

A STUDY ON EFFECTIVENESS OF EMPLOYEE WELFARE MEASURES IN AN ORGANIZATION AT WITZENMANN INDIA PVT LTD

Submitted in partial fulfilment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

By

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SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE

JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119

MAY 2023



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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **PRINCY POOJA.A 41410240** who carried out the project entitled "**A STUDY ON EFFECTIVENESS OF EMPLOYEE WELFARE MEASURES IN AN ORGANIZATION AT WITZENMANN INDIA PVT LTD**" under my supervision from January 2023 to May 2023.

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DECLARATION

I **PRINCY POOJA.A (41410240)** hereby declare that the Project Report entitled “**A STUDY ON EFFECTIVENESS OF EMPLOYEE WELFARE MEASURES IN AN ORGANIZATION AT WITZENMANN INDIA PVT LTD**” done by me under the guidance of **DR. GANANATH KHILLA M.A., M.Phil., Ph.D.** is submitted in partial fulfilment of the requirements for the award of Master of Business Administration degree.

DATE:05.05.2023

PLACE: CHENNAI

A handwritten signature in black ink, appearing to read 'Princy Pooja A', with a stylized flourish at the end.

PRINCY POOJA A

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ABSTRACT

This study examines the effectiveness of employee welfare measures in Witzenmann India Private Limited. The research explores the impact of employee welfare measures on employee motivation, job satisfaction, and retention. A mixed-method approach is used to collect data, including both quantitative survey data and qualitative interviews with employees. The study found that the employee welfare measures implemented by Witzenmann India Private Limited have a positive impact on employee motivation, job satisfaction, and retention. The findings of the study provide valuable insights into the importance of employee welfare measures in enhancing employee engagement and productivity. The study recommends that organizations should prioritize the implementation of employee welfare measures to improve employee satisfaction and retention.

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CHAPTER 1

INTRODUCTION

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INTRODUCTION

1.1 INTRODUCTION

The ILO (International Labour Organization) defined, “welfare as a term which is understood to include such services and amenities as may be established in or the vicinity of undertaking to perform their work in healthy, congenial surrounding and to provide them with amenities conducive to good health and high morale”.

According to Arthur James Todd, “welfare as anything done for the comfort or improvement and social of the employees over and above the wages paid, which is not a necessity of the industry”.

Meaning of Employee Welfare:

Employee welfare means, such services, facilities and amenities such as canteens, rest and recreation facilities, arrangement for travel to and for the accommodation of workers employed at a distance from their home, and such other services, amenities and facilities including social security measures as contribute to improve the condition under which workers are employed.

Concept of Employee Welfare:

Employee welfare may be viewed as a total concept, as a social concept and a relative concept. The total concept is a desirable state of existence involving the physical, mental, moral and emotional well-being. The social concept of welfare implies, of man, his family and his community.

The relative concept of welfare implies that welfare is relative in time and place. Employee welfare implies the setting up of minimum desirable standards and the provision of facilities like health, food, clothing housing, medical allowance, education, insurance, job security, such as to safeguard his health and protect him against occupational hazards. The worker should also be equipped with necessary training and a certain level of general education.

The term ‘Employee Welfare’ refers to the facilities provided to workers in and outside the factory premises such as canteens, rest and recreation facilities, housing and all other services that contribute to the well- being of workers.

Welfare measures are concerned with general well-being and efficiency of workers. In the early stages of industrialization, welfare activities for factory workers did not receive adequate attention. Employers were not inclined to accept the financial burden of welfare activities. Wherever employers provided for such amenities, it was more with a paternalistic approach to labour rather than recognition of workers 'needs. Hence the state had to intervene, in discharge of its welfare responsibility, by using its persuasive powers and/or by enforcing legislation, where persuasion failed. Compulsory provisions are thus incorporated in the Factories Act, 1948 with respect to the health, safety and welfare of workers engaged in the manufacturing process. In the previous lesson you have studied the nature and characteristics of factories. In this lesson, you will come to know about the health and welfare measures for workers in factories. The very logic behind providing welfare schemes is to create efficient, health, loyal and satisfied employee force for the organization. The purpose of providing such facilities is to make their work life better and also to raise their standard of living. The important benefits of welfare measures can be summarized as follows:

- They provide better physical and mental health to workers and thus promote a healthy work environment.
- Employees get stable labour force by providing welfare facilities. Workers take active interest in their jobs and work with a feeling of involvement and participation.
- Employee welfare measures increase the productivity of organization and promote healthy industrial relations thereby maintaining industrial peace.
- The social evils prevalent among the labours such as substance abuse, etc. are reduced to a greater extent by the welfare policies.

The concept of 'employee welfare' is flexible and elastic and differs widely with times, regions, industry, country, social values and customs, degree of industrialization, the general socio-economic development of the people and the political ideologies prevailing at particular moments. It is also according to the age group, socio-cultural background, marital status, economic status and educational level of the workers in various industries.

1.2 INDUSTRY PROFILE

Since 1890, cars have been part of the Indian economy, while Baggie was on the roads of Mumbai and Kolkata during the British period, and horses were later used to drive with simple motors having steering wheels. The Indian car industry has made considerable progress since that time in the past 125 years and has played a leading role in the global automotive industry. The only post-1983 Indian government that was more independent than the protection economy. It was Manmohan Singh who put in the required efforts, and then the Indian industry began making good progress, opening the Indian economy to the world. During this protected economic period, many auto industries started business in India, including Hindustan Motors, TATA Motors, Bajaj Auto Ltd and Premier Automobiles. Few companies in the list of companies cultivated during the license period, as they were the only companies to produce and sell cars in India. This resulted in inefficient manufacturing because these companies were not concentrating on the sleek manufacturing process because of their monopolies. The main reason was a secure enterprise and virtually no competition. Some of these companies such as Hindustan Motors have recently shut down since they have not been able to compete. The Indian economy is open to the entire world, where the final consumer of cars can decide what kind of characteristics are required in cars and who can survive in this competitive market in this closely connected world.

Mr. Sanjay Gandhi was the great leader and dreamed of the most economical car for India, which bore the current Maruti Suzuki, a JV between India's government and Japan's Suzuki Motors company. In conjunction with Indian economic work and Japan's best manufacturing technology, the company launched the highly renowned Indian car known as Maruti 800 quickly. In the Indian automotive industry, Maruti Suzuki quickly improved its 50 percent market share. The quality and reliability of Maruti 800 were high; the competition soon collapsed and helped the company gain a maximum share of the business. At the same time, TATA Motors worked on the trucks and buses gained enormous popularity among the world's players and took a top position. TATA Motors has been very reliable in its difficult terrain and its service network has made its very popular brand across India and Globe. Due to product reliability, it started to export trucks and buses around the world. The 1991 liberalization helped Indian economies attract the world's players to India and explore India's business and growth market.

Two, things that were different occurred after the Indian economy liberalization. All the leading brands from Rolls Royce to Hyundai have entered India to gain maximum market share because India has all types of customers. Over time, Indian car manufacturers have also gained strength by creating JVs for technology and other global business excellence with various global players. After liberalization, many car players opened their shops in India like Korea's Hyundai, Ford, and Japanese Nissan. SAIC from China, the Chinese 2nd Highest Auto Manufacturer, have recently opened its factory in India with a look at the lucrative Indian market. Aspiring young people, building new expressways, growing road networks in India, increasing disposable income of the population, and finally, the increasing needs of the young population for faster and point-to-point mobility are some of the key reasons that fuel the growth of the auto industry in India. Still, the motorcycle of the commuter, 3-wheeler and collection carriers are considered mobility. However, High-end bikes and cars have become their image for many young enthusiasts. Therefore, the craze for Image Bikes and Autos also rises among young people with high availability incomes.

1.3 COMPANY PROFILE



- **Dr. Andreas Kämpfe** is the CEO of Witzenmann Groups.
- The Headquarters in “Pforzheim in Germany”.

Originally founded as a jewellery firm, with the invention of the flexible metal hose, the company founded an entirely new branch of the industry and has since progressed to become a development partner to its customers in the automotive, industrial and aerospace industries. The corporate group is highly motivated with an eye to the future.

1854: Founding of Company

1885: Invention of the Flexible Metal Hose

1899: Registration of the HYDRA Trademark

1900: Curious Inventions

1920: Invention of the Flexible Metal Hose Expansion Joint

1930s: New Design Principle

1941: Long-standing Business Relationship

1975: Beginning of the production of diaphragm bellows

1991: Automotive Components Business Division

2004: Witzenmann celebrates its 150th birthday

2010: The Flexible Metal Hose Celebrates its 125th Birthday

2018: Challenges

Witzenmann subsequently developed all of the important profiles that are still technically relevant to the manufacturing of hoses today.

At the time in 1899, Witzenmann had the wisdom and foresight to quickly secure the rights to the HYDRA brand. HYDRA was chosen because the sturdy flexible metal hoses were reminiscent of this mythological creature. Today, HYDRA is the name behind a wide variety of industrial products and one of the oldest active brands in Germany. Witzenmann Group still manufactures protective hoses for medical technology today – in the field of laser technology or minimally invasive surgery, for example.

In 1920, Emil Witzenmann, son of the company founder Heinrich Witzenmann, registered a patent for the flexible metal hose expansion joint. From a technical point of view, this precursor is a large, pressure-tight flexible metal hose with a defined, restricted freedom of movement.

- In India, The headquarters were located in Kolkata (2001) and the extension of the parent company located in Chrompet, Chennai (2008). Witzenmann is a 100% Subsidiary of the Witzenmann GmbH(Gesellschaft mit beschränkter Haftung- Company with the limited Liability)
- Mr. Karthick Balasubramanian - Managing Director - Witzenmann India Private Limited
- Witzenmann India started delivering high quality industrial products such as metal hoses, expansion joints, metal bellows, pipe support and hangers to the general industry in India.

“Managing flexibility” is the competency claim of Witzenmann

Our Vision:

As a family-owned company, we will be one of the most profitable companies within our markets - absolutely digital and customer-centric.

PRODUCTS

Witzenmann offers the world's widest product range of flexible metal hoses, expansion joints, metal bellows, pipe supports and automotive components.

Apart from our standard range, we develop and produce custom-tailored solutions for the most diverse industries and applications from single-item to large-scale production.

There are basically two types of hoses: pressure-tight corrugated hoses and strip wound hoses. Depending on the manufacturing process, corrugated hoses are described as an annularly corrugated or spirally corrugated hose.

- Wide product range
- Fast delivery times
- Worldwide approvals

Axial expansion joints, universal expansion joints, lateral expansion joints and angular rotation stainless steel expansion joints for pipeline construction, plant engineering and construction and apparatus engineering.

- Nominal diameters DN 15 - 3000
- Nominal pressures PN 1 - 63

Larger expansion joints up to 12 m in diameter and designed for higher pressures can be supplied on request.

Metal bellows are available in two types: corrugated bellows and diaphragm bellows.

Media, temperature and corrosion resistant

Leak-proof, pressure resistant and flexible

Single-ply and multi-ply

The Witzenmann Group provides solutions for the most varied applications, which significantly improve the comfort, safety, efficiency and environmental balance of cars and commercial vehicles.

Witzenmann product advantages:

- Compact design
- Customised geometries

- Mass production

Our aerospace components satisfy the strictest safety standards and offer reliable performance, even under extreme loads.

Witzenmann product advantages:

Certifications in accordance with ISO 9001, TS 16949, EN 9100

Extensive testing equipment such as CT X-ray equipment

Expertise in the fields of welding technology

- Our ventilation system includes rectangular tubes, flat ducts as well as fittings.
- Space-saving assembly in walls, floors, and ceilings
- Resistant against aggressive media
- Sturdy and durable

MORE THAN TECHNOLOGICAL SOLUTIONS

In the automotive industry, just-in-time deliveries and highly efficient large-series production are standard. Our global network of production plants helps us meet this demand.

SOLUTIONS FOR THE AUTOMOTIVE INDUSTRY

We are one of the leading manufacturers and engineering partners in the automotive industry in the field of flexible pipe elements and the decoupling of movements and vibrations.

PASSENGER VEHICLE PRODUCT OVERVIEW

Witzenmann products are delivered to all reputable automotive and system manufacturers today.

For the exhaust gas area, decoupling elements or expansion elements of different designs are manufactured that decouple vibrations, heat expansion or engine movements. Flexible exhaust gas re-circulation lines contribute significantly to improved pollutant emissions, and the formation of nitrogen oxides in the combustion process is reduced.

In oil, fuel and cooling circuits, the advantages of flexible metal lines include their absolute gas and diffusion tightness, long service life and temperature resistance. This is an essential criterion, especially when they are routed close to exhaust manifolds, turbochargers or the exhaust system.

ENGINE-RELATED AUTOMOTIVE COMPONENTS

Exhaust Expansion Joints



Exhaust Expansion Joints are used before, after or between the turbo chargers to compensate for heat expansions in the exhaust manifold or front pipe area.

- Single or multiply bellows ensures a gas-tight solution
- Optionally with wire mesh ring as vibration damper
- Customised connections
- Available in all common connecting diameters

Expansion Element in the Manifold Area



Exhaust expansion elements are bellows that compensate thermal expansion, movements or installation tolerances. They are used in the manifold areas upstream, downstream or between the turbochargers.

- Single or multi-layer bellows ensures a gas-tight solution
- Optionally with wire mesh ring as vibration damper
- Customised connections
- Available in all common connecting diameters
- Optimally even at high temperatures and pressures

Bellows Elements for Fuel Pumps



Non-fatigue critical separating diaphragms in high pressure fuel pumps

- Non-fatigue critical design for motion, pressure pulse, and vibration excitation:
>1,000,000,000 load cycles.
- System pressure of up to 300 bar
- Corrosion-resistant against all common fuels individual design optimisation in terms of function, installation space, ease of assembly and costs.

1.4 NEED FOR THE STUDY

Studying the effectiveness of employee welfare measures in an organization is essential for several reasons. Firstly, employee welfare measures such as health insurance, retirement plans, and work-life balance programs can improve employee retention and satisfaction. By providing such benefits, employees feel valued and taken care of, which leads to greater loyalty and retention of talented employees. Secondly, employee welfare measures can increase productivity and performance in the workplace. When employees feel well taken care of, they are more likely to be productive and perform at their best, leading to higher productivity levels. Additionally, employee welfare measures can reduce absenteeism and turnover, further boosting productivity. Thirdly, organizations that invest in employee welfare measures can enhance their reputation as socially responsible and caring employers. This can help attract top talent and customers who prioritize ethical and socially responsible businesses. Lastly, many employee welfare measures are legally required, such as providing safe working conditions and complying with labour laws. Studying the effectiveness of these measures can help organizations ensure that they are in compliance with laws and regulations while also providing the best possible working environment for their employees.

1.5 SCOPE OF THE STUDY

A study on the effectiveness of employee welfare measures in Witzenmann India Private Limited can have various scopes to provide a comprehensive analysis. Firstly, the study can identify the current welfare measures offered by Witzenmann India Private Limited, including health insurance, retirement benefits, leave policies, and work-life balance programs. This will help understand the existing benefits and the areas that need improvement. Secondly, the study can evaluate employee satisfaction with the existing welfare measures through surveys or interviews. This will help assess employee motivation, engagement, and productivity, and identify gaps or areas that need further improvement. Thirdly, the study can compare the welfare measures offered by Witzenmann India Private Limited with those offered by other companies in the industry. This will provide insights into industry standards and help identify areas where Witzenmann India Private Limited can improve or innovate to stay ahead of the competition. Overall, such a study can help Witzenmann India Private Limited create an effective employee welfare program that caters to the needs of its employees while also boosting employee satisfaction, engagement, and productivity.

1.6 OBJECTIVES OF THE STUDY

Primary Objective:

To study on effectiveness of employee welfare measures in Witzenmann India Pvt Ltd.

Secondary Objectives:

- To present the employee welfare practiced and the level of morale of employees in Witzenmann India Pvt Ltd.
- To analyse the factors influencing employee welfare measures in Witzenmann India Pvt Ltd.
- To study the effectiveness of welfare practices in Witzenmann India Pvt Ltd.
- To assess the socio-economic profile and to expose philanthropic and benevolent activities of the employee in Witzenmann India Pvt Ltd.

1.7 LIMITATIONS OF THE STUDY

A study on the effectiveness of employee welfare measures in an organization like Witzenmann India Private Limited may have certain limitations that need to be considered while conducting the research. Some of these limitations are:

Sample size: The study's sample size might not represent the entire organization, making it difficult to generalize the results. The study may only be limited to a specific group of employees, making it challenging to get a complete understanding of the organization.

Response bias: The study may be susceptible to response bias, where employees may provide socially desirable answers instead of truthful responses, leading to inaccurate findings.

Limited scope: The study may only evaluate the effectiveness of employee welfare measures in terms of employee satisfaction and retention, but may not consider other factors that can affect employee performance, such as training and development programs.

Time constraints: The study may have time constraints, leading to a limited scope of research and insufficient data collection.

Dependence on secondary data: The study may depend on secondary data for information on employee welfare measures, which may not be comprehensive or accurate.

It is essential to consider these limitations while conducting the research and to develop strategies to mitigate the potential impact on the study's results.

CHAPTER 2

LITERATURE SURVEY

CHAPTER 2

LITERATURE SURVEY

Naveen and Madhavi (2017), analysed the different dimensions of labour welfare measures and satisfaction levels of employees. This study helps to improve the welfare schemes in N.T.P.S I brahimpatnam. The data was collected through well-structured questionnaire. Primary and secondary sources have been used as source of data. Percentage analysis and mean square method has been used for data analysis.

Ramya et al., (2016), discussed the factors of employee satisfaction and understanding of various welfare benefits offered by the company to keep workers happy, as well as the effect of welfare facilities on worker satisfaction.

Johri and Mehrotra (2014), says that voluntary welfare measure should be given to employees. They examine the level of awareness of various welfare measures by the employees.

Bharti and Kumar (2013), says that there is a link between welfare measures and employee satisfaction. His study also examines on welfare benefits s and employee satisfaction.

Mohan &Panwar (2013), conducted a study about employee welfare schemes prevalent in retail stores in the Udaipur region. Their studies not only give information about intra-mural facilities but also extra-mural facilities. Its goal is to explore the retail sector which creates innovative concepts to attract and retain talented employees over a long period of time.

Chaudhary (2011), identifies the employee welfare measures in Indian railways. The study analysed those insufficient financial resources is main reason given by railways for providing welfare measures to customers. From the study, it suggests that railways should reduce the cost of social burden and apply government royalties to improve benefits.

Venugopal&Usha (2011), conducted a study in the Chittoor industry to learn more about the welfare program already implemented by the industry. In doing so, they want to assess the overall level of satisfaction with welfare programs. The study aims to correlate statutory and non-statutory social protection activities in industry and to establish a relationship between the social assistance and their impact.

Manzini and Gwandure (2018), conducted a staff well-being study that was used by various organizations like an approach to improve employee efficiency. Particularly in mobile segment industry, occupation associated issues will affect the value of life of staff& their work.

Loen(2017), says that it is the duty of an employer to develop compliance and due diligence. Apart from operational risk the employer has legal and financial justification for monitoring welfare. To measure welfare conditions, the use of benchmark methodology has been adopted. The employer is responsible for employee welfare.

Aguilar (2016), who has conducted a study of restaurant management techniques and their operations, explained that managing employees by owning and managing a business restaurant does not mean it has to be done perfectly. As the maximum manager of the institution, the employer must consider all areas where the creation of employers could work effectively. However, the well-being of workers is already very important today, as the employer should never overlook or take for granted by the employer.

Mathew (2011), argued that employee welfare measures are an incentive to employee motivation, it not only increases the workers' efficiency but to solve unique organizational issues that will ultimately leads for high performance and thus increases levels of employee productivity service delivery in an organization.

White (2005), argues that the influence of trade unions on administration practices is toward lowering the labour overheads, setting up effective work systems and establish employee welfare arrangements. In terms of non-union work, trade unions have practices that are consistent with the results of "mutual gains".

Finger (2005), says that that it is possible to improve the morale and spirit of employees by addressing moral issues. Measures to protect workers includes housing, medical, recreational, library facilities, among others with the hope of making a profit & increases the satisfaction level of an employee.

Bhasu P (2010) was of the opinions that unions were not only the assemblies of their employees but they were also institutions for maintaining cordial relations between employees and employers.

According to Gandhi, (2011) "A labour workers' aim should be to raise the moral and intellectual height of labour and thus by sheer merit to make him or her capable not merely of bettering his or her material condition but making labour master of the means of production instead of being the slave that it is. Capital should be labour's servant, not its master. Labour should be made conscious of its duty from whose performance rights follow as a matter of course.

Sammual Gompers (2019) in his labour and common welfare, expressed the dominant trade union philosophy in United states is reflected in thinking that American union should not support any society, saving of society destroying. They should concern themselves with immediate day to day improvements, in the economic and social life of the working people. The union had no ultimate and as such accepting the vague goals of securing a better life for all.

Summer H Silchter (2020) stresses the importance of contract between management and union. Which a contract between management and union which control entrance of trade, hiring, layoffs, seniority, amount of work, effects of technical changed, wages and hours, unionized and non-unionized comparative situation.

Clinton S Golden and Harold J Rutenberg (2012) narrates the reaction of workers, they lay out my work with so many instructions and their nothings left for me to figure out for myself. The only reason they keep half of us is, because they emit discovered a machine at that would take our places.

A.O.Ornaiti (2015) rightly observes that Indian workers alternate from being unemployed (available for work) to being self-employed in a trade (not available for hire)or from being engaged in an activity in their native villages and then again back to commercial employment.

Kenneth Boulding (2016) maintains employers have a real competitive disadvantage in the struggle because they do not have so good a mythology, as the labour movement and because they do not have so vivid of sense of their purpose in history and their function in society. The myth of the self-regulation free market does not affect the spring of emotional life as deeply as the myths of a class struggle.

Jaiswal K.P (2015) quoted Gautama dharma and maintained, cultivators, merchants, cattle breeders and artisans, worked under the rules of their unions and the unions were run by the democratic principles.

A study on the effectiveness of employee welfare measures in Witzenmann India Private Limited can address the following research gap:

- Limited research on the effectiveness of employee welfare measures in Indian industries: There is a limited amount of research on the effectiveness of employee welfare measures in Indian industries, making it difficult to understand the factors that impact employee satisfaction and retention. This study can contribute to bridging this research gap by exploring the effectiveness of employee welfare measures in an Indian organization like Witzenmann India Private Limited.
- Lack of research on employee welfare measures in the manufacturing industry: Research on the effectiveness of employee welfare measures in the manufacturing industry is limited. This study can help bridge this research gap by exploring the effectiveness of employee welfare measures in the manufacturing sector.
- Lack of research on the relationship between employee welfare measures and organizational performance: There is limited research on the relationship between employee welfare measures and organizational performance. This study can help bridge this research gap by exploring the impact of employee welfare measures on employee satisfaction, retention, and productivity, and ultimately, on the organization's performance.
- Lack of research on the effectiveness of specific employee welfare measures: While there is research on employee welfare measures, there is a lack of research on the effectiveness of specific measures such as health insurance, retirement plans, and work-life balance programs. This study can help bridge this research gap by evaluating the effectiveness of specific welfare measures offered by Witzenmann India Private Limited.

CHAPTER 3

RESEARCH AND METHODOLOGY

CHAPTER 3

RESEARCH AND METHODOLOGY

3.1 RESEARCH DESIGN

To examine report definite methodology were utilized to impose the topic in a clear approach. This research design uses descriptive research method, which will rely on primary data. However, descriptive research is a commonly used research method that aims to describe and analyse the characteristics or behaviours of a population or phenomenon. It typically involves collecting primary data through surveys, observations, or experiments. Descriptive research can be useful for generating hypotheses, identifying patterns or trends, and providing insights into the research topic.

3.2 DATA COLLECTION

It is common for data to be collected through questionnaires in many types of research, particularly in survey research. The use of SPSS software for data analysis is also a common practice, as it allows for efficient and accurate data management, statistical analysis, and visualization.

Tabulating and analysing the responses using percentage and cross tabulation can be a useful method for summarizing and exploring the data. It can help to identify patterns and trends in the data, as well as potential relationships between variables. However, it is important to ensure that the methods used for data analysis are appropriate for the research question at hand, and that the results are interpreted accurately and appropriately.

3.3 SOURCES OF DATA

Primary data: The data is basically acquired from employees through sampling by using a questionnaire. It appears that primary data was collected through sampling employees using a questionnaire. This is a common method for collecting primary data, particularly for descriptive research designs. It is important to ensure that the sampling method used is representative of the population of interest and that the questionnaire is designed and tested to ensure it is valid and reliable.

Secondary data: The secondary data was collected through several articles, company prospectus and websites. That secondary data was collected through several articles, company prospectus, and websites. Secondary data can be a valuable source of information and can help

to provide context and support for the primary data. It is important to critically evaluate the sources of secondary data to ensure their accuracy, relevance, and reliability.

3.4 SAMPLE DESIGN

The Survey is conducted in the in Witzenmann India Private Limited. The primary data was collected through survey method using a formulated questionnaire. Convenience Sampling was applied for selection of respondents. Sample for the purpose of the study are selected systematically. Convenience sampling is a non-probability sampling method that involves selecting participants based on their availability and willingness to participate. While convenience sampling can be a useful method for collecting data quickly and efficiently, it may not be representative of the population of interest, and the results may be biased.

It is important to acknowledge the limitations of the sampling method used and to consider potential sources of bias when interpreting the results of the study. Additionally, it is important to ensure that the formulated questionnaire used in the survey is designed to effectively measure the variables of interest and that it is pilot-tested to ensure its validity and reliability.

3.5 SAMPLE SIZE

A sample size of 120 can be considered adequate for many types of research, particularly if the sample is representative of the population of interest and the study has sufficient statistical power. However, it is important to ensure that the sample size is appropriate for the research question at hand and that the sampling method used is appropriate and unbiased.

It is also worth noting that the level of employees from which the samples were collected (executives and supervisors) may impact the generalizability of the study findings. If the research question pertains specifically to this group, then this sample selection may be appropriate. However, if the findings are intended to be generalized to the entire employee population, then it may be important to consider including a broader range of employees in the sample.

3.6 TOOLS FOR ANALYSIS

The Survey is conducted in the in Witzenmann India Private Limited. The primary data was collected through survey method using a formulated questionnaire. Convenience Sampling was applied for selection of respondents. Tools used for Analysis are Correlation and Anova for better output.

3.7 HYPOTHESIS FRAMEWORK

1. There is no significant influence of personal variables on welfare measures.
2. There is no significant influence of organizational details of employees on their labor welfare measures perception.
3. There is no significant impact of welfare measures on individual employees.

CHAPTER 4

DATA ANALYSIS

CHAPTER 4

DATA ANALYSIS

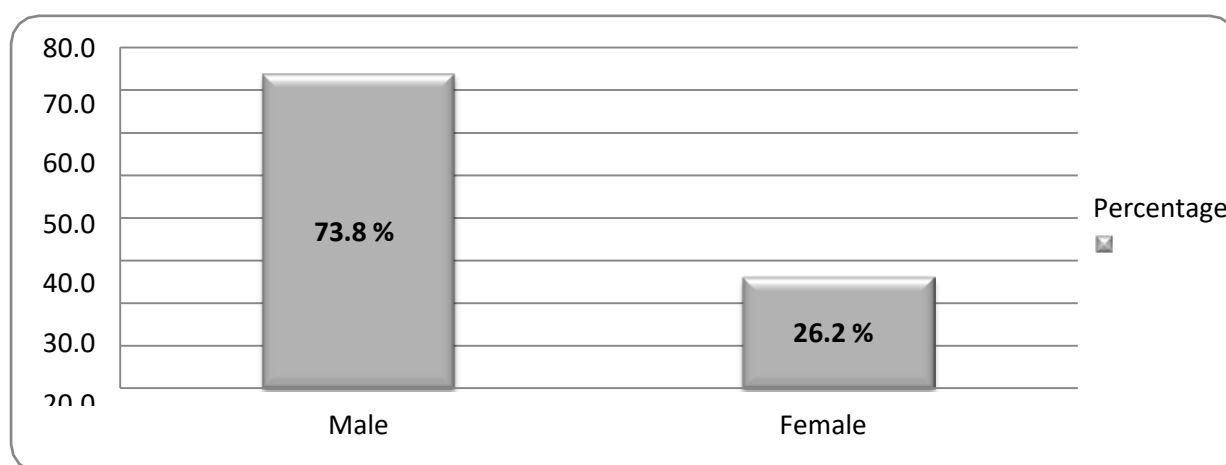
4.1 Sample Profile

This section provides the sample profile of the study. Each item is analyzed on the basis of the responses received and further inferences have been provided.

Gender – The respondents have been classified into two categories, males and females. The distribution of the sample on the basis of gender is as follows

Table 4.1: Classification of Respondents on the Basis of Gender

S. No.	Characteristics	Category	Frequency	Percent
1.	Gender	Male	94	73.8
		Female	26	26.2
		Total	120	100.0

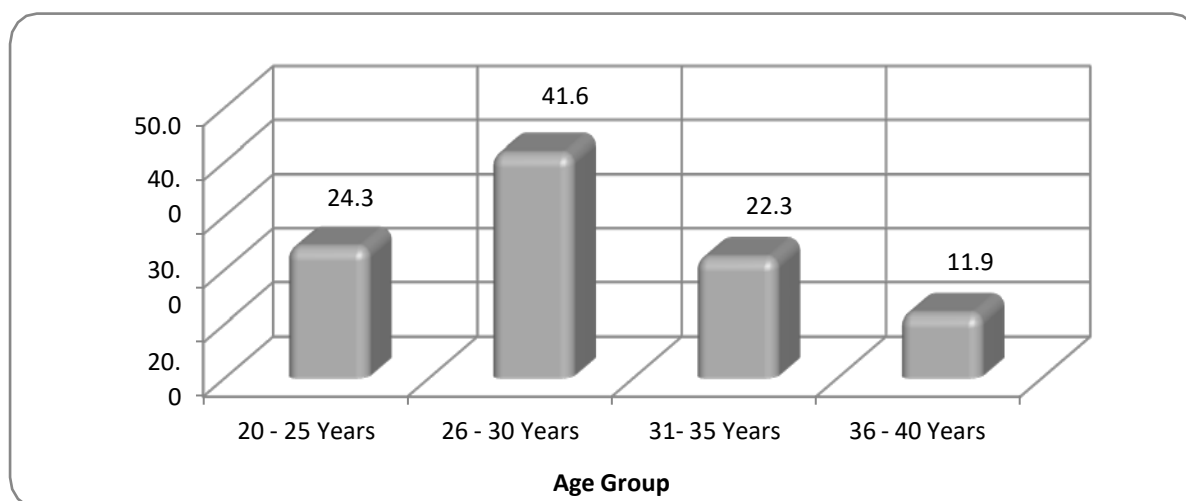


Inference: Table 4.1 presents the gender wise classification of the respondents. The males constitute 73.8% of the sample i.e., 298 respondents whereas their female counterpart constitutes 26.2% of sample i.e., 106 respondents. The no. of male employees is significantly higher than females.

Age – The respondents have been classified into four major categories on the basis of their age. The distribution of sample into four age brackets is as follows

Table 4.2: Classification of Respondents on the Basis of Age

S. No.	Characteristics	Category	Frequency	Percent
2.	Age	20 - 25 Years	29	24.3
		26 - 30 Years	50	41.6
		31- 35 Years	27	22.3
		36 - 40 Years	14	11.9
		Total	120	100.0



Inference: As depicted in Table 4.2, the respondents were classified into four categories with respect to their ages-

- The Age group 20-25 years has 24.3% of respondents (i.e., 98).
- In the age group 26- 30 years there were 41.6% of respondents (i.e., 168). There were maximum respondents in this category.
- In the age group 31- 35 years there were 22.3 % of respondents (i.e., 90).
- The age group 36-40 years had only 11.9% respondents (i.e., 48). This age group had least no. of respondents.

Marital status – The respondents were divided into three categories on the basis of their marital status i.e., married, unmarried and widow(er). Since none of the respondents were in

widow(er) category that category was removed from the final analysis. The distribution is as follows,

Table 4.3: Classification of Respondents on the Basis of Marital Status

S. No.	Characteristics	Category	Frequency	Percent
3.	Marital Status	Married	85	70.8
		Unmarried	35	29.2
		Total	120	100.0



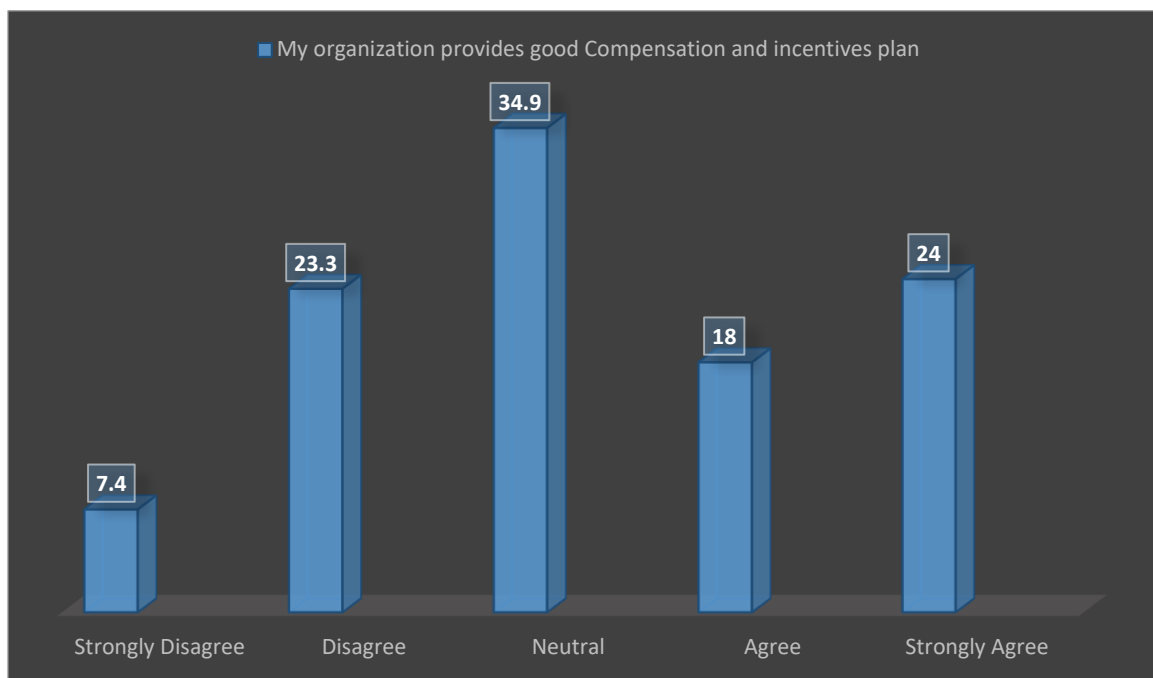
Figure 4.3: Classification of Respondents by Marital Status

Inference: As presented in Table 4.3, on classifying the respondents on the basis of marital status, it was found that 70.8% of total respondents (i.e., 298) were under married category whereas only 29.2% (i.e., 118) of respondents were unmarried.

4.2 Analysis of items related to Employee Welfare Programs

Table 4.4: Level of Satisfaction from Compensation and Incentives Plan

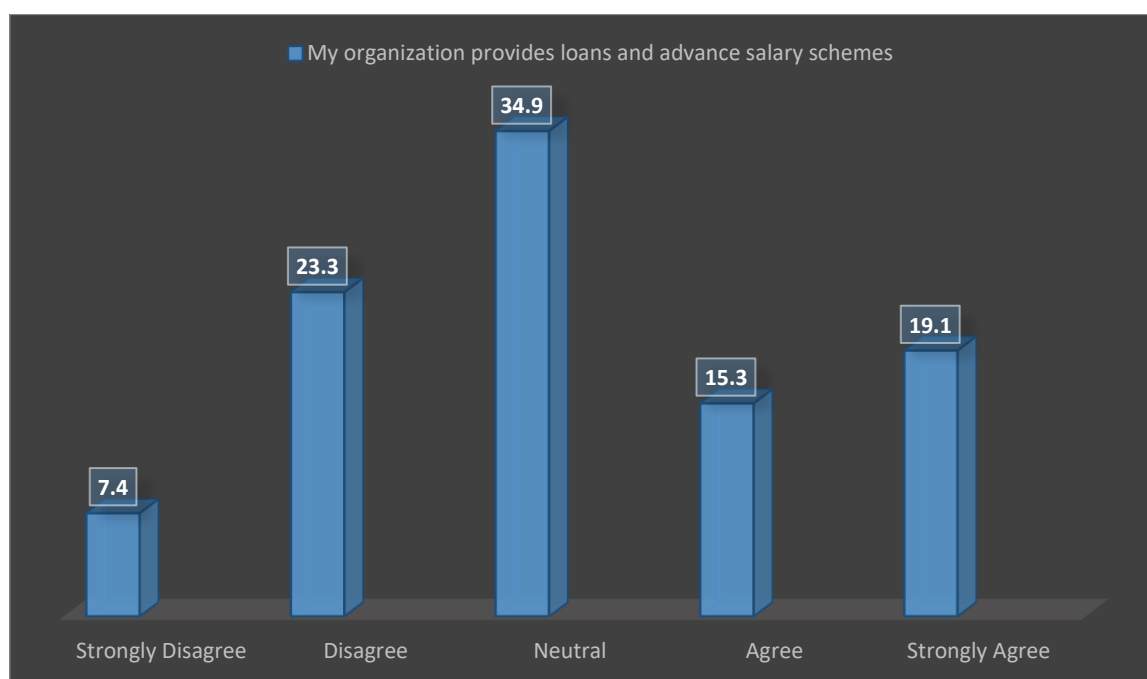
My organization provides good Compensation and incentives plan		
	Frequency	Percent
Strongly Disagree	8	7.4
Disagree	28	23.3
Neutral	42	34.9
Agree	18	15.3
Strongly Agree	24	19.1
Total	120	100.0



Inference: As depicted in table 4.4, there were around 31% of respondents that are not at all satisfied with their compensation plans. They feel that they are not compensated adequately for their jobs. Whereas, 34.90 % respondents were comparatively less satisfied or moderately satisfied. Only 34.4 % of respondents were found to be highly satisfied and they feel that they are paid well by their employer. Hence it can be inferred that mostly employees are satisfied with their pay packages and incentives plan. Around one-fourth of the total employees in the survey showed their dissatisfaction towards their compensation plan. But a fairly good percentage showed satisfaction.

Table 4.5: Level of Satisfaction from Loans, Advance salary scheme and other Financial Welfare Programs

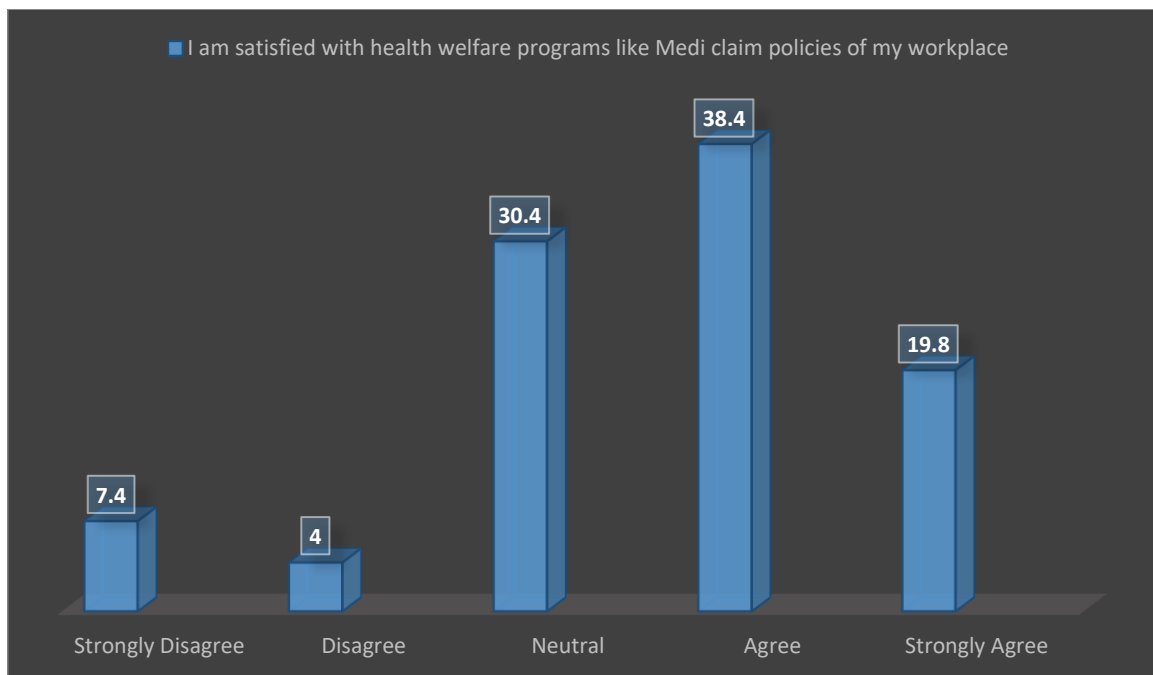
My organization provides loans and advance salary schemes		
	Frequency	Percent
Strongly Disagree	9	7.4
Disagree	28	23.3
Neutral	42	34.9
Agree	18	15.3
Strongly Agree	23	19.1
Total	120	100.0



Inference: As depicted in table 4.5, there were 31 % of respondents that exhibited dissatisfaction towards loans and salary advance schemes provided at their workplace. It was found that 37.87 % of respondents had moderate level of satisfaction from these programs. Whereas, 27 % of the respondents exhibited high level of satisfaction with such schemes. Thus, high percentage of dissatisfied and moderately satisfied employees shows that that most of the employees are either not provided or they are not much satisfied with various financial welfare programs like loans and advance salary schemes.

Table 4.6: Level of Satisfaction from Health welfare programs

I am satisfied with health welfare programs like Medi claim policies of my workplace		
	Frequency	Percentage
Strongly Disagree	9	7.4
Disagree	5	4.0
Neutral	36	30.4
Agree	46	38.4
Strongly Agree	24	19.8
Total	120	100.0



Inference: - As depicted in table 4.6, around 57.4 % of the employees were highly satisfied from the health welfare programs being provided to them by their employees. 30.4 % employees exhibited moderate level of satisfaction, and only 11% employees were found to be highly dissatisfied from the offered health welfare benefits. Hence it can be inferred that mostly employees are provided with various health benefits like Medi claim policies. And they are satisfied with those services.

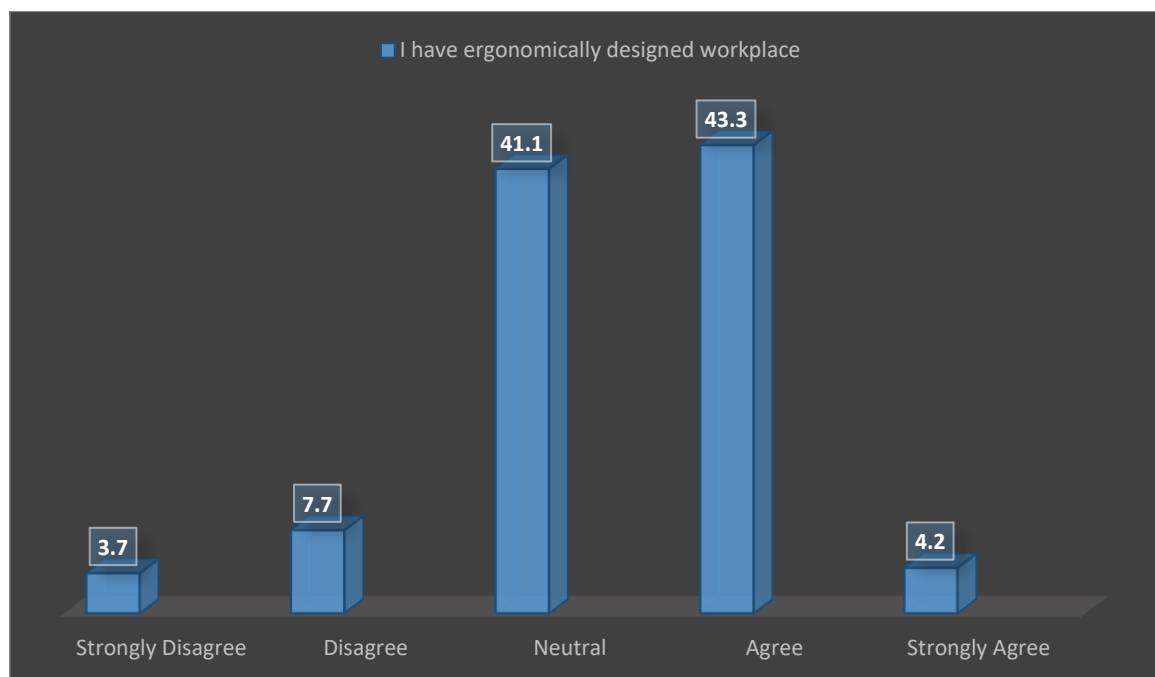
Research conducted by Sindhu (2017) confirmed that when employees get better health facilities like regular medical checkups, health insurance, ergonomically designed work setting

gives employees a high level of satisfaction. This pushes an organization to grow much faster. Thus, employees must be provided with Health welfare programs in order to engage them.

Table 4.7: Level of Satisfaction from Physical Setting of Workplace

I have ergonomically designed workplace		
	Frequency	Percent
Strongly Disagree	4	3.7
Disagree	9	7.7
Neutral	49	41.1
Agree	52	43.3
Strongly Agree	5	4.2
Total	120	100.0

Figure 4.7: Level of Satisfaction from Physical Setting of Workplace

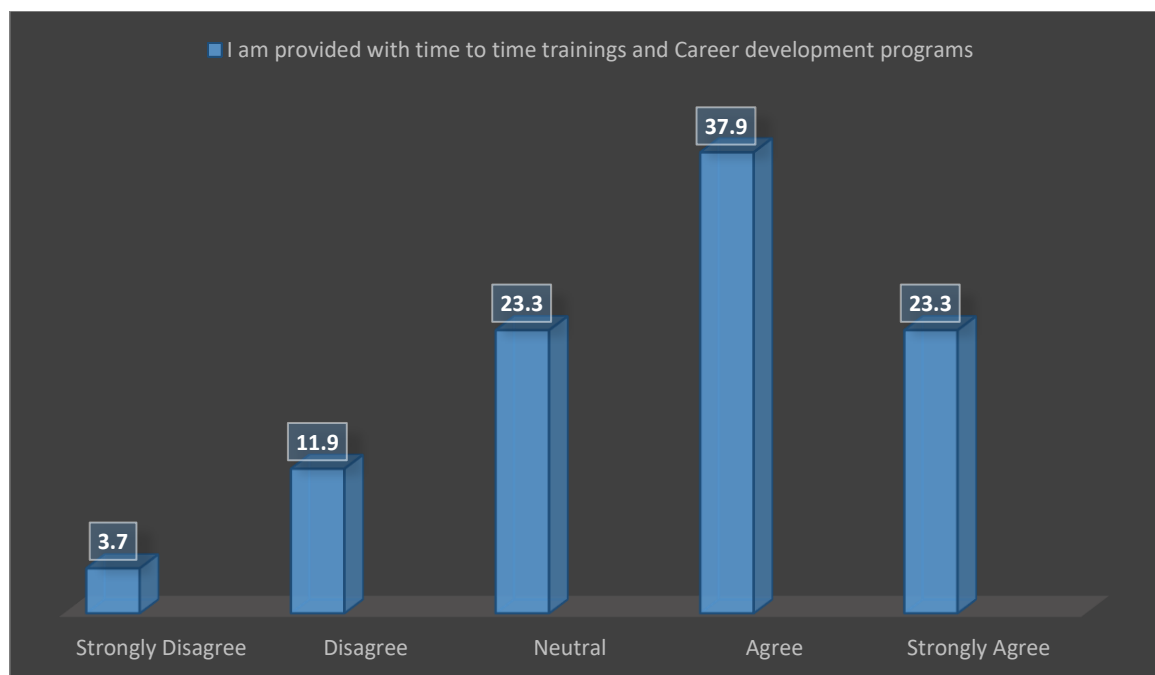


Inference: - As depicted in table 4.7, there were 12 % of respondents that were highly dissatisfied with the physical setting of their workplace. It was found that 41 % of employees were moderately satisfied, whereas 48% of respondents believe that they are provided with

ergonomically designed workplace. Hence it can be interpreted that there is a large scope of improvement in this aspect and employers must pay attention to it. Physical setting of workplace directly impacts the health of employees and in the long run may lead to disengagement of the employees. Ergonomically designed workplace not only provides comfort to the employees but also have direct impact on their health.

Table 4.8: Level of Satisfaction from Training and career development programs

I am provided with time-to-time trainings and Career development programs		
	Frequency	Percent
Strongly Disagree	4	3.7
Disagree	14	11.9
Neutral	28	23.3
Agree	45	37.9
Strongly Agree	28	23.3
Total	120	100.0

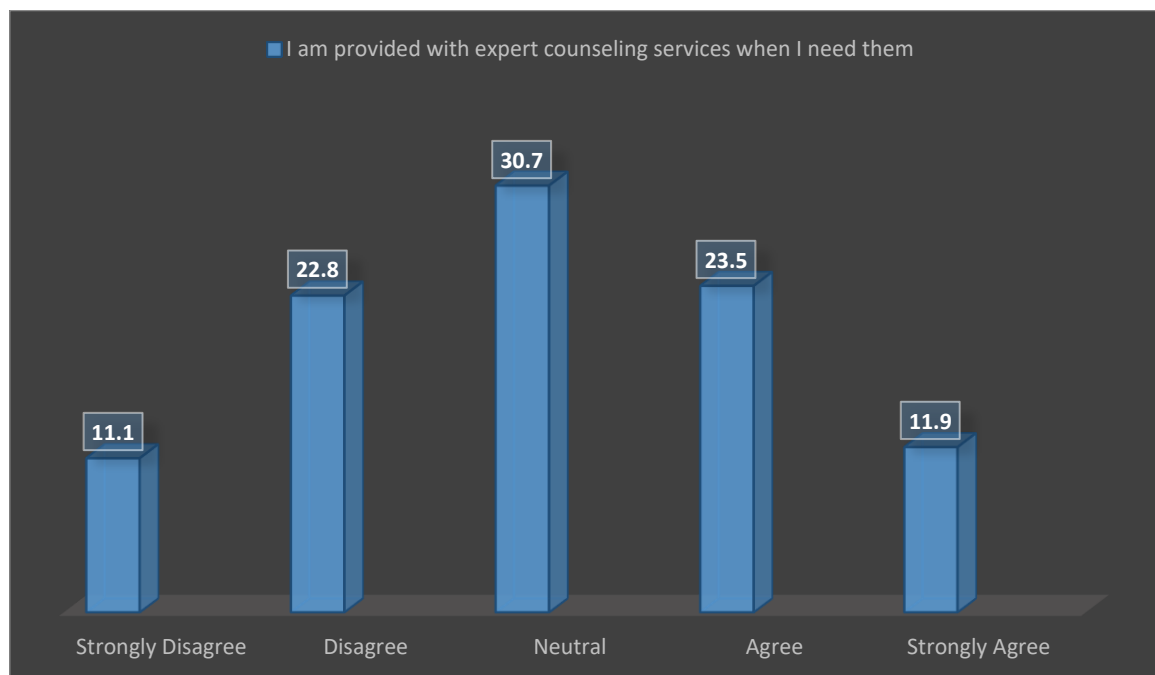


Inference: - As depicted in Table 4.8, around 61% of employees were found to be highly satisfied with training and career development programs provided at their workplace. It was found that 23.3 % of employees were moderately satisfied. Whereas 16% of respondents were

not at all satisfied with career development initiatives and training programs provided at their workplace. Empowering the employees through various training and career development programs not only raise their confidence but open further career prospects for them that pays in longer run. Research conducted by Peirsol (2007) stated that Employee empowerment through trainings gives an organization the dexterity and competitive edge to succeed.

Table 4.9: Level of satisfaction regarding counselling services

I am provided with expert counseling services when I need them		
	Frequency	Percent
Strongly Disagree	45	11.1
Disagree	92	22.8
Neutral	124	30.7
Agree	95	23.5
Strongly Agree	48	11.9
Total	404	100.0

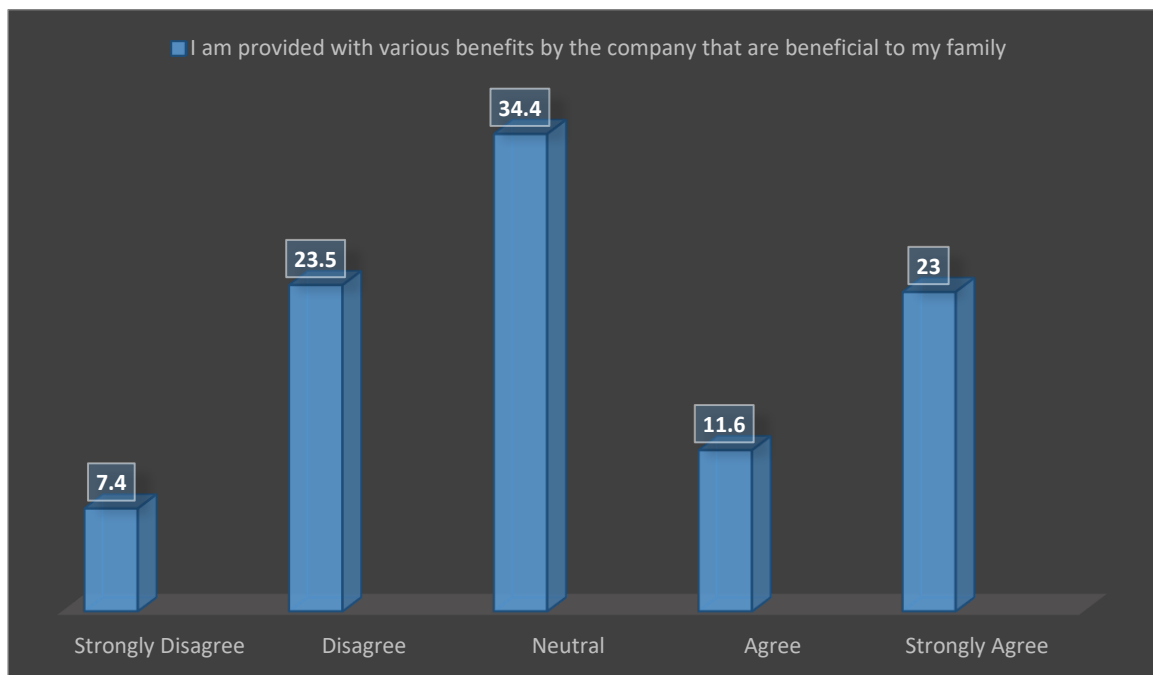


Inference: - As shown in table 4.9, 34% of the employees were found to be highly satisfied from the counseling services being provided by the employer. Around 31% of employees were moderately satisfied whereas only about 34% of the respondents were highly dissatisfied with the counseling services being provided to the them. Hence it can be interpreted that there is a

large scope of improvement in this aspect and employers must pay attention to it by conducting regular counseling activities. Paul (2014) provided an engagement model that clearly stated that Aside from the personal drive and motivation to make a contribution, employees need to be counseled for better result. Counseling helps in grievance redressal as well as provides psychological comfort and support to the employees.

Table 4.10: Level of Satisfaction from Family Benefits

I am provided with various benefits by the company that are beneficial to my family		
	Frequency	Percent
Strongly Disagree	30	7.4
Disagree	95	23.5
Neutral	139	34.4
Agree	47	11.6
Strongly Agree	93	23.0
Total	404	100.0

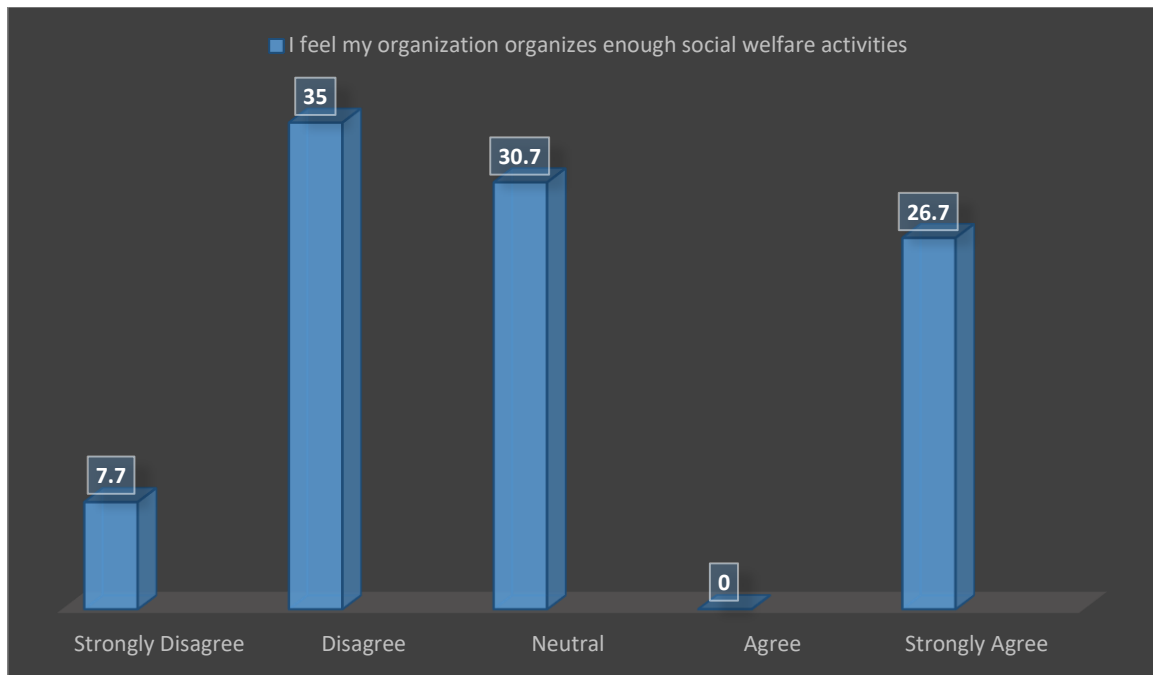


Inference: - As depicted in table 4.10, there are 31% employees that are highly dissatisfied with the family welfare benefits being provided to them by the employer. About 35 % of employees were moderately satisfied whereas about 35% of employees were found to be highly satisfied with the various family welfare initiatives being extended by the employer. Hence it

can be interpreted that though employees feel that employer is trying to connect and benefit their families but still there is a scope for improvement in this aspect. Various family welfare programs that benefit the employees should be carried out so that employee feels that employer cares for their families too and hence their dedication level also increases. Researchers have reported that stress due to family and work-related stress may be interlinked (Moore, 2004; Crabtree, 2005). According to Gallup survey (2017) 51% of employees reported that in their recent past have behaved very inappropriately with their family members and friends due to stress of workplace these were all disengaged employees. 35 per cent of not-engaged employees and 18 per cent of engaged employees have said the same. Thus, work stress is major reason of disengagement.

Table 4.10:- Level of Satisfaction Regarding Social Welfare Activities Conducted By Employer

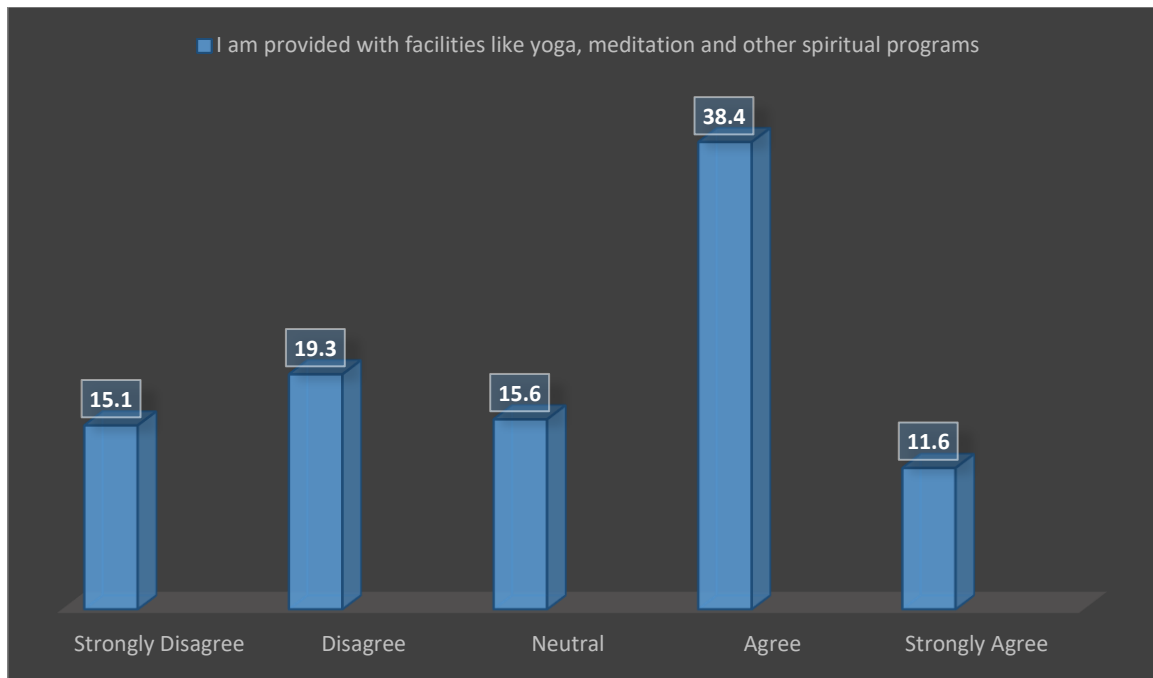
I feel my organization organizes enough social welfare activities		
	Frequency	Percent
Strongly Disagree	9	7.7
Disagree	42	35.0
Neutral	37	30.7
Agree	0	0.0
Strongly Agree	32	26.7
Total	120	100.0



Inference: - As exhibited by Table 4.10, around 27% of employees were affirmative that their employer conducts ample social welfare programs. 31% of respondents reported that their employee does conduct social welfare activities but they are few in number, whereas 43% of employees have reported dissatisfaction towards their employer's attempt in organizing social welfare programs. Hence it can be interpreted that though some employees feel that employer is performing their social activities but still there is a vast majority that feels that more social welfare programs should be conducted.

Table 4.11: Level of Satisfaction Regarding Spiritual Welfare Programs

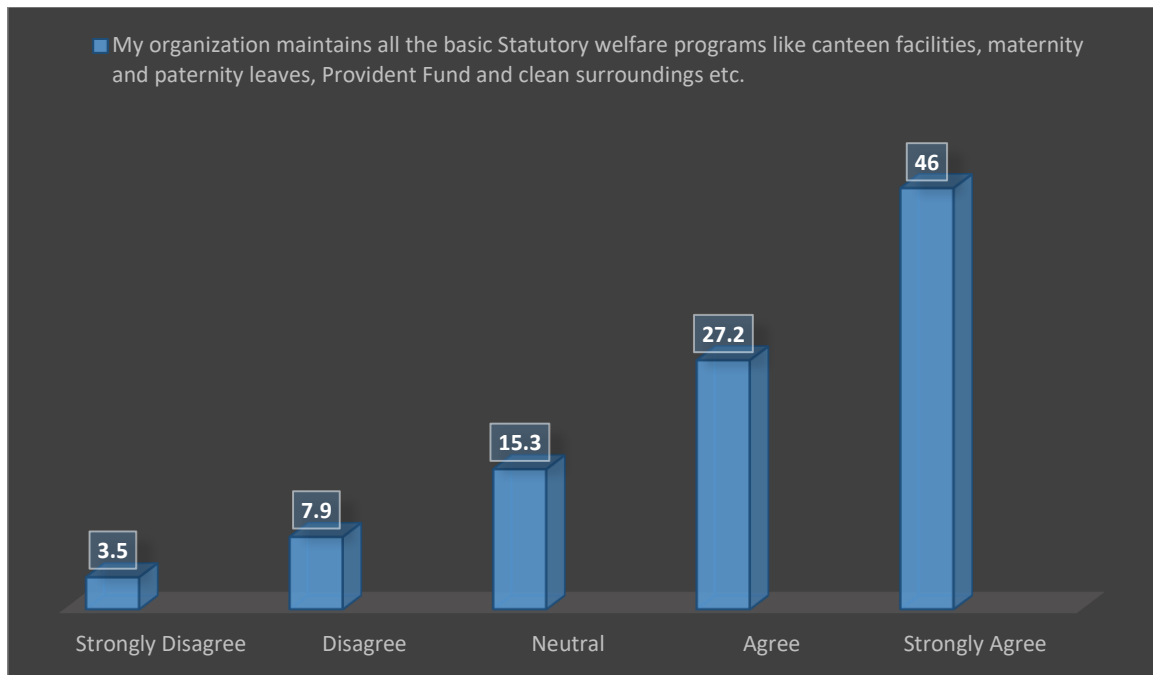
I am provided with facilities like yoga, meditation and other spiritual programs		
	Frequency	Percent
Strongly Disagree	18	15.1
Disagree	23	19.3
Neutral	19	15.6
Agree	46	38.4
Strongly Agree	14	11.6
Total	120	100.0



Inference: - As depicted by the table 4.11 above, around 50% of employees were satisfied from the offered spiritual welfare programs being offered by the employer. 16% of the respondents have shown moderate or comparatively low satisfaction, whereas 34% of employees are dissatisfied with the various spiritual welfare programs offered to them. Thus, it can be inferred that only half of the total respondents feel that their employer provides them enough activities for spiritual indulgence. Organizations could attempt to provide more and better spiritual welfare programs for employees.

Table 4.12:- Status of Statutory Welfare Programs offered by Employer

My organization maintains all the basic Statutory welfare programs like canteen facilities, maternity and paternity leaves, Provident Fund and clean surroundings etc.		
	Frequency	Percent
Strongly Disagree	4	3.5
Disagree	9	7.9
Neutral	18	15.3
Agree	33	27.2
Strongly Agree	55	46.0
Total	120	100.0



Inference: - As depicted by table 4.12, around 73 % of employees have confirmed that they are offered all the statutory welfare programs applicable in Automotive industry. Therefore, it can be inferred that a vast majority of employees feel that their employer provides them all statutory welfare program. Statutory welfare programs are mandatory to be provided to the employees and every employee should be provided all statutory welfare programs.

4.2 CORRELATION

A) Correlation between Dedication and Employee welfare Programs

Variables	Correlation Coefficient	Financial Welfare Programs	Health Welfare Program	Career Welfare Programs	Psychological Welfare Programs	Family Welfare Programs	Social Welfare Program	Spiritual Welfare Programs	Statutory Welfare Programs
Dedication	r value	0.157	0.160	0.153	0.257	0.236	0.169	0.068	0.022
	P value	0.000	0.000	0.000	0.000	0.000	0.000	0.003	0.580
	Correlation at 95% confidence level								

Inference:

It was found that Dedication has positive correlation with all the non-statutory welfare programs as p value < 0.05 for all the programs. On further analysis of the correlation coefficients following observations were made-

- 1) Dedication and Financial welfare Programs (FWP) – “Financial welfare programs has r value 0.157 and P value 0.000, which is significant and thus we can infer that Dedication and FWP are positively correlated. By providing FWP the level of Dedication increases in employees”.
- 2) Dedication and Health welfare Programs (HWP) – “Health welfare programs were found to have positive significant relationship with dedication. The r value 0.160 and P value 0.000, thus it can be inferred that on offering Health welfare programs the level of Dedication increases in employees”.
- 3) Dedication and Career welfare Programs (CWP) – “Career welfare programs has r value 0.153 and P value 0.000, which is significant we can thus infer that Dedication and CWP has positive correlation, which means on providing career welfare programs the level of Dedication increases in employees”.
- 4) Dedication and Psychological welfare Programs (PWP) – “Psychological welfare programs has r value 0.257 and P value 0.000, which is significant so we can thus infer that Dedication and PWP has positive correlation, which means on providing psychological welfare programs the level of Dedication increases in employees”.
- 5) Dedication and Family welfare Programs (FWP) – “Family welfare programs were also found to have significant positive correlation with dedication level of employees. The r value was 0.236 and P value was 0.000, which is significant we can thus infer that Dedication and FWP have positive correlation, which means on providing Family welfare programs the level of Dedication increases in employees”.
- 6) Dedication and Social welfare Programs (SWP) – “Since a significant positive relationship is derived between Social welfare programs and level of dedication of employees, we can infer that on providing Social welfare programs the level of Dedication increases in employees. The r value and P value for the given set of variables is 0.169 and 0.000 respectively”.
- 7) Dedication and Spiritual welfare Programs (SpWP) – “Spiritual welfare programs has r value 0.068 and P value 0.003, which is significant we can thus infer that Dedication and

SpWP has positive correlation, which means on providing Spiritual welfare programs the level of Dedication increases in employees”.

8) Dedication and Statutory welfare Programs (StWP)- “Statutory welfare programs has r value 0.022 and P value 0.580, which is non-significant result and hence it can be inferred that Dedication and StWP do not have any significant relationship .Therefore on offering Statutory welfare programs there will be no impact on Dedication of employees”.

9) Psychological welfare programs and family welfare programs have strongest correlation with dedication level of employees and spiritual welfare programs had weakest impact.

4.3 Multiple Regression Analysis

On conducting multiple regression analysis to examine the relationship between Dedication and the predictors – “Statutory Welfare Programs, Psychological Welfare Programs, Financial Welfare Programs, Social Welfare Programs, Family Welfare Programs, Spiritual Welfare Programs, Health Welfare Programs and Career Welfare Programs” the following results were received. The results below depict the impact of various welfare programs on level of Dedication if other factors were kept constant.

Table 4.13: Dedication- Regression model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.400	.160	.143	.53625
Predictors: (Constant)- “Statutory Welfare Programs, Psychological Welfare Programs, Financial Welfare Programs, Social Welfare Programs, Family Welfare Programs, Spiritual Welfare Programs, Health Welfare Programs and Career Welfare Programs”				
Dependent Variable: “Dedication”				

4.4 ANOVA for Dedication

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	21.582	8	2.698	9.384	.000
Residual	113.557	395	.286		
Total	135.129	403			
Predictors: (Constant)- “Statutory Welfare Programs, Psychological Welfare Programs, Financial Welfare Programs, Social Welfare Programs, Family Welfare Programs, Spiritual Welfare Programs, Health Welfare Programs and Career Welfare Programs”					
Dependent Variable: “Dedication”					

The multiple regression model with predictors “Statutory Welfare Programs, Psychological Welfare Programs, Financial Welfare Programs, Social Welfare Programs, Family Welfare Programs, Spiritual Welfare Programs, Health Welfare Programs and Career Welfare Programs” produced the following results- “ $R^2 = 0.160$; $F(8, 395) = 9.384$; $p < .05$ which can be observed from tables 4.13 and 4.14, model summary and ANOVA. Hence, we may conclude that the 16.0 % variability could be observed in Dedication due to predictors”.

CHAPTER 5

FINDINGS AND SUGGESTIONS

CHAPTER 5

FINDINGS AND SUGGESTIONS

5.1 FINDINGS

All the organisations in the Automotive sector do not comply with the statutory welfare programs. Only 74% of the respondents reported that their employer complies with Statutory welfare programs. 15% employees reported that they are not offered all the statutory welfare programs. Whereas 11% employees reported that they are not offered most of the statutory welfare program.

- Mostly Small companies with no. of employees less than 20 do not comply with all the statutory welfare programs like Provident fund, gratuity, maternity benefits and paternity leaves. Among all the statutory welfare programs The Maternity Benefit Act, 1961 was reported to be most widely violated.
- Very few Social welfare and Psychological welfare programs are conducted in Automotive sector in Rajasthan.
- Most of the employees are not satisfied with the physical set up and aesthetics of workplace and they find that workstations are not ergonomically designed.
- Study discloses that most of the employees were satisfied with their pay packages and incentives plan. Around one- fourth of the total employees in the survey showed their dissatisfaction towards their compensation plan.
- Most of the respondents have shown their satisfaction towards health welfare programs in the Automotive sector of Rajasthan.
- It was found that a vast majority of the employees agreed that their employer provides them time to time training for their career development.
- It was found that almost half of the population felt that their employer doesn't tries to connect with their families through various family welfare programs. Also, very few Family welfare programs were provided to the employees. The employees felt need of more welfare facilities for their families.

- A vast majority of employees feel that they are able to fulfil their social commitments and lead a healthy social life. There is a strong contribution of employer in the social status and Psychological health of the employees which in turn have direct impact on productivity.

5.2 SUGGESTIONS

Tobacco Free Premises – Use of cigarettes and tobacco should be banned at the workplace along with fine if found violating. Employees could be provided with nicotine patches and chewing gums to help them quit smoking.

- **Temperature Regulators** – Temperature has strong impact on performance and efficiency, thus optimal temperatures and humidity should be regulated. Dark, damp excessively hot or cold environments can temper with health and productivity to a great level.

- **Natural Lighting** – A mix of artificial and natural lighting should be used at workplace wherever possible. Natural lights improve efficiency, balance biological clock and uplifts mood. Proper lighting has intense impact of working capacity and stress management.

- **Soft Music in Background** – Soft melodious instrumental music improves concentration and focus if played in background in low volumes. Thus, it can be used to increase the efficiency of employees.

- **Attractive Pay Packages** - The pay packages of the employees must be according to industry standards. Most of the employees in Automotive industry feel that they are not paid according to the industry standards. Thus, a reasonable compensation structure according to job profile must be set. By providing performance linked incentives and bonuses, management can motivate the employees to work more efficiently and employees have a chance for added financial benefits.

- **Night Shift Allowances** - As employees work in multiple shifts and the night shifts are more strenuous than day shifts, therefore the employees working in the night shifts should be provided with additional incentives. The employees working in night shifts can be provided with meals coupons, short breaks, pick and drop facilities etc. Additional allowances should be paid to them for working in night shifts.

- **Women friendly Initiatives** – Along with creating well functional Anti-harassment cells, distribution of pepper sprays, sanitary napkin wending machines, well equipped hygienic washrooms, Pick and drop for female employees working in night shifts are certain measures

that organisations must take room etc. The employees must be motivated to take small breaks in between to give rest to their body and mind.

- **Participative Management** - HR policies when made after the discussion with the employees, knowing their point of view than employees are more expected to be following them. It inculcates a feeling of togetherness and reflects care. Thus, participative management must be encouraged for better administration and improved engagement. From deciding on leaves to change in policies, employer must include the employees from the very conception stage of the plan rather than including employees only in the implementation phase.

- **Sports Activities** - Various sports events can be organized in order to indulge employees into physical activities for betterment of their health. These sports activities can be organized on weekends or after working hours on weekdays. Every employee must be motivated to be part of at least any one sports or arts activity.

- **Attractive and Vibrant Workplace** - The office must be decorated and furnished in aesthetically pleasing way. Indoor plants, colourful furniture, proper ventilation, and comfortable sitting arrangements are some steps that can make the workstations more exciting. Bright colours have soothing and refreshing effect on mind and they help in improving concentration.

- **Sessions with Psychologists** – Immense work pressure, low social interactions and financial burden due to lavish lifestyle is the increasing cause of depression and anxiety attacks in youth. Employer must provide regular counselling sessions to employees for sound mental health.

- **Crèches, Day Care and Nursing Breaks** - Many of the females drop out of their jobs after having children, thus crèches and day care facility should be made available to women employees so that they do not need to leave their jobs for taking care of children. In case small organisation cannot afford the whole facility than they can partner with some nearby day care facility for children for subsidized service to the employees. Short nursing breaks should be allowed for feeding infants.

- **Gym Memberships** - The organisations that cannot provide gym or yoga facilities can gift gym and yoga classes' membership to their employees in form of incentives.

- **Social Welfare Initiatives** - Organisations can tie up with NGO's for conducting Social welfare activities like tree plantation drives, charity shows, visit to orphanages and old age homes, nukkad natak for social awareness at regular intervals.

Coffee Breaks with Superiors - The organizations should make provisions and provide setup for frequent informal interactions among employees of all the levels. Regular interactions among juniors and seniors facilitate healthy relationship among employees.

- Hobby Clubs – Different clubs for various hobbies like music band, Photography, acting, Zumba and aerobics, dancing, painting could be created to keep employees energetic and zealous. Small events at departmental level can be conducted on weekends for performances by different clubs.
- Free Event Passes – Employees performing exceptionally well could be provided with free family passes to various events as an incentive.
- Well Designed Induction Programs – Induction programs should be designed in a way to help employees mingle with the existing employees well. They should be made aware of all the benefits and welfare facilities they would be getting in the organisation from the very initial step of the entry in organisation.

5.3 CONCLUSION

The result of this study clearly states that there is a strong impact of employee welfare programs on employee engagement. It was observed that various welfare programs differ significantly with respect to their impact on Employee engagement. Engagement is the most prime concern of the employers all around the world in all the sectors.

This study will be of great help to various business organizations, but specifically to Automotive sector where engagement is a prime concern. Though it was clear from the review of literature and multiple regression analysis that there are several other factors apart from employee welfare programs that are responsible for level of employee engagement but still Employee welfare programs make a very big contribution towards creating engagement.

The results can be used to selectively choose from the various employee welfare programs that which program can make the most significant contribution depending upon the score of the employees for three variables of engagement. The organizations will be in a state to decide that in which welfare program they should be diverting their funds in case of stringent budgets. This will help the organizations to selectively decide and divert their funds, time and energy in the best direction in order to achieve maximum output.

5.4 Scope for Further Study

- The research can be conducted on a larger level with bigger sample size.
- Comparative analysis among automotive industry can be conducted, to analyze differential impact of Welfare programs on Engagement level.
- Certain welfare programs have exhibited no significant impact on engagement, thus further advanced research is required in order to find out the reason for the same.
- Comparative analysis among different levels of management in Manufacturing sector can be performed.

A similar study can be conducted on other sectors like Education, Hospitality, health care etc.

Further research could determine the mutual impact of various welfare programs on one another.

ANNEXURE

QUESTIONNAIRE

1.Name: _____

2. Age:

a) Below 20years b) 20-25years c) 26-35years d) 36-50years e) Above 50 years

3.Gender:

a) Male b) Female C) Other

4. Educational qualification:

a) Degree /Diploma b) Post graduate c) other, specify _____

5. Designation: _____

6. Years of service:

a) 1-5 years b)6-10 years c)11-20 years d)Above 20 years6.

7. Monthly Income:

a) 10000-20000 b) 20001-30000 c) 30001-40000 d) 40001-50000 e) 50001 &above

8. The organization gave more attention for the salary:

a) Highly Satisfied b) Satisfied c) Neutral d) Dissatisfied e) Satisfied

9. Appropriate shift system

a) Highly Satisfied b) Satisfied c) Neutral d) Dissatisfied e) Satisfied

10. Suitable performance measurement

a) Highly Satisfied b) Satisfied c) Neutral d) Dissatisfied e) Satisfied

11. Contentment in their duties

a) Highly Satisfied b) Satisfied c) Neutral d) Dissatisfied e) Satisfied

12. Creating conducive operating atmosphere

a) Highly Satisfied b) Satisfied c) Neutral d) Dissatisfied e) Satisfied

13. Loans and advance facilities

a) Highly Satisfied b) Satisfied c) Neutral d) Dissatisfied e) Satisfied

14. Department wise progress measures

a) Highly Satisfied b) Satisfied c) Neutral d) Dissatisfied e) Satisfied

15. Accidental policies

a) Highly Satisfied b) Satisfied c) Neutral d) Dissatisfied e) Satisfied

16. Periodic off system

a) Highly Satisfied b) Satisfied c) Neutral d) Dissatisfied e) Satisfied

17. Duties and responsibilities are periodically rotated

a) Highly Satisfied b) Satisfied c) Neutral d) Dissatisfied e) Satisfied

18. Number of defined working hours

a) Highly Satisfied b) Satisfied c) Neutral d) Dissatisfied e) Satisfied

19. Periodic incentives

a) Highly Satisfied b) Satisfied c) Neutral d) Dissatisfied e) Satisfied

20. Appropriate promotional policies

a) Highly Satisfied b) Satisfied c) Neutral d) Dissatisfied e) Satisfied

21. Standing as security for the housing loan schemes for employees

a) Highly Satisfied b) Satisfied c) Neutral d) Dissatisfied e) Satisfied

22. Yearly arrangement of LTC benefits for staffs

a) Highly Satisfied b) Satisfied c) Neutral d) Dissatisfied e) Satisfied

23. Rate the overall satisfaction with employee welfare activities of the Organization

a) Highly Satisfied b) Satisfied c) Neutral d) Dissatisfied e) Satisfied

24. I would be happy to spend the rest of my career with the Automotive Industry

a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree

25. organization has a great deal of personal meaning to me
a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree
26. I do not feel any obligation to remain with my current employer
a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree
27. Are you aware of various welfare measures provided by Witzenmann
a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree
28. Does the company take care of the employees working in the night shift
a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree
29. Does the company take safety measures for employee safety
a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree
30. Do you think employee welfare activities of the Organization give a feeling of safety and improves your performance
a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree

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