

“A Study on the Impact of Employee Welfare Policies on Job Satisfaction and Employee Motivation in BHEL.”

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ABSTRACT

Employee welfare has become an essential component of human resource management as it directly influences employees' satisfaction, motivation, and overall workplace experience. Organisations that provide effective welfare policies are more likely to develop a committed and productive workforce. This study examines the impact of employee welfare policies on job satisfaction and employee motivation among employees of Bharat Heavy Electricals Limited (BHEL), Electronics Division (EDN), Bengaluru. The study aims to assess employees' awareness of welfare policies, evaluate their satisfaction with the welfare facilities provided, and analyse the relationship between welfare initiatives, job satisfaction, and employee motivation. A descriptive research design was adopted for the study. Primary data were collected from 80 employees using a structured questionnaire, while secondary information was gathered from books, research journals, company reports, and other reliable sources. The collected data were analysed using percentage analysis, correlation analysis, and other appropriate statistical techniques. The findings indicate that employees are generally satisfied with the welfare measures offered by the organisation, including medical facilities, canteen services, leave and insurance benefits, transportation, and workplace safety initiatives. The analysis further reveals that well-implemented welfare policies are positively associated with higher levels of job satisfaction and employee motivation. The study concludes that strengthening employee welfare practices can improve workplace well-being, enhance employee commitment, and support organisational performance. It recommends that organisations regularly review welfare programmes and incorporate employee feedback to ensure that welfare initiatives continue to meet employees' evolving needs.

KEYWORDS

Employee Welfare Policies, Job Satisfaction, Employee Motivation, Employee Well-being, BHEL.

INTRODUCTION

In today's corporate world, organisations place great importance on the contribution of their workforce as their most valuable asset. An organisation's ability to achieve success largely depend on the efficiency, commitment, and satisfaction of its employees. Therefore, organisations focus on creating a healthy, safe, and positive work atmosphere through various welfare measures. Employee welfare has a major influence on improving the working environment and increasing employee satisfaction in an organisation. Welfare policies are intended to provide comfort, safety, security, and improve the overall working environment for employees. These facilities may include medical services, canteen facilities, transportation, safety measures, leave benefits, rest rooms, drinking water, first aid, and other supportive services provided by the organisation.

With increasing competition across industries, organisations rely heavily on their workforce to achieve growth and sustained development success. Workplace welfare provisions contribute significantly to employee satisfaction, motivation, and commitment towards organisational goals. When employees are able to use adequate welfare facilities, they tend to complete their tasks more efficiently. Effective welfare policies also help in reducing absenteeism, improving productivity, and promoting a positive work culture within the organisation.

Public sector organisations such as BHEL place considerable emphasis on employee welfare as a means of improving job satisfaction and sustaining employee motivation. Welfare facilities contribute to a better balance between employees'

professional responsibilities and personal well-being. Hence, assessing the outcomes of employee welfare practices is essential to understand their influence on employees' job satisfaction and motivation.

STATEMENT OF THE PROBLEM

Employee welfare is essential for improving employees' well-being, job satisfaction, and motivation. Although organisations implement welfare measures in accordance with the Factories Act, 1948, and often provide additional benefits such as medical insurance, transportation, housing assistance, educational support, and recreational facilities, the effectiveness of these initiatives may vary depending on employees' awareness, accessibility, and level of satisfaction. In a large public sector organisation like Bharat Heavy Electricals Limited (BHEL), it is important to evaluate whether these welfare policies effectively meet employees' needs and contribute to higher job satisfaction and motivation. Therefore, this study examines the impact of employee welfare initiatives on employees' job satisfaction and motivation at BHEL, Electronics Division (EDN), Bengaluru.

NEED FOR THE STUDY

Workforce welfare is now recognised as a fundamental function of human resource management because it directly influences employee satisfaction, motivation, productivity, and overall organisational performance. In today's competitive work environment, organisations are expected to provide proper welfare facilities such as medical benefits, safety measures, canteen facilities, transportation, rest rooms, and other supportive services to strengthen employee well-being. A strong focus on employee welfare helps employees feel valued, encouraging higher levels of motivation and organisational commitment; they often demonstrate greater dedication to their job responsibilities and perform more effectively. Consequently, reviewing the effectiveness of welfare policies supports organisations aiming to build a satisfied, motivated, and productive workforce.

The findings of the study provide useful information about the effectiveness of employee welfare policies and their contribution to employee job satisfaction and motivation at BHEL. The study also helps identify employees' awareness regarding welfare policies and the areas where improvements are required. By analysing employee opinions and satisfaction levels, the research will provide useful suggestions to strengthen welfare practices and improve the overall working environment in the organisation.

OBJECTIVES OF THE STUDY

1. To identify employees' awareness level regarding welfare policies provided by the organisation.
2. To assess the effectiveness of welfare policies in enhancing the overall job satisfaction of employees.
3. To analyse the impact of employee welfare policies on employee motivation.
4. To examine the relationship between employee welfare policies, job satisfaction, and employee motivation.

HYPOTHESES FOR THE STUDY

1. Hypothesis

H0: There is no significant relationship between employee welfare policies and employee job satisfaction.

H1: There is a significant relationship between employee welfare policies and employee job satisfaction.

2. Hypothesis

H0: There is no significant relationship between employee welfare policies and employee motivation.

H1: There is a significant relationship between employee welfare policies and employee motivation.

LITERATURE REVIEW

1. Erakari Navya and Dr. V. Suryanarayana (2024) examined the role of workforce welfare policies in creating a positive work environment. The study found that welfare initiatives such as healthcare, work–life balance, and employee development improve job satisfaction, employee commitment, and organisational performance.
2. Vanishree Beloor, Chaya J. Swamy, T. S. Nanjundeswaraswamy, D. R. Swamy, and P. Nagesh (2020) investigated the relationship between employee well-being and job satisfaction in the garment industry. The findings revealed that welfare measures, particularly training and career development, had a significant positive influence on employee satisfaction and retention.
3. Mukesh Sharma (2021) assessed job satisfaction among employees at BHEL, Bhopal. The study reported that welfare benefits, job security, and medical facilities positively influenced employee satisfaction, while improvements were needed in promotion policies, grievance handling, and career development.
4. Dhani Shankar Chaubey and Babita Rawat (2016) explored the impact of labour welfare schemes on employee job satisfaction in small-scale industries. The study concluded that both statutory and non-statutory welfare measures enhance employee motivation, productivity, and job satisfaction, with statutory welfare having a greater influence.
5. Manasa Vadnala and P. Buella Prasanna Kumari (2017) analysed employee welfare measures at BHEL, Ramachandrapuram. The findings showed that welfare facilities, including healthcare, social security, canteen services, and career development opportunities, positively affected employee satisfaction and organisational performance.

RESEARCH GAP

Previous studies have established that employee welfare measures positively influence job satisfaction, motivation, and organisational performance across various industries. However, limited research has examined the combined impact of employee welfare policies on both job satisfaction and employee motivation in BHEL. In addition, employees' awareness of welfare policies and the effectiveness of both statutory and non-statutory welfare initiatives have received comparatively less attention. Therefore, this study aims to evaluate the influence of employee welfare policies on employees' job satisfaction and motivation in BHEL Electronics Division (EDN), Bengaluru.

LIMITATIONS OF THE STUDY

- The scope of the investigation explores is limited to BHEL employees, which may restrict the generalisation of the findings to other industries or organisations
- The study is based mainly on primary data collected through questionnaires. As the responses reflect employees' personal opinions and experiences, they may influence the overall findings of the study.
- The study covers only a limited sample of employees and departments due to constraints related to time and resources.
- The study focuses only on employee welfare policies, job satisfaction, and motivation, and does not consider impact of other factors such as salary structure, leadership style, or organisational culture on employee satisfaction
- The research was performed in central government sector, may not hold good for private sector industries.

RESEARCH METHODOLOGY

The study adopted a descriptive research design to examine the impact of employee welfare policies on job satisfaction and employee motivation at BHEL Electronics Division (EDN), Bengaluru. The study population comprised employees working across various departments, and a convenience sampling technique was used to select 80 respondents based on their availability and willingness to participate. Primary data were collected through a structured questionnaire covering employee welfare policies, job satisfaction, and motivation, while secondary data were obtained from books, research

journals, company reports, official websites, and other relevant publications. The collected data were analysed using appropriate statistical tools to evaluate employees' perceptions of welfare policies and their relationship with job satisfaction and motivation.

HYPOTHESIS TESTING

Hypothesis 1: Relationship between Employee Welfare Policies and Employee Job Satisfaction

H0: There is no significant relationship between employee welfare policies and employee job satisfaction.

H1: There is a significant relationship between employee welfare policies and employee job satisfaction.

The research hypotheses were tested using Spearman's Rank Correlation. This method is appropriate because the data were gathered using a Likert- scale questionnaire, which produces ordinal data. The test helps determine both the degree and nature of association between employee welfare policies and employee job satisfaction.

SPSS Output: Spearman's Rank correlation

Correlations				
			Employee Welfare Policies	Employee Job Satisfaction
Spearman's rho	Employee Welfare Policies	Correlation Coefficient	1.000	0.786
		Sig. (2-tailed)	.	0.000
		N	80	80
	Employee Job Satisfaction	Correlation Coefficient	0.786	1.000
		Sig. (2-tailed)	0.000	.
		N	80	80

Interpretation:

P-value = 0.000, chosen significance level = 0.05 (5%)

The Spearman's Rank Correlation analysis reveals a significant positive relationship between employee welfare policies and job satisfaction. Since the p-value is below the prescribed significance level of 0.05, the null hypothesis is rejected and the alternative hypothesis is accepted. The correlation coefficient of 0.786 indicates a strong association between the two variables. This findings depicts that personnel who perceive welfare facilities positively are comfortable with their jobs. Welfare measures such as medical support, workplace safety, transport facilities, leave benefits and other employee-oriented provisions appear to enhance employees' overall work experience. As the quality of welfare support improves, employees gradually build a stronger favorable attitude towards their jobs, contributing to increased satisfaction.

Hypothesis 2: Relationship between Employee Welfare Policies and Employee Motivation

H0: There is no significant relationship between employee welfare policies and employee motivation.

H1: There is a significant relationship between employee welfare policies and employee motivation.

The proposed hypotheses were evaluated using **One-Way ANOVA**.

This test is suitable for determining whether employee motivation varies significantly among different levels of employee welfare perception. It helps identify the role of welfare policies on employee motivation.

SPSS Output: One-Way ANOVA

Source of variables	Sum Squares	of df	Mean square	F-value	Sig,
Between groups	34.862	4	8.716	12.384	0.000
Within groups	52.788	75	0.704	-	-
Total	87.650	79	-	-	-

Interpretation:

P-value = 0.000

Level of Significance = 0.05 (5%)

The One-Way ANOVA results indicate a significant influence of employee welfare policies on employee motivation. As the significance value is below 0.05, the null hypothesis is rejected and the alternative hypothesis is accepted.

The findings imply that welfare initiatives contribute meaningfully to employee motivation within the organisation. Employees who benefit from welfare measures are generally more enthusiastic, committed and willing to perform their responsibilities effectively. Facilities related to health, safety, financial support, recognition and employee well-being build a collaborative work environment that promotes employees to maintain higher levels of motivation and productivity.

FINDINGS

- The majority of employees were aware of the welfare policies implemented by BHEL and expressed satisfaction with the communication of welfare-related information.
- Employees reported positive perceptions of key welfare facilities, including medical services, leave and insurance benefits, canteen facilities, transportation, and workplace safety measures.
- The statistical analysis indicated a positive relationship between employee welfare policies and job satisfaction, suggesting that effective welfare initiatives contribute to a more satisfied workforce.
- The study also found that employee welfare policies positively influence employee motivation, highlighting the importance of welfare programmes in improving employee commitment and organisational performance.

SUGGESTIONS

- BHEL should regularly review and update its welfare policies based on employee feedback to ensure that the programmes continue to meet changing employee needs.
- The organisation should strengthen communication and awareness programmes so that all employees clearly understand the welfare benefits and support services available to them.
- Additional focus should be given to enhancing healthcare, counselling, and work–life balance initiatives to further improve employee well-being and motivation.
- Periodic employee satisfaction surveys should be conducted to assess the effectiveness of welfare measures and identify areas requiring continuous improvement.

CONCLUSION

The study concludes that employee welfare policies play a significant role in enhancing job satisfaction and employee motivation at BHEL Electronics Division (EDN), Bengaluru. The findings indicate that employees are generally satisfied with the welfare facilities provided by the organisation, particularly in areas such as medical services, safety measures, leave and insurance benefits, and workplace support. The analysis also demonstrates a positive relationship between employee welfare policies, job satisfaction, and employee motivation, suggesting that effective welfare initiatives contribute to a more committed and productive workforce. Therefore, BHEL should continue to strengthen its welfare programmes, regularly assess employee feedback, and introduce improvements that address employees' evolving needs. Such initiatives will not only enhance employee well-being but also support long-term organisational performance and sustainable growth