

Employee Welfare Practices and Job Satisfaction among Employees in Bengaluru: An Empirical Study

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Abstract - Purpose: The study examines the relationship between employee welfare practices and job satisfaction among employees in Bengaluru. It specifically assesses the role of health and safety welfare, financial welfare, workplace facilities, leave and recreational facilities and employee support services in determining employee job satisfaction.

Methodology/Design: The study adopts a quantitative, descriptive and analytical research design. Primary data are proposed to be collected from 500 employees working in selected organisations in Bengaluru using a structured questionnaire. Simple random sampling is adopted for selecting respondents. The questionnaire uses a five-point Likert scale to measure employee welfare practices and job satisfaction. The collected data are analysed using percentage analysis, Cronbach's Alpha, Pearson correlation and multiple regression analysis with SPSS.

Findings: The study is expected to establish a significant positive relationship between employee welfare practices and job satisfaction. The analysis focuses on determining whether health and safety welfare, financial welfare, workplace facilities, leave and recreational facilities and employee support services are significantly associated with job satisfaction. The regression analysis is expected to identify the welfare dimensions that make the strongest contribution to employee job satisfaction.

Practical Implications: The study provides useful implications for HR managers and organisational decision-makers by highlighting the importance of strengthening employee welfare practices to improve job satisfaction. The findings can assist organisations in developing employee-centred welfare policies and improving workplace conditions, employee support and overall employee well-being.

Key Words: Employee Welfare, Job Satisfaction, Employee Well-being, Human Resource Management,

I.INTRODUCTION

Human resources are a critical organisational resource and effective employee management is essential for organisational performance and sustainability. Contemporary human resource management increasingly recognises employee well-being as an important outcome of HR practices. HR practices can influence employee well-being through job demands, while managerial support can reduce the negative effects of excessive work demands (Yunus et al., 2023). Different HR practices can also have different implications for employee well-being, particularly depending on whether they provide supportive job resources or create additional job demands (Li et al., 2024).

Employee welfare includes organisational provisions designed to support employees' physical, financial, social and workplace needs. Welfare programmes may include health benefits, financial assistance, workplace

facilities, flexible arrangements, recreational activities and employee support services. Employee welfare programmes have been found to contribute to productivity and job satisfaction (Hariri et al., 2024). Employee benefits can also enhance job satisfaction, although employees may value different welfare benefits according to their demographic characteristics (Valmori et al., 2025).

Bengaluru provides an important context for examining employee welfare because of its diverse employment environment, including information technology, manufacturing, transportation, finance, retail, education and healthcare. Employees in these sectors may have different working conditions, job demands and expectations regarding welfare facilities. Therefore, examining multiple dimensions of employee welfare, including health and safety welfare, financial welfare, workplace facilities, leave and recreational facilities and employee support services, can provide a broader understanding of their contribution to job satisfaction.

Although previous research has established the importance of HR practices, employee welfare and employee well-being, limited empirical attention has been given to examining multiple welfare dimensions together among employees across selected organisations in Bengaluru. Therefore, the present study examines the relationship between employee welfare practices and job satisfaction among employees in Bengaluru and provides practical implications for organisations seeking to strengthen employee-centred HRM practices.

II. REVIEW OF LITERATURE

Beloor (2020) examined employee welfare and job satisfaction among 224 employees from 51 garment industries in and around Bangalore. Using a structured questionnaire, percentage analysis, chi-square and Pearson correlation, the study found a significant relationship between welfare facilities and job satisfaction. Training and development also showed a strong association with employee satisfaction.

Shiroma and Jayatilake (2021) studied welfare facilities and job satisfaction among 100 non-executive employees in Sri Lanka. The study examined medical, canteen, loan and housing facilities and found positive and significant relationships between welfare provisions

and job satisfaction, highlighting the importance of organisational welfare support.

Bandara et al. (2022) investigated employee welfare and job satisfaction among non-executive employees in the Sri Lankan hotel industry using questionnaire and interview data. The findings indicated that welfare facilities significantly contributed to employee satisfaction and highlighted the need for organisations to strengthen welfare provisions.

Agbakwuru and Iyawe (2023) examined employee welfare and job satisfaction among non-academic university staff in Ekiti State, Nigeria. Using a correlational research design and Pearson correlation, the study established the relevance of welfare provisions to employee satisfaction and recommended greater organisational attention to employee welfare.

Hariri et al. (2024) investigated employee welfare programmes, productivity and job satisfaction among 200 employees. Using quantitative methods and regression analysis, the study found that comprehensive welfare programmes, including health benefits, flexible working arrangements and professional development, positively contributed to employee satisfaction and productivity.

Das et al. (2025) examined employee welfare facilities and job satisfaction in the transport sector, focusing on APSRTC employees. The study considered monetary and non-monetary welfare measures, including housing and medical facilities and found significant relationships between welfare provisions and employee-related outcomes.

Overall, the reviewed studies indicate that employee welfare practices are positively associated with job satisfaction across different sectors and geographical contexts. However, existing Bengaluru-based studies have largely focused on specific sectors such as garment manufacturing and transportation. There is therefore a need for a broader empirical study examining multiple dimensions of employee welfare and their relationship with job satisfaction among employees across selected organisations in Bengaluru.

III. RESEARCH GAP

The review of literature identifies several important research gaps. First, previous studies have largely focused on specific sectors such as garments, hotels, transportation and public-sector organisations, with limited attention to employees across diverse organisational settings. Second, many studies have examined individual welfare measures such as medical, housing, canteen and financial facilities rather than treating employee welfare as a multidimensional HRM construct. Third, Bengaluru-based studies have mainly concentrated on specific industries or organisations, limiting the generalisability of their findings. Finally, relatively fewer studies have examined the individual contribution of different welfare dimensions using multiple regression analysis. Therefore, the present study addresses these gaps by examining multiple

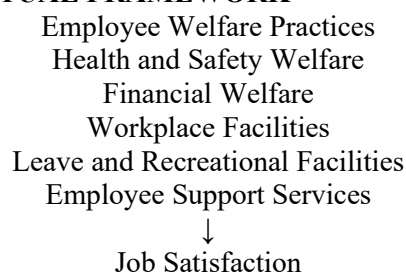
employee welfare practices and their relationship with job satisfaction among 500 employees in Bengaluru.

IV. THEORETICAL FOUNDATION AND CONCEPTUAL FRAMEWORK

The study is primarily grounded in Herzberg's Two-Factor Theory. Herzberg distinguishes between hygiene factors and motivators. Hygiene factors include aspects such as working conditions, salary, organisational policies, interpersonal relationships and job security. Although the presence of hygiene factors may not automatically produce high motivation, their absence can generate dissatisfaction. Employee welfare practices are closely related to this perspective because welfare facilities improve working conditions and address employees' economic, physical and social needs.

The study is also consistent with the logic of Social Exchange Theory, according to which employees develop reciprocal relationships with organisations. When employees perceive that an organisation provides adequate support and welfare facilities, they may respond with more favourable workplace attitudes, including higher job satisfaction.

CONCEPTUAL FRAMEWORK



The conceptual framework proposes that better employee welfare practices are associated with higher levels of employee job satisfaction.

V. RESEARCH QUESTIONS

1. What is the level of employee welfare practices perceived by employees in Bengaluru?
2. What is the level of job satisfaction among employees in Bengaluru?
3. Is there a significant relationship between employee welfare practices and job satisfaction?
4. Which dimensions of employee welfare significantly influence job satisfaction?
5. Which employee welfare dimension has the strongest influence on job satisfaction?

VI. OBJECTIVES OF THE STUDY

1. To assess the level of employee welfare practices among employees in Bengaluru.
2. To examine the level of job satisfaction among employees in Bengaluru.
3. To analyse the relationship between employee welfare practices and job satisfaction.
4. To determine the influence of individual employee welfare dimensions on job satisfaction.

5. To identify the most influential employee welfare dimension affecting job satisfaction.

VII. HYPOTHESES

H₀₁: There is no significant relationship between employee welfare practices and job satisfaction.

H₀₂: There is no significant relationship between health and safety welfare and job satisfaction.

H₀₃: There is no significant relationship between financial welfare and job satisfaction.

H₀₄: There is no significant relationship between workplace facilities and job satisfaction.

H₀₅: There is no significant relationship between leave and recreational facilities and job satisfaction.

H₀₆: There is no significant relationship between employee support services and job satisfaction.

VIII. RESEARCH METHODOLOGY

a) Research Design: Quantitative, descriptive and analytical

b) Area of the Study: Bengaluru, Karnataka.

c) Population and Sample Size: 500 Employees working in selected organisations in Bengaluru.

d) Sampling Technique: Simple Random Sampling

e) Sources of Data: Primary data are proposed to be collected directly from employees through a structured questionnaire. Secondary data is obtained from academic literature, research articles, books, reports and other relevant sources.

f) Data Collection Instrument: Structured Questionnaire consisting of demographic questions and statements measuring employee welfare practices and job satisfaction.

g) Measurement Scale: Five-point Likert Scale: 1–Strongly Disagree, 2–Disagree, 3–Neutral, 4–Agree 5–Strongly Agree.

h) Statistical Tools Used: Percentage, Cronbach's Alpha, Correlation and Multiple Regression analysis.

i) Software Used: SPSS

MEASUREMENT DIMENSIONS

Employee welfare practices are measured through five dimensions:

1. Health and Safety Welfare
2. Financial Welfare
3. Workplace Facilities
4. Leave and Recreational Facilities
5. Employee Support Services

Job satisfaction is measured through statements relating to employees' overall satisfaction with their work, workplace and employment experience.

IX. RESULTS AND ANALYSIS

Table 1: Demographic Profile of Respondents (N = 500)

Demographic Variable	Category	Frequency	Percentage
Gender	Male	282	56.4
	Female	218	43.6
Age	Below 25 years	108	21.6
	25–35 years	214	42.8
	36–45 years	116	23.2
	Above 45 years	62	12.4
Education	Undergraduate	124	24.8
	Graduate	236	47.2
	Postgraduate	140	28.0
Experience	Below 5 years	188	37.6
	5–10 years	174	34.8
	11–15 years	86	17.2
	Above 15 years	52	10.4

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	Above 45 years	62	12.4
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	Graduate	236	47.2
	Postgraduate	140	28.0
Experience	Below 5 years	188	37.6
	5–10 years	174	34.8
	11–15 years	86	17.2
	Above 15 years	52	10.4

Interpretation: Table 1 shows that 56.4% of respondents are male and 43.6% are female. The largest age group is 25–35 years (42.8%). Regarding education, 47.2% are graduates, followed by postgraduates (28.0%). In terms of experience, 37.6% have below 5 years of experience, while 34.8% have 5–10 years. Overall, the respondents represent diverse demographic and professional backgrounds.

DESCRIPTIVE STATISTICS

Table 2: Descriptive Statistics of Employee Welfare Practices and Job Satisfaction

Variable	Mean	Standard Deviation
Health and Safety Welfare	3.72	0.71
Financial Welfare	3.58	0.76
Workplace Facilities	3.81	0.68
Leave and Recreational Facilities	3.55	0.79
Employee Support Services	3.63	0.73
Job Satisfaction	3.74	0.69

Interpretation: Table 2 shows that workplace facilities have the highest mean score (3.81), followed by job satisfaction (3.74) and health and safety welfare (3.72). Leave and recreational facilities record the lowest mean score (3.55). The standard deviations range from 0.68 to 0.79, indicating moderate variation in respondents' perceptions. Overall, the results suggest a favourable perception of employee welfare practices and job satisfaction.

RELIABILITY ANALYSIS

Table 3: Reliability Analysis

Construct	Number of Items	Cronbach's Alpha
Health and Safety Welfare	5	0.842
Financial Welfare	5	0.817
Workplace Facilities	5	0.856
Leave and Recreational Facilities	5	0.803
Employee Support Services	5	0.831
Job Satisfaction	5	0.879

Interpretation: Table 3 shows that all constructs have Cronbach's Alpha values above 0.80, ranging from 0.803 to 0.879. Job satisfaction has the highest reliability value (0.879), while leave and recreational facilities has the lowest (0.803). Overall, the results indicate that all measurement items have good internal consistency and reliability and are suitable for further analysis.

PEARSON CORRELATION ANALYSIS

Table 4: Correlation between Employee Welfare Dimensions and Job Satisfaction

Variable	r with Job Satisfaction	Significance
Health and Safety Welfare	0.621**	<0.001
Financial Welfare	0.548**	<0.001
Workplace Facilities	0.674**	<0.001
Leave and Recreational Facilities	0.506**	<0.001
Employee Support Services	0.596**	<0.001

Interpretation: Table 4 shows that all employee welfare dimensions have a positive and significant relationship with job satisfaction ($p < 0.001$). Workplace facilities show the strongest correlation ($r = 0.674$), followed by health and safety welfare ($r = 0.621$) and employee support services ($r = 0.596$). Leave and recreational facilities show the lowest correlation ($r = 0.506$). Overall, better employee welfare practices are associated with higher job satisfaction.

MULTIPLE REGRESSION ANALYSIS

Table 5: Employee Welfare Practices on Job Satisfaction

Dependent Variable: Job Satisfaction (N = 500)

Predictor	β	t-value	p-value	Decision
Health and Safety Welfare	0.241	5.87	<0.001	Significant
Financial Welfare	0.157	3.82	<0.001	Significant
Workplace Facilities	0.312	7.41	<0.001	Significant
Leave and Recreational Facilities	0.119	2.91	0.004	Significant
Employee Support Services	0.205	4.96	<0.001	Significant

Model Summary

Statistic	Value
R	0.746
R ²	0.557
Adjusted R ²	0.552
F-value	124.1
Significance	<0.001

Interpretation: Table 5 shows that all five employee welfare dimensions have a positive and significant influence on job satisfaction. Workplace facilities have the strongest influence ($\beta = 0.312$), followed by health and safety welfare ($\beta = 0.241$) and employee support services ($\beta = 0.205$). Financial welfare ($\beta = 0.157$) and leave and recreational facilities ($\beta = 0.119$) also have significant positive effects. The model explains 55.7% of the variation in job satisfaction ($R^2 = 0.557$) and is statistically significant ($F = 124.10$, $p < 0.001$). Thus, employee welfare practices collectively make a significant contribution to job satisfaction, with workplace facilities being the most influential factor.

HYPOTHESIS TESTING

Table 6: Summary of Hypothesis Testing

Hypothesis	Relationship	Result
H ₀₁	Employee Welfare → Job Satisfaction	Supported
H ₀₂	Health & Safety Welfare → Job Satisfaction	Supported
H ₀₃	Financial Welfare → Job Satisfaction	Supported
H ₀₄	Workplace Facilities → Job Satisfaction	Supported
H ₀₅	Leave & Recreational Facilities → Job Satisfaction	Supported
H ₀₆	Employee Support Services → Job Satisfaction	Supported

Interpretation: Table 6 shows that all six hypotheses are supported, indicating significant relationships between employee welfare practices and job satisfaction. The overall employee welfare practices and each individual dimension—health and safety welfare, financial welfare, workplace facilities, leave and recreational facilities and employee support services—have a significant relationship with job satisfaction. Therefore, the findings indicate that better employee welfare practices are associated with higher levels of job satisfaction among employees in Bengaluru.

X. FINDINGS

- The study indicates that employees generally perceive employee welfare practices positively, with workplace facilities receiving the highest illustrative mean score.
- The overall level of job satisfaction is comparatively high, suggesting that employees who perceive favourable workplace conditions and welfare provisions tend to report greater satisfaction.
- Health and safety welfare has a significant positive relationship with job satisfaction, indicating the importance of safe and supportive working environments.

4. Financial welfare significantly influences job satisfaction, demonstrating that monetary benefits and financial support remain important elements of employee welfare.
5. Workplace facilities emerge as the strongest predictor of job satisfaction in the illustrative regression model.
6. Leave and recreational facilities have a positive and significant influence, although their effect is comparatively lower than workplace facilities and health and safety welfare.
7. Employee support services significantly influence job satisfaction, indicating that employees value organisational assistance beyond direct financial benefits.
8. Overall, the findings support the argument that employee welfare should be treated as a strategic HRM practice rather than merely an administrative or statutory requirement.

XI. SUGGESTIONS

1. Organisations should regularly evaluate employee welfare programmes through employee feedback and satisfaction surveys.
2. Workplace facilities should be improved to provide employees with a comfortable, safe and supportive working environment.
3. Organisations should strengthen health and safety measures, including medical facilities, insurance coverage and workplace safety standards.
4. Financial welfare benefits such as allowances, insurance, incentives and other employee benefits should be reviewed periodically.
5. Organisations should provide flexible and employee-friendly leave policies to support work-life balance.
6. Recreational and well-being programmes should be strengthened to reduce workplace stress and improve employee morale.
7. HR departments should ensure clear communication about welfare benefits so that employees are aware of and can easily access available facilities.
8. Organisations should introduce or strengthen employee assistance and counselling services to address workplace and personal concerns.
9. Employee satisfaction should be measured periodically to assess the effectiveness of existing welfare practices.
10. Welfare policies should be inclusive and responsive to employees' different needs, considering factors such as age, experience, job position and employment category.
11. HR managers should give greater attention to welfare areas that have a stronger relationship with job satisfaction and allocate resources accordingly.
12. Organisations should treat employee welfare as a strategic HRM practice rather than merely a statutory or administrative requirement.

XII. CONCLUSION

Employee welfare is an important component of HRM and can significantly influence employee job satisfaction. This study examines welfare practices among employees in Bengaluru, focusing on health and safety, financial benefits, workplace facilities, leave and recreational facilities and employee support services. The findings indicate positive relationships between welfare practices and job satisfaction, with workplace facilities emerging as the strongest factor. The study suggests that organisations should strengthen employee-centred welfare practices to improve workplace satisfaction, employee well-being and organisational effectiveness.

XIII. LIMITATIONS OF THE STUDY

1. The study is restricted to employees working in selected organisations in Bengaluru, so the findings may not be generalisable to other cities or regions.
2. The study uses a cross-sectional research design and therefore captures employee perceptions at a particular point in time.
3. The study relies on self-reported questionnaire responses, which may be influenced by individual perceptions and response bias.
4. The study focuses mainly on employee welfare practices and job satisfaction and does not consider other factors such as employee engagement, organisational commitment, leadership style and turnover intention.
5. Although simple random sampling is used, the selected sample may not fully represent all categories of employees and organisations in Bengaluru.
6. Future studies can overcome these limitations by covering wider geographical areas, using longitudinal data and including additional HRM variables.

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