



Employees Satisfaction towards Welfare and HR Policies with reference to Textile Industry

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ABSTRACT:

In this research, the researcher try to find a employees satisfaction towards welfare and HR policies followed in textile industries. The main objectives of this study are to find out the employees awareness and satisfaction level on welfare and HR policies, to identify the impact of welfare facilities and HR policies on overall satisfaction of employees. The data have been collected using structured questionnaire from the 600 employees and censes method is being used. The research design used in this study is descriptive in nature. In this research the SPSS software is used to analyse data. From the research we found that 483 employees are aware about the welfare and HR policies. Regarding overall satisfaction of the employees towards the welfare and HR policies, 309 of them are neither satisfied nor dissatisfied and 229 employees are satisfied. The regression result shows that the employees welfare, loan and advances, training and development, allowance for domestic travel and leave rules are the factors has impact on the employees overall satisfaction regarding welfare facilities and HR policies.

Keywords: Employees satisfaction, Welfare provisions, HR policies, textile industry.

1.INTRODUCTION:

From a conceptual and practical standpoint, employee welfare is a wide subfield of social welfare. It covers a wide range of topics related to health, happiness, satisfaction, conservation, and the growth of human resources, all of which contribute to employee motivation. Every organisation offers welfare amenities to its workers in order to maintain high levels of motivation. There are two types of employee benefit programmes: statutory and non-statutory welfare programmes. The statutory schemes are those amenities that every organisation must provide to all employees in order to comply with the laws governing employee health and safety. These amenities include canteen facilities, drinking water, adequate lighting, facilities for sitting, changing rooms, first aid equipment, latrines and urinals, and rest rooms. Personal health care, flexible scheduling, employee aid programs, harassment policies, employee referral programs, and medical claim insurance programmes are examples of non-statutory welfare facilities. The non-statutory programmes differ from one organisation to another and from one sector to another. By keeping up to date with current trends in employment standards and laws, HR policies give an organisation a way to manage risk. The policies must be set up so that the company's vision and human resource

management assist in achieving it or working towards it, benefiting workers at all levels while keeping them focused on their primary goal. This study therefore examines the contribution of welfare facilities and Human resource policies to their significance relationship with the employee satisfaction.

2.OBJECTIVES :

- To study the employees awareness towards organisation welfare facilities and HR policies
- To identify the impact of welfare facilities and HR policies on overall satisfaction of employees
- To find the employees satisfaction on welfare and HR policies

3.REVIEW OF LITERATURE :

Job satisfaction, also known as employee satisfaction or work satisfaction, is a measure of workers' contentedness with their job. It refers to whether employees like their job or individual aspects or facets of jobs, such as the nature of work or supervision. Job satisfaction can be measured in cognitive (evaluative), affective (or emotional), and behavioral components. It includes multidimensional psychological responses to an individual's job, such as working conditions, nature of work, organization, personal growth, policies and procedures, promotion opportunities, recognition, security, and supervision. Job satisfaction can also be seen within the broader context of the range of issues that affect an individual's experience of work or their quality of working life. It is a crucial factor in employee retention, productivity, and overall organizational success. By understanding the factors that contribute to job satisfaction, organizations can create a positive work environment that promotes employee satisfaction and retention (**Manojkumar, May 2021**). The implementation of effective HR policies is crucial for organizations to manage risk and stay up to date with current trends in employment standards and legislation. These policies should align with the company's vision and help achieve its objectives while benefiting employees at all levels. This study examines the contribution of HR policies to employee satisfaction and their significance in maintaining a positive relationship between the organization and its employees (**RAO, May 2015**) An essential element for the top management in the human resource department to improve employee performance. The management's attitude towards employee welfare, health, and other facilities has a significant impact on employee satisfaction and retention. Providing welfare facilities to employees has multi-dimensional benefits for the organization, including retaining employees for a longer period. Human resource management plays a crucial role in ensuring that employees are satisfied with the conditions of their employment, which leads to better services and production of goods and helps the company achieve its goals and objectives. Improving work conditions, providing health and safety resources, and accident prevention are some of the ways to improve employee welfare. Strategic human resource management involves developing and implementing HR programs that address and solve business problems, including employee welfare (**Bant, 2019**). Employee evaluations of HR practices (HRPs) are critical and yet underexplored antecedents of their effectiveness. The relationship between employee satisfaction with HRPs and in-role and extrarole performance is mediated by engagement, according to a moderated mediation model proposed by the Job Demands-Resources model. Employee satisfaction with HRPs is an essential factor in determining the effectiveness of HR practices. The Job Demands-Resources model proposes that job demands and resources affect employee engagement, which, in turn, affects employee performance. The model suggests that HR practices can be a resource that enhances employee engagement and, consequently, performance. The study examines the relationship between employee satisfaction with HRPs and

in-role and extrarole performance as mediated by engagement. The study proposes a moderated mediation model that takes into account the role of engagement in the relationship between employee satisfaction with HRPs and performance. By understanding the factors that contribute to employee satisfaction with HRPs, organizations can create a positive work environment that promotes employee engagement and performance (**Stirpe , 2022**). Welfare facilities for employees have always played a crucial role in enhancing employee morale and facilitating a positive relationship between the employer and employees. The satisfaction of employees is often linked to the welfare facilities provided by the company. Organizations that provide better welfare facilities to their employees tend to have higher employee satisfaction and commitment, which can lead to higher productivity and better business outcomes. HR plays a crucial role in facilitating a positive employee experience, which can be achieved by creating personalized, authentic, and motivating experiences that tap into purpose to strengthen individual, team, and company performance. Companies that facilitate a positive employee experience are more likely to report organizational outperformance (**THIRUVENKATRAJ & THANGAPANDIAN, 2017**). Welfare measures are essential for promoting employee efficiency in an organization. The various welfare measures provided by an organization have an immediate impact on the satisfaction level of employees and overall efficiency, thereby contributing to higher productivity. Employee welfare is an all-encompassing term that describes the physical and mental health and wellbeing of employees. It includes their physical work environment as well as other factors in and outside the workplace that affect their quality of life, health, mental wellbeing, and, in turn, their performance at work. Employee welfare initiatives are designed to reduce absences from work due to illness or injury and promote healthier attitudes and lifestyles that have a positive effect on every aspect of the employee's life. Providing financial benefits, physical health benefits, and mental health benefits are some of the ways to improve employee welfare. By investing in employee welfare, organizations can create a positive work environment that promotes employee satisfaction and retention. Job satisfaction is also an essential factor in determining employee efficiency. It is a measure of workers' contentedness with their job, whether they like the job or individual aspects or facets of jobs, such as the nature of work or supervision. Job satisfaction can be measured in cognitive (evaluative), affective (or emotional), and behavioral components. It includes multidimensional psychological responses to an individual's job, such as working conditions, nature of work, organization, personal growth, policies and procedures, promotion opportunities, recognition, security, and supervision. By understanding the factors that contribute to job satisfaction and employee welfare, organizations can create a positive work environment that promotes employee satisfaction, engagement, and performance (**Vinitha & Malarkodi**) the prerequisite for a minimal level of well-being and social support for all employees. Employee welfare is an all-encompassing term that describes the physical and mental health and wellbeing of employees. It includes their physical work environment as well as other factors in and outside the workplace that affect their quality of life, health, mental wellbeing, and, in turn, their performance at work. Employee welfare initiatives are designed to reduce absences from work due to illness or injury and promote healthier attitudes and lifestyles that have a positive effect on every aspect of the employee's life. Providing financial benefits, physical health benefits, and mental health benefits are some of the ways to improve employee welfare. Protecting people's health and wellbeing is crucial to helping people realize their full potential and contribute to the success of the organization. By investing in employee welfare, organizations can create a positive work environment that promotes employee satisfaction and retention (**Chauhan, Vala , & Patel , 2022**) The various welfare measures

provided by an organization have an immediate impact on the satisfaction level of employees and overall efficiency, thereby contributing to higher productivity. Employee welfare is an all-encompassing term that describes the physical and mental health and wellbeing of employees. It includes their physical work environment as well as other factors in and outside the workplace that affect their quality of life, health, mental wellbeing, and, in turn, their performance at work. Employee welfare initiatives are designed to reduce absences from work due to illness or injury and promote healthier attitudes and lifestyles that have a positive effect on every aspect of the employee's life. HR managers play a crucial role in promoting employee welfare and creating a positive work environment. They are responsible for creating policies that promote employee welfare and ensuring that employees are aware of the benefits available to them. By investing in employee welfare, organizations can safeguard their future and promote the success of their company **(B.V.Patel, 2019)**. In the present-day business world, companies are increasingly providing more benefits to their employees and maintaining good standard measures to ensure employee satisfaction in the organization. The present study focuses on the subject of welfare measures and aims to study the welfare initiatives taken by companies to improve employee satisfaction. Employee welfare is an all-encompassing term that describes the physical and mental health and wellbeing of employees. It includes their physical work environment as well as other factors in and outside the workplace that affect their quality of life, health, mental wellbeing, and, in turn, their performance at work. Employee welfare initiatives are designed to reduce absences from work due to illness or injury and promote healthier attitudes and lifestyles that have a positive effect on every aspect of the employee's life. The HR department plays a crucial role in creating a positive work environment and helping employees when needed **(Ilangoan, August 2019)**.

4.RESEARCH METHODOLOGY:

The information received for this research was collected from respondents using a structured questionnaire towards the employees, it contains demographic and others questions pertaining to the study, Primary data was taken from on-roll workers of a spinning mill located in Madurai. The questionnaires were distributed to 600 on-roll employees out of 1200 workers in the mill. The workers were asked to answer question related to the following model. Secondary data was collected from the journals. Statistical tools used for this research are regression, chi-square and the cross tabulation to analysis of data. The result of the research is presented through tables.

Competency framework

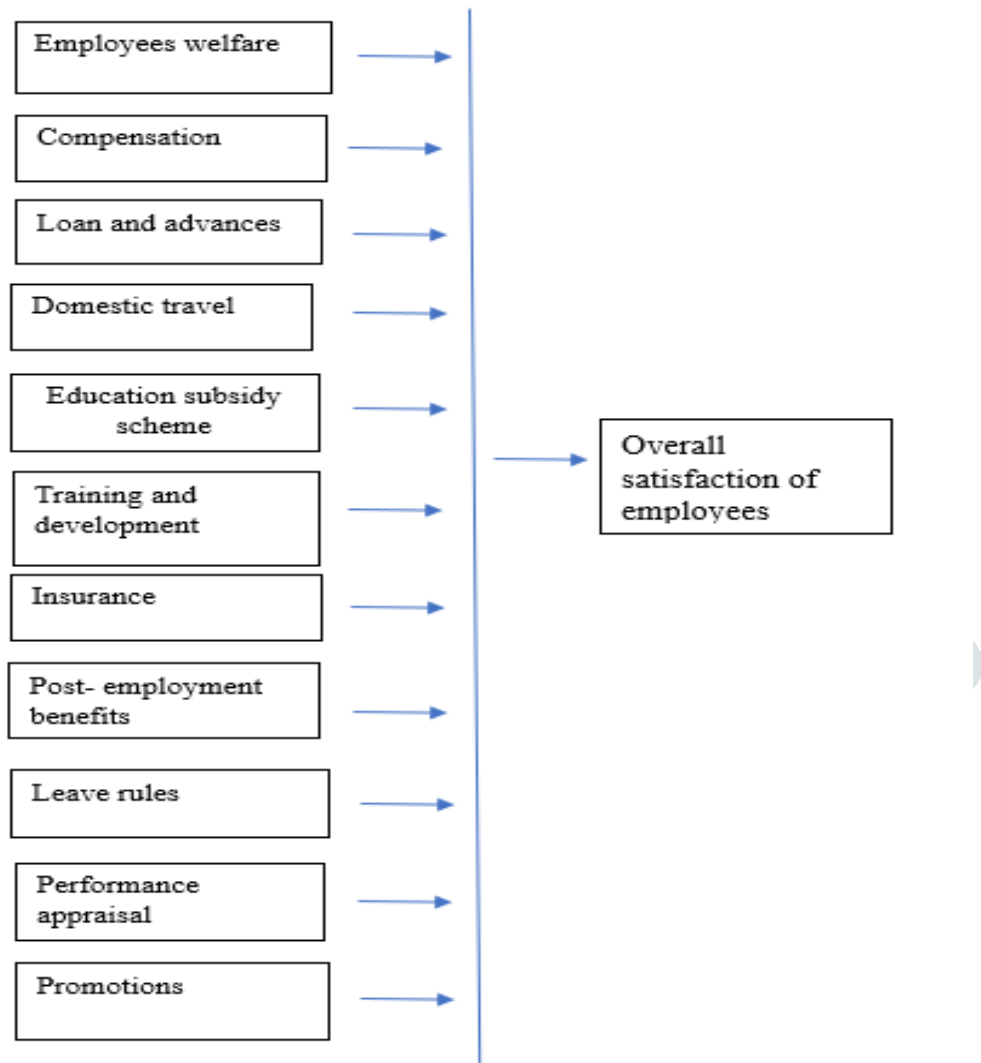


Figure 1: Competency framework

5.DATA ANALYSIS :

5.1 Demographic analyzation of employees

The employees are classified based on the gender, department, marital status, education qualification, monthly income, experience these information are collected through the questionnaire.

Demographic factors	Particulars	Frequency
Gender	Male	443
	Female	157
Department	Spinning	106
	cleaning	68
	CTL	107
	Packing	79
	Autocorner	86
	Preparatory	83
	Electrical	39
	Admin	32
Marital status	Married	357

	unmarried	241
Education qualification	schooling	57
	IT&diploma	335
	UG	89
	PG	36
	Illiterate	83
	Montly income	Less than 5000
5000-15000		315
15000-25000		187
25000-35000		46
more than 35000		24
Experince	less than 1 year	89
	1-5 years	229
	6-10 years	164
	11-15 years	109
	above 15 years	9

Table 1

The above table shows the demographic details of the 600 employees , the majority of them are male 443, 107 employees are belongs to CTL department ,357 are married candidates ,335 employees are belongs to IT and Diploma ,315 of employees monthly income ranges from 5000-15000 and 229 employees are experienced from 1 to 5 years

Employees awareness	Particulars	Frequency
Awareness of welfare	Yes	483
	No	117
Awareness of HR polices	Yes	483
	No	117

Table 2

This above table shows the awareness level of the employees , 483 employees are aware about the Welfare and HR Policies

5.2 Analysis of variable using Regression:

Regression test is used to show the association between Overall satisfaction and other related factors of the respondents.

Null Hypothesis:

There is no relationship between Overall satisfaction and other related factors of the respondents.

Alternate Hypothesis:

There is a relationship between Overall satisfaction and other related factors of the respondents.

Relationship between the welfare and HR policies and overall satisfaction of the employees

S.NO	Welfare facilities and HR policies	Significant value	Null Hypothesis
1	Employees welfare	0.000	Rejected
2	Compensation	0.245	Accepted
3	Loan and advances	0.000	Rejected



4	Domestic travel	0.002	Rejected
5	Educational subsidy scheme	0.062	Accepted
6	Training and development	0.000	Rejected
7	Insurance	0.294	Accepted
8	Post - employment benefits	0.835	Accepted
9	Leave rules	0.000	Rejected
10	Performance Appraisal	0.446	Accepted
11	Promotions	0.200	Accepted

Table 3

It is inferred that the significant relationship between overall satisfaction and the following factors .The regression value of ($p=0.001$) which is less than 0.05, so the null hypothesis is rejected .The employees welfare, loan and advances, domestic travel, training and development, leave rule has a relationship with overall satisfaction and the other factors are defective so the company had to be replace.

5.3 Analysis of variable using Percentage :

Percentage test is used to identify the employees overall satisfaction

5.3.1 Employees level of satisfaction on welfare and HR Policies

Response	Number of employees	Percentage
Highly satisfied	19	3.17%
Satisfied	229	38.17%
Neutral	309	51.5%
Dissatisfied	43	7.17%
Highly dissatisfied	0	0
Total	600	100%

Table 4

It is inferred that majority of the employees 309 are neither satisfied nor dissatisfied, 229 employees are satisfied .

Analysis of variable using Chi square and cross tabulation :

Chi square test is used in this research to test if there is a significant association between demographic profile of employees such as department, age, experience, monthly income and overall satisfaction of welfare and hr policies.

Null Hypothesis:

There is no relationship between Overall satisfaction and other related factors of the respondents.

Alternate Hypothesis:

There is a relationship between Overall satisfaction and other related factors of the respondents

5.3.2 Association between gender of the employees and overall satisfaction on welfare facilities and HR policies

S.No	Demographic factor	Asymptotic significance	Null Hypotheses
1	Gender	0.000	Rejected

Table 5

It is inferred that the asymptotic significance for department is 0.000 ($p < 0.05$) it is inferred that the null hypotheses is rejected and accepted alternate hypothesis, hence there is an association between gender of the employees and overall satisfaction of employees on welfare facilities and HR policies. Since the null hypothesis is rejected the crosstabulation for this chi square test is represented as shown below

Cross tabulation gender and overall satisfaction of employees on welfare facilities and HR policies

		Overall satisfaction					Total
		Highly Satisfied	Satisfied	Neutral	Dissatisfied	Strongly Dissatisfied	
Gender	Male	17	200	189	37	0	443
	Female	2	29	120	6	0	157
Total		19	229	309	43	0	600

Table 6

It is inferred that majority of the employees 200 have opted for satisfied and 443 are the male employees .

5.3.3 Association between age of the employees and overall satisfaction on welfare facilities and HR policies

S.No	Demographic factor	Asymptotic Significance	Null hypotheses
1	Age	0.000	Rejected

Table 7

It is inferred that the asymptotic significance for department is 0.000 ($p < 0.05$) it is inferred that the null hypotheses is rejected and accepted alternate hypothesis, hence there is an association between age of the employees and overall satisfaction of employees on welfare facilities and HR policies. Since the null hypothesis is rejected the crosstabulation for this chi square test is represented as shown below

Cross tabulation age and overall satisfaction of employees on welfare facilities and HR policies

		Overall satisfaction					
		Highly Satisfied	Satisfied	Neutral	Dissatisfied	Strongly Dissatisfied	Total
Age	Below 20 years	0	28	44	3	0	75
	21-30 years	1	68	80	1	0	150
	31-40 years	13	103	113	21	0	250
	41-50 years	5	30	72	18	0	125
	Above 50 years	0	0	0	0	0	0
Total		19	229	309	43	0	600

Table 8

it is inferred that majority of the employees 113 have opted for neutral and 250 employees are belongs to 31-40 years

5.3.4 Association between experience of the employees and overall satisfaction on welfare facilities and HR policies

S.No	Demographic factor	Asymptotic significance	Null Hypotheses
1	Experience	0.000	Rejected

Table 9

It is inferred that the asymptotic significance for department is 0.000 ($p < 0.05$) it is inferred that the null hypotheses is rejected and accepted alternate hypothesis, hence there is an association between experience of the employees and overall satisfaction of employees on welfare facilities and HR policies. Since the null hypothesis is rejected the crosstabulation for this chi square test is represented as shown below

Cross tabulation experience and overall satisfaction of employees on welfare facilities and HR policies

		Overall satisfaction					
		Highly Satisfied	Satisfied	Neutral	Dissatisfied	Strongly Dissatisfied	Total
Experience	Less than 1 year	0	25	64	0	0	89
	1-5 years	13	75	119	22	0	229
	6-10 years	2	94	60	8	0	164
	11-15 years	2	30	64	13	0	109
	Above 15 years	2	5	2	0	0	9
Total		19	229	309	43	0	600

Table 10

It is inferred that majority of the employees (119) have opted for neutral and 229 of employees has experience of 1-5 years

5.3.5 Association between education qualification of the employees and overall satisfaction on welfare facilities and HR policies

S.no	Demographic factor	Asymptotic significance	Null hypotheses
1	Education qualification	0.657	Accepted

Table 11

It is inferred that the asymptotic significance for department is 0.000 ($p < 0.05$) it is inferred that the null hypothesis is rejected and accepted alternate hypothesis, hence there is no association between education qualification of the employees and overall satisfaction of employees on welfare facilities and HR policies.

Findings

1. Employees awareness towards organisation welfare facilities and HR policies

- By performing frequency analysis, it is found that 483 respondents are aware about the welfare facilities.
- The majority of the employees 483 are aware about the HR

2. Impact of welfare facilities and HR policies on satisfaction of employees

- By performing the multiple regression, it is found that employees welfare, loan and advances, domestic travel, training and development, leave rules have an impact on welfare and HR policies of the company.
- Other factors like compensation, educational subsidy scheme, insurance, post-employment benefits, performance appraisal and promotions have no impact on welfare and HR policies of the company.

3. Employees satisfaction on welfare and HR policies

- By performing frequency analysis, it is found that the 19 employees are highly satisfied with the welfare facilities and HR policies
- By performing chi-square analysis, there is a significant association between age and overall satisfaction of employees on welfare and HR policies of the company
- By performing chi-square analysis, there is a significant association between gender and overall satisfaction of employees on welfare and HR policies.
- By performing chi-square analysis, there is a significant association between experience and overall satisfaction of employees on welfare and HR policies.

Suggestions

- As per the analysis, the company can help the 117 employees to know about their welfare facilities and HR policies through orientation programs that may lead them to attain the satisfaction level.

- The company can able to satisfy all the employees by concentrate on the welfare and HR policies like compensation, educational subsidy scheme, insurance, post-employment benefits, performance appraisal and the promotion.

Conclusion

➤ According to this study it is found that 483 employees are aware with welfare facilities and HR policies. Regarding the overall satisfaction of the employees towards the welfare and HR policies, 19 are highly satisfied, 229 employees are satisfies, 309 of them are neutral .The regression test shows that the employees welfare, loan and advances, training and development, domestic travel, leave rules these are the factors has impact on the employees overall satisfaction regarding welfare facilities and HR policies. The employees are not satisfied regarding the factors like compensation, educational subsidy scheme, insurance, post - employment benefits, performance appraisal, promotions. So, it is suggested that organizations can improve the policies regarding compensation, educational subsidy scheme, insurance, and post - employment benefits, performance appraisal, promotions by improving this the employee can be satisfied towards all the welfare and HR policies of the company. The company can help the 117 employees to know about their welfare facilities and HR polices through orientation programs that may lead them to attain the satisfaction level.

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