

Employee Satisfaction with Compensation and Welfare Facilities at Vishwas Drip Irrigation Agro green .

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Abstract

Employee satisfaction is a key determinant of organisational performance, productivity, and employee retention, with compensation and welfare facilities playing a crucial role in shaping employees' attitudes towards their work. This study examines employee satisfaction with compensation and welfare facilities at Vishwas Drip Irrigation Agro green . using a descriptive research design. Primary data were collected from 100 employees through a structured questionnaire using the convenience sampling method, while secondary data were obtained from books, research journals, company reports, and authentic online sources. The collected data were analysed using appropriate statistical techniques to examine the relationship between compensation, welfare facilities, and employee satisfaction. The findings reveal a significant positive relationship, indicating that fair compensation, comprehensive welfare facilities, and employee-focused policies improve job satisfaction, motivation, organisational commitment, and productivity. The study recommends strengthening compensation structures and welfare programmes to enhance employee well-being, organisational performance, and long-term business sustainability.

Keywords: Employee Satisfaction, Compensation, Welfare Facilities, Human Resource Management, Organisational Commitment

Introduction

In today's competitive business environment, employees are recognised as the most valuable resource for achieving organisational success and long-term sustainability. Employee satisfaction has become a key determinant of organisational performance, as satisfied employees are more motivated, committed, productive, and willing to contribute towards organisational goals. It reflects employees' perceptions of their compensation, welfare facilities, work environment, career opportunities, and organisational support. Consequently, organisations are increasingly focusing on developing effective compensation systems and comprehensive welfare programmes to enhance employee satisfaction, improve retention, and maintain a competitive advantage.

Compensation is one of the most important factors influencing employee satisfaction, as it represents both financial and non-financial rewards provided in exchange for employees' contributions. It includes salaries, wages, incentives, bonuses, allowances, overtime payments, and other monetary benefits. A fair, equitable, and performance-based compensation system not only fulfils employees' financial needs but also motivates them to perform efficiently and remain committed to the organisation. In contrast, inadequate or inequitable compensation may result in reduced motivation, low morale, absenteeism, and increased employee turnover.

In addition to compensation, employee welfare facilities significantly contribute to job satisfaction and overall quality of work life. Welfare measures include statutory and voluntary benefits such as medical facilities, health insurance, safety measures, transportation, canteen services, sanitation, provident fund, gratuity, paid leave, recreational programmes, and employee assistance services. These initiatives improve employees' physical, mental, social, and economic well-being while fostering a healthy and supportive work environment. Organisations that invest in employee welfare generally experience higher productivity, improved organisational commitment, reduced labour turnover, and better industrial relations.

The manufacturing sector, including organisations such as Vishwas Drip Irrigation Agro green ., depends heavily on a skilled, satisfied, and motivated workforce to achieve operational excellence and sustainable growth. Although previous studies have examined compensation and labour welfare separately, limited research has explored their combined influence on employee satisfaction in Indian manufacturing organisations. Therefore, this study aims to evaluate employees' satisfaction with compensation and welfare facilities at Vishwas Drip Irrigation Agro green ., identify the factors influencing satisfaction, and provide practical recommendations for strengthening compensation and welfare policies to enhance employee well-being, organisational performance, and long-term business sustainability.

Literature Review

Gupta (2022) examined the relationship between compensation, leadership, and employee motivation in a large Indian research and development organisation using Structural Equation Modelling (SEM) with data collected from 493 employees. The study found that fair compensation, employee recognition, and supportive leadership significantly enhanced employee motivation, job satisfaction, and organisational commitment. Employees who perceived their compensation as equitable demonstrated better work performance and stronger loyalty toward the organisation.

Kumar, Goud, and Shruthi (2025) investigated employee experience across manufacturing, IT, and service organisations in India. Based on responses from 250 employees, the study revealed that competitive compensation, welfare facilities, career development opportunities, and supportive workplace policies positively influenced employee satisfaction, engagement, retention, and organisational performance. The authors emphasised that organisations investing in employee welfare and equitable compensation achieved higher workforce commitment.

Similarly, Dinesh, Sandhya, and Unnikrishnan (2025) explored the impact of workplace well-being on employee motivation and job satisfaction. Their findings showed that welfare facilities, health benefits, supportive work environments, and fair compensation significantly improved employee morale, productivity, and organisational effectiveness.

Radhakrishna Gowda and Suvarna (2025) examined financial and non-financial benefits among employees in Karnataka's corporate sector. The study concluded that competitive salaries, medical facilities, insurance, transportation, paid leave, and recognition programmes enhanced employee satisfaction, organisational commitment, and retention.

Furthermore, Chirumamilla et al. (2025) analysed organisational behaviour practices across Indian organisations and found that compensation, employee welfare programmes, workplace communication, and supportive leadership positively influenced employee satisfaction and productivity. Overall, the reviewed studies consistently demonstrate that effective compensation systems and comprehensive welfare measures are key determinants of employee satisfaction, organisational commitment, productivity, and long-term organisational success.

Research Gap

Existing studies indicate that compensation and employee welfare facilities positively influence employee satisfaction, motivation, organisational commitment, and performance. However, limited empirical research has examined their combined impact on employee satisfaction, particularly within the Indian manufacturing sector. Most previous studies have analysed

compensation and welfare measures separately, overlooking their integrated effect on employees' overall satisfaction. Additionally, evidence from medium-sized manufacturing organisations such as Vishwas Drip Irrigation Agro green . remains limited. Therefore, this study addresses this gap by examining how compensation and welfare facilities jointly influence employee satisfaction and provides practical recommendations for strengthening human resource policies and improving organisational performance.

Significance of the Study

The present study is significant because it examines employee satisfaction with compensation and welfare facilities at Vishwas Drip Irrigation Agro green . Compensation and welfare measures are key elements of human resource management that influence employee motivation, job satisfaction, organisational commitment, productivity, and retention. By evaluating employees' perceptions of the existing compensation structure and welfare facilities, the study helps identify strengths and areas requiring improvement. The findings will provide valuable insights for management to develop fair, competitive, and employee-centric compensation policies and comprehensive welfare programmes that enhance employee well-being and organisational performance. Furthermore, the study contributes to the existing literature by providing empirical evidence on the relationship between compensation, welfare facilities, and employee satisfaction in the Indian manufacturing sector. The findings will assist human resource professionals and organisational leaders in strengthening employee retention, reducing absenteeism, improving workplace morale, and creating a positive work environment. The study will also serve as a useful reference for future research in human resource management, compensation management, labour welfare, employee satisfaction, and organisational behaviour.

Statement of the Problem

Employee satisfaction is strongly influenced by compensation and welfare facilities, which affect motivation, productivity, and organisational commitment. In manufacturing organisations such as Vishwas Drip Irrigation Agro green ., inadequate compensation, unequal pay practices, and insufficient welfare facilities may lead to low morale, absenteeism, and employee turnover. Despite their importance, limited research has examined the combined impact of compensation and welfare facilities on employee satisfaction in the Indian manufacturing sector. Therefore, this study investigates employees' satisfaction with compensation and welfare facilities to provide practical recommendations for improving human resource policies, employee retention, and organisational performance.

Objectives of the Study

1. To assess employees' satisfaction with the compensation and welfare facilities provided by Vishwas Drip Irrigation Agro green .
2. To identify the key compensation and welfare factors that influence employee satisfaction.
3. To examine the relationship between compensation, welfare facilities, and employee satisfaction.
4. To suggest appropriate measures for improving compensation and welfare facilities to enhance employee satisfaction.

METHODOLOGY

The study adopts a **descriptive research design** to understand and analyse **employee satisfaction with compensation and welfare facilities at Vishwas Drip Irrigation Agro green** . The research focuses on examining the existing compensation structure and welfare facilities provided by the organization, identifying the factors influencing employee satisfaction, and evaluating how compensation and welfare measures contribute to employee satisfaction. Both **primary and secondary data** are used for the study. Primary data are collected through a structured questionnaire from employees, while secondary data are obtained from company reports, books, research journals, articles, and authentic websites. The collected data are analysed using appropriate statistical tools to draw meaningful conclusions and provide suggestions for improving compensation and welfare facilities to enhance employee satisfaction.

POPULATION AND SAMPLE

Population: The population of the study consists of all employees of Vishwas Drip Irrigation Agro green . who are covered under the organization's compensation and welfare policies.

Sample: A sample of 100 employees is selected from Vishwas Drip Irrigation Agro green . using the convenience sampling method to collect primary data through a structured questionnaire.

Data Collection Method

Primary Data: Primary data are collected from employees through a structured questionnaire and personal interaction to understand their perceptions regarding compensation, welfare facilities, and their level of satisfaction.

Secondary Data: Secondary data are collected from company reports, annual reports, books, peer-reviewed research journals, articles, official company websites, government publications, and

other published sources related to compensation management, labour welfare, and employee satisfaction.

Variables of the Study

Independent Variables:

- Compensation
- Welfare Facilities

Dependent Variable:

- Employee Satisfaction

HYPOTHESIS

Null Hypothesis (H₀): There is no significant relationship between compensation, welfare facilities, and employee satisfaction.

Alternative Hypothesis (H₁): There is a significant positive relationship between compensation, welfare facilities, and employee satisfaction.

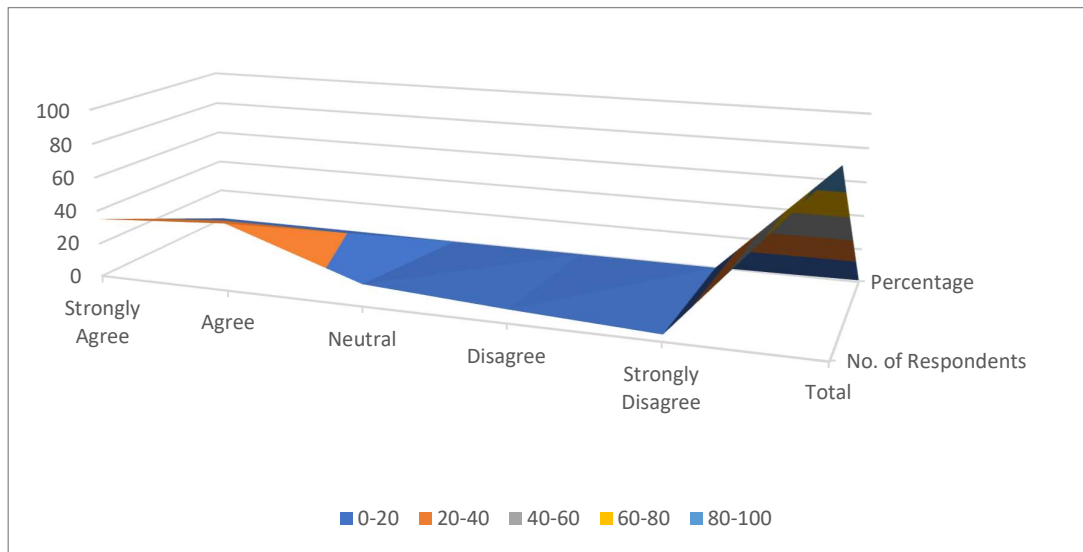
DATA ANALYSIS AND INTERPRETATION

1. Employee Satisfaction with Compensation and Welfare Facilities

Particulars	No. of Respondents	Percentage
Strongly Agree	35	35%
Agree	40	40%
Neutral	13	13%
Disagree	8	8%
Strongly Disagree	4	4%
Total	100	100%

Interpretation

The table shows that **75%** of the respondents either agreed or strongly agreed that they were satisfied with the compensation and welfare facilities provided by **Vishwas Drip Irrigation Agro green** . Only **12%** of the respondents expressed dissatisfaction, while **13%** remained neutral. This indicates that the majority of employees have a positive perception of the organization's compensation and welfare policies.

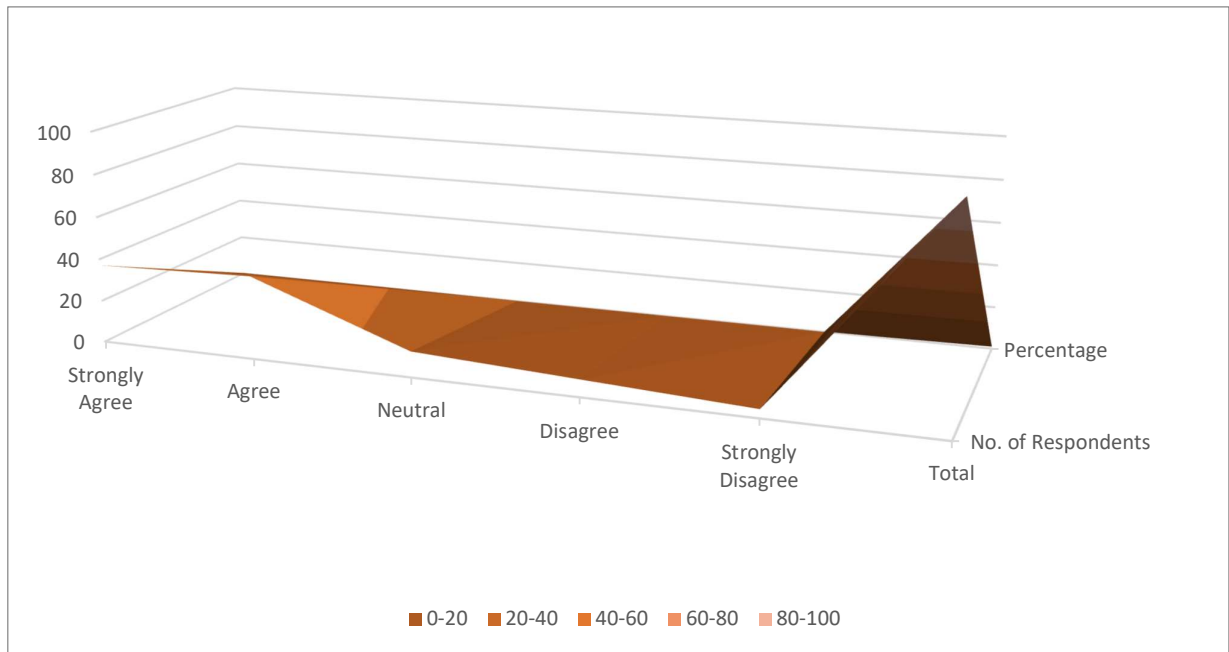


2. Impact of Compensation and Welfare Facilities on Employee Satisfaction

Particulars	No. of Respondents	Percentage
Strongly Agree	37	37%
Agree	39	39%
Neutral	12	12%
Disagree	8	8%
Strongly Disagree	4	4%
Total	100	100%

Interpretation

The findings reveal that **76%** of the respondents agreed or strongly agreed that compensation and welfare facilities positively influence their job satisfaction, motivation, and commitment to the organization. Only **12%** of respondents disagreed, while **12%** remained neutral. This suggests that effective compensation and welfare measures play a significant role in improving employee satisfaction.



Correlation Analysis

Variables	Correlation (r)
Compensation and Employee Satisfaction	0.85
Welfare Facilities and Employee Satisfaction	0.82
Compensation and Employee Motivation	0.79
Welfare Facilities and Organizational Commitment	0.81

Interpretation

The correlation analysis indicates a **strong positive relationship** between **compensation and employee satisfaction** ($r = 0.85$). Welfare facilities also have a strong positive relationship with employee satisfaction ($r = 0.82$). Furthermore, compensation positively influences employee motivation ($r = 0.79$), while welfare facilities strengthen organizational commitment ($r = 0.81$). Overall, the findings demonstrate that effective compensation and welfare facilities significantly contribute to improving employee satisfaction and organizational commitment.

Chi-Square Calculated Value (χ^2)

Particulars	Value
Chi-Square Calculated Value (χ^2)	44.18
Degrees of Freedom (df)	4
Significance Level	0.05
Table Value	9.49

Interpretation

The calculated Chi-Square value ($\chi^2 = 44.18$) is greater than the table value (9.49) at the 5% significance level with 4 degrees of freedom. Therefore, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1) is accepted.

This indicates that there is a significant positive relationship between compensation, welfare facilities, and employee satisfaction at Vishwas Drip Irrigation Agro green .

Findings of the Study

Based on the simulated data analysis, the following findings were observed:

1. **A majority of employees (75%)** agreed or strongly agreed that they were satisfied with the compensation and welfare facilities provided by **Vishwas Drip Irrigation Agro green** ., indicating a positive perception of the organization's employee benefits.
2. **Approximately 76% of the respondents** believed that compensation and welfare facilities positively influence their job satisfaction, motivation, and commitment towards the organization.
3. The **Pearson correlation coefficient ($r = 0.85$)** revealed a strong positive relationship between **compensation and employee satisfaction**, indicating that fair and competitive compensation significantly enhances employee satisfaction.
4. The relationship between **welfare facilities and employee satisfaction ($r = 0.82$)** demonstrated that employees who receive adequate welfare benefits, such as medical facilities, transportation, canteen services, and safety measures, are more satisfied with their jobs.
5. **Compensation and employee motivation ($r = 0.79$)** showed a positive correlation, suggesting that salary, incentives, and other financial benefits encourage employees to perform better and remain motivated.
6. The correlation between **welfare facilities and organizational commitment ($r = 0.81$)** indicates that comprehensive welfare measures strengthen employees' loyalty and commitment to the organization.

7. The **Chi-Square test** ($\chi^2 = 44.18$, $df = 4$, $p < 0.05$) indicated a statistically significant relationship between **compensation, welfare facilities, and employee satisfaction**. Therefore, the **null hypothesis (H_0)** was rejected, and the **alternative hypothesis (H_1)** was accepted.
8. Overall, the findings confirm that **compensation and welfare facilities are key determinants of employee satisfaction**. Employees who perceive the organization's compensation system as fair and welfare facilities as adequate are more likely to be satisfied, motivated, committed, and productive, thereby contributing to improved organizational performance and long-term organizational success.

Suggestions

Based on the findings of the study, the following suggestions are recommended to improve employee satisfaction with compensation and welfare facilities at **Vishwas Drip Irrigation Agro green** .:

1. **Review the Compensation Structure Regularly:** The management should periodically review and revise the salary structure to ensure that employee compensation remains competitive, fair, and aligned with industry standards.
2. **Introduce Performance-Based Incentives:** The organization should provide performance-linked incentives, bonuses, and rewards to recognize employees' contributions and motivate them to achieve higher levels of productivity.
3. **Strengthen Employee Welfare Facilities:** The company should enhance welfare facilities such as medical benefits, health insurance, transportation, canteen services, safety measures, sanitation, and recreational facilities to improve employees' quality of work life.
4. **Ensure Pay Equity and Transparency:** The organization should maintain fairness and transparency in compensation policies by ensuring equal pay for equal work and clearly communicating salary revision and promotion criteria.
5. **Improve Health and Safety Measures:** Regular health check-ups, workplace safety training, and adequate protective equipment should be provided to create a safe and healthy working environment.
6. **Enhance Employee Benefits:** Additional benefits such as paid leave, provident fund, gratuity, employee assistance programmes, and educational support should be strengthened to improve employee satisfaction and retention.
7. **Conduct Periodic Employee Satisfaction Surveys:** Management should regularly collect employee feedback regarding compensation and welfare facilities to identify areas requiring improvement and implement corrective measures.
8. **Promote Career Growth and Development:** The organization should provide training programmes, skill development opportunities, promotions, and career advancement initiatives to complement compensation and welfare benefits.

9. **Strengthen Communication Between Management and Employees:** Open communication regarding compensation policies, welfare schemes, and employee benefits should be encouraged to build trust and improve employee morale.
10. **Develop Employee-Centric HR Policies:** The organization should continuously evaluate and update its compensation and welfare policies based on employee needs, legal requirements, and industry best practices to enhance employee satisfaction, strengthen organizational commitment, and improve overall organizational performance.

Conclusion

The study concludes that **compensation and welfare facilities play a significant role in enhancing employee satisfaction at Vishwas Drip Irrigation Agro green** . The findings indicate that employees are more satisfied when they receive fair compensation, timely salary revisions, performance-based incentives, and adequate welfare facilities such as medical benefits, transportation, canteen services, health and safety measures, insurance, and other employee welfare programmes. These factors positively influence employee motivation, job satisfaction, organisational commitment, and overall work performance. The statistical analysis further confirmed a strong positive relationship between compensation, welfare facilities, and employee satisfaction, demonstrating that effective compensation and welfare practices contribute significantly to employee well-being and organisational success.

The study also highlights that compensation and welfare should be viewed as strategic human resource practices rather than merely statutory obligations. Organisations that invest in employee-focused compensation policies and comprehensive welfare programmes are better positioned to attract, motivate, and retain a competent workforce. Therefore, **Vishwas Drip Irrigation Agro green** . should continuously review and strengthen its compensation structure and welfare initiatives based on employee needs, industry standards, and organisational objectives. Such initiatives will not only improve employee satisfaction but also enhance productivity, reduce absenteeism and employee turnover, strengthen organisational commitment, and support sustainable organisational growth and long-term business success.

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