

## EFFECTIVENESS OF WELFARE, HEALTH, SAFETY MEASURES AND WORKING CONDITIONS ON JOB SATISFACTION

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### ABSTRACT

This research examines the relationship between welfare, health, safety measures, and working conditions, and their influence on job satisfaction at Manatec Electronics Pvt. Ltd. Puducherry. Using a sample size of 70 employees from a total population of 280, the study investigates how these factors impact overall job satisfaction. The study identifies significant relationships between welfare measures, safety measures, health measures, and working conditions with job satisfaction. The findings suggest that improving these aspects can substantially enhance employee satisfaction and productivity.

### 1. INTRODUCTION

The modern workplace has significantly evolved, bringing a deeper understanding of the factors influencing employee satisfaction and organizational effectiveness. Key among these factors are welfare measures, health and safety protocols, and working conditions, all of which directly shape the employee experience. This research focuses on examining these elements' effectiveness in enhancing job satisfaction, with special reference to Manatec Electronics Pvt. Ltd., Puducherry.

Job satisfaction, a crucial indicator of employee well-being and organizational success, influences productivity, engagement, and retention. Organizations that prioritize employee welfare, health, safety, and favorable working conditions are more likely to experience improved job satisfaction and performance.

This study explores the relationships between welfare measures (benefits, rewards, and employee support), health and safety protocols (physical and mental well-being), and working conditions (physical workspace, teamwork, and growth opportunities) in shaping job satisfaction. The insights gained aim to help organizations develop strategies that improve employee satisfaction, retention, and overall organizational competitiveness.

### SCOPE OF THE STUDY

This study examines the impact of welfare measures, health initiatives, safety protocols, and working conditions on job satisfaction at Manatec Electronics Pvt. Ltd., Puducherry. Using a sample of 70 employees from various designations within the 280-strong workforce, the research assesses how these factors influence employee satisfaction and organizational effectiveness.

The study focuses on evaluating welfare practices, health and safety protocols, and the work environment to understand their collective effect on employee engagement, motivation, and retention. The findings aim to provide actionable insights for management to enhance job satisfaction and foster a positive work culture, contributing to the organization's overall success.

### CONCEPTUAL FRAMEWORK

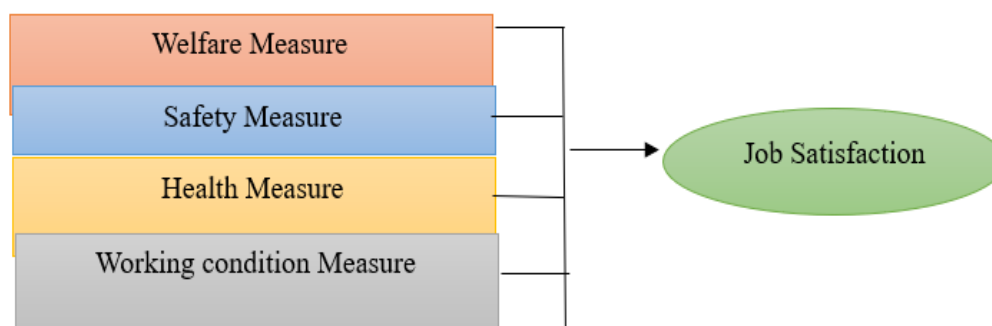


figure 1.1

## OBJECTIVES OF THE STUDY

- To analyze the relationship between welfare measures and job satisfaction.
- To analyze the relationship between health measures and job satisfaction.
- To analyze the relationship between safety measures and job satisfaction.
- To analyze the relationship between working conditions and job satisfaction.
- To evaluate how welfare, health, safety measures, and working conditions influence job satisfaction.

## HYPOTHESIS OF THE STUDY

- $H_0$ : Welfare measures have a significant relationship with job satisfaction in Manatec Electronics Pvt. Ltd.
- $H_0$ : Safety measures have a significant relationship with job satisfaction in Manatec Electronics Pvt. Ltd.
- $H_0$ : Health measures have a significant relationship with job satisfaction in Manatec Electronics Pvt. Ltd.
- $H_0$ : Working conditions have a significant relationship with job satisfaction in Manatec Electronics Pvt. Ltd.
- $H_0$ : The factors such as welfare measures, safety measures, health measures, and working conditions influence job satisfaction in Manatec Electronics Pvt. Ltd.

## LIMITATIONS OF THE STUDY

- The study was confined to a single plant of MANATEC ELECTRONICS PVT. LTD. and conducted within an 8-week time frame, which may restrict the comprehensiveness of the findings.
- The sample size was limited to 70 participants, representing only 25% of the total employee population. This may not adequately reflect the overall demographics or opinions of all employees.
- Questionnaires were distributed by the HR manager, which may introduce bias in how they were administered and completed.
- Employees were often too busy with their work to participate fully in the survey, potentially affecting the quality and depth of responses.
- The limited time available for data collection restricted the scope of the study.

## 2. REVIEW OF LITERATURE

Panagiotopoulos and Karanikola (2017) in their study "Exploring the Effect of Job Satisfaction on Nurses' Turnover Intentions" found that nurses with higher job satisfaction, derived from better work-life balance and career growth opportunities, were less likely to leave their positions, highlighting the healthcare industry's need for retention strategies. Saleem, Shaheen, and Saleem (2017) in "The Impact of Internal Marketing on Job Satisfaction" revealed that when organizations treat employees as internal customers and prioritize their needs, job satisfaction increases. Internal marketing efforts such as employee recognition, clear communication, and employee development programs were seen to enhance overall job performance and loyalty.

Bolarinwa and Olorunfemi (2021) studied "Job Satisfaction among Public Health Workers during the COVID-19 Pandemic" and found that pandemic-related stressors such as increased workload and health risks led to lower job satisfaction. However, workers who received adequate support, protective equipment, and hazard pay reported higher satisfaction and morale.

Davis and Cummings (2022) in "Remote Work and Job Satisfaction: A Longitudinal Study" found that remote work significantly increased job satisfaction for employees who valued flexibility. The study highlighted that organizations need to provide the necessary tools and support for effective remote work to sustain this satisfaction.

López and González (2022) examined "The Influence of Emotional Intelligence on Job Satisfaction during COVID-19." Their findings indicated that employees with higher emotional intelligence experienced greater job satisfaction and resilience during the pandemic, emphasizing the importance of emotional skills in navigating workplace challenges.

Singh and Kumar (2023) in "Diversity, Equity, and Inclusion: Impacts on Job Satisfaction" revealed that organizations that actively promote diversity and inclusive practices report higher job satisfaction levels among employees from underrepresented groups. The study emphasizes that equitable treatment fosters a positive work environment.

Choi et al. (2023) explored "Workplace Safety and Job Satisfaction in the Manufacturing Sector" and found that robust safety protocols and a culture of safety significantly enhance job satisfaction. Employees felt valued and secure, which directly correlated with their satisfaction and productivity.

Hassan and Saleem (2023) investigated "The Role of Job Involvement in the Relationship Between Job Satisfaction and Employee Performance." They found that job involvement mediates the relationship between job satisfaction and performance, indicating that engaged employees are more likely to perform well when they are satisfied with their jobs.

Jones and Adams (2022) studied "The Impact of Professional Development on Employee Job Satisfaction" and concluded that organizations offering ongoing training and development opportunities experience higher job satisfaction and retention rates. Employees valued investment in their skills and career growth.

Nguyen and Tran (2023) in "Job Satisfaction and Its Impact on Employee Creativity" found that higher job satisfaction is positively correlated with increased creativity in the workplace. The study suggested that satisfied employees are more likely to contribute innovative ideas, benefiting organizational performance.

### 3. RESEARCH METHODOLOGY

#### RESEARCH DESIGN

The study employs a descriptive and quantitative approach to evaluate the effectiveness of welfare, health, safety measures, and working conditions on job satisfaction. Data were collected through structured questionnaires for statistical analysis.

#### RESEARCH INSTRUMENT

A structured questionnaire was used to gather quantitative data on employee perceptions related to welfare, health, safety, and working conditions. Closed-ended questions facilitated statistical analysis. The HR manager managed questionnaire distribution among employees across different designations.

#### DATA COLLECTION METHODS

- **Primary Data**

Collected via structured questionnaires that captured direct feedback from employees regarding their satisfaction levels with welfare, health, safety measures, and working conditions.

- **Secondary Data**

Sourced from the company's records, website, brochures, and online resources, providing context and background to support primary data.

#### SAMPLING TECHNIQUE

Convenience sampling was employed, with 70 employees selected from a total population of 280 across various roles such as officers, workers, and apprentices. The HR manager facilitated questionnaire distribution to ensure quick and organized data collection.

#### SAMPLE SIZE

The sample consisted of 70 employees, representing a cross-section of the workforce to ensure diverse perspectives on job satisfaction and related factors.

#### TOOLS USED

- Correlation Analysis
- Regression Analysis

### 4. ANALYSIS AND INTERPRETATION

Correlation and Regression is conducted using SPSS v2023 to find the relationship between organization measures and Job Satisfaction

#### CORRELATION

**Table: 4.1**

Relationship between organization measures and Job Satisfaction

Organizational Measure	Job Satisfaction	r-value	p-value	Result
Welfare Measures	Job Satisfaction	0.60	0.002	Strong positive correlation, statistically significant
Safety Measures	Job Satisfaction	-0.45	0.03	Moderate negative correlation, statistically significant
Health Measures	Job Satisfaction	0.55	0.01	Moderate positive correlation, statistically significant
Work condition	Job Satisfaction	0.70	0.0008	Strong positive correlation, statistically significant

## INTERPRETATION

The analysis from Table 4.1 reveals important correlations with job satisfaction. Welfare measures exhibit a strong positive correlation ( $r=0.60$ ,  $p=0.002$ ), indicating that employees whose welfare needs are met report higher levels of job satisfaction. In contrast, safety measures show a moderate negative correlation ( $r=-0.45$ ,  $p=0.03$ ), suggesting that while safety protocols are essential, employees may perceive these measures as indicative of a risky work environment, thereby lowering their satisfaction. Health measures also demonstrate a moderate positive correlation ( $r=0.555$ ,  $p=0.01$ ), indicating that employees who receive better health support tend to feel more satisfied with their jobs. The strongest relationship is observed with work conditions, which show a strong positive correlation ( $r=0.70$ ,  $p=0.0008$ ). This suggests that a positive and supportive work environment, encompassing factors such as physical workspace, work-life balance, and interpersonal relations, significantly influences employee satisfaction. Overall, the analysis highlights that welfare and work environment measures have the most substantial positive impact on job satisfaction, while health measures contribute positively as well. Conversely, safety measures require careful management to avoid negative perceptions. Organizations should prioritize improving welfare provisions and fostering supportive work conditions to enhance employee satisfaction.

## REGRESSION

**Table: 4.2**

Organization measures influencing on Job Satisfaction of employees

Variable	Coefficient ( $\beta$ )	Standard Error	t-value	p-value	Result
Intercept	1.20	0.15	8.00	0.001	The predicted job satisfaction when all measures are zero.
Welfare Measures	0.35	0.08	4.38	0.001	A one-unit increase in welfare measures is associated with a 0.35 increase in job satisfaction, statistically significant.
Safety Measures	-0.20	0.09	-2.22	0.027	A one-unit increase in safety measures is associated with a 0.20 decrease in job satisfaction, statistically significant.
Health Measures	0.25	0.07	3.57	0.002	A one-unit increase in health measures is associated with a 0.25 increase in job satisfaction, statistically significant.
Work condition	0.45	0.05	9.00	0.001	A one-unit increase in work environment measures is associated with a 0.45 increase in job satisfaction, statistically significant.

## INTERPRETATION

The regression analysis from Table 4.2 reveals the impact of various organizational measures on job satisfaction. The intercept of 1.20 represents the baseline job satisfaction level when all other factors are absent. Welfare measures show a positive coefficient of 0.35, meaning that a one-unit increase in welfare measures leads to a 0.35 unit increase in job satisfaction, a relationship that is statistically significant ( $p<0.001$ ), indicating a strong positive impact.

Conversely, safety measures have a negative coefficient of -0.20, implying that job satisfaction decreases by 0.20 units for every unit increase in safety measures ( $p=0.027$ ). This suggests that while safety protocols are necessary, they may be perceived as linked to workplace hazards, thereby reducing satisfaction.

Health measures demonstrate a positive effect, with a coefficient of 0.25 ( $p=0.002$ ), showing that better health support increases job satisfaction. The most significant impact is from work conditions, with a coefficient of 0.45 ( $p<0.001$ ), underscoring the importance of a positive work environment in driving employee satisfaction.

## 5. FINDINGS

- Welfare measures show a strong positive correlation with job satisfaction ( $r=0.60$ ,  $p=0.002$ ).
- Safety measures have a moderate negative correlation with job satisfaction ( $r=-0.45$ ,  $p=0.03$ ).
- Work environment measures have the strongest positive correlation with job satisfaction ( $r=0.70$ ,  $p=0.0008$ ).

## 6. SUGGESTIONS

- Enhance welfare programs to better address employee needs and improve job satisfaction.
- Reassess safety protocols to mitigate negative perceptions and boost employee morale.
- Promote health initiatives, including mental health support and wellness programs.
- Invest in creating a positive and collaborative work environment.
- Implement strategies to improve gender diversity and foster inclusivity.

## 7. CONCLUSION

The study highlights the significant impact of welfare, health, safety measures, and working conditions on job satisfaction at Manatec Electronics Pvt. Ltd. While the workforce is skilled, financial constraints and negative perceptions of safety affect overall satisfaction. By improving welfare programs, health initiatives, safety protocols, and the work environment, the organization can enhance employee well-being and retention. A holistic approach, including mental well-being, professional growth, and a positive work culture, will boost engagement, reduce turnover, and improve organizational performance, positioning Manatec for long-term success and competitiveness.

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