
EMPLOYEE WELFARE MEASURES AND THEIR IMPACT ON EMPLOYEE SATISFACTION: AN EMPIRICAL STUDY OF SINGARENI COLLIERIES COMPANY LIMITED (SCCL), TELANGANA

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Abstract

Employee welfare measures play a significant role in enhancing employee satisfaction, motivation, productivity, and organizational commitment. In the modern industrial environment, organizations recognize that employee welfare is not merely a statutory obligation but also a strategic tool for improving workforce efficiency and maintaining harmonious employer–employee relationships. Welfare measures include a wide range of facilities and services such as healthcare benefits, housing facilities, educational support, recreational amenities, transportation services, safety measures, canteen facilities, and social security benefits. Effective implementation of employee welfare programs contributes to improved job satisfaction, reduced absenteeism, higher morale, and increased employee retention.

The present study examines employee welfare measures and their impact on employee satisfaction with special reference to Singareni Collieries Company Limited (SCCL), Telangana. The study aims to evaluate employee perceptions regarding various welfare initiatives provided by SCCL and analyze their influence on job satisfaction and organizational commitment. Primary data were collected through a structured questionnaire administered to employees, while secondary data were obtained from company reports, journals, books, and published research studies. The study focuses on key welfare dimensions such as health and safety measures, housing facilities, educational assistance, medical benefits, recreational facilities, transportation services, and employee support programs.

The findings reveal that employee welfare measures implemented by SCCL have a positive impact on employee satisfaction and workplace well-being. Employees generally expressed favorable opinions regarding the welfare facilities provided by the organization. The study indicates that comprehensive welfare programs contribute significantly to employee motivation, productivity, loyalty, and overall job satisfaction. However, continuous evaluation and improvement of welfare initiatives are necessary to address changing employee expectations and organizational requirements. The study concludes that employee welfare measures serve as an important factor in promoting employee satisfaction and organizational effectiveness and contribute to the long-term success of the organization.

Keywords

Employee Welfare Measures, Employee Satisfaction, Human Resource Management, Workplace Well-being, Employee Motivation, Occupational Health and Safety, Employee Benefits, Organizational Commitment, Workforce Productivity, Singareni Collieries Company Limited (SCCL).

1. Introduction

Employee welfare is an important aspect of Human Resource Management that focuses on improving the quality of work life and overall well-being of employees. Employee welfare measures refer to the various facilities, services, and benefits provided by organizations to

promote the physical, mental, social, and economic well-being of employees [1]. These measures play a crucial role in enhancing employee satisfaction, motivation, productivity, and organizational commitment. In today's competitive business environment, organizations increasingly recognize employee

welfare as a strategic tool for achieving workforce stability and sustainable organizational growth [2].

Employee welfare encompasses a wide range of benefits and services, including medical facilities, housing assistance, educational support, transportation services, canteen facilities, recreational amenities, safety measures, social security benefits, and family welfare programs [3]. These welfare initiatives are designed to improve employee morale, reduce workplace stress, enhance job satisfaction, and foster positive employer–employee relationships. Effective welfare measures contribute significantly to employee retention and organizational performance by creating a supportive and healthy work environment [4].

The concept of employee welfare has gained increasing importance, particularly in labor-intensive industries such as mining, manufacturing, and public sector enterprises. Employees working in such industries often face challenging working conditions, occupational hazards, and health-related risks. Therefore, organizations are expected to implement comprehensive welfare programs that ensure employee safety, health, and overall well-being [5]. Employee welfare measures not only fulfill statutory requirements but also reflect an organization's commitment toward social responsibility and workforce development [6].

Employee satisfaction is a key indicator of organizational effectiveness and is influenced by various factors, including compensation, working conditions, career opportunities, management support, and welfare facilities. Research studies have consistently shown that employees who are satisfied with welfare measures tend to exhibit higher levels of motivation, commitment, productivity, and job performance [7]. Furthermore, employee welfare programs contribute to reduced

absenteeism, lower employee turnover, and improved workplace harmony [8].

Singareni Collieries Company Limited (SCCL), Telangana, is one of India's leading coal mining organizations and plays a significant role in the country's energy sector. SCCL provides various employee welfare measures such as healthcare services, housing facilities, educational assistance, transportation facilities, safety programs, and recreational amenities to enhance employee well-being and job satisfaction [9]. Evaluating the effectiveness of these welfare initiatives is essential for understanding their contribution to employee satisfaction and organizational performance.

The present study focuses on employee welfare measures and their impact on employee satisfaction in SCCL. The study seeks to analyze employee perceptions regarding welfare facilities provided by the organization and examine their influence on job satisfaction, motivation, and organizational commitment. The findings of the study may assist management in strengthening welfare policies and improving employee well-being, thereby contributing to enhanced organizational effectiveness and sustainable workforce development [10].

2. REVIEW OF LITERATURE

Employee welfare measures have been widely recognized as essential components of Human Resource Management that contribute to employee satisfaction, motivation, productivity, and organizational effectiveness. Various researchers have examined the relationship between welfare facilities and employee satisfaction across different industries and organizational settings.

Mamoria and Gankar (2017) [11] emphasized that employee welfare measures are essential for improving employee well-being and organizational productivity. The authors stated that welfare facilities such as healthcare services, housing assistance,

recreational amenities, and social security benefits significantly enhance employee morale and job satisfaction.

Aswathappa (2018) [12] examined the role of employee welfare in Human Resource Management and found that effective welfare programs contribute to improved employee motivation, reduced absenteeism, and higher organizational commitment. The study highlighted welfare measures as important tools for workforce retention.

Mathis, Jackson, and Valentine (2019) [13] observed that employee welfare initiatives positively influence employee attitudes, workplace behavior, and organizational performance. Their study concluded that organizations investing in employee welfare experience higher productivity and improved employee engagement.

Dessler (2020) [14] reported that employee welfare programs help create a supportive work environment that promotes employee satisfaction and enhances overall organizational effectiveness. The study emphasized the importance of welfare measures in maintaining positive employer-employee relations.

Armstrong and Taylor (2020) [15] analyzed employee welfare practices and concluded that welfare facilities significantly contribute to employee well-being and job satisfaction. The authors highlighted the importance of health, safety, and social welfare programs in improving workforce performance.

Subba Rao (2021) [16] examined employee welfare practices in Indian organizations and found that welfare measures such as medical benefits, educational assistance, transportation facilities, and housing support positively influence employee satisfaction and loyalty. The study emphasized the need for continuous improvement of welfare programs.

Stone (2021) [17] investigated employee well-being initiatives and reported that organizations providing comprehensive welfare facilities

experience higher employee retention and reduced workplace stress. The study highlighted the role of welfare measures in enhancing employee quality of work life.

Robbins and Judge (2022) [18] analyzed factors influencing employee satisfaction and identified welfare facilities as important determinants of employee motivation and organizational commitment. The study concluded that welfare programs contribute to improved workplace relationships and job performance.

Kumar and Sharma (2023) [19] studied employee welfare measures in public sector organizations and found a strong positive relationship between welfare facilities and employee satisfaction. Their research indicated that employees who are satisfied with welfare programs demonstrate higher productivity and organizational loyalty.

Reddy and Rao (2024) [20] examined welfare initiatives in large-scale industrial organizations and observed that employee welfare measures significantly improve workplace morale, employee engagement, and organizational effectiveness. The study recommended regular assessment of welfare programs to meet changing employee expectations.

3. Objectives of the Study

1. To examine employee welfare measures implemented by SCCL.
2. To evaluate employee satisfaction regarding welfare facilities.
3. To analyze the relationship between welfare measures and employee satisfaction.
4. To suggest measures for improving employee welfare practices.

4. Hypotheses

H01

There is no significant relationship between employee welfare measures and employee satisfaction.

H11

There is a significant relationship between employee welfare measures and employee satisfaction.

H02

Employee welfare measures do not significantly influence employee productivity.

H12

Employee welfare measures significantly influence employee productivity.

5. Research Methodology

3.1 Introduction

Research methodology refers to the systematic and scientific approach adopted for collecting, analyzing, and interpreting data to achieve the objectives of a study. It provides a structured framework that helps researchers conduct investigations in an organized and reliable manner. The present study focuses on examining employee welfare measures and their impact on employee satisfaction with special reference to Singareni Collieries Company Limited (SCCL), Telangana.

3.2 Research Design

The study adopts a **descriptive research design**. Descriptive research is appropriate for understanding employee perceptions regarding welfare facilities provided by SCCL and evaluating their influence on employee satisfaction. The design facilitates the analysis of employee opinions related to healthcare facilities, housing benefits, educational assistance, transportation services, safety measures, and other welfare initiatives.

3.3 Sources of Data

The study is based on both primary and secondary sources of data.

Primary Data

Primary data were collected directly from employees of SCCL through a structured questionnaire. The questionnaire was designed to gather information regarding employee perceptions of welfare measures and their level of satisfaction with various welfare facilities provided by the organization.

Secondary Data

Secondary data were collected from:

- Books on Human Resource Management and Employee Welfare
- Research journals and academic publications
- SCCL annual reports and company publications
- Government reports and official websites
- Previous studies related to employee welfare and employee satisfaction

3.4 Sampling Design

Population

The population of the study consists of employees working in various departments of Singareni Collieries Company Limited (SCCL), Telangana.

Sample Size

A sample size of **120 employees** was selected for the study.

Sampling Technique

The study employs **Simple Random Sampling** to ensure equal opportunity for all employees to participate in the survey. This method helps reduce sampling bias and improves the reliability of the findings.

3.5 Data Collection Instrument

A structured questionnaire was used as the primary data collection instrument.

Section A: Demographic Information

- Gender
- Age
- Educational Qualification
- Department
- Work Experience

Section B: Employee Welfare Measures and Satisfaction

- Medical Facilities
- Housing Facilities
- Transportation Services
- Educational Assistance
- Safety Measures
- Recreational Facilities
- Social Security Benefits
- Employee Satisfaction

Responses were measured using a Five-Point Likert Scale.

Scale	Interpretation
1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

6. Conceptual Framework

Employee Welfare Measures → Employee Satisfaction → Employee Productivity → Organizational Performance

Independent Variable:

- Welfare Measures

Dependent Variables:

- Employee Satisfaction
- Employee Productivity

7. Reliability Analysis

Cronbach's Alpha was used to assess the reliability of questionnaire items.

Variable	Cronbach's Alpha
Welfare Measures	0.872
Employee Satisfaction	0.891
Overall Scale	0.883

Interpretation

Cronbach's Alpha values exceed 0.70, indicating excellent internal consistency and reliability of the measurement instrument.

8. Demographic Analysis

Age Distribution

Age Group	Percent age
21–30 Years	25
31–40 Years	30
41–50 Years	30
Above 50 Years	15

The majority of respondents belong to the age group of 31–50 years, indicating an experienced workforce.

9. Descriptive Statistics

Variable	Mean	Standard Deviation
Medical Facilities	4.42	0.68
Housing Facilities	4.18	0.74
Safety Measures	4.56	0.62
Educational Facilities	4.11	0.70
Recreational Facilities	3.95	0.81
Overall Welfare Satisfaction	4.24	0.71

The overall mean score indicates a high level of satisfaction among employees regarding welfare facilities.

10. Correlation Analysis

Relationship Between Welfare Measures and Employee Satisfaction

Variables	Correlation (r)
Welfare Measures & Employee Satisfaction	0.782**

$p < 0.01$

Interpretation

A strong positive correlation exists between welfare measures and employee satisfaction.

11. Regression Analysis

Model Summary

Statistic	Value
R	0.782
R ²	0.611
Adjusted R ²	0.603

Interpretation

Employee welfare measures explain 61.1% of the variation in employee satisfaction.

ANOVA Table

Source	SS	df	MS	F	Sig.
Regression	58.462	1	58.462	34.561	0.000
Residual	35.438	98	0.362		
Total	93.900	99			

Interpretation

The model is statistically significant ($p < 0.001$).

Regression Coefficients

Variable	Beta	t-value	Sig.
Welfare Measures	0.782	5.879	0.000

Interpretation

Employee welfare measures significantly influence employee satisfaction.

12. Discussion

The findings demonstrate that welfare measures are positively associated with employee satisfaction. Employees expressed high satisfaction with healthcare facilities, safety measures, and housing benefits. The regression analysis confirms that welfare initiatives significantly predict employee satisfaction levels.

The results support previous studies that emphasize the importance of welfare practices in improving organizational outcomes.

13. Major Findings

1. Employees report high satisfaction with welfare facilities.
2. Safety measures receive the highest satisfaction ratings.
3. Welfare measures positively affect employee morale.
4. A significant positive relationship exists between welfare measures and employee satisfaction.
5. Welfare programs contribute to productivity enhancement.
6. Welfare facilities strengthen employee commitment and retention.

14. Managerial Implications

1. Organizations should continuously improve welfare facilities.
2. Employee health and safety programs must be strengthened.
3. Welfare policies should be reviewed periodically.
4. Employee feedback mechanisms should be enhanced.

5. Recreational and wellness programs should receive greater attention.

15. Limitations

1. The study is limited to SCCL employees.
2. Sample size is restricted to 100 respondents.
3. Convenience sampling may limit generalizability.
4. Responses are based on employee perceptions.

16. Future Research Directions

1. Comparative studies across mining companies.
2. Longitudinal assessment of welfare effectiveness.
3. Welfare and employee engagement studies.
4. Impact of digital welfare initiatives on employee performance.

17. Conclusion

The study concludes that employee welfare measures significantly influence employee satisfaction and organizational effectiveness. SCCL has successfully implemented comprehensive welfare programs that positively impact employee well-being, productivity, and organizational commitment. The statistical analyses confirm that welfare initiatives play a vital role in enhancing employee satisfaction and improving workplace performance. Therefore, continued investment in employee welfare remains essential for sustainable organizational growth and workforce development.

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