

## **Employee Satisfaction on Welfare Measure and Relationship Management in Pump Manufacturing Companies in Tamil Nadu**

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### **ABSTRACT**

*This study focussed on employee welfare measures, relationship management, and employee satisfaction. It aims to look into various welfare measure provided by the company to their employees, and the relationship management between the various levels of hierarchy, and the employee's satisfaction towards these. Firstly by considering the demographic variables including age, gender, educational qualification, experience and income level. Secondly by considering the factors of dependent and independent variables. Further, it is observed that the level of employee satisfaction on welfare measures and employee relationship by demographic factors influence the other variables. This study is descriptive in nature. Stratified random sampling is adopted, 133 employees of a manufacturing company are observed and analysed the factors among the employees.*

**Keywords:** employee satisfaction, relationship management, welfare etc.

### **INTRODUCTION:**

Employee's spend most of their time in work place, so the organization becomes their second home. The study suggest a relationship between employee satisfaction and health and well-being of the employee's (Luo Lo, 1999). The employee satisfaction is important at both an individual, as well as an organizational level. More specifically, it look over the perception and satisfaction of internal environments among employees as well as health issues and employee satisfaction in connection to the internal environment (Sundstrom E., 1986). The employee satisfaction effects the organizational commitment very strongly (Narimawati, S.E., 2007). However, the Committee on Labour Welfare (1969) defined, "Such facilities and amenities as adequate canteens, rest and recreation facilities, medical facilities, transportation facilities and accommodation of workers and such other services, amenities and facilities including social security measures. Employee welfare measures is the key to betterment of employer-employee relations. A proper organization and administration of welfare facilities can play a major role in giving a better working conditions and living standards for employees/ industrial workers, and also increase their productivity and work towards the organization vision and mission. (Kohli and Sharma, 1997). The awareness of labour welfare facilities and brought out the relationship between labour welfare facilities and job satisfaction of the workers and to increase the productivity of the textile workers (Goyal, 1995) Labor welfare may be seen as a total concept, social concept and relative concept. The four elements physical, mental, moral and emotional well being constitute the structure of welfare. The three aspects of social concept of welfare implies the welfare of person, their family and their community, these aspects are inter-related and work together in different approach. The relative concept of welfare measures implies that welfare is relative in time and place. It is a dynamic and flexible concept. Labor welfare measures of an organization are the basic facilities given to the employee's like health, food, clothing, work conditions, housing, medical assistance, education, insurance, job security, safety recreation, crèche and so on. Labor welfare is one of the most important aspects of industrial relations. The overall

satisfaction levels of employees about welfare measures in the organization cover is satisfactory. Such welfare measures enrich the employee standard of living and their satisfaction levels. (Satyanarayana and Reddy, 2012). The study the employees enjoy not only the satisfaction of their jobs but also various facilities given by the firms. The labours extend their maximum support for the improvement of the company (Logasakthi and Rajagopal, 2013). The study the welfare facilities and employee's satisfaction level about welfare facilities adopted at Bosch limited, Bangalore. It is found that most of the, intra and extra mural facilities provided by the company are satisfied by the employees. (Srinivas, 2013) Welfare measures is a term to cover all those aspects of an organization which contribute to the well-being of the workers. In fact, it is an extra dimension of industrial relations in as much as it gives satisfaction to the worker. The study shows that the different welfare measures provided to the employees under the factory Act 1948 and shows the employee satisfaction towards the welfare measures in the company (P. Bhati and Ashokkumar M., 2013) National insurance schemes provide unemployment pay, sickness benefits, and supplementary benefits which are designed to see that misfortune does not deprive workers of some minimum level of income. They help to maintain the health and morale of the people, and thus make a positive contribution to the efficiency of the labor force. Many larger firms also provide welfare services for their employees. Such provisions conjointly contribute towards a happier, healthier and, hence, more efficient labor force. The labor welfare measures are divided into two broad categories intra-mural (Drinking water, toilets, Creche, shift allowance, uniform and protective and canteen) and extra- mural (gratuity, pension, PF, maternity benefits, health and medical, education facilities, level travel, transportation facilities etc). Employee relations, known historically as industrial relations. Employee relationship management refers to the relation between various level of employee in the organization. Good employer-employee relations is necessary in the organization because it inspires the employees to work better and increases the productivity (Burns, 2012). Organizations can only perform better and achieve its objectives if there is a good relationship practise between employees and employer, therefore it is important for managers to create and maintain good relationship with their employee's. Effective employee, employer and management relationship is vital to the workplace in any situation (Rose, 2008). The Employee relation practices that meet organizational objectives and employee needs result in a high quality of work life. Three main schools of thought were identified on the issue like employee involvement, industrial democracy, and worker participation. The variables of employee relations were grouped into 6 factors, Management-Employee Relation, Employee Commitment and Responsibilities, Nature of work, Employee motivation climate, Safety measures and Workers participation (Bose Indranil et al., 2013).

## **REVIEW OF LITERATURE:**

Dr. Lalitamishra (2018) study the employee satisfaction and organizational commitment and to examine the satisfaction level of teaching and non teaching staff and its impact on Commitment.

P. Swapna and N. Samuyelu (2011): the study India being a welfare state wedded to the philosophy of socialistic pattern of society, it is imperative to have a contented workforce, enjoying a reasonable living standard facilities and provisions for the well being of the employee's.

Mohan and Panwar (2013) the retail stores at Udaipur are providing both intra and extra mural facilities, it helps in improving the health and living standard of the employees also helps in to perform the work better and that leads to effectiveness of the organization.

Viresh Mathur et al. (2013), revealed that Tyre industries should be dynamic for the development of the Industrial Relation Management. The workers should be involve in sharing their views about their working conditions, welfare measures and other facilities to provide their valuable and innovative suggestions to increase the productivity and profitability of the organization.

Nibedita Nanda et al. (2013), shows the challenges and effectiveness of industrial relation environment by acquiring better welfare activities and facilities for their employees, which resulted the improved productivity, low cost, higher profit, reduces industrial conflicts, balanced relationships etc

According to Garry Dessler's fundamentals of human resource management book he has defined employee relations as following; "Employee relations are the activity that involves establishing and maintaining the positive employee-employer relationships that leads to high productivity, motivation, optimism, and discipline, and to maintain a favourable and comfortable work environment. Whether you are recruiting employees, managing union organizing campaigns, asking employees to work overtime, or doing some other task, it obviously makes sense to have employees on your side. Managing employee relations is usually assigned to HR.

### **STATEMENT OF THE PROBLEM:**

The present study was undertaken with such a task in mind and it aims in unearthing the strengths and weakness of the welfare measures in the Pump manufacturing sector, Coimbatore. Since the organization exists to achieve goals. The success of the individual employees in reaching their individual goals is important in deciding the organizational effectiveness. By assessing how successful the employees have been at meeting their goals, becomes a critical path of Human Resource Management. This study aims at knowing, "Welfare systems". In this study the work atmosphere and the welfare measures provided by the organization has studied. It also aims at finding the employee's relationship with the management.

### **SCOPE OF THE STUDY:**

Safety and Welfare is the main concern for the employees in a manufacturing organization. The workplace should be fearless to work, so the employee's focus on their work rather than safety issues. Organization should make an attempt to make its associates aware of all the related issues. The management gets stable labour force by providing welfare facilities, employees take interest in their work and work with an involvement and participation. The most importance of industrial relations is that this ensures continuity and increase in production and also the resources are completely utilized, resulting in the maximum production. Good industrial relations improve the morale of the employees as a resulted productivity can be enhanced. The wastages of human, material and machines are reduced to the minimum. It reduces labor turnover and absenteeism and improves moral, loyalty, productivity and efficiency by improving the physical and mental health. It also helps in improving industrial relationship in the organization.

### **OBJECTIVES OF THE STUDY:**

1. To study the socio-economic profile of the employee in the organization.
2. To find out the level of welfare measures, relationship management and employee satisfaction of respondents.
3. To study the significant difference between profile of respondent and their welfare measures, relationship management and employee satisfaction.
4. To examine the relationship and impact of welfare measures and relationship management on employee satisfaction.
5. To offer valuable suggestion for improving employee satisfaction

### **RESEARCH METHODOLOGY:**

The target population for this study is employees. The study is descriptive in nature. The study is based on employee satisfaction on welfare measures and relationship management . In this, the study is conducted in Pump manufacturing sector out of 150 companies 15 companies are selected, Stratified random sampling is used for the study as in which stratified random sampling , dividing the entire population into similar group called strata. Random samples are then selected from each stratum, the sample size used in this study is 133.

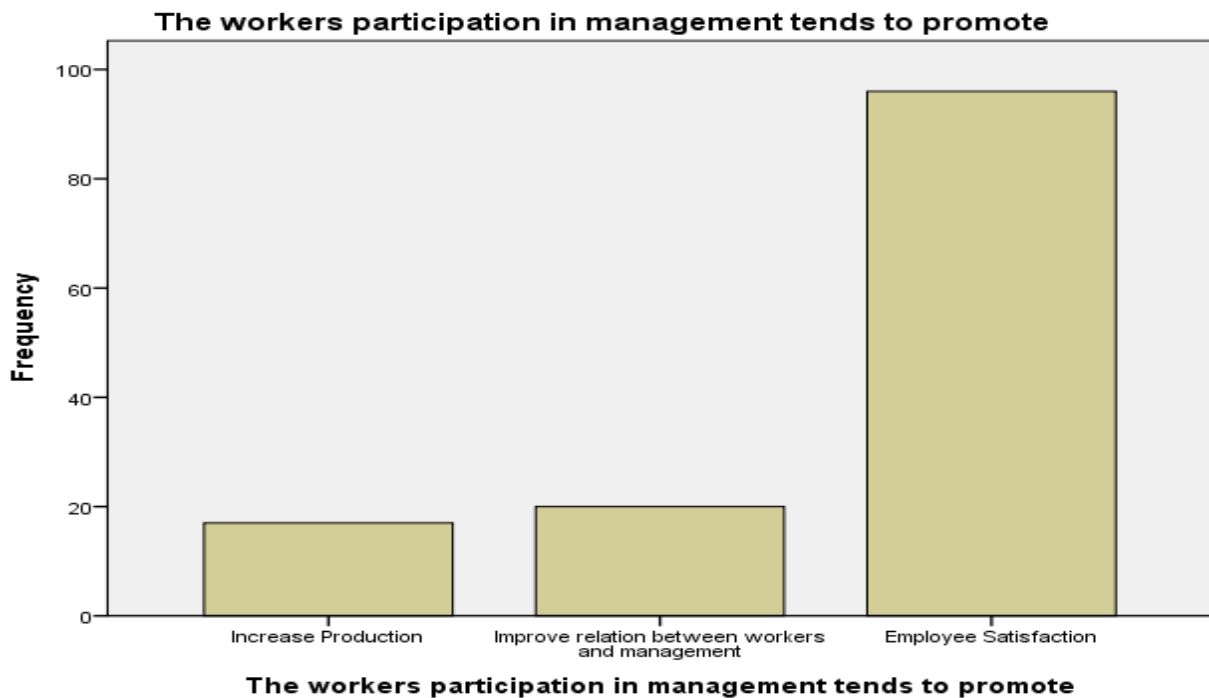
### **ANALYSIS OF OPINION TOWARDS EMPLOYEE SATISFACTION ON WELFARE MEASURES AND RELATIONSHIP MANAGEMENT**

#### **Analysis of opinion towards the workers participation in management tends to promote:**

The following chart shows that the workers participation tends to promote employee satisfaction, relationship between workers and management and increase in production.

The workers participation in management tends to promote employee satisfaction with 72.18%. The workers participation in management tends to promote relation between workers and management with 15.03%. The workers participation in management tends to promote increase production with 12.78% .

**Chart No 1: shows that the workers participation tends to promote employee satisfaction, relationship between workers and management and increase in production**



**Level of satisfaction of welfare measures, relationship management and employee satisfaction of the respondents:**  
 The following table shows the level of satisfaction of welfare measures, relationship management and employee satisfaction of the respondents

**Table No 1: shows the level of satisfaction of the respondents**

Statements	Mean	Standard Deviation
<b>Welfare measures</b>		
Satisfaction of working hours in the organization	1.39	.601
Medical benefits provided to the employee and their family	1.46	.584
Rest room and lunch room facilities	1.89	.586
<b>Relationship Management</b>		
Satisfaction of the work environment	1.38	.598
Superior treat the employee fairly and equally	1.39	.601
Relationship with the organization	1.41	.616
<b>Employee Satisfaction</b>		
Physical working place in the organization	1.62	.736

The employee are highly satisfied(Mean 1.39 and S.D .601) with the working hours in the organization. The employees are satisfied with the work environment(Mean 1.38 and S.D 598) in the organization. The employee are satisfied with the physical working place(Mean 1.62 and S.D .736) in the organization.  
 (1-Highly satisfied, 2-Satisfied, 3-Neither satisfied nor dissatisfied, 4- Dissatisfied, 5-Highly dissatisfied)

**Significant difference between profile of respondents and their welfare measures, relationship management and employee satisfaction:**

**Null Hypothesis( $H_0$ ):** There is no significance difference in employee satisfaction among the respondents with regards to demographic profile.

**Alternate Hypothesis( $H_a$ ):** There is a significance difference in employee satisfaction among the respondents with regards to demographic profile.

**Analysis of variance between welfare measures and demographic profile of the respondents:**

The following table shows the significant difference between the welfare measures and age, qualification and income of the respondent

**Table No 2: shows the significant difference between the welfare measures and demographic profile of the respondent**

Welfare measures	Age		Qualification		Income	
	F	Sig.	F	Sig.	F	Sig.
Are you satisfied with the income earned from the company	2.562	.058	1.675	.160	3.361	.021
The medical benefits provide to the employee and their family	.027	.994	1.976	.102	.252	.860
Rest room and lunch room facilities provide to the employee	.549	.650	.457	.767	1.202	.312
Are you satisfied with the working hours in the company	5.186	.002*	1.416	.232	1.221	.305
Educational facilities provide to the employee children	3.195	.026*	.926	.451	5.188	.002*
How satisfied are you with the personal protective equipment(PPE) provided	2.120	.101	.767	.549	.629	.597
How satisfied are you with the amount of holidays given by the company	.192	.902	2.886	.025*	1.532	.209
Are you satisfied with the food/snacks/drinks provided to you at the work interval	2.088	.105	3.086	.018*	2.663	.051

Significance at 5 % level

It is inferred from the table that the factors “Are you satisfied with the working hours in the company” and “Educational facilities provide to the employee children”. Thus it implies, that there exist a significance difference in respondent’s opinion about welfare measures and age of the respondent. The factors “How satisfied are you with the amount of holidays given by the company” and “Are you satisfied with the food/snacks/drinks provided to you at the work interval”. Thus it implies, that there exist a significance difference in respondent’s opinion about welfare measures and qualification of the respondent. The factors “Educational facilities provide to the employee children”. Thus it implies, that there exist a significance difference in respondent’s opinion about welfare measures and income of the respondent.

**Analysis of variance between employee relationship and demographic profile of the respondent:**

The following table shows the significant difference between the employee relationship and age, qualification, experience and income of the respondent

**Table No 3: shows the significant difference between the employee relationship and demographic profile of the respondent**

Employee Relationship	Age		Qualification		Experience		Income	
	F	Sig.	F	Sig.	F	Sig.	F	Sig.
How satisfied are you with the job you are working	.831	.479	.995	.413	3.267	0.14*	.435	.728
Are you satisfied with the working environment of the company	4.452	.005*	1.050	.384	.831	.508	1.203	.311
How happy are you at the work and working place	1.122	.343	1.370	.248	1.128	.346	4.031	.009*
Are you satisfied with your co-workers relation	.319	.812	.637	.637	.702	.592	.083	.969
Good employee relations leads to high productivity in the company	.458	.712	.652	.626	1.397	.239	1.388	.249
Are your superior treat the employee fairly and equally	5.186	.002*	1.416	.232	.982	.420	1.221	.305
Do you regularly receive recognition/praise for doing good work	2.156	.096	.266	.900	.837	.504	.938	.424
My superior provides me with feedback and guidance	4.682	.004*	2.067	.089	.526	.717	3.585	.016*
How is your relationship with the company	5.494	.001*	1.059	.380	.964	.430	1.214	.308
Do you receive the information and communication from your superior	2.018	.115	3.335	.012*	3.113	.018*	4.282	.006*
Are you satisfied with your total pay package considering your work and responsibilities	1.104	.350	.410	.801	.298	.879	.351	.789

Significant at 5 % level

It is inferred from the table that the factors “Are you satisfied with the working environment of the company” “Are your superior treat the employee fairly and equally”, “My superior provides me with feedback and guidance” and “How is your relationship with the company” Thus it implies, that there exist a significance difference in respondent’s opinion about employee relationship and age of the respondent. The factor “Do you receive the information and communication from your superior” Thus it implies, that there exist a significance difference in respondent’s opinion about employee relationship and qualification of the respondent. The factors “How satisfied are you with the job you are working” and “Do you receive the information and communication from your superior”. Thus it implies, that there exist a significance difference in respondent’s opinion about employee relationship and experience of the respondent. The factor “How happy are you at the work and working place”, “My superior provides me with feedback and guidance” and “Do you receive the information and communication from your superior”. Thus it implies, that there exist a significance difference in respondent’s opinion about employee relationship and income of the respondent.

#### **Analysis of variance between employee satisfaction and demographic profile of the respondents:**

The following table shows the significant difference between the employee satisfaction and age, experience and income of the respondent.

**Table No 4: shows the significant difference between the employee satisfaction and demographic profile of the respondent**

Employee Satisfaction	Age		Experience		Income	
	F	Sig.	F	Sig.	F	Sig.
Are you satisfied with the benefits offered by the company.	.860	.464	2.292	.063	1.296	.279
Overall satisfaction as an employee.	.584	.626	2.609	.039*	1.183	.319
Are you aware of all the employee benefits offered by the company.	3.944	.010*	2.935	.023*	42.353	.000*
Does the current employee benefits meets your needs.	1.877	.137	2.296	.063	3.586	.016*
How is the physical working place in the company.	3.474	.018*	1.324	.264	1.269	.288

Significant at 5 %level

It is inferred from the table that the factors “Are you aware of all the employee benefits offered by the company” and “How is the physical working place in the company”. Thus it implies, that there exist a significance difference in respondent’s opinion about employee satisfaction and age of the respondent. The factors “Overall satisfaction as an employee” and “Are you aware of all the employee benefits offered by the company”. Thus it implies, that there exist a significance difference in respondent’s opinion about employee satisfaction and experience of the respondent. The factors “Are you aware of all the employee benefits offered by the company” and “Does the current employee benefits meets your needs”. Thus it implies, that there exist a significance difference in respondent’s opinion about employee satisfaction and income of the respondent.

**Analysis of significance difference between gender of the respondents and the welfare measures:**

The following table shows the significance difference between the gender of the respondents and the welfare measures

**Table No 5: shows the significance difference between the gender of the respondents and the welfare measures**

Welfare measures	Gender of respondent	Std. Deviation	Z	Sig
Are you satisfied with the income earned from this income	Male	.574	3.s983	.048*
	Female	.559		
The medical benefits provide to the employee and their family	Male	.607	7.625	.007*
	Female	.471		
Rest room and lunch room facilities provide to the employee	Male	.586	1.585	.210
	Female	.577		
Are you satisfied with the working hours in the company	Male	.617	1.709	.193
	Female	.541		
Educational facilities provide to the employee children	Male	.508	.104	.748
	Female	.371		
How satisfied are you with the personal protective equipment(PPE) provided	Male	.623	3.236	.074
	Female	.501		
How satisfied are you with the amount of holidays given by the company	Male	.769	.000	.993
	Female	.823		
Are you satisfied with the food/snacks/drinks provided to you at the work interval	Male	.484	4.616	.034*
	Female	.378		

Significant at 5 % level

It is inferred from the table that the factor “Are you satisfied with the income earned from this income”, “The medical benefits provide to the employee and their family” and “Are you satisfied with the food/snacks/drinks provided to you at the work interval”. Thus it implies, there is a significance difference on welfare measures and gender of the respondents.

**Analysis of relationship of welfare measures and relationship management on employee satisfaction:**

The following table examine the relationship of welfare measures and relationship management on employee satisfaction

**Table No 6: shows the relationship of welfare measures and relationship management on employee satisfaction**

	<b>EWM</b>	<b>RM</b>	<b>ES</b>
<b>EWM</b>	1		
<b>RM</b>	.558**	1	
<b>ES</b>	.474**	.319**	1
**Significant level at 0.01(2-tailed)			
*Significant level at 0.05 (2-tailed)			

**EWM** – Employee Welfare measures; **RM** – Relationship management; **ES** – Employee Satisfaction

There is a significant positive correlation between employee welfare measures and employee satisfaction. Employee satisfaction is significantly positively correlated with employee welfare measures and relationship management.

**The impact of welfare measures ad relationship management on employee satisfaction Model fit of the relationship between employee satisfaction on welfare measures:**

The following table shows the impact on welfare measures and relationship management on employee satisfaction.

**Table No 7: shows the impact and changes on welfare measures and relationship management on employee satisfaction**

<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>	<b>F</b>	<b>Sig</b>
.478 <sup>a</sup>	.229	.217	.24613	19.271	.000*
<b>a. Predictors:</b> (Constant), EWM					

Significant at 5 % level

The model has R<sup>2</sup> value of .229 thus implying that 22.9% of change in employee satisfaction is due to employee welfare measures and relationship management. R value as .478 shows a moderate and significant relationship (F=19.271) between employee satisfaction on welfare measures and relationship management.

**Multiple Regression results between employee satisfaction on employee welfare measures and relationship management:**

The following table shows that the employee welfare measures and relationship management influence employee satisfaction

**Table No 7.1: shows that the employee welfare measures and relationship management influence employee satisfaction**

	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>T</b>	<b>Sig.</b>
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
(Constant)	.799	.147		5.419	.000
EWM	.436	.094	.429	4.626	.000*
RM	.058	.068	.080	.857	.393
Significant at 5% level					



The multiple regression results of the relationship between employee satisfaction on welfare measures. It could be inferred that the factors employee welfare measures positively influence employee satisfaction and they are significant.

## **FINDINGS OF THE STUDY:**

### **Level of welfare measures, relationship management and employee satisfaction of respondents:**

The mean score is carried out for conditions of the work environment, shows the highly satisfied with the mean score of 1.39 for satisfaction of working hours in the organization and with Standard deviation .601. The mean score is carried out for worker's health and economic services, shows the highly satisfied with the mean score of 1.46 for satisfaction of medical benefits provided to the employee and their family and standard deviation .584. The mean score is carried out for conveniences, shows the satisfied with the mean score of 1.89 for satisfaction of restroom and lunchroom facilities and standard deviation .586. The mean score is carried out for workplace relation, shows the highly satisfied with the mean score of 1.38 for satisfaction of the work environment and standard deviation .598. The mean score is carried out for relationship with supervisor, shows the highly satisfied with the mean score 1.39 for satisfaction that the supervisor treat the employee fairly and equally and standard deviation .601. The mean score is carried out for relationship with management, shows the highly satisfied with the mean score 1.41 for satisfaction of the relationship with the organization and standard deviation .616. The mean score is carried out for opinion toward the overall satisfaction of employee, shows the satisfied with the mean score 1.62 for satisfaction with the physical work place in the organization and standard deviation .736

### **Significant difference between profile of respondent and their welfare measures, relationship management and employee satisfaction:**

The respondents opinion about employee welfare measures, relationship management and employee satisfaction with the demographic profile, the opinion varies, since the significant value is less than 0.05 the null hypothesis is rejected and hence there is a significant difference about employee welfare measures, relationship management and employee satisfaction. The Z-test is performed between gender of respondent's and employee welfare measures. The statement "Are you satisfied with the income earned from this income", "The medical benefits provide to the employee and their family" and "Are you satisfied with the food/snacks/drinks provided to you at the work interval" shows a significant difference between respondent's opinion on employee welfare measures based on gender

### **Examine the relationship:**

There is a positive correlation value and its significant value of employee welfare measures, relationship management and employee satisfaction. There is a significance positive correlation between employee welfare measures and relationship management with a pearson correlation value of .558. Employee satisfaction is significantly positively correlated with employee welfare measures and relationship management with pearson correlation value of .474 and .319 respectively.

### **Impact of welfare measures and relationship on employee satisfaction:**

The multiple regression results of the relationship between employee satisfaction on welfare measures and relationship management. It could be inferred that the factors employee welfare measures positively influence employee satisfaction and they are significant(.000\*). where as relationship management does not influence employee satisfaction as it is not found to be significant(.393)

## **SUGGESTIONS:**

From the conducted study some of the suggestions regarding employee welfare measures can be given as follows employees are having a neutral feeling about their salary. It is also a difficult for the company to increase the pay for all the employees. Hence, it is suggested that the company should focus on increase the monetary benefits for the employees. Though most of the employees feel satisfied about their relationship with their supervisors, the difference among the opinion of respondents is higher (i.e. Standard deviation). Organisation can function better only if all the individuals are given importance, hence supervisors should emphasize more on being rational and make all the employees satisfied with their supervisors relation.

## CONCLUSION:

In summary it has been concluded that new findings were discovered and main objectives of this research is achieved. It have been identified that the employees of the company have been already well satisfied with their welfare measures with the company. After analyzing the whole situation it is concluded that the employee welfare activities are sufficient and effective for the employees of manufacturing industry. This conclusion is reached after thorough the study of all the aspects of employee welfare activities to job satisfaction and that leads to employee engagement. The employee of manufacturing industry was highly satisfied and they are producing as according to the requirement and the mission of the company. The employees with higher level of job satisfaction, were able to complete their work on time and also were motivated to give opinions for organization's development and improve their own performance.

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