

Examining the impact of Welfare Measures on the Employee Productivity and Satisfaction in Sugar Industry

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Abstract:

The purpose of this study was to determine the specific attributes of employee satisfaction towards the welfare measures in a sugar industry. Therefore stated more precisely, the objective of this study is to study and understand employees' satisfaction levels towards the welfare measures, and to analyze the effect of welfare measures in improving productivity of the employees. A cross-sectional, descriptive and analytical study was conducted randomly by 100 employees. To achieve this defined objective structured questionnaire was designed based on the independent variables such as employee welfare activates, employee working conditions, additional facilities, post-retirement ,leave plans ,motivation and commitment ,gratuity facilities. Some of the major findings from the study were most of the employees are satisfied with the preventive activities and safety measures. Majority of respondents quantified that the motivational modes are affecting their motivational and commitment levels in the firm, they also revealed that they are satisfied with the shift hours allotted by industry. The employees are ranked the space and ventilation, lighting, gratuity, leave plans, security measures, working conditions, toilets, cleanliness and drinking water are major welfare variables as high impact variables on employee satisfaction. Finally the study concludes that the welfare measures are more important for every employee, without welfare measures employee cannot work effectively in the organization. The company can concentrate on the other Non-statutory measures to boost the employee morale. The central aim of the personnel department is to keep its employees satisfied with welfare measures and healthy working atmosphere.

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Introduction

Welfare is a broad concept referring to a state of living of an individual or a group, in a desirable relationship with the total environment-ecological, economic and social. The term 'welfare' includes both the social and economic contents of welfare. Welfare is a corporate attitude or commitment reflected in expressed care for employee at all levels. Labour welfare is a comprehensive term including various services benefits and facilitates offered to employees by employer. The concept of labour welfare differs widely with times, region to region, industry, country social values and customs, degree of industrialization and general socio-economic development of people. Indian Constitution (1950) laid down the following articles in this regard - Article 41 provides that state shall, within the limit of its economics capacity and development, make effective provision of securing the right to work to education and to public assistance in cases of unemployment, old age, sickness and disablement and in other cases of underserved provision. Article 42 provides the state shall make provision for securing just and humane conditions of work and for maternity relief. Article 43 A provides that the state shall take steps by suitable legislation or in any other way to secure the participation of workers in the management of undertakings, establishments or other organizations engaged in any industry.

Labour Welfare in Indian Industry implies providing better work conditions such as proper lighting, heat control, cleanliness, low noise level drinking water and toilet facilities, canteen, rest-rooms and health and safety measures, reasonable hours of work and holidays and other services such as housing, education, recreation transportation and counseling. The Committee on a labour welfare (1969) defined the phase to mean, "Such facilities and amenities as an adequate canteen, rest and recreation facilities, sanitary and medical facilities, arrangements for travel

to and from and for accommodation of workers employed at a distance from their homes and such other services, amenities and facilities including social security measures as contributed to condition under which workers are employed". Social welfare is primarily concerned with the solution of various problems of the weaker sections of society like prevention of destitution and poverty. It aims at social development by such means as social legislation, social reform, social service, social work, and social action. The goal of social welfare is to fulfill the social, financial, health, and recreational requirements of all individuals in a society. The labour welfare amenities are extended in addition to normal rewards available to employees as per the legal provisions. Labour welfare work is work for improving the health, safety and general well-being and the efficiency of the workers beyond the minimum standards lay down by labour legislation. Welfare measures may also be provided by the government, trade unions and non-government agencies in addition to the employer. The significance of welfare measures was accepted as early as 1931, when the Royal commission on labour stated. The benefits are of great importance to the worker which he is unable to secure by himself. The schemes of labour welfare may be regarded as a wise investment because these would bring a profitable return in the form of greater efficiency. The concept of labour welfare is flexible and elastic and differs widely with times, region to region, industry, country social values and customs, degree of industrialization and general socio-economic development of people. In the light of above, the researcher has selected a sugar company in Andhra Pradesh, to know the satisfaction levels of employees about labour welfare measures provided by the organization on the basis of responses of sample respondents.

Objectives of the Study

The primary objectives of the study are as follows:

- To study and examine the employee's satisfaction levels towards the welfare measures / practices with reference to sugar industries in India.
- To analyze the effect of welfare measures on improving employee productivity and satisfaction.

Literature Review:

There are two main aspects in labour welfare, viz., social assistance and social insurance. Social assistance as a service or scheme which provides benefits to persons of small means as of right in amount sufficient to meet minimum standards of need and social insurance giving in return for the contribution, benefits up to subsistence level. Labour welfare work is for improving the health, safety and general well-being and the efficiency of the workers beyond the minimum standards lay down by labour legislation. Labour welfare Measures enable workers to live a richer and a more satisfactory life, contribute to the productivity of labour and efficiency of the enterprise, and enhance the standard of living of workers by indirectly reducing the burden on their purse.

In the view of K.K. Chaudhuri, in his "Human Resources: A Relook to the Workplace", states that HR policies are being made flexible. From leaves to compensations, perks to office facilities, many companies are willing to customize policies to suit different employee segments. The older employees want social security benefits, younger employees want cash in hand because they can't think of sticking to a company for many years and retire from the same company. Therefore 'one jacket fits all' will not be right to motivate the talents and retain them. Conventions and Recommendations of ILO (1949) sets forth a fundamental principle at its 26th

conference held in Philadelphia recommended some of the measures in the area of welfare measures which includes adequate protection for life and health of workers in all occupations, provision for child welfare and maternity protection, provision of adequate nutrition, housing and facilities for recreation and culture, the assurance of equality of educational and vocational opportunity etc. Report of National Commission on Labour (2002), Government of India, made recommendations in the area of labour welfare measures which include social security, extending the application of the Provident Fund, gratuity and unemployment insurance etc.

Shobha Mishra & Manju Bhagat, (2010) in their "Principles for Successful Implementation of Labour Welfare Activities", stated that labour absenteeism in Indian industries can be reduced to a great extent by provision of good housing, health and family care, canteen, educational and training facilities and provision of welfare activities. The principle for successful implementation of labour welfare activities is nothing but an extension of democratic values in an industrialized society. The study of Zachariaiah(1954) based on a sample survey of manufacturing undertakings in Bombay, covered welfare services and working conditions while surveying the factors affecting industrial relations. It was observed that better working conditions and adequate provision of welfare services would contribute to harmonious industrial relations.

P.L. Rao, in his "Labour Legislation in the Making", opines that professional bodies like National Institute of Personnel Management should constitute a standing committee to monitor the proceedings in the Parliament regarding the labour welfare measures. Koshan Manjulika(1975), in his Labour Welfare in India, pointed out that inspite of statutory provisions and enforcing agencies in India, the welfare facilities were absent and the cement industry was the only one

where provisions were adequately enforced. The study suggested that need for overhauling and tightening the machinery of inspection. Appointment of welfare inspectors for different industries, distinguishing the duties of factory inspectors from those of welfare inspectors to submit annual and quarterly reports and empowering the welfare inspectors to fine in case of default, were some of the steps suggested in this study.

Saiyadin S.Mirza (1983), in his Voluntary Welfare in India, examined the purpose and cost of non-statutory welfare activities for the organizations. Five public and six private sector organizations were selected for the study. The study brought out an important conclusion that the most predominant theme in the minds of organizations when they think of the voluntary welfare measures was not only the output and efficiency but also increasing loyalty and morale. In respect of cost, the study revealed, that the public sector organizations spend more on welfare activities, as compared to private sector. While public sector spends more on transportation and recreation, private sector was found to be spending more on housing. The research work of Misra, K.K.(1974), Labour Welfare in Indian Industries aimed at sociological analysis of the labour welfare problems of sugar industry. The analysis was based on the first hand data collected from the sugar factories of Eastern Uttar Pradesh. The study concluded that the conditions of work in sugar factories of eastern region of Uttar Pradesh were not very satisfactory particularly in the respect of safety measures, cleanliness, sanitation, latrine facilities, drinking water, rest rooms, etc. It also pointed out that the provisions for leaves and holidays, lighting, housing, medical, education, are far from satisfactory.

Welfare Measures

V. Sreenivasa Rao, P V Ramana(2011) aims to know the welfare programmes provided by the

organization to the employees and satisfaction level of employees on welfare programmes. The study emphasis the attempts at arriving at solutions between the conflicting objectives and values; between the profit motive and social gain; between discipline and freedom, between authority and industrial democracy; between bargaining and co-operation and between conflicting interests of the individual, the group and the community. The study suggested that benefits like housing loans and PF, conduction of health camps for every 3 months rather than for every 6 months, flexi timings and shifts to production and security department must be availed. A Sabarirajan, T. Meharajan, B.Arun(2010), throws light on the impact of welfare measures on Quality of Work Life among the employees of textile mills in Salem district. The study shows that 15% of the employees are highly satisfied with their welfare measures. 22 % of the employees are satisfied with their welfare measures.39 % of the employees found it average whereas 16% of them are in highly dissatisfied level.

Dr.K. K Singh, Anita Pathak(2009) aimed at studying the statutory and Non Statutory welfare measures and the implications of various labour welfare provisions/ amenities provided under factory act 1948, in A.G. I.O. Paper & Industries Ltd, Dhekha, Bilaspur(C.G). The study found that the statutory welfare measures like Washing, storing & drying of clothing, sitting, appointment of welfare Officer Facilities aver available but rest, shelter & lunch room facilities were not available. Crèche facility was not available. A. G. I. O. paper & industries was not providing Non statutory welfare measures like education for workers children, consumer store, entertainment, transportation, and training for workers. Further only Health & Hygiene, Safety Facilities were provided by employers.

Swapna and Samuyelu(2011) tries to make a comparison on the provisions and implementation of

the overall benefits of the workers in different wings of the same company and by giving the overall welfare activities of the company and further the focus is on social security regarding welfare of employees rather than profit of the organization. The study concluded that Labor welfare and social security is one of major aspect of national programmes towards improving the production of the industry, condition of the worker and income of the society.

Working Hours:

According to ILLO Daily and weekly hour's limits are the most obvious measures to reduce the negative effects of excessive hours. Relevant international standards have first addressed a 48-hour limit [Hours of Work (industry) Convention, 1919 (no. 1); Hours of Work (Commerce and offices) Convention, 1930 (no. 30)], further reducing it, soon afterwards, to 40 hours [Forty-Hour Week Convention, 1935 (no. 47). Most of the countries surveyed regulate normal weekly hours. Globally, a large number of countries have reduced their statutory normal hours of work from 48 hours to 40 hours in recent decades. Consequently, a large group (41 per cent) provides for a regular 40-hour workweek. However, a norm exceeding 40 hours is still maintained by another 44 per cent of countries, of which more than half (22 per cent of the total sample) have regulated a 48-hour limit.

Overtime Remuneration:

The rate of pay for the additional hours of work permitted under paragraph 2(b), (c) and (d) of this Article shall not be less than one-and-a-quarter times the regular rate [Convention no. 1, article 6(2); Convention no. 30, article 7(4)]. Provisions on overtime remuneration are closely related to legal standards that minimize unhealthy and unsocial long hours of work by reducing incentives for the employer to request overtime. However, in practice, overtime

payments may in some countries constitute a regular element of wage packages and are relied on to ensure a decent standard of living. In the following, while overtime premiums often rise progressively with the number of extra hours worked, only the overtime remuneration that is due for any first overtime hour is taken into account.

Annual Leave Plans:

The holiday shall in no case be less than three working weeks for one year of service [Holiday with Pay Convention (revised), 1970 (no. 132), article 3(3)]. Paid annual leave is aimed at preserving workers' health and well-being as well as ensuring their productiveness and motivation. It is the period during which workers have time away from their work to rest and recuperate from the accumulated stresses and strains of the workplace.

Maternity Leave

Provisions on maternity protection cover a broad range of subjects, including health protection of mother and child during pregnancy, childbirth and nursing), maternity leave, leave in case of illness or complications, benefits, safety and health at work, employment protection, non-discrimination and breastfeeding rights. A woman to whom this Convention applies shall be entitled to a period of maternity leave of not less than 14 weeks [Convention no. 183, article 4(1)]. Members should endeavor to extend the period of maternity leave referred to in Article 4 of the Convention to at least 18 weeks [recommendation no.191, Paragraph 1(1)]. Legal provisions on maternity leave are intended to provide both mother and child with the necessary health protection during pregnancy, childbirth and after confinement. Globally, the overwhelming majority of countries (86 percent) provide 12 weeks of maternity leave or more. In addition, nearly half of the reviewed countries (51 per cent) mandate more than 14 weeks

of maternity leave, and 19 per cent even provide more than 18 weeks of maternity leave, only 15 per cent of the reviewed countries guarantee less than 12 weeks of maternity leave.

Methodology:

This study is industry and company specific in that it is primarily concerned with sugar industry and specifically with Ganapati Sugars Limited (GSL) in Andhra Pradesh. Therefore stated more precisely, the objective of this study is to study and understand employees' satisfaction levels towards the welfare measures, working conditions, additional/ other facilities and to analyze the effect of these practices in improving satisfaction and productivity of the employees. The descriptive research was conducted to find out the information about the factor and to spotlight the areas that need the managements' attention. The researcher have taken the selective sugar factory of Andhra Pradesh as sampling unit, 25 participants from each unit have been selected for this study. Total number of sample participants is 100. Analysis involved estimating the value of unknown parameters of the population and testing of hypothesis for drawing inferences. Interpretation refers to the task of drawing inferences from the collected facts from an analytical study. Interpretation is essential because the usefulness and utility of research finding lies in the proper interpretation. Statistical data have been represented either in univariate or in bivariate forms to provide a clear depiction of the responses in the most suitable form, besides charts have also been provided to highlight the same.

The objectives led to the formulation of the following research hypotheses:

H1₀: Employee working conditions have a significant effect on the employee satisfaction and employee productivity in GSL

H2₀: Welfare measures have a significant effect on the employee satisfaction and employee productivity in GSL

H3₀: Additional facilities such as leave plans, post-retirement benefits, gratuity facilities, food subsidy, shift working hours, medi claim policy have a significant effect on the employee satisfaction and employee productivity in GSL

Data Analysis and Findings

Welfare measures effect on the employee satisfaction in relation to: employee working conditions, welfare practices, additional / other facilities, leave plans, post-retirement benefits, motivation and commitment of the employee, gratuity facilities, food subsidy, shift working hours , Medi Claim policy and employee productivity in GSL.

The employee satisfaction level towards working conditions:

H1₀: Employee working conditions have a significant effect on the employee satisfaction and employee productivity in GSL

The satisfaction levels of the employees are responding positively towards welfare amenities in the organization. It is observed that the majority of respondents 54% are highly satisfied with space and ventilation provided by the firm and the 18% employs are neutral and 2 percent are highly dissatisfied. In total responds 12% of the employees are not satisfied with lighting facilities, 36% are fully satisfied. The majority of employees responding positively towards lighting facilities in the organization. The satisfaction levels of the employees are responding negatively towards cleanliness facilities in the organization. It is observed that the majority of respondents are not satisfied. And the maximum employees are satisfied with toilet facilities in the organization, 52% of the people respond satisfied and 20% of the people

respond neutral, 28% of people respond not satisfied.

Table showing the opinion of the Employees regarding working conditions

Working Conditions	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly dissatisfied	Total
Space and Ventilation	54	20	18	6	2	100
Lighting	30	36	22	10	2	100
Cleanliness facilities	14	16	20	30	20	100
Toilets	32	20	20	10	18	100

Source: Primary Data

WEIGHTED AVERAGE TABLE

Rank	weight	Factor							
		Space & ventilation		Lighting		cleanliness		Toilets	
X	W	X1	WX1	X2	WX2	X3	WX3	X4	WX5
1	5	54	270	30	150	14	70	32	160
2	4	20	80	36	144	16	64	20	80
3	3	18	54	22	66	20	60	20	60
4	2	6	12	10	20	30	60	10	20
5	1	2	2	2	2	20	20	18	18
Total		100	418	100	382	100	274	100	338
calculated value		4.18		3.82		2.74		3.38	
Rank		1		2		4		3	

Source: Primary Data; CW (Calculated weight) = $\sum WX_n / \sum X_n$

From the above table it is inferred that employee ranks Space & ventilation followed by lighting, toilets and cleanliness in the working conditions that impact on employee satisfaction and productivity.

The employee satisfaction level towards welfare practices:

The welfare provision under the factory act 1948 is intended for benefit and welfare of the workers. It aims to protecting the workers employed in factories and for ensuring their welfare at the place of work by

implementing the various provisions under the Act, in this part we evaluate and assess of the implementation of various provisions in sugar factory. The views of sampled workers are given in below table. The

following table indicates different welfare practices such as canteen, drinking water, recreational, uniform facilities, and medical checkup facilities and their impact on employee satisfaction in the factory.

Table showing the opinion of the employees regarding Welfare practices

OPINION	Highly Satisfied	Satisfied	Neutra l	Dissatisfied	Highly Dissatisfied
Canteen	20	60	10	6	4
Drinking water	22	50	10	10	8
Recreational	10	30	20	30	10
Uniform & Shoes	60	24	10	4	2
Medical checkup	20	40	16	20	4

Source: Primary Data

The satisfaction levels of the employees are responding positively towards Canteen facilities in the organization. It is observed that the majority of respondents 60% are highly satisfied and the above analysis shows 10% employs are neutral and 10% are not satisfied with the canteen facilities provided by organization. The satisfaction levels of the employees are responding positively towards drinking water facilities in the organization, the majority of respondents 72% are satisfied and the 10% employs are neutral and 18 % are not dissatisfied. From the

table it revealed that the 40% of respondents are satisfied and the 20% employs are neutral and 40 percent are not satisfied. It states that the employee satisfaction is somewhat low. Employee satisfaction levels is high 84% of the employees are responding positively towards uniforms & shoes facilities provided by the organization. The satisfaction levels of the employees are responding positively towards frequency of medical checkup provided by the organization. It is observed that the majority 60% of respondents is satisfied and 16% employs are neutral and 26 % are not satisfied.

Table showing weighted averages of welfare practices

Rank	weight	Factor									
		Canteen		Drinking		Recreational		Uniform		Medical checkup	
X	W	X1	WX1	X2	WX2	X3	WX3	X4	WX4	X5	WX5
1	5	20	100	22	110	10	50	60	300	20	100
2	4	60	240	50	200	30	120	24	96	40	160
3	3	10	30	10	30	20	60	10	30	16	48
4	2	6	12	10	20	30	60	4	8	20	40
5	1	4	4	8	8	10	10	2	2	4	4
Total		100	386	100	368	100	300	100	436	100	352

calculated value	3.86	3.68	3	4.36	3.52
Rank	2	3	5	1	4

Source: Primary Data; CW (Calculated weight) = $\sum WX_n / \sum X_n$

From the above analysis the researcher established that the majority of employees are not satisfied with the recreational facilities and they are also unhappy with the medical check-up. It also observed that employees are satisfied with the uniform & shoes, canteen, drinking water facilities. The same was stated with the ranks given by the employees they are uniform followed by canteen, drinking, and medical check-up & recreational. To test the relationship between employee welfare practices and the employee satisfaction the Chi square Test was done and the relations are stated bellow.

H2₀: Welfare practices have a significant effect on the employee satisfaction and employee productivity in GSL

Cross tabulation were applied between respondent satisfaction and canteen facilities. The results were analysis using chi- square ($\chi^2 .05$) statistical tool to examine the significant association, independence / dependence and goodness of fit among the variables. The results of cross tabulations were summarized in the following paragraphs. The Chi-square results revealed that there was significant association exist between canteen facilities as a welfare measure and employee satisfaction ($\chi^2=5.160$, $df = 5$, $p=0.015$). The results implied that employee satisfaction will be influenced by the canteen facilities in GSIL. The Chi-square results revealed that there was significant association exist between drinking water facilities as a welfare measure and employee satisfaction ($\chi^2=5.260$, $df = 5$, $p=0.015$). The results implied that employee satisfaction will be influenced by the drinking water facilities in GSL. The Chi-square results shown that there was significant association exist between

recreation facilities as a welfare measure and employee satisfaction ($\chi^2=7.720$, $df = 5$, $p=0.015$). The results implied that employee satisfaction will be influenced by the recreation facilities in GSL. The Chi-square results revealed that there was significant association exist between uniform and shoes facilities as a welfare measure and employee satisfaction ($\chi^2=1.944$, $df = 5$, $p=0.015$). The results implied that employee satisfaction will be influenced by the recreation facilities in GSL. The Chi-square results discovered that there was significant association exist between medical checkup facilities as a welfare measure and employee satisfaction ($\chi^2=3.020$, $df = 5$, $p=0.015$). The results implied that employee satisfaction will be influenced by the medical checkup facilities in GSIL.

The employee satisfaction level towards other welfare measures:

H3₀: Additional facilities leave plans, post-retirement benefits, gratuity facilities, food subsidy, shift working hours, medi claim policy have a significant effect on the employee satisfaction and employee productivity in GSL

The Committee on a labour welfare (1969) defined the phase to mean, "Such facilities and amenities as an adequate canteen, rest and recreation facilities, sanitary and medical facilities, arrangements for travel to and from and for accommodation of workers employed at a distance from their homes and such other services, amenities and facilities including social security measures as contributed to condition under which workers are employed". . The views of sampled workers are given in below table. The following table

indicates different other welfare practices such as rest rooms , education and housing facilities, and their transportation, washing facilities, sitting, shelter and impact on employee satisfaction .

Analysis of Opinion of Ranking given by Respondents Regarding Satisfaction of other Welfare Measures Provided by GSIL

OPINION	Highly satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied	Total
Transportation	60	10	18	8	4	100
Washing	58	12	10	10	10	100
Sitting	30	24	26	10	10	100
Shelter, rest rooms	32	24	26	10	8	100
Education	30	26	14	20	10	100
Housing	34	22	20	20	4	100

Source: Primary Data

The satisfaction levels of the employees are responding positively towards transport facilities provided by the organization. It is observed that the majorities 70% of respondents are satisfied and 18% employs are neutral and 12% are not satisfied with the existing transport system. From the above table it is inferred that 70% of employees are satisfied with the washing facilities provided by the organization and 10% are neutral and 20% of the respondents are not satisfied. This shows most of the employees are positive towards it. The satisfaction levels of the employees are responding positively towards sitting facilities provided by the organization. It is observed that the majorities 54% of respondents are satisfied and the above analysis shows 26% employs are neutral and 20% are not satisfied. It reveals that employees are not that much happy with the existing sitting facilities in the factory premises. The employee satisfaction towards shelters and rest rooms provided

by the organization is optimistic, it is observed that the majority 56% of respondents are satisfied and 26% employs are neutral and 20% are not satisfied. The satisfaction levels of the employees are responding positively towards education facilities provided by the organization. It is observed that the majorities 56% of respondents are satisfied and 14% employs are neutral and 30% are not satisfied. In this concern the employees are expecting more from the company, they are expecting more training, educational programs to improve their abilities at the working area. The employees are responding positively towards housing facilities provided by the organization. It is noticed that the majority 56% of respondents are satisfied and the above analysis shows 20% employs are neutral and 24% are not satisfied. From this it is noticed that there is a need of new housing facilities to the employees to have high level of satisfaction.

WEIGHTED AVERAGE TABLE

Rank	Weight	Factors											
		Transportation		Washing		Sitting		Shelters/ Rest rooms		Education		Housing	
X	W	X1	WX1	X2	WX2	X3	WX3	X4	WX4	X5	WX5	X6	WX6
1	5	60	300	58	290	30	150	32	160	30	150	34	170
2	4	10	40	12	48	24	96	24	96	26	104	22	88
3	3	18	54	10	30	26	78	26	78	14	42	20	60
4	2	8	16	10	20	10	20	10	20	20	40	20	40
5	1	4	4	10	16	10	10	8	8	10	10	4	4
Total		100	414	100	404	100	354	100	362	100	346	100	362
calculated value		4.14		4.04		3.54		3.62		3.46		3.62	
Rank		1		2		4		3		5		3	

Source: Primary Data ; CW (Calculated weight) = $\sum WX_n / \sum X_n$

From the above analysis we may interpret that the employee's satisfaction not only depends on the working conditions and wages but also on the other welfare measures. They ranked the transportation have primary element, followed by washing allowance and facilities, shelters and restrooms,

housing, and sitting & Education.

The employee satisfaction level towards post-retirement benefits, leave plan, gratuity facilities, food subsidy, shift working hours, medi claim policy, payment of bonus and providing loans and advances.

Analysis of Opinion of Ranking Given by Respondents Regarding Satisfaction of other Welfare Measures Provided By GSIL

OPINION	Highly satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied	Total
Post-retirement	62	14	8	10	6	100
Leave Plan	58	18	14	8	2	
Gratuity facilities	16	58	22	4	0	100
Food subsidy	20	30	28	16	6	100
Shift working hours	30	34	28	8	0	100
Medi claim policy	60	30	8	2	0	100
Grievance handling	54	20	18	06	02	100
Payment of annual bonus	28	30	42	0	0	100
loans and advances	60	20	20	0	0	100

Source: Primary Data

From the above table it is known that the satisfaction levels of the employees are responding positively

towards post-retirement benefits provided by the organization, the majority 62% of respondents are

satisfied to great extent and 14% of respondents are satisfied to some extent and 24% are not satisfied. Employees are satisfied with the leave plans provided by the organization, majority level 58% of respondents are satisfied to great extent and 18% of respondents are satisfied to some extent and 14% employs are neutral and 10% e not satisfied. From the respondents 74% of respondents feels that gratuity facilities provided by organization are satisfied. It is inferred that 50% of respondents feel that the food subsidy provided by company is satisfied, and 28% are responded “neutral” & 22% of respondents are not satisfied with the food subsidy provided by company in canteen. This is one of the primary dissatisfaction identified in the study. The 64% of respondents feels that shift hours allotted by organization are satisfied. It is inferred that 90% of respondents feels that mediclaim policy provided by organization. The employees feel that they are fully satisfied with the grievance handling procedure i.e.54% of the employees and 58% of the respondents feels that they are satisfied with bonus scheme. Majority of the respondents i.e. 80% of the respondents feels that they are satisfied with the loans and advances facilities in the organization.

The major findings of the study are most of the employees in the industry are male. Majority employees are satisfied with the preventive activities and safety measures. Employees have responded very positively towards the welfare measures. The company has been successfully providing stitching charges for uniforms to employees, levy prized sugar. Majority of the employees are responded to greater extent satisfied with the post-Retirement benefits, leave plans, gratuity facility, med claim policy and loans & advances facility to employees in industry, shift hours allotted by industry, protective material to avoid employment injury. It is also found that the employees responded to great extent that the welfare

measures will affect the motivation and commitment of the employees and the productivity.

SUGGESTIONS

Generally, welfare measures are recreational, medical, educational, housing, sanitation and so on. Every organization provides the statutory welfare measures but some organization provides some more welfare facilities to the employees so that they may retain the employees and their quality of work life. Improvements or modifications are required in the field of recreation facilities; fair leave plans , safety equipment, overtime payments, compensatory arrangements on medical grounds, promotion. Modifications shall be initiated in the field of grievance handling, rest room facilities, uniform and footwear, service awards and other motivation. Betterment is required in the work of welfare inspector, placements of dependents expiring during services, transfer policies and disciplinary and appeal rule proceedings. The trade unions and the employee’s cooperative societies, which are run by the trade union, have to change their work as more transparent and easily viable to the employees. Administration can thick of formulation of a problem-solving committee including the employees and administration for the better solution of the welfare problems of the employees. This committee can conduct hearings from the employees or then can conduct surprise visits to the different work spot, etc for understanding and by that solving the problems also. Productivity-linked annual bonus need to be implemented effectively to motivate the employees further. Management should provide the subsidized food in Canteen to the all employees. Four pairs of uniforms may be provided per year for each employee instated of two pairs.

Conclusions

After analyzing the whole data it can be stated that the overall satisfaction levels of employees about welfare measures in the organization cover under study is satisfactory. However, a few are not satisfied with welfare measures provided by the organization. Therefore it is suggested that the existing welfare measures may be improved further. Such welfare measures enrich the employees' standard of living and their satisfaction levels. Companies need to investigate what welfare measures are more important for increasing employee satisfaction and productivity in the context of their business. Most companies are very successful out their resources through rewards programmes for all employees. The positive association between employee welfare practices and employee satisfaction has found considerable conceptual support in legal and human resource management literature. It is worthwhile to study empirically the nature of the welfare practices – productivity and satisfaction of the employees in the sugar industry. This work has attempted to clarify the link between employee welfare practices and employee satisfaction and productivity. The results of this study confirm a significant relationship between the employee welfare practices within an establishment, the value given to those practices by employees, employers and government.

Given that employees who consider themselves satisfied with welfare practices add additional value positively. In interpreting the results of this study, a number of limitations must be considered. From a theoretical point of view, the framework of this research is restricted to its own objectives. This study has pondered the relationship between employee welfare practices and employee satisfaction, while other antecedents or consequences have not been considered. Another limitation is that different

segments of employees might exist in term of satisfaction and productivity. Finally, from a methodological perspective, the fact that this investigation covered one factory alone could be considered a limitation, because the results from this study can only be generalized for sugar industry.

Guidelines for further research

In the future, researchers should look at the influence of welfare practices in different sugar factories, as well as the impact of different welfare issues on employee productivity and satisfaction. Furthermore, perceptions of employees' density had a negative effect on industry environment. In a welfare intensive setting in which employees must have help from government and top management of the industry, the welfare measures must be proactively managed. Furthermore, it is critical that employee expectations towards the working conditions and other facilities that they receive are dynamic in nature. Those expectations are to be carefully managed by employers / managers for employee satisfaction and commitment towards the organization goals. Also, additional research should extend the proposed analysis to other industries. Although data have been obtained from several industries, further empirical analysis in other industries seems necessary.

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