

A Study on the Employee Welfare Schemes on Organizational Performance in the Fast-Moving Consumer Goods (FMCG) sector.

UNDER THE GUIDANCE OF

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Abstract

In today's dynamic business environment, characterized by fierce competition and rapidly evolving consumer demands, the fast-moving consumer goods (FMCG) sector stands out as a pivotal industry. Within this landscape, organizations strive not only to maintain competitiveness but also to thrive by attracting, motivating, and retaining top talent. Employee welfare schemes have emerged as a strategic tool for achieving these objectives, as organizations recognize the significant impact of employee well-being on overall organizational performance.

This study endeavours to delve deeper into the nexus between employee welfare schemes and organizational performance within the FMCG sector. With the overarching aim of contributing to the existing body of knowledge in human resource management and organizational studies, this research adopts a comprehensive mixed-methods approach. By integrating quantitative analysis and qualitative insights, this study seeks to provide a nuanced understanding of the multifaceted relationship between employee welfare initiatives and organizational success.

At its core, the quantitative component of this research entails the collection of primary data through surveys administered to employees and managers across diverse FMCG companies. These surveys will capture vital information regarding the types of employee welfare schemes implemented, their perceived effectiveness, and their impact on key performance indicators (KPIs) such as productivity, employee satisfaction, retention rates, and overall organizational success metrics.

Complementing the quantitative data, the qualitative segment of this study will entail in-depth interviews with HR practitioners, senior executives, and employees, as well as case studies of select FMCG companies renowned for their innovative approaches to employee welfare. Through these qualitative methodologies, the research aims to

unearth rich insights into the underlying mechanisms through which employee welfare schemes influence organizational dynamics and performance outcomes.

The analysis will be multifaceted, exploring various dimensions of the relationship between employee welfare initiatives and organizational performance. This includes examining the alignment between employee welfare strategies and organizational goals, assessing the effectiveness of different welfare schemes in meeting employee needs and enhancing job satisfaction, and evaluating the implications of these initiatives on organizational culture, employee engagement, and overall competitiveness within the FMCG sector.

Chapter-1: Introduction

The fast-moving consumer goods (FMCG) sector stands at the forefront of today's dynamic business landscape, marked by rapid market changes, shifting consumer preferences, and technological innovations. As organizations within this sector navigate through a myriad of challenges and opportunities, the imperative to enhance organizational performance and maintain competitiveness has never been more pressing. At the heart of this pursuit lies the critical nexus between employee welfare initiatives and organizational success. This introduction delves into the multifaceted landscape of the FMCG sector, exploring the background factors necessitating the research project, conducting a situational analysis, and providing a comprehensive review of the relevant literature. Through this examination, readers will gain a nuanced understanding of the management problem at hand and the significance of investigating the relationship between employee welfare schemes and organizational performance.

Background Factors Necessitating the Project:

The FMCG sector operates within a highly dynamic and competitive environment, where organizations continually grapple with a host of challenges and opportunities. One of the foremost challenges faced by FMCG companies is talent management, encompassing the recruitment, retention, and engagement of skilled employees. With talent being a primary driver of innovation, productivity, and overall organizational performance, the ability to attract and retain top talent is paramount for sustained success.

Moreover, the FMCG sector is characterized by its susceptibility to market fluctuations, consumer whims, and disruptive forces such as technological advancements and regulatory changes. Organizations must navigate through these uncertainties while simultaneously optimizing their internal processes, supply chains, and workforce dynamics to remain agile and responsive to evolving market dynamics.

Situational Analysis:

Within this dynamic landscape, the FMCG sector is confronted with multifaceted challenges that demand innovative solutions and strategic foresight. Supply chain disruptions, fueled by global events such as pandemics, natural disasters, and geopolitical tensions, pose significant operational challenges for FMCG companies. The COVID-19

pandemic, in particular, underscored the vulnerabilities within supply chains and highlighted the importance of resilience and adaptability in mitigating disruptions.

Furthermore, changing consumer behaviours and preferences adds another layer of complexity to the FMCG sector. As consumers become more health-conscious, environmentally aware, and digitally savvy, FMCG companies must recalibrate their product offerings, marketing strategies, and distribution channels to stay relevant and competitive in the market.

In this context, organizations are increasingly recognizing the pivotal role of employee welfare in driving organizational performance and sustainability. Employee welfare encompasses a wide range of initiatives aimed at enhancing the well-being, satisfaction, and engagement of employees, including but not limited to healthcare benefits, flexible work arrangements, professional development opportunities, and work-life balance programs.

However, the landscape of employee welfare initiatives within the FMCG sector is diverse and dynamic, with variations in implementation, effectiveness, and impact across organizations. While some companies prioritize employee welfare as a strategic imperative, others may view it merely as a compliance requirement or cost centre. Therefore, a comprehensive analysis is warranted to understand the nuances of employee welfare within the FMCG sector and its implications for organizational performance.

A review of the existing literature reveals a growing body of research examining the relationship between employee welfare schemes and organizational outcomes across various industries. Studies have consistently highlighted the positive correlation between employee welfare initiatives and factors such as job satisfaction, employee engagement, retention rates, and organizational performance metrics.

For instance, research by Guest et al. (2016) found that organizations with robust employee welfare programs tend to experience higher levels of employee satisfaction and lower turnover rates, leading to enhanced organizational performance and competitiveness. Similarly, studies by Pfeffer (2010) and Edmans (2012) have emphasized the link between employee well-being and financial performance, suggesting that investments in employee welfare can yield tangible returns in terms of productivity, profitability, and shareholder value.

Moreover, scholars such as Hackman and Oldham (1980) have proposed theoretical frameworks, such as the Job Characteristics Model, which elucidate the underlying mechanisms through which employee welfare initiatives influence job satisfaction, motivation, and performance. By enhancing intrinsic job characteristics such as skill variety, task significance, and autonomy, organizations can foster a supportive work environment conducive to employee well-being and organizational success.

However, while the theoretical and empirical evidence supporting the positive impact of employee welfare on organizational performance is compelling, there exist gaps and inconsistencies in the literature that warrant further investigation. For instance, the effectiveness of specific employee welfare interventions may vary depending on contextual factors such as organizational culture, industry dynamics, and geographic location. Additionally, the long-term sustainability and scalability of employee welfare programs remain subjects of debate, particularly in light of evolving workforce demographics and socio-economic trends.

In light of these considerations, this research project seeks to contribute to the existing body of knowledge by conducting a comprehensive investigation into the relationship between employee welfare schemes and organizational performance within the FMCG sector. By employing a mixed-methods approach encompassing both quantitative analysis and qualitative insights, this study aims to provide a nuanced understanding of the mechanisms through which employee welfare initiatives influence key performance indicators and organizational outcomes. Through empirical research and evidence-based recommendations, this study aspires to offer practical insights and strategic guidance for HR practitioners and organizational leaders seeking to optimize employee welfare strategies and enhance organizational performance in the fast-paced FMCG landscape.

The FMCG sector operates within a complex and dynamic environment characterized by rapid market changes, evolving consumer preferences, and technological disruptions. Against this backdrop, the relationship between employee welfare initiatives and organizational performance assumes critical significance, as organizations strive to attract, retain, and motivate top talent while navigating through multifaceted challenges and opportunities.

This introduction has provided a comprehensive overview of the background factors necessitating the research project, conducted a situational analysis of the FMCG sector, and reviewed the relevant literature to contextualize the management problem under consideration. By elucidating the importance of investigating the relationship between employee welfare schemes and organizational performance within the FMCG sector, this research project aims to generate valuable insights and evidence-based recommendations for HR practitioners and organizational leaders seeking to optimize workforce strategies and drive sustainable business success.

Literature Review

The literature review serves as a foundational component in comprehending the management problem at hand, offering a synthesis of existing research on employee welfare schemes and organizational performance within the fast-moving consumer goods (FMCG) sector. This section aims to provide a comprehensive overview of theoretical frameworks, empirical studies, industry reports, and exploratory research methodologies pertinent to the subject matter. By integrating diverse sources of information, the review lays the groundwork for a thorough examination of the impact of employee welfare schemes on organizational performance in the FMCG sector.

Theoretical Frameworks:

Theoretical frameworks play a pivotal role in guiding our understanding of the mechanisms underlying the relationship between employee welfare initiatives and organizational performance in the FMCG sector. One prominent framework is the Psychological Contract Theory, which posits that employees' perceptions of the reciprocal obligations between themselves and their employers influence their attitudes and behaviours (Guest & Conway, 2016). Another influential framework is the Job Characteristics Model proposed by Hackman and Oldham (1980), which emphasizes the intrinsic characteristics of jobs that contribute to employee motivation and satisfaction.

Empirical Studies:

Empirical studies provide valuable insights into the empirical relationship between employee welfare schemes and organizational performance within the FMCG sector. Research by Pfeffer (2010) and Edmans (2012) has demonstrated a positive correlation between investments in employee welfare and financial performance. Studies by Guest et al. (2016) have examined the impact of specific employee welfare interventions on key performance indicators such as employee satisfaction and retention rates.

Industry Reports:

Industry reports offer insights into trends, challenges, and best practices related to employee welfare and organizational performance in the FMCG sector. Reports from organizations such as Deloitte and McKinsey provide data and analysis on topics such as employee engagement and workplace wellness initiatives.

Exploratory Research Methodologies:

Exploratory research methodologies, including case studies and focus groups, offer insights into the lived experiences and perceptions related to employee welfare within the FMCG sector. These methodologies allow researchers to capture qualitative data and uncover underlying dynamics and nuances.

The literature review provides a synthesis of existing research on employee welfare schemes and organizational performance within the FMCG sector. By drawing on theoretical frameworks, empirical studies, industry reports, and exploratory research methodologies, the review offers a nuanced understanding of the relationship between employee welfare initiatives and organizational outcomes. This study aims to contribute further insights through empirical research, ultimately informing managerial decision-making in the FMCG industry.

General Research Question:

This thesis embarks on an in-depth exploration of the intricate relationship between employee welfare schemes and organizational performance within the fast-moving consumer goods (FMCG) sector. The overarching goal is to unravel the complexities of how various welfare initiatives, implemented by FMCG companies, influence critical performance indicators such as productivity, employee satisfaction, retention rates, revenue growth, and profitability. By addressing these dimensions, the research aims to provide valuable insights that inform strategic decision-making and contribute to the optimization of welfare strategies within the FMCG sector.

Hypotheses:**1. Health and Wellness Programs:**

The first hypothesis postulates that the implementation of health and wellness programs will foster a positive correlation with employee productivity. This hypothesis stems from the understanding that a healthy workforce is a productive workforce. By investing in health promotion initiatives, such as wellness programs, fitness incentives,

and preventive healthcare measures, FMCG companies aim to create a workplace culture that prioritizes employee well-being. It is hypothesized that employees who are physically and mentally healthy are better equipped to perform their job responsibilities efficiently and effectively. Therefore, the expected outcomes include heightened output per employee, improved sales performance, and enhanced task completion rates.

2. Flexible Work Arrangements:

The second hypothesis proposes that flexible work arrangements will positively influence employee satisfaction and retention rates. In today's dynamic work environment, flexibility in work schedules and arrangements has become increasingly important for employees seeking to balance their professional and personal commitments. By offering options such as telecommuting, flextime, and compressed workweeks, FMCG companies can empower employees to manage their work-life integration more effectively. This hypothesis predicts that employees who have greater control over their work schedules will experience higher levels of job satisfaction and are more likely to remain with the organization in the long term, thereby contributing to organizational stability and continuity.

3. Financial Incentives:

The third hypothesis suggests that financial incentives, such as bonuses and profit-sharing schemes, will drive organizational performance metrics such as revenue growth and profitability. Financial rewards have long been recognized as potent motivators for employees, serving as tangible expressions of appreciation for their contributions. By aligning financial incentives with performance goals and outcomes, FMCG companies can incentivize employees to achieve excellence in their roles. It is hypothesized that employees who are motivated by financial rewards will demonstrate higher levels of engagement, productivity, and commitment, leading to improvements in key performance indicators such as revenue generation and profitability.

4. Training and Development Opportunities:

The fourth hypothesis anticipates that training and development opportunities will significantly impact employee skill enhancement and job performance. Continuous learning and professional growth opportunities are essential for employees to adapt to changing job requirements and industry trends. By investing in training programs, workshops, and skill development initiatives, FMCG companies can equip their employees with the knowledge, competencies, and tools necessary to excel in their roles. This hypothesis posits that employees who receive adequate training and development support will demonstrate enhanced job performance, as evidenced by improvements in skill assessment scores, performance evaluations, and project outcomes.

These hypotheses collectively form the foundation for empirical investigation into the relationship between employee welfare schemes and organizational performance within the FMCG sector. Through rigorous analysis and empirical testing, the research aims to uncover insights that enable FMCG companies to optimize their welfare strategies, enhance employee well-being, and drive sustainable organizational success.

Chapter 2: Research Objectives

1. Assessing the Impact of Health and Wellness Programs:

The primary objective is to comprehensively assess how health and wellness programs implemented within FMCG companies influence employee productivity. This entails conducting a thorough examination of the effectiveness of such initiatives in enhancing productivity metrics such as output per employee, sales performance, and task completion rates. By meticulously analyzing the impact of health and wellness programs, we aim to uncover insights into their role in fostering a healthy and productive workforce, thereby contributing to organizational success.

2. Evaluating the Influence of Flexible Work Arrangements:

Another key objective is to evaluate the influence of flexible work arrangements on employee satisfaction and retention rates within the FMCG sector. This involves conducting a detailed analysis of the relationship between flexible work arrangements, employee turnover rates, engagement levels, and satisfaction surveys. By assessing the impact of flexibility on employee satisfaction and retention, we aim to provide valuable insights that inform HR strategies aimed at promoting work-life balance and enhancing employee retention within FMCG organizations.

3. Examining the Effects of Financial Incentives:

A critical objective is to examine the effects of financial incentives on organizational performance metrics such as revenue growth and profitability in FMCG organizations. This entails conducting a comprehensive evaluation of the effectiveness of incentive schemes in driving desired outcomes, including comparing performance data before and after their implementation. Through rigorous analysis, we aim to provide insights into the design and implementation of effective incentive programs aligned with organizational goals, thus driving improved performance and financial results.

4. Investigating the Relationship between Training and Development Opportunities:

Lastly, the research aims to investigate the relationship between training and development opportunities and employee skill enhancement and job performance within FMCG companies. This involves conducting detailed assessments of the impact of training initiatives on measurable improvements in skill assessment scores, performance evaluations, and project outcomes. By examining the impact of training and development on employee performance, we aim to inform HR strategies aimed at enhancing workforce skills and capabilities, ultimately contributing to organizational effectiveness and competitiveness.

Purpose of the Research in Measurable Terms:

The overarching purpose of this research is to provide empirical evidence and insights into the impact of employee welfare schemes on organizational performance metrics within the FMCG sector. By achieving the defined objectives, the research aims to establish measurable improvements in key performance indicators such as productivity, employee satisfaction, retention rates, revenue growth, and profitability. Through rigorous analysis and measurement, the research aims to quantify the extent to which various welfare schemes contribute to these outcomes, providing clear benchmarks against which organizational performance can be assessed and improved.

Standards of What the Research Should Accomplish:

In terms of standards, the research is expected to demonstrate measurable improvements in productivity, satisfaction, retention rates, revenue growth, and profitability following the implementation of welfare schemes within FMCG organizations. By adhering to these standards, the research aims to provide actionable insights and recommendations for management decision-making, enabling organizations to optimize their welfare initiatives and enhance overall performance.

How the Research is Going to Aid Management Decision Making:

Through its empirical findings and actionable insights, the research is expected to aid management decision-making by providing valuable guidance on the design, implementation, and optimization of employee welfare programs within FMCG organizations. Specifically, it will enable management to make informed decisions regarding the allocation of resources towards welfare initiatives that yield the greatest return on investment in terms of productivity, satisfaction, retention, and financial performance. Additionally, the research will empower management to cultivate a culture of continuous improvement by leveraging data-driven insights to refine and optimize welfare strategies over time, thus driving sustained organizational success.

Chapter 3: Research Design and Methodology:

The research strategy adopted for this study is a meticulously crafted mixed-methods approach that integrates elements of exploratory, descriptive, and causal research designs. This comprehensive approach was chosen to enable a multifaceted examination of the relationship between employee welfare schemes and organizational performance within the fast-moving consumer goods (FMCG) sector.

Exploratory Research Methods:

The exploratory research methods, including experience surveys, case studies, and focus groups, serve as the initial step in understanding the complex landscape of employee welfare schemes within FMCG companies. These methods allow for the exploration of diverse perspectives, experiences, and practices related to welfare initiatives. Additionally, they provide valuable insights into the contextual factors influencing the implementation and effectiveness of such schemes.

Case studies offer an in-depth exploration of select FMCG companies known for their innovative welfare initiatives, shedding light on best practices and challenges faced in implementation. Focus groups facilitate interactive discussions among employees and managers, uncovering diverse viewpoints and perceptions regarding welfare schemes. Experience surveys provide a broader perspective by gathering feedback from a larger sample of employees, highlighting common themes and areas of concern.

Descriptive Research Methods:

Building upon the insights gleaned from the exploratory phase, the study employs descriptive research methods to systematically document and analyze the various welfare initiatives implemented by FMCG companies. Through surveys and interviews, quantitative and qualitative data are collected to create a comprehensive picture of the types of welfare schemes in place, their perceived effectiveness, and their impact on organizational performance metrics.

Surveys distributed to employees and managers within FMCG companies gather quantitative data on various dimensions of employee welfare schemes and their perceived impact on organizational performance. These surveys are carefully designed to capture responses using Likert scales, semantic differential scales, and multiple-choice questions, ensuring comprehensive data collection. In-depth interviews with key stakeholders provide qualitative insights, allowing for a deeper understanding of the nuances and intricacies of welfare initiatives.

Causal Research Methods:

Finally, causal research methods are utilized to establish causal relationships between employee welfare schemes and organizational performance. By employing statistical analysis techniques such as regression analysis, the study seeks to identify the specific effects of different welfare initiatives on key performance indicators such as productivity, employee satisfaction, retention rates, revenue growth, and profitability.

Regression analysis enables the identification of significant predictors of organizational performance, controlling for confounding variables. By quantifying the relationship between employee welfare schemes and performance outcomes, the study provides empirical evidence to support causal claims and inform strategic decision-making within FMCG companies.

Data Collection Methods and Forms:

The primary data collection method employed in this study is a structured survey distributed to employees and managers within FMCG companies. The survey questionnaire is meticulously designed to capture quantitative data on various dimensions of employee welfare schemes and their perceived impact on organizational performance. Additionally, qualitative data will be collected through in-depth interviews with key stakeholders to provide deeper insights into the implementation and effectiveness of welfare initiatives.

The survey questionnaire included in the appendix is crafted with careful consideration of the research objectives and hypotheses. It features a logical sequence of questions, starting with demographic inquiries to establish respondent profiles before delving into inquiries related to specific welfare initiatives and their perceived impact. Various types of scales, including Likert scales, semantic differential scales, and multiple-choice questions, are utilized to capture respondents' opinions, perceptions, and experiences accurately.

Overall, the combination of exploratory, descriptive, and causal research methods ensures a comprehensive and rigorous examination of the relationship between employee welfare schemes and organizational performance within the FMCG sector. Through meticulous data collection and analysis, the study aims to provide valuable insights that inform strategic decision-making and contribute to the optimization of welfare strategies in FMCG companies.

Sampling Design and Plan:

The target population for this study encompasses employees and managers working within fast-moving consumer goods (FMCG) companies. To ensure the representation of diverse perspectives and experiences, a stratified random sampling method will be employed. This method involves dividing the population into homogeneous subgroups or strata based on key characteristics such as job role, department, and organizational level. Samples will then be randomly selected from each stratum to ensure proportional representation across different segments of the population.

The sampling frame consists of a comprehensive list of FMCG companies obtained from industry databases, directories, and professional networks. This list serves as the basis for identifying potential participants for the study. Efforts will be made to maximize the response rate by employing personalized invitations, reminders, and incentives for participation, ensuring a robust and representative sample.

The sample size will be established through statistical analysis to ensure it provides sufficient power and represents the population adequately. Key factors such as the desired confidence level, margin of error, and anticipated variability within the population will be considered in this determination. The objective is to secure a sample size that yields statistically robust and applicable findings, which can be extended to the wider spectrum of FMCG companies.

Through this rigorous sampling design and methodology, the study aims to generate comprehensive insights into the impact of employee welfare schemes on organizational performance in the FMCG sector. By integrating exploratory, descriptive, and causal research approaches, the study endeavours to provide actionable insights that inform strategic decision-making and contribute to academic scholarship in the field.

Sample Size:

The survey has been conducted with a sample size of 70 individuals, comprising executives and supervisors from various levels within an organization. This sample size is determined based on statistical considerations to ensure adequate representation and power for the analysis. By surveying individuals across different levels within the organization, the study aims to capture a diverse range of perspectives and experiences related to employee welfare schemes and their impact on organizational performance.

To choose the samples, the Stratified Random sampling method has been used.

The table shows showing sample structure

S. No.	Designation	No. of Employees
1	Manager	5
2	Deputy Manager	5
3	Senior Executive	10
4	Executive	10
5	Store Manager	5
6	Additional Officer	5
7	Deputy officer	5
8	Assistant officer (gr.I)	10
9	Assistant officer (gr.II)	15
	Total	70

Chapter 4: Data Analysis and Interpretation

Table 4.1 shows a cross-tabulation of gender, age, and satisfaction level towards the canteen facility.

Rate the canteen facility provided by the company	Age	No. of Respondents(n)	Gender		Total
			Male	Female	
Excellent	20-29yrs	n	1(2%)	0(0%)	1(1%)
	30-39yrs	n	1(2%)	1(9%)	2(3%)
	40-49yrs	n	2(3%)	0(0%)	2(3%)
	50yrs-above	n	17(29%)	2(18%)	19(27%)
Very good	30-39yrs	n	5(8%)	2(18%)	7(10%)
	40-49yrs	n	2(3%)	3(27%)	5(7%)
	50yrs-above	n	18(31%)	0(0%)	18(25%)
Good	20-29yrs	n	3(5%)	0(0%)	3(4%)
	30-39yrs	n	2(3%)	2(18%)	4(6%)
	40-49yrs	n	1(2%)	0(0%)	1(1%)
	50yrs-above	n	5(8%)	0(0%)	5(7%)

	b o v e				
Average	30yrs-	n	0(0%)	1(9%)	1(1%)
	39yrs				
	5 0 y r s - a b o v e	n	1(2%)	0(0%)	1(1%)
Poor	20-29yrs	n	1(2%)	0(0%)	1(1%)
	Total	n	59	11	70

Analysis:

Based on the insights gleaned from Table 4.1, it is apparent that there are notable variations in employee perceptions regarding the company's canteen facility across different age brackets.

In the youngest age category of 20-29 years, only a mere 1% of respondents rated the canteen facility as excellent. However, as we move into the 30-39 age group, there is a slight increase, with 3% of respondents rating it as excellent. Moreover, within the same age bracket, there are further increments, with 10% rating it as very good and 4% rating it as good.

Similarly, within the 40-49 age range, 3% regarded the canteen facility as excellent, while 7% and 1% rated it as very good and good, respectively. However, the most notable findings emerged from employees aged 50 years and above. Here, a considerable 27% labelled the canteen facility as excellent, followed by 25% for very good and 7% for good ratings.

Furthermore, it is worth noting that dissatisfaction levels were relatively low across all age groups. Only 1% of employees aged 20-29 rated the canteen facility as poor. Additionally, irrespective of age group, there was only a solitary instance of an employee expressing dissatisfaction with the facility.

In general, most employees, especially those aged 50 years and above, expressed favorable views regarding the canteen facility, while only a minority gave average or poor ratings. These results emphasize the significance of taking age demographics into account when assessing employee perceptions and satisfaction levels. They also pinpoint potential areas for enhancement and targeted interventions to improve the overall employee experience and well-being.

Table 4.2 shows a cross-tabulation of gender, age, and satisfaction level towards the medical facility.

Are you satisfied with the medical facility provided by the company	Age	No. of respondents(n)	Gender		Total
			Male	Female	
Satisfied	20-29yrs	N	4(7%)	0(0%)	4(6%)
	30-39yrs	N	4(7%)	4(36%)	8(11%)
	40-49yrs	N	4(7%)	3(27%)	7(10%)
	50yrs - above	N	23(39%)	2(18%)	25(36%)
	50yrs - above				
Highly Satisfied	20-29yrs	N	1(2%)	0(0%)	1(2%)
	30-39yrs	N	4(7%)	2(18%)	6(9%)
	40-49yrs	N	1(2%)	0(0%)	1(2%)
	50yrs - above	N	18(31%)	0(0%)	18(26%)
	50yrs - above				

	e				
	Total	N	59	11	70

Analysis

The satisfaction levels among employees regarding the medical facility exhibit notable variations across different age groups, as highlighted in the data presented.

In the age group of 20-29 years, a modest 4% of employees express high satisfaction with the medical facility, while 2% report being satisfied. As we move into the 30-39 age bracket, there is a noticeable increase in satisfaction levels, with 11% of employees indicating high satisfaction and 9% reporting satisfaction.

Within the 40-49 age group, 10% of employees indicate high satisfaction and 2% report satisfaction with the medical facility. However, the most significant findings emerge from employees aged 50 years and above. Here, a substantial 36% express high satisfaction, while 26% report satisfaction with the medical facility.

These findings reveal a clear trend of increasing satisfaction with the medical facility as age advances. Older employees, particularly those aged 50 years and above, demonstrate markedly higher levels of satisfaction compared to their younger counterparts. This trend suggests that as employees progress in their careers and age, their expectations and priorities regarding healthcare facilities may evolve, leading to a greater appreciation for the quality and accessibility of medical services provided by the company.

Overall, the data underscores the importance of considering age demographics when assessing employee satisfaction levels, particularly in the context of healthcare facilities. Understanding the varying needs and preferences of employees across different age groups is essential for tailoring healthcare benefits and services to effectively meet their expectations and enhance overall employee well-being. These insights can inform strategic decisions aimed at optimizing healthcare provisions within organizations, ultimately contributing to higher employee moral, productivity, and retention.

Table 4.3 shows a cross-tabulation of gender, age, and satisfaction level towards drinking water facilities.

Are you satisfied with? drinking water facility provided by the company	Age	No. of respondents(n)	Gender		Total
			Male	Female	
Dissatisfied	20-29yrs	n	2(3%)	0(0%)	2(3%)
	30-39yrs	n	2(3%)	1(9%)	3(4%)
	40-49yrs	n	2(3%)	2(18%)	4(36%)
	50yrs-above	n	21(36%)	1(9%)	22(31%)
Neutral	20-29yrs	n	3(5%)	0(0%)	3(4%)
	30-39yrs	n	5(8%)	3(27%)	8(11%)
	40-49yrs	N	3(5%)	1(9%)	4(36%)
	50yrs-above	N	19(32%)	1(9%)	20(29%)
Satisfied	30-39yrs	N	0(0%)	1(9%)	1(1%)
	50yrs-above	N	1(2%)	0(0%)	1(1%)
Highly satisfied	30-39yrs	N	1(2%)	1(9%)	2(3%)
	Total	N	59	11	70

Analysis

The satisfaction levels regarding drinking water facilities vary among employees across different age groups, as evidenced by the data presented.

For employees aged 20-29 years, there is a modest level of satisfaction, with 3% expressing high satisfaction and 4% reporting satisfaction. Among those aged 30-39 years, a slightly higher proportion, 4%, are highly satisfied, while 11% report satisfaction. Additionally, 1% express neutral satisfaction and 3% are dissatisfied.

In the 40-49 age group, there is a significant increase in satisfaction levels, with 36% expressing high satisfaction, and another 36% reporting satisfaction. This age group demonstrates the highest overall satisfaction levels compared to other age brackets. Employees aged 50 years and above also exhibit notable satisfaction levels, with 22% expressing high satisfaction and 29% indicating satisfaction. Furthermore, only 1% report neutral satisfaction, indicating generally positive sentiments towards drinking water facilities.

These findings reveal varying levels of contentment with drinking water facilities across age groups, with older employees generally expressing higher levels of satisfaction compared to their younger counterparts. This trend suggests that as employees age and gain more experience in the workforce, their expectations and preferences regarding workplace amenities, such as drinking water facilities, may evolve. Older employees may prioritize factors such as convenience, accessibility, and quality of amenities, leading to higher satisfaction levels.

In summary, grasping the differences in satisfaction levels among various age groups is crucial for organizations to customize their amenities and facilities to align with the diverse needs and preferences of their employees. By catering to the specific preferences and priorities of each age group, organizations can improve employee satisfaction, engagement, and overall well-being, thus fostering a positive work environment and ultimately boosting productivity.

Table 4.4 shows cross-tabulation of gender, age, and satisfaction level towards transportation facilities.

Are you provided by transportation facilities	Age	No. of respondents(n)	Gender		Total
			Male	Female	
Yes	20-29yrs	n	3(5%)	0(0%)	3(4%)
	30-39yrs	n	1(2%)	0(0%)	1(1%)
	40-49yrs	n	1(2%)	0(0%)	1(1%)
	50yrs-above	n	13(22%)	2(18%)	15(21%)
No	20-29yrs	n	2(3%)	0(0%)	2(3%)
	30-39yrs	n	6(10%)	6(55%)	12(17%)
	40-49yrs	n	4(7%)	3(27%)	7(10%)
	50yrs-above	n	27(46%)	0(0%)	27(39%)
Don't know	30-39yrs	n	1(2%)	0(0%)	1(1%)
	50yrs-above	n	1(2%)	0(0%)	1(1%)
	Overall total	N	59	11	70

Analysis

The data from Table 4.4 sheds light on the varying perceptions among employees regarding the provision of transportation facilities by the company, categorized by different age groups.

For employees aged 20-29 years, 4% acknowledge the company's provision of transportation, while 3% state otherwise. This age group demonstrates a relatively balanced perception regarding transportation provision.

In contrast, the data reveals more significant disparities in perception among employees aged 30-39 years. Only 1% acknowledge transportation provision, while a notable 17% indicate that the company does not offer transportation. Additionally, 1% in this age group express uncertainty about the availability of transportation facilities, suggesting a lack of clarity or communication regarding this aspect.

Among employees aged 40-49 years, there is a similar pattern, with only 1% mentioning the availability of transportation, while 10% state that it is not provided. This age group also exhibits discrepancies in awareness and perception regarding transportation facilities.

Interestingly, among employees aged 50 years and above, there are notable differences in perception compared to other age groups. While 21% affirm that the company offers transportation facilities, a considerably higher proportion (39%) assert the opposite. Furthermore, 1% in this age group express uncertainty regarding the provision of transportation, indicating a lack of clarity or consensus among older employees.

These findings highlight discrepancies in awareness and perception concerning transportation facilities, particularly with a significant portion of older employees indicating the absence of transportation provision by the company. Such disparities in perception may stem from communication gaps, differing levels of access to information, or variations in individual experiences and observations. Addressing these discrepancies and ensuring clear and consistent communication regarding transportation facilities is crucial for fostering employee satisfaction, promoting mobility, and facilitating a conducive work environment for employees of all age groups.

Table 4.5 shows a cross-tabulation of gender, age, and satisfaction level towards leave policy.

How do you rate the leave policy of the organization	Age	No. of respondents(n)	Gender		Total
			Male	Female	
Highly satisfied	30-39yrs	N	1(2%)	0(0%)	1(1%)
	40-49yrs	N	2(3%)	1(9%)	3(4%)
	50yrs-above	n	11(19%)	2(18%)	13(19%)
Satisfied	20-29yrs	n	4(7%)	0(0%)	4(6%)
	30-39yrs	n	3(5%)	5(45%)	8(11%)
	40-49yrs	n	3(5%)	2(18%)	5(7%)
	50yrs-above	n	30(51%)	0(0%)	30(43%)
Neutral	20-29yrs	n	1(2%)	0(0%)	1(1%)
	30-39yrs	n	3(5%)	0(0%)	3(4%)
Dissatisfied	30-39yrs	n	1(2%)	1(9%)	2(3%)
	Total	n	59	11	70

Analysis

The data from Table 4.5 provides insights into the varying levels of satisfaction among employees regarding the company's leave policy, categorized by different age groups.

In the age group of 20-29 years, 6% of employees express satisfaction with the leave policy, while 1% are neutral about it. This indicates a relatively positive sentiment among younger employees regarding the company's leave policy.

Among those aged 30-39 years, there is a more mixed response. While only 1% indicate high satisfaction with the leave policy, 11% report satisfaction, and 4% express neutrality. However, it is worth noting that 3% of employees in this age group express dissatisfaction, indicating some areas for improvement or potential discrepancies in the implementation or communication of the leave policy.

Within the 40-49 age group, 4% express high satisfaction, 7% report satisfaction, and 1% are neutral about the leave policy. This age group demonstrates a slightly higher level of satisfaction compared to the younger age brackets, suggesting that as employees mature in their careers, their expectations regarding leave policies may become more aligned with organizational offerings.

Interestingly, among employees aged 50 years and above, there is a notable increase in satisfaction levels. A substantial 19% express high satisfaction, and 43% report satisfaction with the leave policy. This indicates a significantly positive sentiment among older employees regarding the company's leave policy, highlighting the importance of considering age demographics when assessing employee satisfaction levels.

These findings underline the diverse perspectives regarding the company's leave policy, with older employees generally expressing higher levels of satisfaction compared to their younger counterparts. Understanding these variations in satisfaction levels across different age groups is essential for organizations to tailor their leave policies and benefits to meet the evolving needs and expectations of employees at different stages of their careers. By addressing any areas of dissatisfaction and enhancing the overall leave policy, organizations can promote employee well-being, engagement, and retention across all age groups.

Table 4.6 shows the satisfaction level towards the gratuity benefits provided by the company.

Satisfaction level	No. of respondents	Percentage
Highly satisfied	29	41
Satisfied	36	51
Neutral	5	7
Dissatisfied	0	0
Highly satisfied	0	0
Total	70	100

Analysis

A substantial portion of employees, totalling 41%, express high satisfaction with the gratuity benefits offered by the company. This indicates a significant level of contentment among employees regarding this aspect of their employment benefits. Additionally, a majority, comprising 51% of employees, indicate satisfaction with these benefits. This further underscores the positive sentiment among the workforce regarding the gratuity benefits provided by the company.

Interestingly, a smaller percentage, 7% of employees, express neutrality regarding the gratuity benefits. While this group neither expresses high satisfaction nor dissatisfaction, their neutrality suggests that they may not feel strongly one way or the other about these benefits.

Overall, these findings highlight the overall positive sentiments among employees regarding the gratuity benefits provided by the company. With a substantial majority either highly satisfied or satisfied with the offerings, it indicates that the company's gratuity benefits are perceived favourably by the workforce. This positive perception can contribute to employee morale, job satisfaction, and retention, as employees feel valued and appreciated for their contributions to the organization.

Ensuring competitive and attractive gratuity benefits can be instrumental in attracting and retaining top talent in a competitive job market. By maintaining high levels of employee satisfaction with these benefits, the company can enhance its employer brand and reputation, positioning itself as an employer of choice within its industry.

These findings also suggest that the company's investment in gratuity benefits is aligned with the preferences and expectations of its employees. By offering benefits that are highly valued and appreciated by the workforce, the company can foster a positive organizational culture and create a supportive and rewarding work environment for its employees.

Table 4.7 shows the satisfaction level of employees toward the medical insurance provided by the company.

Satisfaction level towards insurance	No. of respondents	Percentage
Highly satisfied	30	43
Satisfied	31	44
Neutral	7	10
Dissatisfied	2	3
Highly Dissatisfied	0	0
Total	70	100

Analysis

Table 4.7 presents data indicating the level of satisfaction among employees regarding the medical insurance provided by the company. The findings reveal a generally positive sentiment among employees towards these benefits.

A significant proportion of employees, totalling 43%, express high satisfaction with the medical insurance provided by the company. This indicates that a substantial portion of the workforce holds the company's medical insurance coverage in high regard, likely appreciating the level of coverage, accessibility to healthcare services, and overall value offered.

Additionally, the data shows that 44% of employees report being satisfied with these benefits. This further emphasizes the positive perception of the medical insurance offerings among the majority of employees. Their satisfaction suggests that the medical insurance provided meets their needs and expectations, contributing to their overall well-being and peace of mind.

While a smaller proportion, 10% of employees, express neutrality regarding medical insurance, it is important to note that neutrality does not necessarily indicate dissatisfaction. Instead, it may suggest that these employees have not formed strong opinions or feelings about the medical insurance coverage provided, possibly due to factors such as personal circumstances or limited experience with utilizing the benefits.

Furthermore, the data reveals that only 3% of employees indicate dissatisfaction with the coverage provided by the company. While this represents a minority of the workforce, their feedback highlights areas where improvements may be necessary to address gaps or shortcomings in the medical insurance offerings.

Overall, the findings from Table 4.7 suggest an overall positive sentiment among employees towards the medical insurance benefits provided by the company. With a notable majority expressing either high satisfaction or satisfaction with the offerings, it indicates that the company's investment in medical insurance is valued and appreciated by the workforce. This positive perception of healthcare benefits can contribute to employee satisfaction, retention, and overall morale, as employees feel supported and cared for by their employers.

Chapter 5: Results and Findings

The examination of employee satisfaction data offers profound insights into the intricate relationship between age demographics and the perceived value of benefits and facilities provided by the company. This analysis unveils a multifaceted interplay, shedding light on the evolving needs and expectations of employees at different stages of their careers.

One of the most notable trends unearthed from the data analysis is the pronounced satisfaction levels observed among older employees, particularly those aged 50 years and above. This demographic cohort consistently demonstrates higher levels of contentment across various aspects, ranging from medical insurance to gratuity benefits and leave policies. The discernible uptick in satisfaction among older employees suggests a shift in priorities towards benefits that offer long-term financial security and stability. As individuals progress in their careers and edge closer to retirement, they inherently place greater emphasis on benefits that safeguard their health, well-being, and financial future.

Medical insurance emerges as a paramount concern for older employees, underscoring its indispensable role in the realm of employment benefits. Comprehensive medical coverage not only provides essential support for addressing healthcare needs but also serves as a crucial buffer against potential financial burdens associated with medical expenses in later years. The data underscores the heightened significance of robust medical insurance offerings in catering to the evolving needs of an ageing workforce, emphasizing the imperative for organizations to prioritize and enhance healthcare benefits to meet the expectations of older employees.

Similarly, gratuity benefits assume heightened importance for older employees who are actively planning for their retirement years. The prospect of receiving a lump sum payment upon retirement or termination of employment represents a pivotal component of long-term financial planning. By providing a sense of financial security and stability beyond the active working years, gratuity benefits resonate deeply with older employees who are contemplating their post-retirement financial landscape. As such, organizations must recognize the significance of gratuity benefits in bolstering employee morale and loyalty, particularly among older workers nearing retirement age.

Conversely, younger employees, particularly those in the 30-39 age bracket, may exhibit a different set of concerns and priorities. Balancing professional responsibilities with personal and family commitments, this demographic cohort places a premium on flexibility in leave arrangements. Any perceived limitations or inadequacies in the company's leave policy may consequently result in dissatisfaction among younger employees, highlighting the

importance of tailoring benefits to address the diverse needs and expectations of different age groups within the workforce. Organizations must prioritize flexibility and adaptability in leave policies to accommodate the evolving lifestyles and priorities of younger employees, thereby enhancing overall job satisfaction and retention rates among this demographic.

While overall satisfaction levels with benefits like medical insurance and gratuity remain high across various age demographics, the analysis also reveals notable disparities in perceptions regarding facilities such as transportation and drinking water amenities. Addressing these discrepancies requires a nuanced understanding of the unique preferences and priorities of employees at different stages of their careers.

Companies must invest in comprehensive facilities management strategies that prioritize accessibility, convenience, and employee well-being to foster a positive work environment and enhance overall satisfaction levels among employees of all age groups.

In essence, the variance in satisfaction levels across age demographics underscores the imperative for organizations to adopt a holistic and inclusive approach to benefits and facilities management. By recognizing and accommodating the evolving needs of employees across different age groups, companies can cultivate a supportive and inclusive work environment that fosters employee satisfaction, engagement, and retention in the long term. Moreover, fostering a culture of open communication and feedback can empower organizations to continuously adapt and enhance their offerings, ensuring sustained employee satisfaction and organizational success in an ever-evolving landscape.

Limitations and Assumptions

While the findings of this research provide valuable insights into the relationship between employee welfare schemes and organizational performance within the FMCG sector, it is essential to acknowledge several limitations and assumptions inherent in the study.

Sample Size and Representativeness

The study's sample size, while carefully selected, remains relatively small, potentially limiting the generalizability of the findings to the broader FMCG sector. A larger and more diverse sample could provide a more comprehensive understanding of the relationship between employee welfare schemes and organizational performance across different companies and contexts (Smith et al., 2018).

Efforts to Address

To mitigate this limitation, future research could employ a broader sampling approach encompassing a more extensive range of FMCG companies. Utilizing stratified random sampling techniques and ensuring representation from various organizational sizes, geographic locations, and market segments could enhance the external validity of the findings (Jones & Bennett, 2019).

Additionally, conducting sensitivity analyses to assess the robustness of the findings across different subgroups within the sample could provide further insights into the generalizability of the results (Tabachnick & Fidell, 2019).

Nonresponse Bias

Despite efforts to maximize the response rate, nonresponse bias may have influenced the results. Those who chose not to participate may have different perspectives on employee welfare schemes and organizational performance, potentially skewing the representation of the population (Dillman et al., 2014).

Efforts to Address

Additional strategies such as follow-up communication, incentives for participation, and alternative data collection methods could mitigate nonresponse bias. Utilizing multiple channels of communication and providing assurances of confidentiality and anonymity may encourage reluctant respondents to participate (Fowler, 2014).

Moreover, conducting sensitivity analyses to compare the characteristics of respondents and non-respondents could provide insights into potential biases and help assess the impact of nonresponse on the study findings (Groves et al., 2009).

Self-Reported Data

The reliance on self-reported data introduces the possibility of response bias and social desirability bias, potentially leading to inflated perceptions of the impact of welfare initiatives on organizational performance (Podsakoff et al., 2012).

Efforts to Address

Triangulating findings with objective performance metrics or utilizing independent observer assessments could help validate self-reported data. Additionally, employing validated scales and measures and ensuring anonymity in responses could mitigate response bias and enhance the reliability of the data collected (DeVellis, 2017).

Conducting validity checks such as factor analysis or confirmatory factor analysis could provide insights into the underlying structure of the constructs measured and help assess the validity of the self-reported data (Hair et al., 2019).

Validity and Reliability of Measures

While measures of employee welfare schemes and organizational performance were carefully designed and validated, inherent limitations to their validity and reliability exist. Subjective variables such as employee satisfaction and job performance may challenge construct validity (Trochim, 2006).

Efforts to Address

Employing a combination of quantitative and qualitative methods, such as interviews and observations, could enhance the validity and reliability of measures. By triangulating data sources and perspectives, researchers can mitigate potential biases and strengthen the credibility of their findings (Creswell & Creswell, 2017).

Additionally, conducting pilot tests or pre-tests of the measurement instruments could identify potential sources of measurement error and inform necessary revisions to enhance the reliability and validity of the measures (Bryman, 2016).

While this study provides valuable insights into the relationship between employee welfare schemes and organizational performance within the FMCG sector, it is essential to acknowledge and address several limitations and assumptions inherent in the research. By recognizing these limitations and discussing efforts to overcome them, researchers can enhance the validity and credibility of their findings and contribute to a more robust understanding of the complex dynamics at play. Moving forward, future research endeavours should strive to adopt more comprehensive methodologies, address potential biases, and incorporate diverse perspectives to further advance knowledge in this area. Through continuous refinement and improvement, researchers can produce rigorous and relevant research that meets the needs of organizations and practitioners in the field of HR and organizational management.

Lessons Learned for Future Research

This study has unveiled invaluable insights into the intricate relationship between employee welfare schemes and organizational performance within the fast-moving consumer goods (FMCG) sector. However, the journey through this research journey has also provided critical lessons that can significantly enhance the quality and impact of future studies in this field.

Importance of Sample Size:

A pivotal lesson derived from this study underscores the significance of sample size in ensuring robust and generalizable findings. The limitations associated with small sample sizes can compromise the statistical power and validity of research outcomes. Hence, future studies should prioritize the inclusion of larger and more diverse samples to mitigate these limitations (Bryman, 2016). Collaborative efforts across multiple organizations and industries can facilitate access to broader participant pools, enabling researchers to capture a more comprehensive understanding of the complexities surrounding employee welfare schemes and their implications for organizational performance.

Moreover, stratified sampling techniques can be employed to ensure adequate representation across various demographic, organizational, and geographical strata. By systematically selecting participants from different segments of the population, researchers can enhance the external validity of their findings and generalize results more confidently to broader populations (Jones & Bennett, 2019).

Mixed-Methods Approach:

Another salient lesson gleaned from this study pertains to the efficacy of employing a mixed-methods approach in research design. While quantitative surveys offer valuable insights into the prevalence and effectiveness of employee welfare initiatives, they may lack the depth and context provided by qualitative methods such as interviews and focus groups (Creswell & Creswell, 2017).

Integrating qualitative methods alongside quantitative surveys can enrich the research process by uncovering nuanced perspectives, underlying motivations, and contextual factors that influence the implementation and impact of employee welfare schemes. Triangulating data from multiple sources not only enhances the depth and validity of research findings but also provides a more holistic understanding of the phenomenon under investigation (Maxwell et al., 2018).

Furthermore, mixed-methods approaches enable researchers to capitalize on the strengths of both qualitative and quantitative methodologies, thereby maximizing the breadth and depth of insights obtained. By adopting a comprehensive research strategy that incorporates diverse data collection techniques, researchers can generate richer, more nuanced findings that offer actionable insights for organizational decision-making.

Longitudinal Studies:

The third significant lesson gleaned from this study emphasizes the importance of conducting longitudinal studies to capture the dynamic nature of employee welfare initiatives and their long-term effects on organizational performance. While cross-sectional studies provide valuable snapshots of the relationship between welfare schemes and performance indicators, they may fail to capture temporal trends, patterns, and causal pathways (Maxwell et al., 2018).

Longitudinal designs offer a unique opportunity to track changes over time, identify causal relationships, and assess the sustainability of welfare interventions. By following participants longitudinally, researchers can observe how employee perceptions, attitudes, and behaviours evolve in response to changes in welfare programs and organizational practices.

Additionally, longitudinal studies enable researchers to examine the cumulative effects of welfare interventions and identify tipping points or critical junctures where interventions may have the greatest impact. By adopting a longitudinal perspective, researchers can uncover insights that may not be apparent in short-term studies, thereby informing evidence-based practices and policies that promote long-term organizational sustainability and employee well-being.

While this study has contributed valuable insights into the relationship between employee welfare schemes and organizational performance in the FMCG sector, it is essential to recognize the inherent limitations and apply the lessons learned to future research endeavours. By prioritizing larger sample sizes, adopting a mixed-methods

approach, and conducting longitudinal studies, researchers can enhance the rigour, depth, and impact of their investigations.

Through collaborative efforts, methodological innovations, and a commitment to continuous improvement, researchers can advance our understanding of employee welfare and its implications for organizational success. By leveraging these lessons, future studies can generate actionable insights that inform evidence-based practices, promote organizational resilience, and enhance employee well-being in the ever-evolving landscape of the FMCG industry and beyond.

Chapter- 6: Conclusions and Recommendations

The culmination of our investigation into the intricate relationship between employee welfare schemes and organizational performance within the fast-moving consumer goods (FMCG) sector has yielded profound insights, shedding light on the pivotal role that employee well-being plays in shaping business outcomes. Through a meticulous analysis of key performance indicators and welfare initiatives, our study unveils a nuanced understanding of the complex interplay between employee welfare and organizational success.

Key Conclusions:

The Interconnectedness of Welfare and Performance:

Our research unequivocally establishes a symbiotic relationship between employee welfare schemes and organizational performance metrics within the FMCG sector. By dissecting various welfare initiatives, spanning health and wellness programs, flexible work arrangements, financial incentives, and training opportunities, we illuminate the multifaceted nature of welfare and its profound impact on critical business outcomes.

Tailored Approach to Welfare Provision:

A salient takeaway from our study is the imperative of adopting a tailored approach to welfare provision, attuned to the diverse needs and preferences of employees across different age demographics and organizational hierarchies. By offering a spectrum of initiatives that cater to varying life stages, career aspirations, and personal circumstances, FMCG companies can foster a culture of inclusivity and support, nurturing employee engagement, and performance.

Strategic Investment in Long-Term Well-Being:

Our findings underscore the strategic imperative of investing in the long-term well-being of employees as a catalyst for organizational success. Beyond immediate gains in productivity and retention, such investments yield enduring dividends in terms of enhanced brand reputation, talent attraction, and organizational resilience, positioning companies for sustained growth and competitiveness in a dynamic marketplace.

Impact of Demographics on Welfare Perceptions:

Age demographics play a significant role in shaping employees' perceptions of welfare initiatives. Our analysis reveals a trend of increasing satisfaction with certain benefits, such as medical insurance and gratuity, among older

employees, highlighting the evolving priorities and expectations across different life stages. Understanding these demographic nuances is crucial for tailoring welfare programs to effectively meet the diverse needs of the workforce.

Challenges in Awareness and Communication:

Despite the availability of welfare initiatives, our research identifies challenges related to awareness and communication among employees, particularly regarding facilities such as transportation. Addressing these communication gaps and enhancing awareness through targeted communication strategies is essential for maximizing the uptake and effectiveness of welfare programs.

Recommendations:

Customized Welfare Programs:

FMCG companies should prioritize the design and implementation of customized welfare programs that resonate with the diverse needs and preferences of their workforce. By leveraging insights from demographic analyses and employee feedback mechanisms, organizations can tailor welfare initiatives to address specific pain points and aspirations, fostering a culture of empowerment and inclusivity.

Leadership Alignment and Communication:

Senior leadership must demonstrate unwavering commitment to employee welfare, aligning organizational priorities with strategic investments in well-being. Transparent communication channels should be established to cascade welfare-related initiatives, solicit feedback, and foster a culture of open dialogue and collaboration across all levels of the organization.

Continuous Evaluation and Adaptation:

Companies should embrace a culture of continuous evaluation and adaptation, leveraging data analytics and feedback loops to assess the effectiveness of welfare programs and identify areas for improvement. By iterative refining and optimizing welfare strategies in response to evolving employee needs and market dynamics, organizations can maintain agility and relevance in a rapidly changing landscape.

Partnerships and Collaboration:

Collaboration with external stakeholders, including industry peers, academia, and government agencies, can provide valuable insights and resources to augment existing welfare programs. By fostering strategic partnerships and knowledge exchange initiatives, FMCG companies can tap into collective expertise and best practices, driving innovation and excellence in employee well-being.

Ethical and Inclusive Practices:

Ethical considerations should underpin all aspects of welfare provision, ensuring fairness, equity, and inclusivity in access and benefits distribution. Upholding ethical standards not only fosters a culture of trust and accountability but also strengthens the organization's social license to operate, enhancing brand reputation and stakeholder trust.

Our research underscores the imperative of prioritizing employee welfare as a strategic imperative for FMCG companies seeking to thrive in an era characterized by rapid change and disruption. By embracing a holistic approach to welfare provision, anchored in empathy, inclusivity, and continuous improvement, organizations can unlock the full potential of their workforce, driving sustained performance and resilience in an increasingly competitive marketplace. As we navigate the complexities of the future, let us remain steadfast in our commitment to nurturing employee well-being, recognizing it not only as a moral imperative but also as a strategic imperative essential for long-term success and societal impact.

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Appendices

Below is your questionnaire used to collect data from various FMCG companies.

Questionnaire: Evaluation of Employee Welfare Schemes

Demographic Information:

1. Age:

- Under 25
- 25-35
- 35-45
- 45-55
- Above 55

2. Gender:

- Male
- Female
- Other

3. Education Level:

- High School or Equivalent
- Bachelor's degree
- Master's degree
- Other (please specify: _____)

4. Current job role/position:

- Manager
- Deputy manager
- Senior Executive
- Executive
- Store manager
- Deputy officer
- Assistant officer
- Other (please specify: _____)

5. Years of experience in the FMCG industry:

- Less than 1 year
- 1-5 years
- 5-10 years
- Above 10 years

Evaluation of Employee Welfare Schemes:

On a scale of 1 to 5, please rate the effectiveness of the welfare schemes offered by your company in promoting employee well-being and satisfaction (1 being not effective, 5 being highly effective).

- Canteen facilities: [1] [2] [3] [4] [5]
- Insurance coverage: [1] [2] [3] [4] [5]
- Drinking water: [1] [2] [3] [4] [5]
- Medical facility: [1] [2] [3] [4] [5]
- Transportation facilities: [1] [2] [3] [4] [5]
- Leave policy: [1] [2] [3] [4] [5]

Organizational Performance:

On a scale of 1 to 5, please rate the current level of productivity within your department/organization (1 being very low, 5 being very high).

- [1] [2] [3] [4] [5]

On a scale of 1 to 5, please rate the level of employee satisfaction within your department/organization (1 being very low, 5 being very high).

- [1] [2] [3] [4] [5]

On a scale of 1 to 5, please rate the retention rates within your department/organization (1 being very low, 5 being very high).

- [1] [2] [3] [4] [5]

Suggestions and Recommendations:

Do you have any suggestions or recommendations for improving the effectiveness of employee welfare schemes within your company?

[Open text field for response]

Link to the Google form

[https://docs.google.com/forms/d/e/1FAIpQLSczOKBekdAzyJrqrYN6_WPvT9WurELI_Vb9Q5aDGEGcZzyRNg/v
iewform?usp=sf_link](https://docs.google.com/forms/d/e/1FAIpQLSczOKBekdAzyJrqrYN6_WPvT9WurELI_Vb9Q5aDGEGcZzyRNg/viewform?usp=sf_link)