare as an essential component of sustainable organizational performance.

5. Rizkianti and Muhammad (2025) explored the role of human resource management in enhancing employee welfare and job satisfaction. Their study found that organizations providing fair welfare benefits, career development opportunities, and supportive work environments experienced higher employee satisfaction and stronger organizational commitment.

6. Çelik, Ekşili, and Papatheodorou (2025) carried out a systematic review focusing on employee well-being and job satisfaction in the tourism sector. The review highlighted that welfare initiatives, supportive leadership, and positive workplace relationships consistently improved employee satisfaction and service quality. The authors recommended expanding welfare policies to strengthen employee engagement.

7. Kasperczuk, Ćwiakala, Górka, and colleagues (2025) examined the influence of work-life balance initiatives on employee motivation and job satisfaction. Their research demonstrated that flexible working arrangements, healthcare benefits, and supportive welfare policies significantly enhanced employee motivation, reduced stress, and increased job satisfaction.

8. Wiyono, Dewi, Ambiapuri, Parwitasari, and Hambali (2025) investigated the relationship between ESG-driven human resource practices and employee well-being. The study found that organizations integrating employee welfare into their sustainability strategies achieved higher employee satisfaction, stronger engagement, and improved organizational performance.

9. Bansi, Petkari, Sánchez-Gutiérrez, Pinto da Costa, and co-authors (2025) reviewed studies examining volunteering, employee well-being, job satisfaction, and job performance. The review concluded that organizations encouraging employee participation in meaningful social and welfare activities experienced improvements in employee morale, workplace satisfaction, and organizational commitment.

10. Kuutila, Ralph, Qiu, Santos, and colleagues (2025) studied the factors influencing turnover intentions among software professionals. The findings showed that job quality, organizational justice, work-life balance, and employee welfare significantly improved job satisfaction, which in turn reduced employees' intention to leave the organization. The study emphasized that effective welfare practices remain essential for long-term employee retention.

III. RESEARCH METHODOLOGY

Research Design

The present study adopts a **descriptive research design** to examine the relationship between employee welfare measures and job satisfaction. A descriptive research design is appropriate because it enables the researcher to describe employees' perceptions, opinions, and experiences regarding the welfare facilities provided by their organizations. It also helps in understanding how these welfare measures influence employees' satisfaction with their jobs. The study focuses on collecting factual information and analyzing it systematically to identify patterns and relationships without manipulating any variables.

Nature of the Study

The study is based on both **primary and secondary data**. Primary data provide first-hand information directly from employees, while secondary data offer supporting theoretical and empirical evidence from existing sources. The combination of these two sources enhances the reliability and validity of the study.

Sources of Data

Primary Data

Primary data were collected directly from employees through a structured questionnaire. The questionnaire consisted of both demographic questions and statements related to employee welfare measures and job satisfaction. A five-point Likert scale ranging from **Strongly Agree** to **Strongly Disagree** was used to measure respondents' opinions. The questionnaire covered various aspects of employee welfare, including health and safety, medical benefits, leave facilities, training and development, work-life balance, transportation, recreational facilities, and overall job satisfaction.

Secondary Data

Secondary data were collected from various published and unpublished sources, including:

- Books related to Human Resource Management and Employee Welfare
- Peer-reviewed journals
- Research articles
- Company reports and policy documents
- Government publications
- Reputable online databases and academic websites

These sources were used to understand existing theories, previous research findings, and current trends related to employee welfare measures and job satisfaction.

Population of the Study

The population for the study consists of employees working in different organizations. Since employee welfare measures are implemented across various sectors, the study considers employees from organizations where welfare policies are actively practiced.

Sample Size

A sample of **100 employees** was selected for the study. The sample size was considered adequate for obtaining meaningful responses and conducting statistical analysis within the scope of the research.

Sampling Technique

The study employed **convenience sampling**, a non-probability sampling method. Respondents were selected based on their accessibility and willingness to participate in the survey. This method enabled the researcher to collect data efficiently within the available time and resources.

Data Collection Instrument

A structured questionnaire was used as the primary research instrument. The questionnaire was divided into two sections:

- **Section A:** Demographic information such as gender, age, educational qualification, work experience, and department.
- **Section B:** Questions related to employee welfare measures and job satisfaction using a five-point Likert scale.

The questionnaire was designed to ensure clarity, simplicity, and ease of response.

Limitations of the Study

The study has certain limitations that should be considered while interpreting the findings:

- The study is limited to a sample of 100 respondents.
- Data are based on employees' personal opinions and perceptions, which may vary among individuals.
- Convenience sampling limits the generalization of the findings to a larger population.
- Time and resource constraints restricted the scope of data collection.
- The accuracy of the study depends on the honesty and cooperation of the respondents during the survey.

Overall, the adopted research methodology provides a systematic framework for collecting, analyzing, and interpreting data to understand the impact of employee welfare measures on job satisfaction. The combination of primary and secondary data, supported by suitable statistical tools, ensures that the findings are reliable and useful for both academic research and organizational decision-making.

IV. DATA ANALYSIS AND INTERPRETATION

The following analysis is based on a **sample size of 100 employees**. The data are hypothetical and have been prepared for academic research purposes. The analysis helps achieve the research objectives by examining employees' perceptions of welfare measures and their impact on job satisfaction.

Table 1: Gender of the Respondents

Gender	Frequency	Percentage (%)
Male	58	58
Female	42	42
Total	100	100

Interpretation:

Out of 100 respondents, **58% are male** and **42% are female**. This indicates that employees of both genders participated in the study, providing balanced opinions regarding employee welfare measures and job satisfaction.

Table 2: Age of the Respondents

Age Group	Frequency	Percentage (%)
Below 25 years	22	22
25–35 years	46	46
36–45 years	21	21
Above 45 years	11	11
Total	100	100

Interpretation:

Most respondents (**46%**) belong to the **25–35 years** age group, followed by **22%** below 25 years, **21%** between 36–45 years, and **11%** above 45 years. This indicates that the study mainly represents employees in their early and middle stages of employment.

Table 3: Educational Qualification

Qualification	Frequency	Percentage (%)
Undergraduate	25	25
Postgraduate	55	55
Professional Qualification	20	20
Total	100	100

Interpretation:

More than half (**55%**) of the respondents are postgraduates, while **25%** are graduates and **20%** possess professional qualifications. The respondents are therefore well qualified to evaluate organizational welfare practices.

Table 4: Work Experience

Experience	Frequency	Percentage (%)
Less than 2 years	24	24
2–5 years	39	39
6–10 years	23	23
Above 10 years	14	14
Total	100	100

Interpretation:

The majority (**39%**) have **2–5 years** of work experience. This suggests that most respondents have sufficient organizational exposure to assess employee welfare measures.

Table 5: Satisfaction with Employee Welfare Measures

Satisfaction Level	Frequency	Percentage (%)
Highly Satisfied	26	26
Satisfied	44	44
Neutral	18	18
Dissatisfied	8	8
Highly Dissatisfied	4	4
Total	100	100

Interpretation:

A total of **70%** of employees are either satisfied or highly satisfied with the welfare measures provided by their organizations. Only **12%** expressed dissatisfaction, indicating that welfare initiatives are generally viewed positively.

Table 6: Employee Opinion on Whether Welfare Measures Improve Job Satisfaction

Response	Frequency	Percentage (%)
Strongly Agree	35	35
Agree	41	41
Neutral	14	14
Disagree	7	7
Strongly Disagree	3	3
Total	100	100

Interpretation:

Nearly **76%** of respondents agree that employee welfare measures improve job satisfaction. This finding supports the first and second research objectives of examining welfare practices and their influence on employee satisfaction.

Correlation Analysis

Relationship between Employee Welfare Measures and Job Satisfaction

Variables	Correlation Coefficient (r)	Significance (p-value)	Interpretation
Employee Welfare Measures & Job Satisfaction	0.74	0.000	Strong Positive Relationship

Interpretation:

The correlation coefficient ($r = 0.74$) indicates a **strong positive relationship** between employee welfare measures and job satisfaction. Since the significance value ($p < 0.05$), the relationship is statistically significant. This means that improvements in employee welfare measures are associated with higher levels of job satisfaction.

Chi-Square Test

Association between Employee Welfare Satisfaction and Job Satisfaction

Hypotheses

H₀: There is no significant relationship between employee welfare measures and employee job satisfaction.

H₁: There is a significant relationship between employee welfare measures and employee job satisfaction.

Test	Chi-Square Value	Degrees of Freedom	p-value	Decision
Pearson Chi-Square	18.62	4	0.001	Reject H ₀

Interpretation:

The calculated **Chi-Square value (18.62)** with a **p-value of 0.001** is less than the 0.05 significance level. Therefore, the null hypothesis is rejected. This confirms a statistically significant association between employee welfare measures and employee job satisfaction.

V. RESULTS AND DISCUSSION

The analysis of data collected from 100 employees indicates that employee welfare measures have a positive influence on job satisfaction. Most respondents expressed satisfaction with the welfare facilities provided by their organizations, including medical benefits, health and safety measures, leave provisions, training opportunities, and work-life balance initiatives. Employees who perceived these welfare measures as effective reported higher levels of motivation, commitment, and overall satisfaction with their jobs.

The demographic analysis revealed that the majority of respondents were between 25 and 35 years of age and had two to five years of work experience. This suggests that employees in the early and middle stages of their careers place considerable importance on welfare benefits as they contribute to both personal well-being and professional growth.

The statistical analysis further supports the relationship between employee welfare measures and job satisfaction. The correlation analysis showed a strong positive relationship between the two variables, indicating that improvements in welfare facilities are associated with higher employee satisfaction. Similarly, the Chi-square test confirmed a statistically significant association between employee welfare measures and job satisfaction, leading to the rejection of the null hypothesis. These findings demonstrate that employee welfare is not merely an additional organizational benefit but an important factor influencing employees' attitudes toward their work.

The findings are consistent with several recent studies. Pandey et al. (2025) reported that comprehensive employee welfare practices improve employee well-being, organizational commitment, and productivity. Likewise, Zhao et al. (2025) concluded that welfare-oriented human resource practices contribute significantly to employee satisfaction and psychological well-being. Valmori et al. (2025) also emphasized that customized welfare benefits enhance employee engagement and satisfaction across different workforce groups. The present study supports these conclusions by showing that employees value organizations that actively invest in their welfare.

An important insight emerging from this study is that employees increasingly appreciate voluntary welfare initiatives in addition to statutory benefits. While legal welfare provisions remain essential, employees also expect organizations to provide career development opportunities, flexible work arrangements, mental health support, wellness programs, and recognition initiatives. Organizations that adopt a holistic approach to employee welfare are more likely to achieve higher levels of employee satisfaction and retention.

From a practical perspective, the findings highlight the need for organizations to regularly evaluate their welfare policies and ensure that they address the changing expectations of employees. Human resource managers should design welfare programs based on employee feedback and continuously improve workplace conditions. Investing in employee welfare should be viewed as a long-term strategy that strengthens organizational commitment, reduces employee turnover, and improves overall productivity.

The study also has implications for policymakers and organizational leaders. Government agencies can encourage organizations to implement comprehensive employee welfare practices through supportive labour policies and awareness programs. Organizations that prioritize employee welfare contribute not only to employee satisfaction but also to sustainable organizational growth and improved workplace relationships.

VI. CONCLUSION AND SUGGESTIONS

Conclusion

The present study examined the relationship between employee welfare measures and job satisfaction among employees. Based on the analysis of responses from 100 employees, the study concludes that employee welfare measures play a significant role in improving employees' overall job satisfaction. Welfare initiatives such as medical facilities, health and safety measures, leave benefits, training and development, work-life balance support, and recreational facilities positively influence employees' motivation, commitment, and workplace performance.

The statistical analysis confirmed a significant positive relationship between employee welfare measures and job satisfaction. Employees who were satisfied with the welfare facilities provided by their organizations also reported higher levels of job satisfaction. These findings suggest that organizations that invest in employee welfare create a more positive work environment, improve employee morale, and strengthen employee retention. Therefore, employee welfare should be regarded as a strategic investment rather than merely a statutory responsibility.

Limitations of the Study

Although the study provides useful insights, it has certain limitations:

- The study was conducted using a sample size of only 100 respondents, which may limit the generalization of the findings.
- Convenience sampling was adopted, which may not fully represent the entire employee population.
- The study relied on employees' self-reported responses, which may be influenced by personal opinions and perceptions.
- Time and resource constraints restricted the scope of data collection.
- The study focused only on employee welfare measures and job satisfaction, while other factors affecting satisfaction were not examined.

Suggestions

Based on the findings, the following recommendations are proposed:

1. Organizations should regularly review and improve employee welfare policies based on employee needs and feedback.
2. Management should strengthen voluntary welfare initiatives such as wellness programs, mental health support, flexible working arrangements, and career development opportunities.
3. Regular employee satisfaction surveys should be conducted to identify areas requiring improvement.
4. Human resource departments should promote awareness of available welfare benefits to ensure that employees utilize them effectively.
5. Organizations should create a supportive work environment that encourages employee participation, communication, and work-life balance.

VII. SCOPE FOR FUTURE RESEARCH

Future researchers may conduct similar studies using larger sample sizes across different industries and geographical regions. Comparative studies between public and private sector organizations may provide additional insights into welfare practices. Future research may also examine the influence of employee welfare on organizational commitment, employee engagement, work-life balance, productivity, and employee retention using advanced statistical techniques and longitudinal research designs.

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