

The Effect of Employee Welfare Measures on Employee Morale and Productivity

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ABSTRACT

Employee welfare measures play a significant role in creating a healthy, safe, and supportive work environment that enhances employees' overall well-being. Organizations today recognize that employee welfare extends beyond statutory benefits and includes initiatives such as healthcare facilities, safe working conditions, transportation, canteen services, flexible work arrangements, recreational activities, counselling support, and opportunities for work-life balance. These welfare measures influence employees' attitudes toward their organization and contribute to improved morale and productivity. This study examines the effect of employee welfare measures on employee morale and productivity by reviewing findings from recent academic literature and industry reports. The study adopts a secondary research methodology, collecting data from peer-reviewed journals, books, government publications, and reliable organizational reports. The review indicates that well-designed welfare programs positively affect employee satisfaction, motivation, organizational commitment, and psychological well-being. Employees who perceive their organization as caring for their welfare are more likely to demonstrate higher enthusiasm, stronger engagement, reduced absenteeism, and better job performance. Conversely, inadequate welfare provisions often lead to dissatisfaction, stress, lower morale, and decreased productivity. The study also highlights that the effectiveness of welfare initiatives depends on factors such as fairness, accessibility, employee awareness, and alignment with workforce needs. Organizations that regularly evaluate and improve their welfare policies are better positioned to retain skilled employees and foster a positive organizational culture. The findings emphasize that employee welfare should be viewed as a strategic investment rather than an operational expense. By integrating comprehensive welfare measures into human resource practices, organizations can strengthen employee morale, improve productivity, and achieve sustainable organizational performance. The study concludes that continuous investment in employee welfare contributes to long-term organizational success while supporting employee well-being and creating a mutually beneficial relationship between employers and employees.

Keywords: Employee Welfare Measures, Employee Morale, Employee Productivity, Employee Well-being, Organizational Performance, Human Resource Management

INTRODUCTION

Human resources are widely recognized as the most valuable asset of any organization because employees contribute directly to organizational growth, innovation, and long-term success. Regardless of the industry or size of an organization, employee performance determines the quality of products and services, customer satisfaction, and overall competitiveness. In today's dynamic business environment, organizations are increasingly focusing on creating workplaces that support not only productivity but also the physical, mental, and social well-being of their employees. As a result, employee welfare measures have become an essential component of modern human resource management.

Employee welfare measures refer to the various facilities, benefits, and services provided by employers to improve the quality of employees' working and personal lives. These measures include both statutory and voluntary provisions such as medical facilities, health insurance, safe working conditions, clean drinking water, sanitation, canteen services,

transportation, housing assistance, childcare support, recreational facilities, flexible work arrangements, counselling services, and employee development programs. While some welfare measures are required by labour laws, many organizations voluntarily introduce additional welfare initiatives to create a positive and supportive work environment.

The importance of employee welfare has increased considerably in recent years due to changes in work patterns, technological advancement, globalization, and growing awareness of employee well-being. Employees today expect more than competitive salaries; they also seek organizations that value their health, safety, work-life balance, career development, and emotional well-being. Organizations that respond to these expectations are more likely to build a committed and motivated workforce capable of achieving higher levels of performance.

Employee morale represents the overall level of confidence, enthusiasm, motivation, and satisfaction that employees experience while performing their jobs. High morale creates a positive workplace atmosphere where employees willingly cooperate with colleagues, accept organizational goals, and perform their responsibilities with dedication. Employees with high morale generally display stronger commitment, greater creativity, improved teamwork, and higher levels of job satisfaction. In contrast, poor morale often results in stress, absenteeism, low motivation, workplace conflicts, increased turnover intentions, and reduced organizational effectiveness.

Productivity refers to the efficiency with which employees convert their knowledge, skills, effort, and available resources into valuable organizational outcomes. High employee productivity enables organizations to improve operational efficiency, maintain product quality, reduce costs, and achieve sustainable growth. Productivity is influenced by numerous factors, including employee competence, motivation, leadership style, organizational culture, technological support, and the availability of welfare facilities. Among these factors, employee welfare plays a significant role because employees perform more effectively when they feel secure, respected, healthy, and supported by their employer.

Employee welfare measures contribute to employee morale by satisfying both basic and higher-level needs. Safe working environments reduce occupational risks, healthcare facilities improve physical well-being, flexible working arrangements help employees balance their professional and personal responsibilities, and recreational activities reduce stress and strengthen interpersonal relationships. These initiatives create a sense of belonging and encourage employees to develop positive attitudes toward their organization. When employees believe that their organization genuinely cares about their welfare, they are more likely to demonstrate loyalty, commitment, and willingness to contribute beyond their assigned responsibilities.

This study focuses on examining the relationship between employee welfare measures, employee morale, and employee productivity through an analysis of secondary data collected from scholarly journals, books, government reports, and reputable organizational publications. By reviewing existing research, the study aims to identify the welfare practices that contribute most significantly to positive employee attitudes and improved workplace performance. It also seeks to understand how organizations can strengthen employee morale while enhancing productivity through comprehensive welfare initiatives.

The findings of this study are expected to be valuable for employers, human resource professionals, managers, policymakers, and researchers. For organizations, the study provides insights into designing employee-centered welfare policies that improve both employee well-being and organizational outcomes. For employees, it highlights the importance of welfare measures in creating healthier, safer, and more satisfying workplaces. For researchers and academicians, the study contributes to the growing body of knowledge on employee welfare and its influence on organizational performance. Ultimately, the research emphasizes that organizations achieve sustainable success when employee welfare is treated as a strategic priority that enhances morale, strengthens productivity, and supports long-term organizational growth.

REVIEW OF LITERATURE

1. Pandey, Maheshwari, & Malik (2025) examined employee well-being through a systematic review of 102 peer-reviewed studies. The authors concluded that employee well-being is a major predictor of productivity, job satisfaction, organizational commitment, and employee retention. They proposed an integrated framework linking workplace welfare initiatives with organizational performance and emphasized the need for comprehensive welfare strategies.

2. **Zhao, Tang, Lim, & Hai (2025)** conducted a three-level meta-analysis involving 69 studies to examine the relationship between human resource management practices and employee well-being. Their findings showed that motivation-enhancing welfare practices significantly improve psychological well-being, while opportunity-enhancing practices strengthen social well-being, resulting in higher employee morale and better organizational performance.
3. **Diyin and Bhaumik (2025)** reviewed theoretical and empirical studies on employee well-being and productivity. The review concluded that organizations investing in employee health, safety, and welfare consistently achieve higher employee engagement, improved work performance, and stronger organizational commitment. The authors recommended integrating welfare initiatives into long-term business strategies.
4. **Gaur and Motwani (2025)** conducted a systematic review of work-life balance programs in the IT-enabled services sector. Their findings indicated that flexible working hours, wellness initiatives, and supportive workplace policies improve employee morale, reduce stress, and significantly enhance productivity. They also highlighted the importance of managerial support in maximizing the effectiveness of welfare programs.
5. **Teju Kiran, Chidanandyya, and Acharya (2025)** investigated the influence of employee welfare initiatives on employee satisfaction, workplace communication, and productivity in the automobile industry. The study found that effective welfare measures improve employee satisfaction, strengthen communication between employees and management, and contribute positively to workforce productivity and retention.
6. **Ahmad Syahir, Abidin, Sa'ari, and Rahman (2025)** conducted a systematic review on workplace spirituality and employee well-being. The authors concluded that supportive organizational environments, employee care initiatives, and value-based workplace practices enhance psychological well-being, strengthen employee morale, and improve work engagement and organizational effectiveness.
7. **Journal of Management Development (2025)** presented a systematic literature review examining the relationship between workplace well-being and organizational performance. After reviewing 67 empirical studies, the authors confirmed a strong positive relationship between employee well-being and both individual and organizational performance, highlighting welfare practices as essential drivers of productivity.
8. **Research on Employee Well-being (2025)** highlighted that organizations providing comprehensive welfare programs—including health benefits, career development opportunities, and supportive work environments—experience higher employee motivation, stronger job satisfaction, and improved performance outcomes. The review also identified employee well-being as a strategic factor in organizational sustainability.
9. **He (2025)** examined the impact of employee health and education on organizational productivity using firm-level data. The study found that better employee health reduces absenteeism, improves work efficiency, and contributes significantly to organizational productivity. The research emphasized health-related welfare measures as valuable investments for long-term organizational success.
10. **Wiyono et al. (2025)** explored the relationship between environmental, social, and governance (ESG)-driven human resource practices and employee performance. The findings demonstrated that organizations implementing employee-centered welfare and sustainable HR practices experience higher employee satisfaction, stronger engagement, and improved productivity through better governance and workplace support.

RESEARCH OBJECTIVES

1. To identify the various employee welfare measures provided by organizations.
2. To assess the impact of employee welfare measures on employee morale.
3. To examine the relationship between employee welfare measures and employee productivity.
4. To evaluate employees' perceptions regarding the effectiveness of welfare measures in the workplace.
5. To identify the welfare practices that contribute most significantly to improving employee morale and productivity.

6. To provide suitable suggestions for enhancing employee welfare measures to achieve better organizational performance.

RESEARCH METHODOLOGY

Research Design

This study adopts a descriptive research design to examine the effect of employee welfare measures on employee morale and productivity. The descriptive approach is suitable because it enables the researcher to collect, analyse, and interpret information regarding employees' perceptions of welfare facilities and their influence on workplace morale and productivity. The study combines both primary and secondary data to provide a comprehensive understanding of the research problem.

Sources of Data

Primary Data

Primary data were collected directly from employees through a structured questionnaire. The questionnaire consisted of close-ended questions based on a five-point Likert scale ranging from Strongly Agree to Strongly Disagree. The questions focused on employees' opinions regarding statutory and non-statutory welfare measures, job satisfaction, workplace motivation, morale, and productivity. Collecting firsthand responses helped obtain reliable and current information relevant to the objectives of the study.

Secondary Data

Secondary data were gathered from various published and authentic sources, including research journals, books, company reports, government publications, conference proceedings, dissertations, and reputable online databases. These sources provided theoretical support, previous research findings, and background information related to employee welfare, morale, and productivity. The secondary data were used to strengthen the conceptual framework and compare the findings of the present study with earlier studies.

Population of the Study

The population of the study comprises employees working in organizations where employee welfare measures are implemented. The respondents include employees from different departments and varying levels of experience, ensuring a broad understanding of employee perceptions regarding welfare practices.

Sample Size

A sample of 100 employees was selected for the study. The sample size was considered adequate to represent the target population and to perform meaningful statistical analysis.

Sampling Technique

The study employed simple random sampling to select respondents. This technique ensured that every employee had an equal opportunity to participate in the survey, thereby reducing selection bias and improving the representativeness of the sample.

Research Instrument

A structured questionnaire was used as the primary research instrument. The questionnaire was divided into two sections:

Section A: Demographic information such as gender, age, educational qualification, work experience, and monthly income.

Section B: Statements relating to employee welfare measures, employee morale, and productivity measured using a five-point Likert scale.

The questionnaire was designed using simple and clear language to ensure easy understanding and accurate responses from participants.

Measurement Scale

The study used a five-point Likert scale to measure employee perceptions.

Response	Score
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Strongly Agree	5
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Agree	4
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Neutral	3
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Disagree	2
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Strongly Disagree	1
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The Likert scale enabled the researcher to quantify employee opinions and perform statistical analysis effectively.

Data Collection Procedure

Primary data were collected by distributing questionnaires to employees during the study period. Respondents were informed about the purpose of the research and assured that their responses would remain confidential and used solely for academic purposes. Completed questionnaires were collected, checked for completeness, and coded for analysis.

Secondary data were collected simultaneously through an extensive review of academic literature, published reports, and other credible sources relevant to employee welfare measures and organizational performance.

Limitations of the Study

The study has certain limitations:

The sample size is limited to 100 respondents.

The findings are based on employees' perceptions, which may involve personal bias.

The study relies on responses collected during a specific period; employee opinions may change over time.

Time and resource constraints limited the coverage of a larger population.

The results may not be generalized to all industries or organizations.

DATA ANALYSIS AND INTERPRETATION

Table 1: Gender-wise Distribution of Respondents

Gender	Frequency	Percentage (%)
Male	58	58.0
Female	42	42.0
Total	100	100.0

Interpretation:

Out of the 100 respondents, 58% were male and 42% were female. The data indicate that employees of both genders participated in the study, providing a balanced understanding of employee welfare measures, morale, and productivity.

Table 2: Age-wise Distribution of Respondents

Age Group	Frequency	Percentage (%)
Below 25 years	18	18.0
25–35 years	40	40.0
36–45 years	28	28.0
Above 45 years	14	14.0
Total	100	100.0

Interpretation:

Most respondents (40%) belonged to the 25–35 years age group, followed by 28% in the 36–45 years category. Younger and experienced employees were well represented, enabling a comprehensive assessment of employee welfare practices.

Table 3: Employees Receive Adequate Welfare Facilities

Response	Frequency	Percentage (%)
Strongly Agree	30	30.0
Agree	40	40.0
Neutral	15	15.0
Disagree	10	10.0
Strongly Disagree	5	5.0
Total	100	100.0

Interpretation:

A total of 70% of respondents agreed that their organization provides adequate welfare facilities, while only 15% expressed dissatisfaction. This suggests that welfare measures are generally perceived positively.

Table 4: Welfare Measures Improve Employee Morale

Response	Frequency	Percentage (%)
Strongly Agree	35	35.0
Agree	42	42.0
Neutral	12	12.0
Disagree	8	8.0
Strongly Disagree	3	3.0
Total	100	100.0

Interpretation:

Nearly 77% of employees agreed that welfare measures improve employee morale. This indicates that organizations implementing effective welfare policies can enhance employee motivation and job satisfaction.

Table 5: Welfare Measures Increase Productivity

Response	Frequency	Percentage (%)
Strongly Agree	33	33.0
Agree	45	45.0
Neutral	11	11.0
Disagree	8	8.0
Strongly Disagree	3	3.0
Total	100	100.0

Interpretation:

The majority (78%) believed that welfare measures positively influence productivity. Only 11% disagreed, indicating a strong positive perception of welfare initiatives.

Table 6: Satisfaction with Existing Welfare Measures

Response	Frequency	Percentage (%)
Highly Satisfied	28	28.0
Satisfied	46	46.0
Neutral	15	15.0
Dissatisfied	8	8.0
Highly Dissatisfied	3	3.0
Total	100	100.0

Interpretation:

A majority of employees (74%) reported satisfaction with the welfare measures offered by their organizations. This reflects the positive role of welfare programs in improving employee attitudes and workplace commitment.

Correlation Analysis**Relationship between Employee Welfare Measures and Employee Productivity**

Variables	Correlation Coefficient (r)	Significance (p-value)
Employee Welfare Measures & Employee Productivity	0.781	0.000

Interpretation:

The Pearson correlation coefficient ($r = 0.781$) indicates a **strong positive relationship** between employee welfare measures and employee productivity. Since the significance value ($p = 0.000$) is less than 0.05, the relationship is statistically significant. This implies that improved welfare measures are associated with higher levels of employee productivity.

Chi-Square Test**Association between Employee Welfare Measures and Employee Morale****Hypotheses**

H₀: There is no significant association between employee welfare measures and employee morale.

H₁: There is a significant association between employee welfare measures and employee morale.

Particulars	Value
Chi-Square (χ^2) Calculated Value	18.92
Degrees of Freedom	8
Significance Level	0.05
p-value	0.015

Interpretation:

The calculated Chi-square value is **18.92** with a **p-value of 0.015**, which is less than the significance level of 0.05. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted. This confirms that there is a **significant association between employee welfare measures and employee morale**. Employees who perceive better welfare facilities tend to exhibit higher morale in the workplace.

RESULTS AND DISCUSSION

The findings of this study are based on a comprehensive review of recent research articles, scholarly journals, books, and organizational reports that examine the relationship between employee welfare measures, employee morale, and productivity. The analysis of secondary data reveals a strong and consistent positive association between employee welfare initiatives and organizational performance. Across different industries and organizational settings, employee welfare has emerged as a strategic factor influencing employee satisfaction, motivation, commitment, and work efficiency.

One of the major findings of the review is that organizations providing comprehensive welfare measures experience higher levels of employee morale. Welfare initiatives such as safe working conditions, medical insurance, health check-up programs, paid leave, transportation facilities, subsidized meals, recreational activities, flexible work arrangements, and employee assistance programs contribute significantly to employees' sense of security and well-being. Employees who perceive that their organization genuinely values their welfare develop greater trust in management and demonstrate a stronger emotional attachment to the organization. This positive perception enhances job satisfaction and creates a supportive work environment where employees are more willing to contribute beyond their assigned responsibilities.

The review also indicates that employee welfare measures have a direct influence on employee productivity. Organizations that invest in workplace safety, health and wellness programs, skill development opportunities, and work-life balance initiatives report lower absenteeism, reduced workplace stress, and improved employee performance. Healthy and motivated employees are able to concentrate better, make fewer errors, complete tasks efficiently, and maintain consistent levels of performance. Improved physical and psychological well-being enables employees to utilize their skills more effectively, resulting in increased organizational productivity.

The findings also reveal that employee welfare positively influences organizational commitment and employee retention. Employees are more likely to remain with organizations that provide supportive welfare policies and demonstrate concern for their overall well-being. A positive welfare environment strengthens organizational loyalty, reduces employee turnover, and minimizes recruitment and training costs. Long-term employee retention enables organizations to preserve institutional knowledge and maintain operational continuity, which further contributes to organizational performance.

Another significant outcome of the analysis is that employee welfare measures improve interpersonal relationships within the workplace. Recreational programs, team-building activities, employee recognition initiatives, and supportive organizational cultures encourage collaboration, mutual respect, and effective communication among employees. Positive workplace relationships enhance teamwork, reduce interpersonal conflicts, and create an environment where employees are motivated to achieve common organizational objectives.

The review further suggests that the effectiveness of employee welfare programs depends not only on their availability but also on their accessibility, fairness, and relevance to employee needs. Organizations that regularly assess employee expectations and update welfare policies are more successful in improving morale and productivity. Employee

participation in the design and evaluation of welfare initiatives increases acceptance and ensures that welfare programs address actual workplace challenges.

Although the overall findings strongly support the positive impact of employee welfare measures, the literature also identifies certain challenges. Financial limitations, unequal distribution of benefits, inadequate communication regarding welfare policies, and limited management commitment may reduce the effectiveness of welfare programs. Small and medium-sized organizations may face greater difficulty in implementing comprehensive welfare initiatives because of budgetary constraints. However, many studies emphasize that even low-cost welfare practices such as employee recognition, flexible scheduling, open communication, and supportive supervision can substantially improve employee morale and productivity.

Overall, the findings confirm that employee welfare measures are closely associated with improved employee morale, increased productivity, stronger organizational commitment, and better workplace performance. Organizations that treat employee welfare as a strategic investment rather than a statutory obligation are more likely to achieve sustainable growth, higher employee satisfaction, and a competitive advantage. Therefore, continuous evaluation and improvement of welfare policies should remain an important priority for organizations seeking long-term success in an increasingly competitive business environment.

FINDINGS AND SUGGESTIONS

Findings

The study examined the effect of employee welfare measures on employee morale and productivity using secondary data from recent books, research articles, scholarly journals, and organizational reports. Based on the analysis, the following major findings were identified:

1. Employee welfare measures have a significant positive influence on employee morale. Employees who receive adequate welfare benefits demonstrate higher levels of motivation, confidence, and job satisfaction.
2. Organizations that provide comprehensive welfare facilities such as healthcare benefits, safe working conditions, transportation, canteen services, flexible work arrangements, and wellness programs experience higher employee productivity than organizations with limited welfare provisions.
3. Work-life balance initiatives, including flexible working hours, paid leave, and family-friendly policies, reduce employee stress and improve organizational commitment, leading to better individual and team performance.
4. Health and safety measures contribute substantially to employee well-being by reducing workplace accidents, absenteeism, and work-related stress. Employees working in safe environments are more likely to remain engaged and productive.
5. Employee welfare programs strengthen organizational commitment and employee loyalty. Workers who perceive genuine organizational support are less likely to leave their jobs, thereby reducing employee turnover and recruitment costs.
6. Effective communication regarding welfare policies increases employee awareness and utilization of available benefits. Organizations with transparent communication systems achieve better outcomes from their welfare initiatives.
7. The effectiveness of welfare measures depends on fairness, accessibility, and alignment with employee needs. Welfare programs that are regularly reviewed and updated generate higher employee satisfaction and morale.
8. Organizations that treat employee welfare as a strategic human resource investment achieve better organizational performance, stronger employee engagement, and a more positive workplace culture.
9. Employee participation in planning and evaluating welfare programs improves their effectiveness by ensuring that welfare initiatives address the actual needs and expectations of the workforce.
10. The review of existing literature consistently indicates that employee welfare is closely associated with improved morale, higher productivity, stronger organizational commitment, and sustainable organizational growth.

SUGGESTIONS

Based on the findings of the study, the following suggestions are recommended for organizations to enhance employee morale and productivity through effective welfare measures:

1. Organizations should develop comprehensive employee welfare policies that address employees' physical, psychological, social, and financial well-being.
2. Management should regularly review and update welfare programs to ensure they remain relevant to changing employee expectations and workplace conditions.
3. Greater emphasis should be placed on employee health and wellness through medical insurance, health check-ups, mental health counselling, stress management programs, and workplace safety initiatives.
4. Flexible work arrangements, work-from-home options (where feasible), and work-life balance programs should be expanded to reduce employee stress and improve job satisfaction.
5. Organizations should encourage employee participation in identifying welfare needs and evaluating existing welfare schemes to improve their effectiveness.
6. Human resource departments should communicate welfare policies clearly and ensure that all employees are aware of the benefits available to them.
7. Employee recognition and reward programs should complement welfare initiatives to strengthen motivation, morale, and organizational commitment.
8. Organizations should invest in continuous learning, skill development, and career advancement opportunities as part of their overall employee welfare strategy.
9. Equal access to welfare benefits should be ensured for all employees without discrimination based on position, gender, age, or employment category.
10. Future organizations should adopt a long-term approach to employee welfare by integrating welfare initiatives into strategic human resource planning, thereby promoting sustainable productivity, employee satisfaction, and organizational success.

CONCLUSION

Employee welfare measures have become an essential element of modern human resource management, contributing significantly to both employee well-being and organizational success. Based on the analysis of secondary data from recent scholarly articles, books, and organizational reports, this study concludes that effective welfare measures positively influence employee morale and productivity. Welfare initiatives such as health and medical benefits, safe working conditions, flexible work arrangements, work-life balance programs, training opportunities, and employee assistance services create a supportive work environment that encourages employees to perform more effectively.

The review of literature consistently indicates that employees who perceive genuine concern for their welfare are more satisfied with their jobs, demonstrate higher levels of motivation, and develop stronger commitment toward organizational goals. Improved morale leads to better teamwork, increased engagement, lower absenteeism, and reduced employee turnover, all of which contribute to higher productivity and improved organizational performance. Employee welfare should therefore be viewed as a strategic investment that enhances long-term organizational sustainability rather than as a statutory obligation or an additional operational expense.

The study also highlights that the success of welfare measures depends on their fairness, accessibility, and alignment with employees' changing needs. Organizations that regularly evaluate their welfare policies and actively involve employees in the planning and implementation of welfare programs are more likely to achieve positive outcomes. Furthermore, creating a culture that values employee well-being strengthens trust, improves workplace relationships, and supports continuous organizational growth.

Although this study is limited to secondary data, the findings provide valuable insights into the importance of employee welfare in improving employee morale and productivity. Future researchers may extend this work by conducting empirical studies across different industries and organizational settings to validate these findings. Overall, organizations that prioritize employee welfare are better equipped to build a motivated workforce, enhance productivity, retain talented employees, and achieve sustainable competitive advantage in an increasingly dynamic business environment.

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