



International Journal of Research Publication and Reviews

Journal homepage: www.ijrpr.com ISSN 2582-7421

A Study on “Impact of Employee Welfare and Benefits on Job Satisfaction & Job Productivity with Special Reference to Farida Shoes Private Limited” At Ambur

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ABSTRACT:

This research project examines the impact of employee welfare and benefits on job satisfaction and productivity, with a focused study on Farida Shoes Private Limited, a prominent footwear manufacturing company. The organization primarily employs a large female workforce engaged in labor-intensive roles. Recognizing that employee welfare is a key determinant of workplace morale and efficiency, the study aims to assess how various welfare measures—including health and safety provisions, financial benefits, work-life balance initiatives, and social security schemes—affect employee satisfaction levels and their resulting productivity. The research adopts a mixed-method approach, utilizing structured questionnaires and interviews to gather primary data, complemented by secondary data from organizational records and literature. A statistical analysis, including ANOVA, is employed to evaluate the relationship between years of experience and job satisfaction.

Key words: Employee Welfare, Job Satisfaction, Productivity, Footwear Manufacturing.

INTRODUCTION

Employee welfare and benefits have become key factors in determining the overall success and productivity of organizations. As businesses strive for higher efficiency and a more engaged workforce, understanding the relationship between employee satisfaction, welfare programs, and productivity is crucial. Studies have shown that when employees feel valued and supported through adequate welfare benefits, it directly contributes to their job satisfaction, which, in turn, enhances their motivation and overall performance.

RESEARCH BACKGROUND

Farida Shoes Private Limited, a shoe manufacturing company based in AMBUR, predominantly employs women who lack formal education. This unique workforce presents an interesting context for investigating the effectiveness of welfare programs in enhancing job satisfaction and productivity.

GLOBAL TRADE DYNAMICS AND EXPORT OPPORTUNITIES

Globally, leather footwear remains a premium category, with strong demand in developed markets like the **U.S., U.K., Germany, France, and Japan**. Consumers in these regions value craftsmanship, comfort, and design all areas where Indian manufacturers like Farida Shoes have competitive strength.

IDENTIFIED PROBLEM

1. Lack of awareness among employees about the available welfare and benefit schemes.
2. Inadequate communication between management and employees regarding welfare policies.
3. Disparity in satisfaction levels among employees with different years of experience.
4. Limited access to certain welfare benefits for some categories of workers.

OBJECTIVES OF THE STUDY

- 1. Assess the impact of employee welfare and benefits on job satisfaction** – Analyse how different welfare programs, such as health benefits, financial incentives, and work-life balance policies.
 - 2. Identify gaps in existing employee welfare programs** – Evaluate the effectiveness of current welfare policies and identify areas where improvements are needed to better meet employees' needs.
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REVIEW OF LITERATURE

Herzberg, F. (1959) conducted a foundational study on employee motivation and introduced the Two-Factor Theory. He identified hygiene factors, including salary, working conditions, and welfare, as essential elements that prevent dissatisfaction. While these factors may not directly motivate employees, their absence can cause significant job dissatisfaction. This theory underlines the importance of welfare benefits in maintaining baseline satisfaction among workers, particularly relevant in industrial settings like Farida Shoes Pvt Ltd.

Maslow, A. H. (1943) developed the Hierarchy of Needs, which highlights that employees are motivated only when their basic needs—such as safety, security, and physiological comfort—are met. Welfare programs directly address these needs by offering health care, insurance, and safe working environments. In the context of Farida Shoes, meeting these basic needs can contribute to greater job satisfaction and better productivity outcomes.

Armstrong, M. (2006) emphasized that employee welfare is not merely a legal requirement but a strategic human resource management function. He argued that effective welfare policies enhance employee morale and organizational commitment, which in turn improve performance. This idea supports the rationale for studying how welfare affects workers at Farida Shoes Pvt Ltd.

Guest, D. E. (1997) explored the relationship between employee well-being and business performance. His research showed that organizations prioritizing employee welfare see improvements in loyalty, engagement, and productivity. This perspective supports examining how welfare programs at Farida Shoes influence both satisfaction and output.

Kreisman, B. J. (2002) found that job satisfaction and organizational commitment are directly influenced by the quality of employee welfare programs. His study revealed that organizations offering structured welfare benefits experience lower turnover rates. This insight is important for manufacturing industries like Farida Shoes, which depend on a stable workforce.

Singh, A. K., & Sharma, V. (2011) investigated the impact of employee welfare schemes on productivity in manufacturing industries in India. Their study concluded that facilities such as medical care, transport, and housing directly influenced workers' motivation and efficiency. These findings are highly relevant to Farida Shoes, where many employees rely on such provisions.

Meyer, J. P., & Allen, N. J. (1991) introduced a model of organizational commitment based on affective, continuance, and normative commitment. Their research indicated that when companies provide strong welfare benefits, employees feel more emotionally connected to the organization. This is critical in maintaining workforce stability in manufacturing units.

Sarma, A. M. (2016) emphasized the role of welfare measures in maintaining the physical and mental well-being of industrial workers. He argued that in labor-intensive sectors, such benefits are vital for reducing fatigue, absenteeism, and accidents. This supports the focus of the current study on how welfare affects daily worker performance at Farida Shoes.

Gupta, C. B. (2010) viewed employee welfare as an investment in human capital rather than an operational cost. He stated that organizations that prioritize employee welfare create a more loyal and efficient workforce. This insight is relevant when evaluating whether the welfare schemes at Farida Shoes are treated as a strategic tool for productivity.

Pareek, U., & Rao, T. V. (1981) explored how psychological and social support through welfare policies enhances employee engagement. Their study showed that when workers feel cared for beyond their salary, they show higher levels of commitment and lower instances of absenteeism. Such findings are especially applicable to Farida Shoes, where many employees may value these intangible forms of support.

Chand, M., & Katou, A. A. (2007) analyzed human resource management practices in Indian SMEs and found that welfare benefits significantly affect organizational performance. Their study emphasized that structured welfare programs such as subsidized meals and medical insurance resulted in improved employee satisfaction and retention, which aligns well with labor management practices needed at Farida Shoes Pvt Ltd.

Reddy, K. (2004) studied informal welfare practices in small-scale industries in South India and found that even low-cost benefits like flexible hours and transport facilities created a strong emotional bond between employees and employers. This insight is particularly relevant for Farida Shoes, where formal education and awareness of rights might be low, making informal support even more impactful.

Nair, S. R. (2012) conducted research on industrial workers in Tamil Nadu and found that safety measures, maternity benefits, and clean working conditions played a vital role in improving productivity. His findings support the argument that physical welfare provisions directly influence the

efficiency of female workers in manufacturing units like Farida Shoes.

Kothari, C. R. (2004), while not focusing on welfare specifically, provided a methodological framework for conducting reliable and valid research in management studies. His contribution is valuable to the design of welfare-related studies, ensuring that results about job satisfaction and productivity can be trusted and replicated.

Jain, R., & Kaur, S. (2014) explored how workplace welfare affects psychological stress. Their study revealed that organizations that prioritize employee wellness reduce work-related anxiety, which positively affects productivity. This is especially relevant for repetitive and physically demanding jobs found in the shoe manufacturing industry.

Manzoor, Q. A. (2012) investigated the relationship between motivation and productivity and found that welfare benefits, such as housing, medical care, and social security, are strong extrinsic motivators. His findings support the idea that Farida Shoes can improve worker output through better welfare provisioning.

Kumar, V. (2011) studied welfare policies in labor-intensive industries and observed that the clear communication of available benefits enhances employee trust and transparency. Workers who understand what support is available to them are more likely to engage positively with the organization.

Sekaran, U., & Bougie, R. (2016) offered guidance on using structured surveys to evaluate employee perceptions. Their research supports using employee feedback as a tool to assess whether welfare schemes are meeting their intended objectives in companies like Farida Shoes.

Tripathi, P. C. (2005) emphasized that employers have a moral responsibility to ensure the well-being of their workforce. He argued that neglecting employee welfare not only affects morale but can also lead to labor unrest and inefficiency, particularly in low-wage sectors.

Mishra, S., & Manju, D. (2013) focused on textile factory workers and found that structured welfare programs significantly increased job commitment. Their study reinforces the notion that even low-income workers value and respond positively to supportive employer policies.

21. Aggarwal, S. (2008) highlighted the importance of gender-specific welfare in improving the retention of female workers.

Provisions like maternity leave, restrooms, and health checkups contributed to better attendance and satisfaction. These findings are directly applicable to the predominantly female workforce at Farida Shoes.

Ghosh, P. (2013) examined how safety and job security measures influence employee trust and job satisfaction. His study found that welfare practices contribute to psychological safety, an important factor in building a productive and loyal workforce.

Pattanayak, B. (2005) argued that welfare programs should be strategically aligned with the company's long-term vision. Instead of being reactive or compliance-driven, welfare should be proactive, reinforcing company values and building a positive culture over time.

Thakur, M., & Misra, R. (2011) studied absenteeism in factories and discovered that proper welfare infrastructure—like canteen facilities, clean toilets, and first aid—led to lower absenteeism and higher morale. This insight can inform practical improvements at Farida Shoes.

Bajpai, N., & Srivastava, D. (2004) found a strong positive correlation between employee satisfaction and productivity in Indian firms. Their study confirmed that welfare benefits, even if small, boost employee morale and result in higher output per worker.

Thomas, A., & Antony, J. (2015) examined how welfare facilities reduce workplace stress. They concluded that providing basic amenities like water, break time, and medical attention greatly increases satisfaction among manual workers, making the workplace more humane.

Chaudhary, N. (2013) found that employees who feel supported through welfare initiatives exhibit higher engagement levels. Engagement was seen to translate into proactive behavior, better teamwork, and fewer conflicts—all key to running smooth operations.

Rai, S., & Sinha, A. (2020) conducted a study on Indian footwear workers and observed that structured welfare facilities such as crèche services and regular health checkups helped workers focus better, resulting in increased daily productivity.

Subramaniam, S. R., Kumar, N., & Kannan, R. (2013) focused on labor-intensive industries in South India and found that regular welfare activities (festivals, awareness programs, and rewards) improved employee attitudes and reduced resistance to management decisions.

Bhavani, T. A. (2011) emphasized that inclusive and long-term welfare policies help create a stable and resilient workforce. Her research concluded that companies that invest in employee well-being are better able to adapt to market challenges.

Baron, R. A., & Greenberg, J. (2003) explored organizational justice and found that when welfare policies are perceived as fair and consistent, they enhance employee satisfaction. This supports the argument that transparent policies can reduce perceived inequality.

Mullins, L. J. (2005) argued that employee satisfaction, largely influenced by welfare, is a key driver of organizational success. His work highlighted that satisfied workers are more cooperative, innovative, and less resistant to change.

Sinha, P. (2010) analyzed productivity levels in Indian factories and found that efficient use of welfare programs (such as regular breaks and ergonomic tools) led to measurable improvements in output and quality control.

Khanka, S. S. (2008) noted that proper employee welfare leads to better industrial relations. His study showed that grievances and conflicts were significantly lower in companies with active welfare committees and grievance redressal mechanisms.

Vroom, V. H. (1964) proposed the Expectancy Theory, which suggests that employees are motivated when they believe their efforts will result in desirable outcomes. Welfare benefits act as such outcomes and can therefore drive employees to perform better.

Mathis, R. L., & Jackson, J. H. (2007) emphasized the strategic role of HRM in boosting organizational effectiveness. Their research highlighted that welfare initiatives such as employee assistance programs and life insurance not only improve satisfaction but also reduce the risk of burnout and turnover.

Bhattacharya, D. K. (2010) discussed employee welfare from a human rights perspective, asserting that fair wages, working conditions, and access to health services are not just motivators but ethical responsibilities. His insights support the need for holistic welfare practices in labor-intensive sectors like footwear manufacturing.

Evans, P., Pucik, V., & Barsoux, J. L. (2002) explored global HR strategies and found that welfare benefits tailored to cultural and local contexts are more effective.

In the Indian manufacturing scenario, their findings suggest that localized welfare policies (such as support for family obligations) significantly increase loyalty.

Chandrasekar, K. (2011) examined workplace environment factors and concluded that physical comfort, hygiene, and safety—key aspects of employee welfare—have a strong influence on employee motivation and concentration, especially in assembly-line settings.

Flippo, E. B. (1984) highlighted that employee welfare helps reduce labor turnover and absenteeism. His early work suggested that even small gestures like recreational facilities or housing support generate long-term positive employee behavior.

Dessler, G. (2013) emphasized that HRM must focus not only on recruitment and training but also on long-term welfare and retention strategies. He noted that productivity is maximized when employees feel supported in all aspects of their life, not just at work.

Walton, R. E. (1975) introduced the concept of “Quality of Work Life” and identified employee welfare as a major component. He argued that welfare provisions contribute to higher work satisfaction, greater commitment, and reduced conflict.

Bhave, D. P. (2014) researched emotional labor and welfare, concluding that when employees feel their employer cares for their well-being, it builds emotional resilience. This leads to greater focus and patience, especially important in repetitive manual tasks like shoe assembly.

Pandey, R., & Khare, R. (2012) conducted a survey on female factory workers and found that the presence of childcare services, maternity benefits, and flexible shifts directly increased job satisfaction. This aligns well with the female workforce context at Farida Shoes Pvt Ltd.

Prasad, L. M. (2001) emphasized that productive industrial relations are built on trust and mutual care. Welfare programs, he said, act as tools of goodwill and help prevent disputes, especially in sectors where wage margins are low and physical labor is intense.

RESEARCH GAP

Despite extensive research on employee welfare and benefits, there are significant gaps, particularly in the shoe manufacturing industry. Most existing studies focus on general manufacturing or service industries, with limited attention to the specific challenges faced by footwear production workers. Shoe manufacturing is a labor-intensive sector with unique concerns such as occupational hazards, repetitive tasks, and high physical strain, yet research on tailored welfare programs for this industry remains scarce.

RESEARCH METHODOLOGY

Research methodology is a crucial component of any academic study, as it defines the approach, techniques, and tools employed to systematically investigate the research problem. In this study, the primary aim is to analyze how employee welfare and benefits influence job satisfaction and productivity within the context of Farida Shoes Pvt Ltd, a labor-intensive manufacturing firm.

This chapter outlines the structured process followed to gather, analyze, and interpret relevant data.

LIMITATION OF THE STUDY

- The research findings are based on perceptions and self-reported data, which may not always reflect actual behavior or performance.
- It focuses only on employee welfare and its link to job satisfaction and productivity, excluding other HR factors like training, leadership, or organizational culture.
- The results may not be universally applicable to other firms or industries with different structures,

DATA ANALYSIS AND INTERPRETATION

TABLE 1: PRIMARY JOB ROLE OF THE EMPLOYEE IN COMPANY

S.no	Opinion	No. of respondents	Percentage
1	Upper Department	25	25
2	Stitching Department	13	13
3	Assembly & Finishing	12	12
4	Full shoe Department	17	17
5	Quality Department	33	33
Total		100	100

Source: Primary data

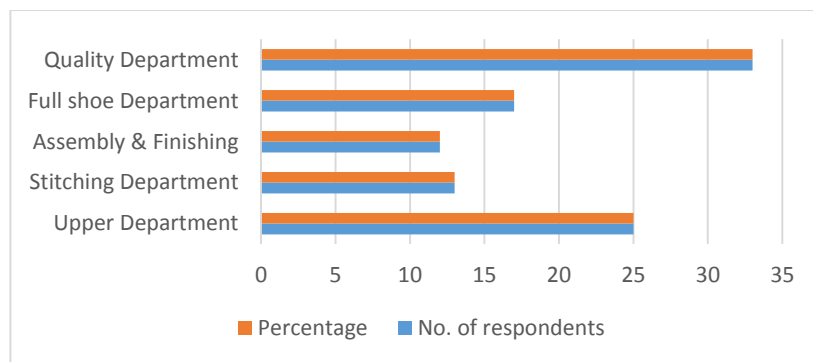


CHART 1

ANALYSIS AND INTERPRETATION

From the above table 1 shows that 25% of the respondents are working in the Upper department, 13% of the respondents in the Stitching department, 12% of the respondents in Assembly & Finishing, 17% of the respondents in Full shoe department and 33% of the respondents in the Quality control department.

TABLE 2: SATISFACTION OF CURRENT JOBS FOR EMPLOYEES

S.no	Opinion	No. of respondents	Percentage
1	Highly satisfied	30	30
2	Satisfied	33	33
3	Neutral	28	28
4	Dissatisfied	6	6
5	Highly dissatisfied	3	3
Total		100	100

Source: Primary data

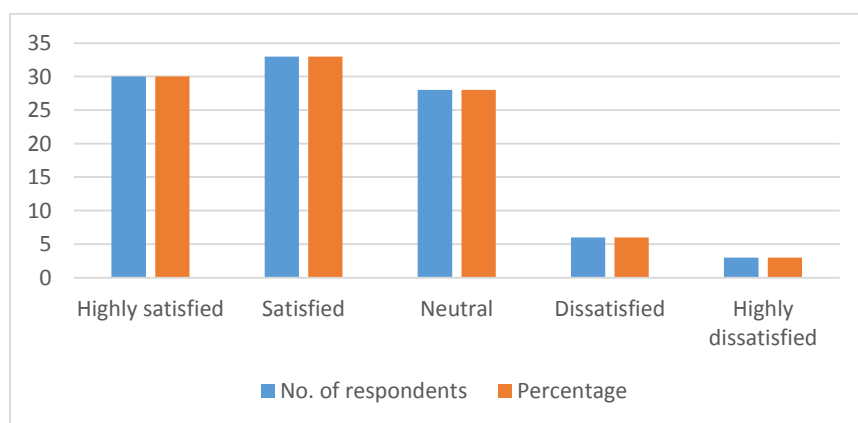


CHART 2

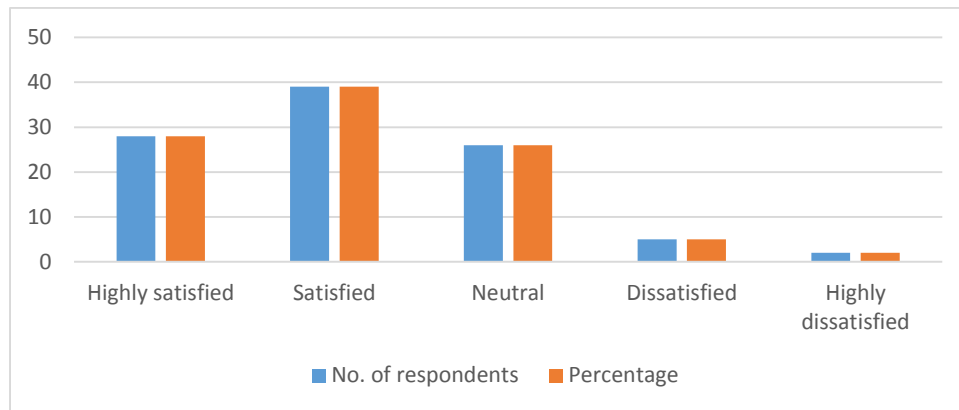
ANALYSIS AND INTERPRETATION

From the above table 2 shows that 30% of the respondents are highly satisfied, 33% of the respondents are satisfied, 28% of the respondents are neutral, 6% of the respondents are dissatisfied and 3% of the respondents are highly dissatisfied with the current job in the company.

TABLE 3: SATISFACTION WITH WELFARE AND BENEFITS PROVIDED BY COMPANY TO EMPLOYEES

S.no	Opinion	No. of respondents	Percentage
1	Highly satisfied	28	28
2	Satisfied	39	39
3	Neutral	26	26
4	Dissatisfied	5	5
5	Highly dissatisfied	2	2
Total		100	100

Source: Primary data

**CHART 3****ANALYSIS AND INTERPRETATION**

From the above table 3 shows that 28% of the respondents are highly satisfied, 39% of the respondents are satisfied, 26% of the respondents are neutral, 5% of the respondents are dissatisfied and 2% of the respondents are highly dissatisfied with the welfare and benefits provided by the company.

SUMMARY OF FINDINGS

- 68% of respondents are worked in the permanent shift
- 53% of respondents are less than 1 year experience in the company
- 33% of respondents are worked in the Quality control department
- 33% of respondents are satisfied with their current job in the company
- 39% of respondents are satisfied with their welfare and benefits in the company
- 37% of respondents feel secure about their job in the company
- 43% of respondents are agree with the company that they genuinely care about the welfare of its employees
- 70% of respondents are feeling yes with the company that they feel valued by the management and supervisors
- 75% of respondents are feeling yes with the company that they provide a safe and comfortable working environment
- 67% of respondents are feeling yes with the company that the benefits improved their well-being at work
- 63% of respondents are feeling yes with the company that they receive overtime pay for the working hours
- 66% of respondents are feeling yes no with the company that the salary and benefits will motivate the employees to stay in the company
- 32% of respondents are highly satisfied and 32% of the respondents are satisfied highly with the health benefits in the company
- 59% of respondents feeling good with the quality of health insurance in the company
- 70% of respondents are feeling yes with the paid leave provided by the company
- 36% of respondents are agree with the benefits and welfare programs meet employees personal and professional needs
- 36% of respondents are neutral with the overall impact of the company's welfare and benefits on the employee's job satisfaction and productivity

- 33% of respondents are satisfied with the financial benefits in the company
- 43% of respondents are satisfied with the toilet and hygiene facilities in the company
- 36% of respondents are agree with the appreciation and recognition that the employees received in the company
- 31% of respondents are agree with the welfare and benefits would increase the overall productivity in the company

SUGGESTION

1. Stress Management Awareness:

Conduct regular sessions on stress relief and mental wellness to help workers manage job pressure effectively.

2. Improvement in Canteen Food Quality:

Employees requested better quality and variety of food in the canteen to support health and satisfaction.

3. Sports or Recreational Activities:

Introduce light sports or recreation during work breaks to refresh employees and promote team spirit.

4. Emergency Medical Support:

Ensure quick access to first-aid kits and emergency medical care within the workplace for safety.

5. Regular Interactions Between HR, Welfare Officers & Employees:

Facilitate open discussions between departments, HR, and welfare officers to address employee needs and concerns promptly.

CONCLUSION

The survey conducted among employees at Farida Shoes Pvt. Ltd. highlights the strong connection between welfare measures and employee satisfaction. Workers expressed the need for better stress management support, improved canteen food, access to emergency medical care, and opportunities for recreational activities during work hours. They also emphasized the importance of open communication with HR and welfare officers to voice their needs.

These findings indicate that while the company provides certain welfare benefits, there is room for improvement in areas that directly impact the well-being and motivation of workers. Addressing these concerns can lead to a more satisfied, healthier, and more productive workforce, ultimately contributing to the company's long-term growth and stability.

DIRECTIONS FOR FUTURE RESEARCH

- Future studies can compare employee welfare impacts across different industries to identify common and unique practices.
- Longitudinal research can track changes in job satisfaction and productivity over time with ongoing welfare initiatives.
- Additional welfare aspects such as housing, retirement benefits, and career advancement opportunities can be explored.
- Research can be expanded to multiple branches or locations for a broader understanding of regional workforce needs.
- Gender-specific studies can focus on how welfare programs affect women, especially in women-dominated workplaces.
- Cross-cultural studies can be conducted in multinational setups to compare welfare expectations and outcomes.
- Future researchers can analyze how welfare policies influence employee retention and loyalty in the long run.
- Impact of welfare benefits on absenteeism, punctuality, and workplace discipline can be studied.
- Explore how government welfare policies and labour laws influence or align with internal company welfare schemes.
- Researchers can investigate the role of trade unions or worker committees in enhancing welfare outcomes.
- Future researchers can assess the actual outcomes of newly implemented welfare measures in real-time.

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