

# Contract Employee Welfare and Workplace Safety: A Study in an Indian Public Sector Enterprise

Mrs. S. Suganya<sup>1</sup>, S. Sri Sakthi<sup>2</sup>

<sup>1</sup>Assistant Professor, Mepco School of Management Studies, Mepco Schlenk Engineering College, Sivakasi, Tamil Nadu, India

<sup>2</sup>PG Student, Mepco School of Management Studies, Mepco Schlenk Engineering College, Sivakasi, Tamil Nadu, India

Corresponding author mail id: suganyas@mepcoeng.ac.in

**Abstract:** *This study examines the safety and welfare measures provided to contract employees at Andrew Yule & Company Limited (AYCL), a Central Public Sector Enterprise under the Ministry of Heavy Industries, Government of India. Adopting a descriptive research design, primary data were collected from 534 contract employees through a structured questionnaire, supplemented by secondary data from company records. Statistical tools such as percentage analysis, mean, standard deviation, and regression analysis were applied for data interpretation. The findings indicate a high level of employee awareness regarding welfare facilities and overall satisfaction with workplace safety and working conditions. The study concludes that strengthening welfare initiatives can further enhance employee well-being and organizational productivity.*

**Keywords:** Employee Welfare, Contract Labour, Workplace Safety, Employee Satisfaction.

## I. INTRODUCTION

Employee welfare is an integral part of modern human resource management, focusing on improving the physical, mental, and social well-being of employees while enhancing organizational efficiency. With the growing dependence on contract labour for operational flexibility and cost control, ensuring adequate safety and welfare measures has become increasingly important. Contract employees often face challenges such as job insecurity, limited access to benefits, and greater exposure to workplace hazards, making structured welfare initiatives essential for sustaining workforce stability and productivity. Andrew Yule & Company Limited (AYCL), a Central Public Sector Enterprise functioning under the Ministry of Heavy Industries, operates through its Engineering, Electrical, and Tea divisions and engages contract labour for various operational and support activities. This study evaluates the welfare and safety measures provided to contract employees at AYCL and examines their level of awareness and satisfaction regarding workplace conditions, medical facilities, sanitation, protective equipment, and related support services.

## II. LITERATURE REVIEW

Employee welfare has been widely recognized as a significant factor influencing employee satisfaction, productivity, and organizational performance across industries. Studies indicate that effective welfare measures contribute positively to workplace harmony and long-term organizational success. Sasikala and Pranuthi (2023) found that welfare facilities such as proper lighting, ventilation, and safety measures significantly improve employee satisfaction and working conditions [1]. Manasa and Krishnanaik (2023) reported that intra-mural and extra-mural welfare benefits enhance motivation and job satisfaction, particularly among contract and temporary workers [2]. Wei, Nan, and Wei (2020) observed that investment in employee welfare positively impacts innovation performance and talent retention in manufacturing firms [3]. Boubaker et al. (2019) concluded that strong welfare commitments are associated with long-term financial stability and organizational strength [4]. Furthermore, Waititu, Kihara, and Senaji (2017) highlighted that welfare programs such as occupational health services and training significantly improve employee performance [5]. Additional studies also confirm that welfare measures enhance morale, productivity, and job satisfaction (Gopalakrishnan & Brindha, 2017; Tiwari, 2014; Lalitha & Priyanka, 2014) [6].

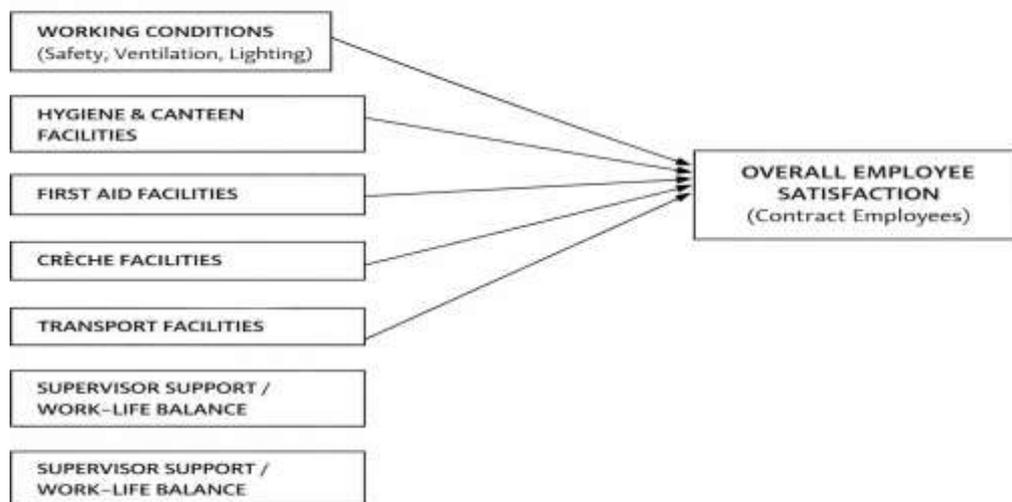
### III. SCOPE OF THE STUDY:

The present study focuses on analyzing employee engagement practices and their impact on employee retention in the automobile industry, with special reference to Ashok Leyland. It examines key engagement factors such as leadership support, recognition, training and development, career growth opportunities, and work environment. The study aims to evaluate how these human resource practices influence employee commitment, job satisfaction, and organizational performance. It is confined to selected employees within the organization and seeks to identify areas for improvement to strengthen engagement levels and reduce employee turnover.

### IV. RESEARCH OBJECTIVES:

- To determine the awareness among Contract Employees regarding the available Safety Welfare Facilities.
- To Evaluate the Working Condition of the Employees including Safety, Hygiene and Working Environment.
- To Evaluate the Level of Satisfaction among the Contract Employees regarding the Safety Welfare measures provided by AYCL.

### V. RESEARCH FRAMEWORK:



#### Independent Variables

- (Safety & Welfare Measures Provided)
- Working Conditions (Safety, Ventilation, Lighting)
- Hygiene & Canteen Facilities
- First Aid Facilities
- Crèche Facilities
- Transport Facilities
- Supervisor Support / Work–Life Balance

#### Dependent Variable

- Overall Employee Satisfaction (Contract Employees)

## VI. RESEARCH METHODOLOGY:

The present study adopts a descriptive research design to examine the welfare measures provided to contract employees at Andrew Yule & Company Limited (AYCL). The descriptive design is appropriate because it helps in analyzing the existing welfare practices and understanding employees' perceptions regarding these facilities. Both primary and secondary data were used in this study. Primary data were collected through a structured questionnaire administered to contract employees working in the organization. Secondary data were collected from company reports, official records, organizational documents, and relevant academic literature.

The population of the study consisted of 534 contract employees working at Andrew Yule & Company Limited. Since the census method was adopted, and all employees were included as respondents in the study. The data collected were analyzed using statistical tools such as:

- Percentage analysis
- Frequency distribution
- Mean and standard deviation
- Regression analysis

These analytical techniques helped in identifying employee awareness levels, evaluating workplace conditions, and determining the factors influencing employee satisfaction with welfare facilities.

## VII. DATA ANALYSIS AND INTERPRETATION

**Table 1: Demographic Profile of Respondents (N = 534)**

Variable	Category	Frequency	Percentage (%)
<b>Gender</b>	Male	525	98.31
	Female	8	1.50
	<b>Total</b>	<b>534</b>	<b>100</b>
<b>Age Group</b>	18–25 Years	14	2.62
	25–35 Years	158	29.59
	35–45 Years	283	53.00
	45–55 Years	72	13.48
	55–60 Years	7	1.31
	<b>Total</b>	<b>534</b>	<b>100</b>
<b>Educational Qualification</b>	Below SSLC	67	12.55
	SSLC	118	22.10
	HSC / Diploma	172	32.21
	UG	160	29.96
	PG	17	3.18
	<b>Total</b>	<b>534</b>	<b>100</b>

### Interpretation:

The demographic profile indicates that the majority of respondents are male employees (98.31%). Most employees belong to the age group of 35–45 years (53%), suggesting a mature workforce. In terms of educational qualification, the largest proportion of employees has completed HSC or Diploma (32.21%), followed by undergraduate degree holders (29.96%).

**Table 2: Awareness among Contract Employees regarding the Available Safety Welfare Facilities (N = 534)**

Opinion	Frequency	Percentage (%)
Strongly Agree	459	85.96
Agree	75	14.04
<b>Total</b>	<b>534</b>	<b>100</b>

Mean: 4.86

Standard Deviation: 0.355

**Interpretation:**

The results show that the majority of contract employees are well informed about the safety and welfare facilities provided by the organization. Out of 534 respondents, 459 employees (85.96%) strongly agree that they are aware of the welfare programs and benefits available to them, while 75 employees (14.04%) agree with the statement. The high mean value (4.86) indicates a strong level of awareness among employees regarding welfare facilities provided by the organization.

**Table 3: Working Condition Analysis of Contract Employees (N = 534)**

S.No	Statement	Mean	Standard Deviation
1	The ventilation and lighting in the work area are adequate, ensuring a comfortable working environment.	4.71	0.512
2	The organization ensures a safe working environment free from hazards.	4.63	0.530
3	The organization ensures the overall safety of women at the workplace.	4.83	0.402
4	The organization supports work–life balance by providing adequate benefits to contract employees.	4.44	0.636
5	Supervisors provide support when employees need leave for personal or medical reasons.	4.30	0.691
6	Restrooms and lunchrooms are conveniently located for employees.	4.04	0.961
7	The quality and nutrition of food served in the canteen meet employee expectations.	3.95	0.969
8	Cleanliness and hygiene of the canteen environment are satisfactory.	3.98	1.015

**Interpretation:**

The results indicate that most statements have mean values above 4, which reflects a high level of satisfaction among contract employees regarding workplace safety, hygiene, and working environment. The highest mean score (4.83) was recorded for women’s safety at the workplace, indicating strong confidence among employees in organizational safety practices. Ventilation, lighting, and hazard-free working conditions also received high ratings. However, canteen-related factors such as food quality and hygiene received comparatively lower mean values, suggesting the need for improvement in these areas.

**Table 4: Regression Analysis of Welfare Facilities on Overall Employee Satisfaction**

Variable	Coefficient (β)	Sig. Value (p)	Result
Constant	2.458	—	—
First Aid Facilities (X <sub>1</sub> )	0.014	0.834	Not Significant
Crèche Facilities (X <sub>2</sub> )	-0.004	0.933	Not Significant
Working Conditions (X <sub>3</sub> )	0.498	0.000	Significant
Transport Facilities (X <sub>4</sub> )	0.009	0.311	Not Significant

Statistic	Value
Multiple R	0.466
R Square	0.217
F Value	36.680
Significance Level	p < 0.05

### Interpretation:

The regression analysis was conducted to determine the relationship between welfare facilities and overall employee satisfaction. The results show that working conditions have a statistically significant positive impact on employee satisfaction ( $p < 0.05$ ). This indicates that improvements in workplace safety, environment, and working conditions can significantly enhance employee satisfaction. Other welfare facilities such as first aid, crèche, and transport facilities were found to have no significant statistical relationship with overall employee satisfaction. The R-square value of 0.217 indicates that approximately 21.7% of the variation in employee satisfaction is explained by the welfare facilities included in the model.

### Regression Equation

$$Y=2.458+0.014X_1-0.004X_2+0.498X_3+0.009X_4Y = 2.458 + 0.014X_1 - 0.004X_2 + 0.498X_3 + 0.009X_4$$

Where:

Y = Overall Employee Satisfaction  $X_1$  = First Aid Facilities

$X_2$  = Crèche Facilities

$X_3$  = Working Conditions  $X_4$  = Transport Facilities

## VIII. FINDINGS

- **To determine the awareness among Contract Employees regarding the available Safety Welfare Facilities.**

The analysis reveals a high level of awareness among the 534 contract employees. A majority (459) strongly agreed and 75 agreed that they are well informed about the welfare programs provided by the organization. The mean score of 4.86 (SD = 0.355) indicates a very high and consistent level of awareness regarding safety and welfare measures at Andrew Yule & Company Limited (AYCL).

- **To Evaluate the Working Condition of the Employees including Safety, Hygiene and Working Environment.**

The results indicate strong employee satisfaction with workplace conditions. High mean values were recorded for ventilation and lighting (4.71), safe working environment (4.63), and safety of women employees (4.83), reflecting a secure and comfortable work atmosphere. Support for work-life balance and supervisor assistance also received positive ratings. However, comparatively lower mean scores for canteen quality (3.95) and hygiene (3.98) suggest areas requiring improvement.

- **To Evaluate the Level of Satisfaction among the Contract Employees regarding the Safety Welfare measures provided by AYCL.**

Multiple regression analysis shows that working conditions have a significant positive impact on overall employee satisfaction. In contrast, facilities such as first aid, crèche, and transport were found to have no statistically significant influence on satisfaction at the 95% confidence level.

## IX. CONCLUSION

Employee welfare measures play a significant role in promoting employee well-being, improving job satisfaction, and maintaining positive industrial relations. The findings of the present study indicate that Andrew Yule & Company Limited provides several safety and welfare facilities that contribute to the well-being of contract employees. The majority of employees are aware of the welfare programs implemented by the organization and express satisfaction with the safety practices and working conditions maintained at the workplace. Among the various factors analyzed, working conditions were found to have the strongest influence on overall employee satisfaction. This highlights the importance of maintaining a safe, hygienic, and supportive work environment for contract workers. Although most welfare facilities are positively perceived, certain aspects such as canteen services and supporting amenities require further improvement. Strengthening these facilities can enhance employee morale and productivity. Overall, the study emphasizes that effective welfare initiatives are essential for improving the quality of work life of contract employees and strengthening overall organizational effectiveness.

**X. REFERENCES**

1. Manasa, B. R., & Krishnanaik, C. N. (2023). Employee welfare measures-A study on cement corporation of India units, in Thandur and Adilabad. *International Research Journal of Engineering and Technology*, 2(9), 219-226.
2. Wei, Y., Nan, H., & Wei, G. (2020). The impact of employee welfare on innovation performance: Evidence from China's manufacturing corporations. *International Journal of Production Economics*, 228, 107753.
3. Boubaker, S., Chourou, L., Haddar, M., & Hamza, T. (2019). Does employee welfare affect corporate debt maturity?. *European Management Journal*, 37(5), 674-686.
4. Gopalakrishnan, G., & Brindha, G. (2017). A study on employee welfare in construction industry. *International Journal of Civil Engineering and Technology*, 8(10), 7-12.
5. Vadnala, M., & Kumari, P. B. P. (2017). A Study on Employee Welfare Measures in (Bhel), Ramchandrapuram, Hyderabad. *International Journal of Advanced Information Science and Technology*, 6(10), 33-42.
6. Kamkari, K., Ghafourian, H., & Ghadami, M. H. (2014). Impact welfare services and benefits on the performance of staff of the inspector general organization. *J. Appl. Environ. Biol. Sci*, 4(3), 114-119.
7. Nyakwara, S., Shiundu, J., & Gongera, G. E. (2014). Evaluation of employee welfare facilities as an intervention strategy of industrial unrest on organization performance: case of Mumias sugar company. *European Journal of Business and Management*.
8. Tiwari, U. (2014). A study on employee welfare facilities and its impact on employees efficiency at Vindhya Telelinks Ltd. Rewa (MP) India. *Abhinav International Monthly Refereed Journal of Research in Management & Technology*, 3(11), 1-7.
9. Odeku, O. F., & Odeku, K. O. (2014). In pursuit of the employees' welfare in the workplace: Issues in perspectives. *Mediterranean Journal of Social Sciences*, 5(15), 652-660.
10. Srinivas, K. T. (2013). A study on employees welfare facilities adopted at Bosch Limited, Bangalore. *Research Journal of Management Sciences ISSN*, 2319, 1171.