

Project Report (17MBAPR407)

**A Study on Employee Welfare Measures at BHEL**

**By**

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Submitted to

**VISVESVARAYA TECHNOLOGICAL UNIVERSITY**

**BELAGAVI**



*In partial fulfilment of the requirements for the award of the degree of*

**MASTER OF BUSINESS ADMINISTRATION**

*Under the guidance of*

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ಭಾರತ್ ಹೆವಿ ಎಲೆಕ್ಟ್ರಿಕಲ್ಸ್ ಲಿಮಿಟೆಡ್  
ಎಲೆಕ್ಟ್ರೋಪೋರ್ಸಲೇನ್ಸ್ ವಿಭಾಗ, ಬೆಂಗಳೂರು - 560 012

ಭಾರತ್ ಹೆವಿ ಇಲೆಕ್ಟ್ರಿಕಲ್ಸ್ ಲಿಮಿಟೆಡ್  
ಇಲೆಕ್ಟ್ರೋಪೋರ್ಸಲೇನ್ಸ್ ಡಿವಿಜನ್, ಬೆಂಗಳೂರು - 560 012



## Bharat Heavy Electricals Limited

(A GOVERNMENT OF INDIA UNDERTAKING)

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03.01.2019 to 20.02.2019.

**The above student has** submitted the Report on the above Project  
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# ACHARYA INSTITUTE OF TECHNOLOGY

(Affiliated to Visvesvaraya Technological University, Belagavi, Approved by AICTE, New Delhi and Accredited by NBA and NAAC)

Date: 04/04/2019

## CERTIFICATE

This is to certify that **Ms. Asha** bearing USN **1AZ17MBA10** is a bonafide student of Master of Business Administration course of the Institute 2017-19 batch, affiliated to Visvesvaraya Technological University, Belagavi. Project report on “**A Study on Employee Welfare Measures at BHEL, Bengaluru**” is prepared by her under the guidance of **Dr. Gururaj B Urs** in partial fulfillment of the requirements for the award of the degree of Master of Business Administration, Visvesvaraya Technological University, Belagavi, and Karnataka.

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## DECLARATION

I Asha, hereby declare that the Project report entitled “Employee Welfare Measures” with reference to “ BHEL-EPD, Bangalore” prepared by me under the guidance Dr. Gururaj B Urs, Professor, Dept of MBA, Acharya Institute of Technology, Bengaluru and external assistance by Ms. Daisy, Sr. Executive HR , BHEL-EPD, Bengaluru. I also declare that this Project work is towards the partial fulfillment of the university Regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belagavi. I have undergone a summer project for a period of six weeks. I further declare that this Project is based on the original study undertaken by me and has not been submitted for the award of any degree/diploma from any other University / Institution.

**Place: Bengaluru**

**Date: 5-4-2019**



**Signature of the student**

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**Place: Bengaluru**

**Date: 5-4-2019**

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### Abbreviations

|      |  |
|------|--|
| AC   | Alternating Current                            |
| CBU  | Ceramic Business Unit                          |
| CFBC | Circulating Fluidised Bed Combustion           |
| EMU  | Electric Multiple Unit                         |
| EPC  | Engineering ,Procurement and Construction      |
| GW   | Gigawatt                                       |
| HP   | Horse Power                                    |
| HVDC | High Voltage Direct Current                    |
| IGBT | Insulated-Gate Bipolar Transistor              |
| ISO  | International Organization for Standardization |
| KN   | Kilonewton                                     |
| KV   | Kilovolt                                       |
| MW   | Megawatt                                       |
| UHV  | Ultra-High Vacuum                              |

## **EXECUTIVE SUMMARY**

This study was attempted during a length of six weeks on the theme “Employee welfare measures” at BHEL in Bangalore. It means efforts to make a workers life worth living. Employee welfare is provided for the better living of employees.

The study was conducted to determine the impact of employee welfare facilities on the satisfaction of employees. Welfare is the pre-requisite of a minimal level of well-being and social support for all citizens. Organization provides welfare facilities to their employees to maintain their motivation levels high. The main objective is to determine the satisfaction levels of workers with regards to welfare services and to propose some measures for improving welfare measures in the organization.

Researcher was supported by stratified random sampling of 70 employees from various departments. Structured questionnaire was used for collecting the data. The data was analyzed through the percentage analysis and cross tabulation method by using SPSS 20.0.1. The main findings of the study are: The majority of employees were satisfied with the statutory and non-statutory welfare measures. Majority of employees were highly satisfied with social security measures. Suggestions for further studies are: The management can improve training program facilities by identifying the needs of each employee. Canteen facilities may be improved.

To conclude, the employee welfare measures are important factors when compared to other factors in the organization. The employee satisfaction towards welfare measures increases the self-interest and motivation of the employees towards the work.

# **CHAPTER- 1**

## **INTRODUCTION**

### **1.1 INTRODUCTION**

This project was undertaken for a period of 6 weeks in BHEL- EPD. This project tells the importance of “Employee welfare measures”. The idea of employee well-being is dynamic. Its perspective and content are subjected to change because of the socio-economic changes that will be occurring in the society. The economic prosperity as well as the country’s well-being depends on the productivity and contribution of the workforce to the wealth of the society. Employee welfare involves setting of diverse amenities and services at work place to enhance the life of employees. It should be noted that workers' social spending is a viable long-term investment because it encourages workers to be more productive. (Micheal,2001).

The study covers statutory and non statutory provisions pertaining to labor welfare which includes leave facilities, medical facility, training, transport facility, housing facilities, canteen, recreation, uniform facilities, safety measures given by the company (Micheal,2001).

### **1.2 INDUSTRY PROFILE**

The heavy electrical equipment industry is one of the most important manufacturing sectors. It caters to the needs of energy sector and other industrial sectors. This industry includes equipments intended for transmission, distribution, production and use of power. The Heavy electrical equipments are mainly manufactured by government owned factories which has been setup with foreign assistance and technical skills (BHEL, 2019).

Heavy electrical equipment industry taken its birth in 1956 when Heavy electrical Ltd.(India) was setup in Bhopal with the British help. It started its production in 1960. The company known as Bharat Heavy Electricals was formed in 1964. Later, these two organizations merged together to form Bharat Heavy Electricals Ltd. BHEL is an important milestone in the development of heavy electrical industry. Since from its inception, the BHEL has taken the country from a place of total dependence on imports to self reliance in manufacturing, installation, power plant design and servicing. The manufacturing and supply by BHEL accounts for 53,510MW or 65.3% of the countries installed power generation capacity. BHEL

has an annual capacity of 20,000 MW for the production of power generating equipments(BHEL,2019).

To meet the demand for rapid growth in the power generation, BHEL has introduced high capacity boilers. BHEL's worldwide competitiveness has established mark in populated continents of eighty two countries. It has collective overseas of installed capacity of 11,000 Megawatt. In India, it has 6 units located at Bhopal, Jammu, Bangalore, Haridwar and Ramchandrapuram(Hyderabad)(BHEL,2019).

The Indian Government working to achieve the ambitious targets for renewable energy targets in the coming years. MNRE(Ministry of New and Renewable Energy) has developed new guidelines to encourage the private players to invest in renewable energy through financial incentives with the aim to make India an investment center for production and installation. The power generation sector market constitutes the decentralized and captive power generating industry. The company's drivers in domestic and export market includes Industrial investment, renewable energy and opportunistic electricity sales through its own production facilities. Almost all process industries which require both electricity and steam during processing are both used for their power plants. The required amount of steam is generated in the boiler and passed through steam turbine through a specific inlet pressure and at specified temperature. The steam at required pressure can be evacuated through using extraction turbines (BHEL,2019).

The steam taken at a given pressure and temperature is used for the purposes of the process. The remaining steam in the turbine continues to expand and is used to generate electricity. As a result, the demand for electricity and steam is satisfied in one process. Cogeneration is the vital part of company's customer segment. There is considerable potential for combined heat and power in various industries, such as breweries, caustic plants, distilleries, fertilizer plants, textile mills, paper and pulp, solvent extraction plants, rice mills, petrochemical plants, etc. coal, oil, lignite, gas, etc. used to meet their electricity and energy needs (BHEL,2019).

### **1.3 COMPANY PROFILE**


Bharat Heavy Electrical Limited was founded in 1964. It leads India in achieving the indigenous Heavy Electrical Equipment. It is the largest power generation equipment manufacturer in India. The company is involved in designing, manufacturing, engineering, construction, testing, servicing and commissioning a wide range of products and services for the core sector of the economy (BHEL-EPD, 2019).

BHEL's greatest strength is that it employs approximately 40,000 highly skilled and dedicated workers. It also engages in society through social initiatives focused on neighborhood development and wellbeing, education, environmental safety, talent development, skills development, etc (BHEL-EPD,2019).

It has a vast network of seventeen factories, two repair units, four regional centers, eight overseas offices, fifteen regional centers, seven joint ventures and infrastructures, allowing more than one hundred and fifty projects to be carried out on Indian and foreign sites. The company serves national and international markets. It had developed the ability to produce various electrical, electronic, mechanical equipment for all sectors. BHEL has presence in the following core sectors:

1. Power.
2. Telecommunication.
3. Transportation.
4. Oil and Gas.
5. Defense and Aerospace.
6. Industry.
7. Transmission.
8. Water.

**Table no. 1.1: Major details of BHEL at a glance**

|   |
|---|
|  <p><b>Maharatna Company</b></p> |
| <b>Industry Name:</b> Heavy electrical equipment.   |
| <b>Name of the company:</b> Bharat Heavy Electrical Limited.  |
| <b>Year of establishment:</b> 1964  |
| <b>Registered address:</b> BHEL house, siri fort, New Delhi-110049.   |
| <b>CIN of company:</b> L74899DL1964G0I004281  |
| <b>Registration number:</b> 4281  |
| <b>Website:</b> <a href="http://www.bhel.com">www.bhel.com</a>  |
| <b>E-mail ID:</b> <a href="mailto:companysecretary@bhel.in">companysecretary@bhel.in</a>                          |
| <b>Listing on stock exchange:</b> Bombay Stock Exchange Limited, National Stock Exchange Limited.                 |

(BHEL, 2019)

### **Origin and Growth of BHEL-EPD**

Bharat Heavy Electricals Limited-Electro Porcelains Division (EPD) is engaged in manufacturing high tension insulators. It is pioneer in production of ceramics competing in the global market. EPD was established in 1933 as Government Porcelain Factory (GPF) under the guidance of Sir Mizra Ismail (Dewan of Mysore State). At that time it was engaged in manufacturing of low tension insulators. During 1937, it was engaged in production of high tension insulators under the guidance of Sir M. Visveswaraya. Over a period, many eminent personalities such as Sri Jayachamarajendra Wodeyar visited during the year 1954, Pt. Jawaharlal Nehru, the Prime Minister of India during the year 1957, to unveil the foundation stone for up gradation to increase production and to achieve greater quality. Mysore Porcelain Limited transformed from Government Porcelain Factory. It entered into technical collaboration with NGK (Nippon Gaisi Kabushiki Gaisha) which is a Japanese ceramic company. With the series of innovations and developments, the company got merged

with BHEL, which was leading Engineering industry during 1976. It became full-fledged BHEL during the year 1978. Over the period of 75 years, the company has grown up to the international reputation and became the fastest of its kind in the country to manufacture high tension insulators with high quality that is tested at international laboratory. Now the company is leading in exporting the high quality porcelain insulators to many countries abroad (BHEL-EPD,2019).

In the year 2000, a new strategic unit called Ceramic Business Unit was formed to meet the growing needs of Ceramic Business. EPD Bangalore, CTI Bangalore and IP Jagdishpur were the constituent parts of this CBU. From a small coal fired Pin and strain Insulators in 1932, to the heaviest, gas fired 420 KN HVDC Insulators, 400KV Hollow and Station Post Insulators, Ceralin for Power Plant, Cement and other industries, Industrial ceramics, Composite Insulators, Membranes for water filtration and Control Panels(BHEL-EPD,2019).

#### **1.4PROMOTERS**

Promoter is the President of India & the nominees of President of India. They are the major promoters as the company is government and managed by Central government as the decisions taken by central govt. The President of India holds 23,15,178,000 shares as on 30/9/2018 holding 63.06% of the total shares of the company (BHEL, 2019).

#### **1.5VISION,MISSION AND QUALITY POLICY**

##### **The Vision Statement:**

A global engineering enterprise providing solutions for a better tomorrow.

##### **The Mission statement:**

Providing sustainable business solutions in the fields of Energy, Industry & Infrastructure.

##### **Quality policy of BHEL:**

“In its quest to be Global Engineering Enterprise, BHEL pursues continual improvement in the quality of its products, performance and services leading to customer happiness through, innovation, cooperation and commitment of all employees”.

BHEL has earned coveted ISO 9001 certification of quality in the year 1994, to maintain position as a supplier of quality, product conforming to relevant standards and build a high level of customer confidence on a continuous basis. In its quest of world class, BHEL strives for services and performance that contribute to total customer satisfaction and company growth through the dedication, environment and teamwork of all employees. The company has also earned ISO 14001 certification of environmental, in its endeavour to adopt and implement the environment act ([www.bhelisg.com](http://www.bhelisg.com)).

## **1.6 PRODUCTS AND SERVICES**

- Disc insulators.
- Ceramic insulators.
- Hollow insulators.
- Post and pin insulators.
- Premium solar photo voltaic modules.
- Composite insulators.
- Control panels.
- Solid core insulators.
- Ceralin.

Insulators- Insulators are used flexible coating on electric wire and cable. It is used in transmission of power lines, Railway lines and locomotives, transformers and power stations. Hollow insulators or bush cylinders are used in transformers while disc type insulators are used in high voltage transmission wires. Insulators are of different types. They are as follows:

- Disc insulators: Disc insulators are different majorly in the shapes which are in the forms of a plate. There can be provisions for pin and holes at the disc. Their applications are mainly found in transmission lines.
- Ceramic insulators: Today, after more than 100 years of electrical power transmission, wet process porcelain insulators are still the most widely used form of electric insulator.
- Solid core insulators: Solid core insulators are particular type of product that refers to the core of the insulator being solid. The shape to such type of insulator is only given by external turning. These insulators are used in traction, CBU manufactures all post insulators from 11 kV to 400 kV for insulators and bus support applications. Solid core



insulators for outdoor applications with metal fittings are manufactured in accordance with IEC 60273 and 2544. Special customer requirements can be provided upon request.

- Hollow insulators:Hollow insulation is main part of the power system. The company manufactures every type of insulators from 11 Kilovolt to 800 Kilovolt for diverse applications. For example: transducers, circuit breakers, capacitors, wall penetrations, top .These insulators are used in power transformers, instrument transformers, electrostatic precipitators and circuit breakers.
- Composite insulators:These insulators had a core consisting of a fiberglass rod covered with screens of polymer material and material attached to the core in different ways.
- Post and pin insulators:Post and pin insulator refers to the shape of the insulators as the name itself suggests. These insulators are used as post and pin for various intersections of connections. These types of insulators find their application in bus support in substation for switches and isolates ranging from 11 KV to 220KV.
- Premium solar photo voltaic modules:Itisused for the grid-independent or grid-connect PV applications ranging starting kilowatt to Megawatt size systems, space solar modules and space batteries.
- Control panels:BHEL manufactures a complete range of control panels and relays and control panels for control, protection, alarm, display, measurement and synchronization functions, etc.
- Ceralin:It is resistant lining material. This is used to combat wear from erosion (BHEL-EPD, 2019).

## **1.7AREAS OF OPERATION**

BHEL operates at global, national and regional levels. The customers of BHEL are spread all over the world. The major production at EPD is long range insulators and electricity related products. The major customers of EPD are power generation, transmission and distribution bodies. To provide a strong orientation, BHEL's operations are organized into the following sectors: (BHEL annual Report, 2018)

1. Power sector
2. Industry sector
3. International business

### **1.7.1 Power sector:**

BHEL is one company in the world able to produce the full range of power plant equipment with proven capabilities in the implementation of energy, gas, hydroelectric and nuclear projects. It includes:

- Gas turbines and generators up to 297 Megawatt.
- Steam turbines, generators, boilers and their auxiliary equipment for applications using fossil fuels up to 1000 MW.
- 220/235/540/550/700 MWe generators for nuclear turbines.
- Improves plant performance through restructuring, upgrading, sanitation diagnostics & equipments life extension (BHEL Annual report-2018).

### **1.7.2 Industry sector:**

BHEL manufactures various products for the main sectors of economy. It includes:

- Transportation: IGBT related propulsion equipments such as traction converters, auxiliary converter, electric locomotives equal to 6000 HP, diesel locomotives equal to 3000 hp.
- Water: Water management solutions for power plants, industrial and municipal applications such as pre-treatment of plants, plants for sewage treatment, plants of reverse osmosis for treatment of seawater, tertiary treatment plants.
- Transmission: UHV substations ranging from 132 kV to 765 kV and HVDC converter equal to  $\pm 800$  kV, transformers, SF6 distribution boards, ceramic insulators and flexible alternating current transmission devices, etc.
- Captive Power projects: Captive power plants based on steam and gas turbines. (BHEL Annual report, 2018).

### **1.7.3 International business:**

Over the years BHEL has established its presence in 83 countries. BHEL has finalized the orders for 11GW equipment plant and is presently executing about 6 GW projects in twelve countries. The Company provides after sales service to international customers (BHEL Annual report, 2018).

## **1.8 INFRASTRUCTURE FACILITIES**

BHEL provides the following infrastructure facilities:

- 1.HRD center.
2. Canteen facilities.
- 3.Learning center (library).
- 4.Security and fire-fighting facility.
- 5.Medical facility.
- 6.Production plant and Machinery.
- 7.Testing and R&D equipments.
8. Loading and unloading and material handling facilities.
- 9.Workshop and maintenance.

## 1.9 COMPETITORS INFORMATION

**Table 1.9: Competitors information**

| Company          | Year of establishment | Country     | Products /services   | Market share |
|------------------|-----------------------|-------------|--|--------------|
| Alstom           | 1928                  | France      | Railway vehicles, power supply system, railway signaling equipments, steam turbines, gas turbines, generators.   | 1.35%        |
| Thermax          | 1980                  | India       | Integrated products in the fields of heating, cooling, energy, water & waste management, air pollution control & chemicals.                                  | 1.21%        |
| ABB              | 1988                  | Switzerland | Transformers, switchgears, circuit breakers, cables, generators, drivers and inverters.  | 1.96%        |
| Siemens          | 1847                  | Germany     | Power production technology, industrial & building operation, medical technology, railway vehicles, water management systems and fire alarms.                | 2.02%        |
| Schneider        | 1836                  | France      | Industrial security systems, industrial control systems, electrical power distribution, switches and outlets, critical cooling and power for datacenters.    | 1.94%        |
| General Electric | 1892                  | U.S         | Aircraft engines, gas turbines, steam turbines, steam generators, hydroelectric turbines, etc.   | 0.49%        |
| Larsen and Turbo | 1938                  | India       | Coal and gas based power plants, electric switches and sockets, marine switch board and control systems, relays, meters, switchgears, etc.                   | 1.68%        |
| Shangai Electric | 2004                  | China       | Circuit breakers, Elevators, Environmental protection equipment, power generation and distribution equipment, switchgear, transformers, transport equipment. | 2.50%        |

(www.owler.com)

Shanghai Electric Company is one of the closest competitor for BHEL. Shanghai delivers equipment with much shorter lag than BHEL. The company is experienced in producing BTG (Boiler Turbine Generator) whereas BHEL has just mastered the technology. General Electric Company is least competitor as compared to BHEL in terms of cost of production, advanced technology used.

### **1.10 SWOT ANALYSIS:**

Aims to identify the main internal and external factors that are important to achieve the objective. They are divided into two categories:

- Internal Factor: The strength and weakness are internal to the organization.
- External Factor: The opportunity and threats are external to the organization.

#### **1.10.1 STRENGTH**

1. BHEL's strength is that it has highly experienced and dedicated employees.
2. Strong engineering base and stable industrial relationship has been making continuous profits.
3. BHEL is targeting for its quality products of disk, hollow insulator and Ceralin.
4. Capability to deliver high superiority products at a cutthroat price.
5. More than 190 products and 30 plus key products group.

#### **1.10.2 WEAKNESS:**

1. The procurement process in the company is complex and is subjected to auditing.
2. Low dependence on the needs and dynamics of the distribution sector.
3. Clarity regarding the equipment supplier role.
4. Private objectives leading to the strongest growth and employment growth.

#### **1.10.3 OPPORTUNITY**

1. Demand for electricity is high and as a result, the demand for plant requirement is executed to develop.
2. The Private sectors power plants to offer expanded market as utilities suffer from resource crunch.

3. Growth of existing products and markets, volume growth, increased profits, increased market share for hollow insulators.
4. To make the public sector more efficient, the government has decided to give the profitable public company more autonomy and power.

### **1.10.3 THREATS**

1. Increased national and international competition.
2. They have threat of low priced Chinese insulators entering the marketing in India.
3. Collaborations are increasingly restricted in export territory under license agreement in order to protect their market share in territories outside India.
4. Stringent delivery conditions.
5. Raising customer expectations.

### **1.11 PRESENT GROWTH OF BHEL**

- The first air-conditioned alternating current EMU Indian train is equipped with BHEL's high-tech propulsion equipment that is being effectively deployed in Mumbai, opening the door to such opportunities.
- Indian power sector market which is highly competitive and shrunken, BHEL holds management position by securing most of the orders for packaging.
- The entire number of orders received in the year (2017-18) is Rs. 40,932 crore, which is 74% higher than the last year.
- The company's diversification efforts were rewarded with the receipt of the highest solar energy orders and the breakthrough of the public segment for the construction of 6 plants for sewage treatment in Raipur (BHEL Annual Report, 2018).

### **1.12 FUTURE GROWTH AND PROSPECTS**

- The Government of India is targeting to achieve 100 percent electrification in rural areas to 100 percent electrification of households. The development in accessibility of electricity is the major change in the energy sector in India, where BHEL is the leading company.
- BHEL is ready to respond to the new opportunities arising from the emission standards communicated by the Indian government by proposing tailor-made solutions for emission control.
- BHEL is constantly striving for achieving efficiency through technological improvements.

- BHEL will be introducing the high-tech CFBC technology suitable for variety of fuels such as petroleum coke, washer-reject lignite etc.

In addition, railways, ports and fundamental materials such as steel & petrochemicals are expected to be massively invested in the coming years in order to advance India's growth aspirations (BHEL Annual report, 2018).

### 1.13 Financial statement

Balance sheet

Table no. 1.3: Showing the balance sheet (Rs. in Crores)

| Particulars                           | As of March<br>31,2018 | As of March<br>31,2017 |
|---------------------------------------|------------------------|------------------------|
| <b>A. Assets</b>                      |                        |                        |
| Non-current assets                    |                        |                        |
| Capital work –in-progress             | 194.53                 | 159.51                 |
| Property, plant and equipment         | 2977.53                | 3491.12                |
| Intangible assets                     | 91.31                  | 104.76                 |
| Intangible property under development | 8.23                   | 8.83                   |
| Financial assets                      | 13497.01               | 10527.35               |
| Deferred tax asset                    | 3625.88                | 3841.37                |
| Other non-current assets              | 206.27                 | 203.30                 |
| <b>Total non-current assets</b>       | <b>20600.76</b>        | <b>18336.24</b>        |
| Current assets                        |                        |                        |
| Financial assets                      | 34361.35               | 32925.93               |
| Inventories                           | 6258.76                | 7372.38                |
| Current tax assets                    | 222.94                 | 873.09                 |
| Other current assets                  | 2346.01                | 1725.27                |
| <b>Total current assets</b>           | <b>43193.45</b>        | <b>42903.96</b>        |
| <b>Total assets</b>                   | <b>63544.68</b>        | <b>61347.45</b>        |
| <b>B. Equity and liabilities</b>      |                        |                        |
| Equity                                |                        |                        |
| Equity share capital                  | 734.28                 | 489.52                 |
| Other equity                          | 31600.71               | 31899.47               |
| Non-controlling interests             | (4.05)                 | (1.08)                 |
| <b>Total equity</b>                   | <b>32330.94</b>        | <b>32387.91</b>        |
| Liabilities                           |                        |                        |
| Financial liabilities                 | 653.34                 | 827.36                 |
| Provisions                            | 4984.89                | 5006.19                |
| Other non-current liabilities         | 3364.06                | 2983.36                |
| <b>Total current liabilities</b>      | <b>22211.45</b>        | <b>20142.63</b>        |
| <b>Total liabilities</b>              | <b>31213.74</b>        | <b>28959.54</b>        |
| <b>Total equity and liabilities</b>   | <b>63544.68</b>        | <b>61347.45</b>        |

(BHEL Annual report, 2018)

This chapter summarizes the introduction about employee welfare measures. It brief about the company profile and gives information about the origin and growth of the company. It gives information about various products and services provided by the company. This chapter gives information about strength, weakness, opportunities and threats of the company. It briefs about various infrastructure facilities provided by the company. It gives detail about the BHELs competitors and financial details of the company.



## **CHAPTER 2**

### **CONCEPTUAL BACKGROUND AND LITERATURE REVIEW**

#### **2.1 DEFINITION OF WELFARE**

Anything done for the intellectual, physical, moral and economic betterment of the Employees, whether by employers or by government or by agencies, over and above what laid down by law or what is normally expected of the contractual benefits for which employees may have bargained.

#### **2.2 FEATURES OF EMPLOYEE WELFARE**

- It encompasses various services and amenities given to workers for improvement.
- These measures are flexible and continue to change accordingly with the change in the environmental conditions.
- Welfare measures are implemented by employers, the govt. or by non-profit organization ([www.naukrihub.com](http://www.naukrihub.com)).

#### **2.3 BENEFITS OF EMPLOYEE WELFARE**

- It improves the physical and psychological health of employees & therefore promotes the better working conditions.
- Facilities such as housing programs, medical services, education & recreational facilities for employee's families to facilitate them in improving the standards of living.
- Welfare measure motivates the employees to pay extra interest to their work so that productivity rises.
- Company obtains constant work force through welfare services.

#### **2.4 EMPLOYEE WELFARE MEASURE IN INDIA**

Employee welfares in India are broadly divided into two types;

- Statutory Welfare Measures.
- Non-statutory Welfare Measures.

### **2.4.1 STATUTORY WELFARE MEASURES**

These measures are obligatory which are necessary to provided by Industry without which the sector has no right to exist. They must specify despite of the size of the industry. Its measures include the following:

1. Water facilities: A healthy and hygienic water supply for drinking should be provided at the work place.
2. Sitting facilities: Proper arrangements for sitting at workplace.
3. Restrooms: A sufficient number of restrooms should be provided and maintained at workplace.
4. First aid box: It should be made available to each worker's, in case minor accident, the preliminary treatment can be given to employees.
5. Canteen facilities: Employees should be provided with hygienic food.
6. Spittoons: In each workplace, as in supply centers, authority buildings, spittoons should be kept at proper places and it must be maintained in sterilized condition.
7. Lighting: Adequate and appropriate lighting must be provided at workplace so that employees can work safely and comfortably. ([www.whatishumanresource.com](http://www.whatishumanresource.com)).

### **2.4.2 NON-STATUTORY WELFARE MEASURES**

These welfare measures are not compliance by law and they are voluntary in nature. These measures vary from one business to another & from one industry to another industry. It includes the following:

1. Regular medical examinations: several companies offer complete medical examinations.
2. Flexi-time: The major purpose of flexible schedule is that employees can work in flexible hours. Flexible working time are put in place for employees which is approved by higher authority to fulfill companies commitments, meanwhile supporting worker's personal life requirements.
3. Employee assistance programs: Various assistance are provided as external consulting services so that employees or their family members will be counseled on different issues.
4. Harassment policy: The policy helps to protect the employees from any kind harassment in the organization.

5. Medi-claim insurance program: The insurance system gives employees with sufficient insurance cover to cover the cost of hospitalization related to illness, injury, accident.
6. Employee referral program: Many companies this is introduced to support family members and relatives for employment in the organization ([www.whatishumanresource.com](http://www.whatishumanresource.com)).

## **2.5 GOVERNMENT ROLE IN SAFETY**

### **2.5.1 Factories act and implementation of safety provisions**

The history of labor legislation in India goes as far as the eighties of the last century when a new dimension was introduced into welfare in the industry in the shape of the first Indian factories act in the year 1881. A series of developments, especially appointments of a number of commissions committees and constitutional changes led to the amendment of this in year 1891, 1911 and 1922.

Health and safety provisions:

Under this act every factory is required to ensure cleanliness proper ventilation, prescribed standard, regulation of overcrowding of space and adequate lightning arrangements. With the factory, State governments were empowered to make rules requiring a factory employing more than 150 employees to providing adequate rest shelter.

Under this act, the health and safety provisions have been specifically provided. Provisions under their chapter are not elaborate but also well defined in terms of the obligations placed on the management and employees (Factories Act 1948) (Rangeela, 2018).

The salient provisions relating to safety of all employees act, 1948 are as follows

- Fencing the machines.
- Work on near machinery in motion.
- Automatic machines.
- Casting new machines.
- Hoists, chains, ropes and lifts.
- Lifting machinery and lifting tackles.
- Pressure plants.

- Precautions against dangerous vapors.
- Explosive gases, fuels, etc.
- Precautions taken in case of fire.
- Safety of buildings and machinery.

## **2.6 LITERATURE REVIEW**

The literature review has been split into the following areas, so as to facilitate easy reading and understanding:

1. Indian research studies
2. Western research studies
3. Reasons for conducting the study

### **2.6.1 Indian literature review**

Naveen and Madhavi (2017), analyzed the different dimensions of labor welfare measures and satisfaction levels of employees. This study helps to improve the welfare schemes in N.T.P.S Ibrahimpatnam. The data was collected through well-structured questionnaire. Primary and secondary sources have been used as source of data. Percentage analysis and mean square method has been used for data analysis.

Ramya et al., (2016), discussed the factors of employee satisfaction and understanding of various welfare benefits offered by the company to keep workers happy, as well as the effect of welfare facilities on worker satisfaction. Johri and Mehrotra (2014), says that voluntary welfare measure should be given to employees. They examine the level of awareness of various welfare measures by the employees.

Bharti and Kumar (2013), says that there is a link between welfare measures and employee satisfaction. His study also examines on welfare benefits and employee satisfaction. Mohan & Panwar (2013), conducted a study about employee welfare schemes prevalent in retail stores in the Udaipur region. Their studies not only give information about intra-mural facilities but also extra-mural facilities. Its goal is to explore the retail sector which creates innovative concepts to attract and retain talented employees over a long period of time.

Chaudhary(2011),identifies the employee welfare measures in Indian railways. The study analyzed that insufficient financial resources is main reason given by railways for providing welfare measures to customers. From the study, itsuggests that railways should reduce the cost of social burden and apply government royalties to improve benefits. Venugopal&Usha(2011),conducted a study in the chittoor industry to learn more about the welfare program already implemented by the industry. In doing so, they want to assess the overall level of satisfaction with welfare programs. The study aims to correlate statutory and non-statutory social protection activities in industry and to establish a relationship between the social assistance and their impact.

### 2.6.2 WesternLiterature review

Manzini and Gwandure (2018), conducted a staff well-being study that was used by various organizations like anapproach to improve employee efficiency. Particularly in mobile segment industry, occupationassociated issues will affect the value of life of staff& their work.

Loen(2017), says that it is the duty of an employer to develop compliance and due diligence. Apart from operational risk the employer has legal and financial justification for monitoring welfare. To measure welfare conditions, the use of benchmark methodology has been adopted. The employer is responsible for employee welfare.

Aguilar (2016), who has conducted a study of restaurant management techniques and their operations, explained that managing employees by owning and managing a business restaurant does not mean it has to be done perfectly. As the maximum manager of the institution, the employer must consider all areas where the creation of employers could work effectively. However, the well-being of workers is already very important today, as the employer should never overlook or take for granted by the employer.

Mathew (2011), argued that employee welfare measures are an incentive to employee motivation, it not only increases the workers' efficiency but to solve unique organizational issues that will ultimately leads for high performance and thus increases levels of employee productivity service delivery in an organization.

Menezes and Kelliher (2011), says that flexible programming as a work arrangement that allows employees to plan their working time. Flexibility planning is an advantage for the

employees, which contributes to the preservation of a qualified person. It meets the needs of individual's resources which increase their hard work to decrease absenteeism and finally improve employment satisfaction.

White (2005), argues that the influence of trade unions on administration practices is toward lowering the labor overheads, setting up effective work systems and establish employee welfare arrangements. In terms of non-union work, trade unions have practices that are consistent with the results of "mutual gains".

Finger (2005), says that that it is possible to improve the morale and spirit of employees by addressing moral issues. Measures to protect workers includes housing, medical, recreational, library facilities, among others with the hope of making a profit & increases the satisfaction level of an employee.

**Table no. 2.6.3: The table based literature reviews**

| <b>Author/Researcher</b>    | <b>Title of the Article/Study</b>  | <b>Objectives, Outcome or Findings</b>   | <b>Gap Identified</b>   |
|-----------------------------|--|--|---|
| Pooja and Nayanpreet(2018)  | A study on employee welfare activities in insurance & banking sector in Punjab.  | <ul style="list-style-type: none"> <li>To identify various activities involved in employee welfare in insurance and banking sector in Punjab.</li> <li>Findings: Employee welfare activities has direct impact on employee satisfaction, employee performance and employee development.</li> </ul> | No demographic information on the level of employee satisfaction level was investigated.  |
| Harshani and Welmilla(2017) | Effect of employee welfare facilities on retention of employees: A study of cabin crew employees in Sri lankan airlines. | <ul style="list-style-type: none"> <li>To determine if there is a link between welfare facilities and retention of cabin crew of Sri lankan airlines.</li> <li>Findings: Employee welfare facilities have positive impact on employee retention.</li> </ul>  | This study is limited to only one airlines of Sri Lanka. It excludes demographic variables (age, gender, experience) on labor welfare measures. |

|   |  |  |   |
|---|--|--|---|
| <p>Ramamoorthy, Thooyamani, <i>et al.</i>(2017)</p> | <ul style="list-style-type: none"> <li>• A study on effectiveness of welfare measures and employee morale in TV Sundaramiyengar &amp; sons limited, Madurai.</li> </ul>                | <ul style="list-style-type: none"> <li>• To determine the employee satisfaction about the facilities given by the company.</li> <li>• To assess the impact of welfare measures on employee morale.</li> <li>• Findings:Employees were satisfied by the welfares given by the company.</li> </ul>                                 | <ul style="list-style-type: none"> <li>• The study did not include the effect of employee welfare measures on productivity.</li> </ul>                          |
| <p>Srinu&amp;Kumaraswamy (2017)</p>                 | <ul style="list-style-type: none"> <li>• Study on employee welfare measures with special reference to national thermal power corporation limited, Simhadri, Vishkapatnam.</li> </ul>   | <ul style="list-style-type: none"> <li>• To learn aboutwork life and work environment of employees in the organization.</li> <li>• To know about recreation facilities provided to the employees.</li> <li>• Findings:Employees believe that welfare measure plays amajorrole in ensuring a comfortable working life.</li> </ul> | <ul style="list-style-type: none"> <li>• It does not include the demographic variables (age, gender, experience) on the labour welfare measures.</li> </ul>     |
| <p>Peter , Thomas, <i>et al.</i>(2017)</p>          | <ul style="list-style-type: none"> <li>• Effect of employee welfare programmes on employee performance: A case study of Kenya Railways Corporation.</li> </ul>                         | <ul style="list-style-type: none"> <li>• To identify the impact of employee welfare schemes on the Kenya railways corporation employees.</li> <li>• Findings:workers were happy with the well-beingactions taken by the Kenya railway corporation.</li> </ul>  | <ul style="list-style-type: none"> <li>• The study is limited to health, remuneration, T&amp;D and succession strategy.</li> </ul>                              |
| <p>Lakshmi, Ramya, <i>et al.</i>(2016)</p>          | <ul style="list-style-type: none"> <li>• A study on employee welfare facilities and its impact on employee satisfaction at Hotel industry with special reference to Mysuru.</li> </ul> | <ul style="list-style-type: none"> <li>• Identification of employee satisfaction factors.</li> <li>• To knowthe impact of welfare measures on employee satisfaction.</li> <li>• Findings:Employees were satisfied with operating environment, but they were not happy with the overtime allowances.</li> </ul>                   | <ul style="list-style-type: none"> <li>• It did not investigate the influence of labor welfare measures in minimizing the absenteeism and turn over.</li> </ul> |

|  |   |   |  |
|--|---|---|--|
| <p>Alice, Regina,<i>et al.</i>(2016)</p> | <p>Effect of welfare programmes on employee satisfaction in the public sector: A case of the public service commission.</p>             | <ul style="list-style-type: none"> <li>• To find out how employees compensation affects employees satisfaction in the public sector.</li> <li>• To identify how occupational safety and health programs influence employee satisfaction in the public sector.</li> <li>• Findings:Financial support from the public sector is satisfactory. The company's health and safety programs were neutral.</li> </ul> | <p>The study focuses only on monetary welfare measures of the company. The study is limited to public service commission. It could be done on other sectors such as Teachers Service Commission.</p> |
| <p>Sethuram&amp;Shiva(2018)</p>          | <p>Perception of employees on labour welfare measures and its impact on job performance at Christy friedgramindustry, Tiruchengode.</p> | <ul style="list-style-type: none"> <li>• To examine the level of perception of employees on employee welfare measures.</li> <li>• Findings:Employee welfares have an impact on work performance.</li> </ul>   | <p>The study is limited to only demographic variables( age ,gender, marital status, education,experience).</p>   |
| <p>Usha(2014)</p>                        | <p>A study on employee welfare facilities and its impact on employees efficiency at Vindhatelelinks Ltd. Rewa(M.P) India.</p>           | <ul style="list-style-type: none"> <li>• To know about various welfare measures at VTL Rewa.</li> <li>• To determine the level of satisfaction of VTL Rewaemployees with various welfare measures.</li> <li>• Findings:The welfares provided by the company to employees are met. Further improvements in welfare measures will help to increase efficiency.</li> </ul>                                       | <p>The study is limited to VTL Rewa company. It did not include demographic variables(age, gender, experience) on labour welfare measures.</p>   |
| <p>Srinivas(2013)</p>                    | <p>A study on employees welfare facilities adopted at Bosch Limited,Bangalore.</p>  | <ul style="list-style-type: none"> <li>• To understand the various employee welfare measures taken at Bosch.</li> </ul>   | <p>The study didn't determine the influence of labour welfare measures on the productivity of employees.</p>   |



|  |  |   |  |
|--|--|---|--|
|  |  | <ul style="list-style-type: none"> <li>• To determine the level of satisfaction of employees at Bosch with appropriate welfare measures.</li> <li>• Findings: The majority of employees were aware of statutory and non-statutory measures given by company.</li> </ul> |  |
|--|--|---|--|

Reasons for conducting the study are:

1. To study about employee welfare facilities provided in various organization.
2. To study about statutory and non-statutory welfare measures.
3. To study on employees satisfaction towards employee welfare measures.
4. To study the relationship between welfare facilities and employee retention.

The literature review related to employee welfare measures is conducted by the researcher. The researcher studies on the importance of employee welfare measures.

## **CHAPTER 3**

### **RESEARCH DESIGN**

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

Human resources are most important resources for any organization. Management is responsible for observing the welfare measures given to the employees. If the employees are satisfied with the welfare measures provided to them, then the production will increase. Today, employees are essential element to contribute to the growth of the organization. In case of BHEL-EPD, more than 500 employees are employed and the company is responsible for the well-being of these employees. Hence, the purpose of this study is to determine employee satisfaction level towards welfare measures.

#### **3.2 NEED FOR THE STUDY:**

1. To develop efficiency and productivity among employees.
2. To find the employees satisfaction towards welfare measures.
3. To build a stable labor force to reduce labor turnover and absenteeism.

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

1. To study the opinion about the statutory welfare measures provided to employees.
2. To study the opinion about the non-statutory welfare measures provided to employees.
3. To study the opinion about the social security welfare measures provided to employees.
4. To study the effectiveness of welfare facilities among employees.

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

The study has been conducted to analyze the factors, which influence the employees' preference towards the welfare measures followed in BHEL-EPD. This study analyses certain parameters like cleanliness around the work-place, removal of dust and wastage, adequate lighting, quality drinking water and food, good rest-rooms, adequate medical facilities, good toilet facilities, sufficient first aid boxes, adequate security instruments like mask, shoes, helmet etc., This will be helpful to know about the various levels of welfare schemes and the organization's benefits extended to the employees.

### **3.5 RESEARCH METHODOLOGY:**

BHEL-EPDis having more than 500 employees. To examine report definite methodology were utilized to impose the topic in a clear approach. This research design uses descriptive research method, which will rely on primary data.

#### **SOURCES OF DATA:**

- Primary data: The data is basically acquired from employees through sampling by using a questionnaire.
- Secondary data: The secondary data was collected through several articles, company prospectus and websites.

#### **SAMPLE DESIGN:**

To choose the samples, Stratified Random sampling method has been used.

Table 3.1: The table showing sample structure

| Sl. No. | Designation               | No. of employees |
|---------|---------------------------|------------------|
| 1       | Senior manager            | 5                |
| 2       | Manager                   | 5                |
| 3       | Deputy Manager            | 5                |
| 4       | Senior Executive          | 10               |
| 5       | Executive                 | 10               |
| 6       | Additional officer        | 5                |
| 7       | Deputy officer            | 5                |
| 8       | Assistant officer( GR.I)  | 10               |
| 9       | Assistant officer( GR.II) | 15               |
|         | Total                     | 70               |

#### **SAMPLE SIZE:**

Sample size 70 has been taken for survey. The samples are collected from levels of executives and supervisors.

### **DATA COLLECTION:**

The data is collected through questionnaires. First, the questionnaires are prepared and distributed to each employee given in the list. The responses are collected and analyzed using SPSS software. Then the responses are tabulated and analyzed using percentage and cross-tabulation. Finally interpretation is drawn from the tables.

### **3.6 HYPOTHESIS FRAMEWORK**

Ho: Welfare facilities do not have a significant impact on motivation for higher productivity of employees.

Ha: Welfare facilities have a significant impact on motivation for higher productivity of employees.

### **3.7 LIMITATIONS:**

- The time span of the study was very short.
- Due to short span of time the sample size is restricted to 70 respondents only.
- Personal bias or attitude of the respondents may be an obstacle.
- Analysis of the information is done on the suspicion that the respondents have given the right information.

### **CHAPTER SCHEME:**

Chapter 1: Introduction

This chapter consists of Introduction about topic, industry profile, Company profile, Vision, mission, competitor's information, financial statement, future prospects of the company, promoters, swot analysis.

Chapter 2: Conceptual background and literature review.

This chapter consists of theoretical background of the study related to topic and 20 literature review are there of different authors.

Chapter 3: Research Design

This chapter consists of statement of the problem, need for the study, objective, scope, hypothesis framework, limitations.

Chapter 4: Data interpretation and Data analysis

This chapter consists of data analysis, interpretation and Statistical tool is there.

Chapter 5: Summary of findings, suggestions and conclusion.

This chapter consists of findings, suggestions and conclusion.

## CHAPTER 4

### DATA ANALYSIS AND INTERPRETATION

This chapter has been divided into following sections:

- 4.1. Statutory welfare measures
- 4.2. Non-statutory welfare measures
- 4.3. Social security measures

#### 4.1 Statutory welfare measures

**Table4.1.1: Table showing cross tabulation of age, gender and satisfaction level towards canteen facility.**

| Rate the canteen facility provided by the company | Age         | No. of respondents(n) | Gender  |        | Total   |
|---|-------------|-----------------------|---------|--------|---------|
|   |             |                       | Male    | Female |         |
| Excellent   | 20-29yrs    | n                     | 1(2%)   | 0 (0%) | 1(1%)   |
|   | 30-39yrs    | n                     | 1(2%)   | 1(9%)  | 2(3%)   |
|   | 40-49yrs    | n                     | 2(3%)   | 0 (0%) | 2 (3%)  |
|   | 50yrs-above | n                     | 17(29%) | 2(18%) | 19(27%) |
| Very good   | 30-39yrs    | n                     | 5 (8%)  | 2(18%) | 7(10%)  |
|   | 40-49yrs    | n                     | 2 (3%)  | 3(27%) | 5(7%)   |
|   | 50yrs-above | n                     | 18(31%) | 0(0%)  | 18(25%) |
| Good  | 20-29yrs    | n                     | 3(5%)   | 0(0%)  | 3(4%)   |
|   | 30-39yrs    | n                     | 2(3%)   | 2(18%) | 4(6%)   |
|   | 40-49yrs    | n                     | 1(2%)   | 0(0%)  | 1(1%)   |
|   | 50yrs-above | n                     | 5(8%)   | 0(0%)  | 5(7%)   |
| Average   | 30yrs-39yrs | n                     | 0(0%)   | 1(9%)  | 1(1%)   |
|   | 50yrs-above | n                     | 1(2%)   | 0(0%)  | 1(1%)   |
| Poor  | 20-29yrs    | n                     | 1(2%)   | 0(0%)  | 1(1%)   |
|   | Total       | n                     | 59      | 11     | 70      |

Analysis:

From the above table no. 4.1.1, the employees who say excellent about the canteen facility provided by the company are 1% with the age group of 20-29yrs, 3% with the age group of 30-39yrs, 3% with the age group of 40-49yrs and 27% employees with age group of 50yrs and above. The employees who say very good about the canteen facility are 10% with the age group 30-39yrs, 7% with age group 40-49yrs, 25% with age group 50yrs-above. The employees who feel good about the canteen facility are 4% with age group 20-39yrs, 6% with

age group 30-39yrs, 1% with age group 40-49yrs,7%with age group of 50yrs&above. The employees who say average about the canteen facility are 1% with age group of 30-39yrs, 1% with age group 50yrs & above. One employee feels poor about the canteen facilities.The employees who say poor about the canteen facility are 1% with age group of 20-29yrs.

**Table 4.1.2: Table showing cross tabulation of gender, age, and satisfaction level towards rest room and lunch room facilities.**

| Rate the rest room and lunch room facility provided to employees | Age         | No. of respondents (n) | Gender  |        | Total   |
|--|-------------|------------------------|---------|--------|---------|
|  |             |                        | Male    | Female |         |
| Highly satisfied   | 40-49yrs    | n                      | 2(3%)   | 0(0%)  | 2(3%)   |
|  | 50yrs-above | n                      | 12(20%) | 0(0%)  | 12(17%) |
| Satisfied  | 20-29yrs    | n                      | 2(3%)   | 0(0%)  | 2(3%)   |
|  | 30-39yrs    | n                      | 3(5%)   | 0(0%)  | 3(4%)   |
|  | 40-49yrs    | n                      | 3(5%)   | 0(0%)  | 3(4%)   |
|  | 50yrs-above | n                      | 25(42%) | 2(18%) | 27(39%) |
| Neutral  | 20-29yrs    | n                      | 1(2%)   | 0(0%)  | 1(1%)   |
|  | 30-39yrs    | n                      | 4(7%)   | 4(36%) | 8(11%)  |
|  | 40-49yrs    | n                      | 0(0%)   | 0(0%)  | 1(1%)   |
|  | 50yrs-above | n                      | 3(5%)   | 0(0%)  | 3(4%)   |
| Dissatisfied   | 20-29yrs    | n                      | 2(3%)   | 0(0%)  | 2(3%)   |
|  | 30yrs-39yrs | n                      | 1(2%)   | 2(18%) | 3(4%)   |
|  | 40-49yrs    | n                      | 0(0%)   | 2(18%) | 2(3%)   |
| Highly Dissatisfied  | 50yrs-above | n                      | 1(2%)   | 0(0%)  | 1(1%)   |
|  | Total       | n                      | 59      | 11     | 70      |

Analysis:

From the above table 4.1.2, the employees with high satisfaction level towards rest room and lunch room facilities are 3% with the age group of 40-49yrs and 11% employees with age group of 50yrs and above. The employees who are satisfied are 3% with the age group 20-29yrs, 4% with age group 30-39yrs,4% with age group 40-49yrs,39% with age group of 50yrs&above.The employees who are neutral are 1% with age group of 20-29yrs,11% with age group 30-39yrs, 1% with age group 40-49yrs, 4% with age group 50yrs and above. The

employees who are dissatisfied are 3% with age group 20-39yrs, 4% with age group 30-39yrs and 3% with age group 40-49yrs. The employees who are highly dissatisfied are 1% with age group 20-39yrs.

**Table 4.1.3: Table showing cross tabulation of gender, age, and satisfaction level towards drinking water facility.**

| Are you satisfied with drinking water facility provided by the company | Age         | No. of respondents (n) | Gender  |        | Total   |
|--|-------------|------------------------|---------|--------|---------|
|  |             |                        | Male    | Female |         |
| Highly satisfied   | 20-29yrs    | n                      | 2(3%)   | 0(0%)  | 2(3%)   |
|  | 30-39yrs    | n                      | 2(3%)   | 1(9%)  | 3(4%)   |
|  | 40-49yrs    | n                      | 2(3%)   | 2(18%) | 4(36%)  |
|  | 50yrs-above | n                      | 21(36%) | 1(9%)  | 22(31%) |
| Satisfied  | 20-29yrs    | n                      | 3(5%)   | 0(0%)  | 3(4%)   |
|  | 30-39yrs    | n                      | 5(8%)   | 3(27%) | 8(11%)  |
|  | 40-49yrs    | n                      | 3(5%)   | 1(9%)  | 4(36%)  |
|  | 50yrs-above | n                      | 19(32%) | 1(9%)  | 20(29%) |
| Neutral  | 30-39yrs    | n                      | 0(0%)   | 1(9%)  | 1(1%)   |
|  | 50yrs-above | n                      | 1(2%)   | 0(0%)  | 1(1%)   |
| Dissatisfied   | 30-39yrs    | n                      | 1(2%)   | 1(9%)  | 2(3%)   |
|  | Total       | n                      | 59      | 11     | 70      |

**Analysis:**

From the above, the employees who are highly satisfied with drinking water facilities are 3% with age group 20-29yrs, 4% with age group 30-39yrs, 36% with age group 40-49yrs, 22% with age group 50yrs and above. The employees who are satisfied are 4% with age group 20-29yrs, 11% with age group 30-39yrs, 36% with age group 40-49yrs, 29% with age group 50yrs and above. The employees with neutral satisfaction are 1% with age group 30-39yrs, 1% with age group 50yrs and above. The employees who are dissatisfied are 3% with age group 30-39yrs.

**Table 4.1.4: Table showing cross tabulation of gender, age and suitable ventilation and lightening at work place.**

| Is there any suitable ventilation and lightening in the work place | Age         | No. of Respondents(n) | Gender  |        | Total   |
|--|-------------|-----------------------|---------|--------|---------|
|  |             |                       | Male    | Female |         |
| Yes  | 20-29yrs    | n                     | 5(8%)   | 0(0%)  | 5(7%)   |
|  | 30-39yrs    | n                     | 8(11%)  | 6(9%)  | 14(20%) |
|  | 40-49yrs    | n                     | 5(8%)   | 3(27%) | 8(11%)  |
|  | 50yrs-above | n                     | 49(83%) | 2(18%) | 42(60%) |
| No   | 50yrs-above | n                     | 1(2%)   | 0(0%)  | 1(1%)   |
|  | Total       | n                     | 59      | 11     | 70      |

Analysis:

From the above table no. 4.1.4, the employees who say that there is suitable ventilation and lightening at work place are 7% with age group 20-29yrs, 20% with age group 30-39yrs, 8% with age group 40-49yrs, 42% with age group 50yrs and above. The employees who say that there is no suitable ventilation and lightening at work place are 1% with age group 50yrs-above.

**Table 4.1.5: Table showing cross tabulation of gender, age, and satisfaction level towards first aid and dispensary facility.**

| Are you satisfied with the first aid and dispensary facilities provided in the organization | Age         | No. of respondents(n) | Gender  |        | Total   |
|---|-------------|-----------------------|---------|--------|---------|
|   |             |                       | Male    | Female |         |
| Highly satisfied  | 20-29yrs    | n                     | 4(7%)   | 0(0%)  | 4(6%)   |
|   | 30-39yrs    | n                     | 4(7%)   | 1(9%)  | 5(7%)   |
|   | 40-49yrs    | n                     | 4(7%)   | 2(18%) | 6(9%)   |
|   | 50yrs-above | n                     | 21(36%) | 1(9%)  | 22(31%) |
| Satisfied   | 20-29yrs    | n                     | 1(2%)   | 0(0%)  | 1(1%)   |
|   | 30-39yrs    | n                     | 4(7%)   | 5(45%) | 9(13%)  |
|   | 40-49yrs    | n                     | 1(2%)   | 1(9%)  | 2(3%)   |
|   | 50yrs-above | n                     | 20(34%) | 1(9%)  | 21(30%) |
|   | Total       | n                     | 59      | 11     | 70      |



Analysis:

From the above, the employees who are highly satisfied with first aid and dispensary facility are 6% with age group 20-29yrs, 7% with age group 30-39yrs, 9% with age group 40-49yrs, 31% with age group 50yrs & above. The employees who are satisfied are 1% with age group 20-29yrs, 3% with age group 30-39yrs, 2% with age group 40-49yrs, 3% with age group 50yrs and above.

**Table 4.1.6: Table showing cross tabulation of gender, age, and satisfaction level towards seating arrangement.**

| Rate the seating arrangement of the organization | Age         | No. of Respondents(n) | Gender  |        | Total   |
|--|-------------|-----------------------|---------|--------|---------|
|  |             |                       | Male    | Female |         |
| Highly satisfied                                 | 20-29yrs    | n                     | 3(5%)   | 0(0%)  | 3(4%)   |
|  | 30-39yrs    | n                     | 2(3%)   | 1(9%)  | 3(4%)   |
|  | 40-49yrs    | n                     | 1(2%)   | 0(0%)  | 1(1%)   |
|  | 50yrs-above | n                     | 12(20%) | 1(9%)  | 13(19%) |
| Satisfied  | 20-29yrs    | n                     | 1(2%)   | 0(0%)  | 1(1%)   |
|  | 30-39yrs    | n                     | 3(5%)   | 4(36%) | 7(10%)  |
|  | 40-49yrs    | n                     | 3(5%)   | 3(27%) | 6(9%)   |
|  | 50yrs-above | n                     | 27(46%) | 1(9%)  | 28(40%) |
| Neutral  | 20-29yrs    | n                     | 1(2%)   | 0(0%)  | 1(1%)   |
|  | 30-39yrs    | n                     | 3(5%)   | 0(0%)  | 3(4%)   |
|  | 40-49yrs    | n                     | 1(2%)   | 0(0%)  | 1(1%)   |
|  | 50yrs-above | n                     | 2(3%)   | 0(0%)  | 2(3%)   |
| Dissatisfied                                     | 30-39yrs    | n                     | 0(0%)   | 1(9%)  | 1(1%)   |
|  | Total       | n                     | 56      | 11     | 70      |

Analysis:

From the above mentioned table no. 4.1.6, the employees who are highly satisfied with seating arrangement are 15% with age group 20-29yrs, 15% with age group 30-39yrs, 5% with age group 40-49yrs, 65% with age group 50yrs & above. The employees who are satisfied are 2% with age group 20-29yrs, 17% with age group of 30-39yrs, 14% with age group of 40-49yrs and 67% with age group 50yrs&above. The employees who are neutral about the satisfaction level are 14% with age group 20-29yrs, 43% with age group 30-39yrs,

14% with age group 40-49yrs, 29% with age group 50yrs and above. One employee is highly dissatisfied with the seating arrangement of the organization.

**Table 4.1.7: Table showing cross tabulation of gender, age, and work leading to excessive fatigue.**

| Does the work lead to excessive fatigue | Age           | No. of respondents(n) | Gender  |        | Total   |
|---|---------------|-----------------------|---------|--------|---------|
|   |               |                       | Male    | Female |         |
| Yes                                     | 20-29yrs      | n                     | 1(2%)   | 0(0%)  | 1(1%)   |
|   | 30-39yrs      | n                     | 3(5%)   | 0(0%)  | 3(4%)   |
|   | 40-49yrs      | n                     | 1(2%)   | 1(9%)  | 2(3%)   |
|   | 50yrs-above   | n                     | 10(17%) | 2(18%) | 12(17%) |
| No                                      | 20-29yrs      | n                     | 3(5%)   | 0(0%)  | 3(4%)   |
|   | 30-39yrs      | n                     | 4(7%)   | 5(45%) | 9(13%)  |
|   | 40-49yrs      | n                     | 1(2%)   | 1(9%)  | 2(3%)   |
|   | 50yrs-above   | n                     | 27(46%) | 0(0%)  | 27(39%) |
| Maybe                                   | 20-29yrs      | n                     | 1(2%)   | 0(0%)  | 1(1%)   |
|   | 30-39yrs      | n                     | 1(2%)   | 1(9%)  | 2(3%)   |
|   | 40-49yrs      | n                     | 3(5%)   | 1(9%)  | 4(6%)   |
|   | 50yrs-above   | n                     | 4(7%)   | 0(0%)  | 4(6%)   |
|   | Overall total | n                     | 59      | 11     | 70      |

**Analysis:**

From the above mentioned table no. 4.1.7, the employees who says that work leads to excessive fatigue are 1% with age group 20-29yrs, 4% with age group 30-39yrs, 3% with age group 40-49yrs, 17% with age group 50yrs& above. The employees who say that work does not lead to excessive fatigue are 4% with age group 20-29yrs, 13% with age group 30-39yrs,3% with age group 40-49yrs,39% with age group 50yrs& above. The employees who feel that work may lead to excessive fatigue are 1% with age group 20-29yrs, 3% with age group 30-39yrs, 6% with age group 40-49yrs, 6% with age group 50yrs & above.

**Table 4.1.8: Table showing cross tabulation of gender, age and crèche facility.**

| Does organization provide crèche facility | Age         | No. of respondents(n) | Gender  |        | Total   |
|---|-------------|-----------------------|---------|--------|---------|
|   |             |                       | Male    | Female |         |
| Yes                                       | 20-29yrs    | n                     | 5(9%)   | 0(0%)  | 5(7%)   |
|   | 30-39yrs    | n                     | 6(10%)  | 6(55%) | 12(17%) |
|   | 40-49yrs    | n                     | 5(9%)   | 3(27%) | 8(11%)  |
|   | 50yrs-above | n                     | 39(66%) | 2(18%) | 41(59%) |
| No  | 30-39yrs    | n                     | 2(3%)   | 0(0%)  | 2(3%)   |
|   | 50yrs-above | n                     | 2(3%)   | 0(0%)  | 2(3%)   |
|   | Total       | n                     | 59      | 11     | 70      |

**Analysis:**

From the above mentioned table no. 4.1.8, the employees who say that company provides crèche facility are 7% with age group 20-29yrs, 18% with age group 30-39yrs, 12% with age group 40-49yrs, 62% with age group 50yrs & above. The employees who say that company does not provide crèche facility are 50% with age group 30-39yrs, 50% with age group 50yrs & above.

**Table 4.1.9: Table showing cross tabulation of gender, age and library facility.**

| Are you satisfied with the library facility provided by the company | Age         | No. of respondents(n) | Gender  |        | Total   |
|---|-------------|-----------------------|---------|--------|---------|
|   |             |                       | Male    | Female |         |
| Highly satisfied  | 20-29yrs    | n                     | 1(2%)   | 0(0%)  | 1(1%)   |
|   | 40-49yrs    | n                     | 2(3%)   | 0(0%)  | 2(3%)   |
|   | 50yrs-above | n                     | 10(17%) | 1(9%)  | 11(16%) |
| Satisfied   | 20-29yrs    | n                     | 2(3%)   | 0(0%)  | 2(3%)   |
|   | 30-39yrs    | n                     | 4(7%)   | 3(27%) | 7(10%)  |
|   | 40-49yrs    | n                     | 3(5%)   | 1(9%)  | 4(6%)   |
|   | 50yrs-above | n                     | 28(48%) | 1(9%)  | 29(41%) |
| Neutral   | 20-29yrs    | n                     | 2(3%)   | 0(0%)  | 2(3%)   |
|   | 30-39yrs    | n                     | 4(7%)   | 3(27%) | 7(10%)  |
|   | 40-49yrs    | n                     | 0(0%)   | 1(9%)  | 1(1%)   |
|   | 50yrs-above | n                     | 3(5%)   | 0(0%)  | 3(4%)   |
| Dissatisfied  | 40-49yrs    | n                     | 0(0%)   | 1(9%)  | 1(1%)   |
|   | Total       | n                     | 59      | 11     | 70      |

**Analysis:**

From the above mentioned table no. 4.1.9, the employees who are highly satisfied with library facility are 1% with age group 20-29yrs, 3% with age group 40-49yrs, 16% with age group 50yrs & above. The employees who are satisfied are 3% with age group 20-29yrs, 10% with age group of 30-39yrs, 6% with age group of 40-49yrs, 41% with age group 50yrs&above. The employees who are neutral about the satisfaction level are 3% with age group 20-29yrs, 10% with age group 30-39yrs, 8% with age group 40-49yrs, 1% with age group 50yrs and above. The employees who are dissatisfied are 1% with age group 20-29yrs.

## 4.2 Non statutory measures

**Table 4.2.1: Table showing cross tabulation of gender, age and medical facility.**

| Are you satisfied with the medical facility provided by the company | Age         | No. of respondents(n) | Gender  |        | Total   |
|---|-------------|-----------------------|---------|--------|---------|
|   |             |                       | Male    | Female |         |
| Highly satisfied  | 20-29yrs    | n                     | 4(7%)   | 0(0%)  | 4(6%)   |
|   | 30-39yrs    | n                     | 4(7%)   | 4(36%) | 8(11%)  |
|   | 40-49yrs    | n                     | 4(7%)   | 3(27%) | 7(10%)  |
|   | 50yrs-above | n                     | 23(39%) | 2(18%) | 25(36%) |
| Satisfied   | 20-29yrs    | n                     | 1(2%)   | 0(0%)  | 1(2%)   |
|   | 30-39yrs    | n                     | 4(7%)   | 2(18%) | 6(9%)   |
|   | 40-49yrs    | n                     | 1(2%)   | 0(0%)  | 1(2%)   |
|   | 50yrs-above | n                     | 18(31%) | 0(0%)  | 18(26%) |
|   | Total       | n                     | 59      | 11     | 70      |

### Analysis:

From the above mentioned table no. 4.2.1, the employees who are highly satisfied with medical facility are 4% with age group 20-29yrs, 11% with age group 30-39yrs, 10% with age group 40-49yrs, 36% with age group 50yrs & above. The employees who are satisfied are 2% with age group 20-29yrs, 9% with age group of 30-39yrs, 2% with age group of 40-49yrs, 26% with age group 50yrs&above.

**Table 4.2.2: Table showing cross tabulation of gender, age and transportation facility.**

| Are you provided by transportation facilities | Age           | No. of respondents (n) | Gender  |        | Total   |
|---|---------------|------------------------|---------|--------|---------|
|   |               |                        | Male    | Female |         |
| Yes   | 20-29yrs      | n                      | 3(5%)   | 0(0%)  | 3(4%)   |
|   | 30-39yrs      | n                      | 1(2%)   | 0(0%)  | 1(1%)   |
|   | 40-49yrs      | n                      | 1(2%)   | 0(0%)  | 1(1%)   |
|   | 50yrs-above   | n                      | 13(22%) | 2(18%) | 15(21%) |
| No  | 20-29yrs      | n                      | 2(3%)   | 0(0%)  | 2(3%)   |
|   | 30-39yrs      | n                      | 6(10%)  | 6(55%) | 12(17%) |
|   | 40-49yrs      | n                      | 4(7%)   | 3(27%) | 7(10%)  |
|   | 50yrs-above   | n                      | 27(46%) | 0(0%)  | 27(39%) |
| Don't know                                    | 30-39yrs      | n                      | 1(2%)   | 0(0%)  | 1(1%)   |
|   | 50yrs-above   | n                      | 1(2%)   | 0(0%)  | 1(1%)   |
|   | Overall total | n                      | 59      | 11     | 70      |

**Analysis:**

From the above mentioned table no. 4.2.2, the employees who say that company provides transportation facility are 4% with age group 20-29yrs, 1% with age group 30-39yrs, 1% with age group 40-49yrs, 21% with age group 50yrs& above. The employees who say that company does not provide transportation facility are 3% with age group 20-29yrs, 17% with age group 30-39yrs, 10% with age group 40-49yrs, 39% with age group 50yrs& above. The employees who say that they don't know about the transportation facility are 1% with age group 30-39yrs, 1% with age group 50yrs& above.

**Table 4.2.3: Table showing cross tabulation of gender, age and housing facility.**

| Are you provided by housing facilities | Age         | No. of respondents (n) | Gender  |        | Total   |
|--|-------------|------------------------|---------|--------|---------|
|  |             |                        | Male    | Female |         |
| Yes                                    | 20-29yrs    | n                      | 4(7%)   | 0(0%)  | 4(6%)   |
|  | 30-39yrs    | n                      | 5(8%)   | 6(55%) | 11(16%) |
|  | 40-49yrs    | n                      | 5(8%)   | 3(27%) | 8(11%)  |
|  | 50yrs-above | n                      | 34(58%) | 2(18%) | 36(51%) |
| No                                     | 20-29yrs    | n                      | 1(2%)   | 0(0%)  | 1(1%)   |
|  | 30-39yrs    | n                      | 2(3%)   | 0(0%)  | 2(3%)   |
|  | 50yrs-above | n                      | 7(12%)  | 0(0%)  | 7(10%)  |
| Don't know                             | 30-39yrs    | n                      | 1(2%)   | 0(0%)  | 1(1%)   |
|  | Total       | n                      | 59      | 11     | 70      |

**Analysis:**

From the above mentioned table no. 4.2.3, the employee who says that company provides housing facility are 6% with age group 20-29yrs, 16% with age group 30-39yrs, 11% with age group 40-49yrs, 51% with age group 50yrs & above. The employees who say that company does not provide housing facility are 1% with age group 20-29yrs, 3% with age group 30-39yrs, 10% with age group 50yrs & above. The employees who say that they don't know about housing facility are 1% with age group 20-29yrs.

**Table 4.2.4: Table showing cross tabulation of gender, age and recreational facility.**

| Are you satisfied with the recreational facilities provided in the organization | Age         | No. of respondents (n) | Gender  |        | Total   |
|---|-------------|------------------------|---------|--------|---------|
|   |             |                        | Male    | Female |         |
| Highly satisfied  | 20-29yrs    | n                      | 1(2%)   | 0(0%)  | 1(1%)   |
|   | 30-39yrs    | n                      | 2(3%)   | 0(0%)  | 2(3%)   |
|   | 40-49yrs    | n                      | 2(3%)   | 0(0%)  | 2(3%)   |
|   | 50yrs-above | n                      | 11(19%) | 2(18%) | 13(19%) |
| Satisfied   | 20-29yrs    | n                      | 1(2%)   | 0(0%)  | 1(1%)   |
|   | 30-39yrs    | n                      | 2(3%)   | 2(18%) | 4(6%)   |
|   | 40-49yrs    | n                      | 3(5%)   | 1(9%)  | 4(6%)   |
|   | 50yrs-above | n                      | 22(37%) | 0(0%)  | 22(31%) |
| Neutral   | 20-29yrs    | n                      | 2(3%)   | 0(0%)  | 2(3%)   |
|   | 30-39yrs    | n                      | 2(3%)   | 2(18%) | 4(6%)   |
|   | 40-49yrs    | n                      | 0(0%)   | 2(18%) | 2(3%)   |
|   | 50yrs-above | n                      | 8(14%)  | 0(0%)  | 8(11%)  |
| Dissatisfied  | 20-29yrs    | n                      | 1(2%)   | 0(0%)  | 1(1%)   |
|   | 30-39yrs    | n                      | 2(3%)   | 2(18%) | 4(6%)   |
|   | Total       | n                      | 59      | 11     | 70      |

**Analysis:**

From the above mentioned table no. 4.2.4, the employees who are highly satisfied with recreational facilities are 1% with age group 20-29yrs, 3% with age group 30-39yrs, 3% with age group 40-49yrs, 19% with age group 50yrs & above. The employees who are satisfied are 1% with age group 20-29yrs, 6% with age group of 30-39yrs, 6% with age group of 40-49yrs and 31% with age group 50yrs&above. The employees who are neutral about the satisfaction level are 3% with age group 20-29yrs, 6% with age group 30-39yrs, 3% with age group 40-49yrs, 11% with age group 50yrs and above. The employees who are dissatisfied with recreational facilities are 1% with age group 20-29yrs, 6% with age group 30-39yrs.



**Table 4.2.5: Table showing cross tabulation of gender, age and education allowance.**

| Is there any education allowance given to employee children | Age         | No. of respondents (n) | Gender  |        | Total   |
|---|-------------|------------------------|---------|--------|---------|
|   |             |                        | Male    | Female |         |
| Yes   | 20-29yrs    | n                      | 3(5%)   | 0(0%)  | 3(4%)   |
|   | 30-39yrs    | n                      | 3(5%)   | 3(27%) | 6(9%)   |
|   | 40-49yrs    | n                      | 3(5%)   | 1(9%)  | 4(6%)   |
|   | 50yrs-above | n                      | 33(56%) | 2(18%) | 35(50%) |
| No  | 30-39yrs    | n                      | 5(8%)   | 3(27%) | 8(11%)  |
|   | 40-49yrs    | n                      | 2(3%)   | 2(18%) | 4(6%)   |
|   | 50yrs-above | n                      | 8(14%)  | 0(0%)  | 8(11%)  |
| Don't know  | 20-29yrs    | n                      | 2(3%)   | 0(0%)  | 2(3%)   |
|   | Total       | n                      | 59      | 11     | 70      |

**Analysis:**

From the above mentioned table no.4.2.5, the employees who says that company provides education allowance are 4% with age group 20-29yrs, 9% with age group 30-39yrs, 6% with age group 40-49yrs, 50% with age group 50yrs& above. The employees who say that company does not provide education allowance are 11% with age group 30-39yrs, 6% with age group 40-49yrs,11% with age group 50yrs & above. The employee who says that they don't know about the with education allowance are 3% with age group 20-29yrs.

**Table 4.2.6: Table showing cross tabulation of gender, age and quality of uniform.**

| What do feel about the quality of the uniform provided by the company | Age         | No. of respondents (n) | Gender  |        | Total   |
|---|-------------|------------------------|---------|--------|---------|
|   |             |                        | Male    | Female |         |
| Highly satisfied  | 30-39yrs    | n                      | 1(2%)   | 0(0%)  | 1(1%)   |
|   | 40-49yrs    | n                      | 1(2%)   | 0(0%)  | 1(1%)   |
|   | 50yrs-above | n                      | 14(24%) | 1(9%)  | 15(21%) |
| Satisfied   | 20-29yrs    | n                      | 3(5%)   | 0(0%)  | 3(4%)   |
|   | 30-39yrs    | n                      | 3(5%)   | 4(36%) | 7(10%)  |
|   | 40-49yrs    | n                      | 3(5%)   | 2(18%) | 5(7%)   |
|   | 50yrs-above | n                      | 25(42%) | 1(9%)  | 26(37%) |
| Neutral   | 30-39yrs    | n                      | 2(3%)   | 0(0%)  | 2(3%)   |
|   | 40-49yrs    | n                      | 1(2%)   | 0(0%)  | 1(1%)   |
|   | 50yrs-above | n                      | 2(3%)   | 0(0%)  | 2(3%)   |
| Dissatisfied  | 20-29yrs    | n                      | 2(3%)   | 0(0%)  | 2(3%)   |
|   | 30-39yrs    | n                      | 2(3%)   | 1(9%)  | 3(4%)   |
|   | 40-49yrs    | n                      | 0(0%)   | 1(9%)  | 1(1%)   |
| Highly Dissatisfied   | 30-39yrs    | n                      | 0(0%)   | 1(9%)  | 1(1%)   |
|   | Total       | n                      | 59      | 11     | 70      |

**Analysis:**

From the above mentioned table no.4.2.6, the employees who are highly satisfied with quality of uniform are 1% with age group 30-39yrs, 1% with age group 40-49yrs, 21% with age group 50yrs & above. The employees who are satisfied are 4% with age group 20-29yrs, 10% with age group of 30-39yrs, 7% with age group of 40-49yrs, 37% with age group 50yrs&above. The employees who are neutral about the satisfaction level are 3% with age group 30-39yrs, 1% with age group 40-49yrs, 3% with age group 50yrs and above. The employees who are dissatisfied with quality of uniform are 3% with age group 20-29yrs, 4% with age group 30-39yrs, 1% with age group 40-49yrs. The employees who are highly dissatisfied with quality of uniform are 1% with age group 20-29yrs.

**Table 4.2.7: Table showing cross tabulation of gender, age and leave policy.**

| How do you rate the leave policy of the organization | Age         | No. of respondents(n) | Gender  |        | Total   |
|--|-------------|-----------------------|---------|--------|---------|
|  |             |                       | Male    | Female |         |
| Highly satisfied                                     | 30-39yrs    | n                     | 1(2%)   | 0(0%)  | 1(1%)   |
|  | 40-49yrs    | n                     | 2(3%)   | 1(9%)  | 3(4%)   |
|  | 50yrs-above | n                     | 11(19%) | 2(18%) | 13(19%) |
| Satisfied  | 20-29yrs    | n                     | 4(7%)   | 0(0%)  | 4(6%)   |
|  | 30-39yrs    | n                     | 3(5%)   | 5(45%) | 8(11%)  |
|  | 40-49yrs    | n                     | 3(5%)   | 2(18%) | 5(7%)   |
|  | 50yrs-above | n                     | 30(51%) | 0(0%)  | 30(43%) |
| Neutral  | 20-29yrs    | n                     | 1(2%)   | 0(0%)  | 1(1%)   |
|  | 30-39yrs    | n                     | 3(5%)   | 0(0%)  | 3(4%)   |
| Dissatisfied   | 30-39yrs    | n                     | 1(2%)   | 1(9%)  | 2(3%)   |
|  | Total       | n                     | 59      | 11     | 70      |

**Analysis:**

From the above mentioned table no. 4.2.7, the employees who are highly satisfied with leave policy are 1% with age group 30-39yrs, 4% with age group 40-49yrs, 19% with age group 50yrs & above. The employees who are satisfied are 6% with age group 20-29yrs, 11% with age group of 30-39yrs, 7% with age group of 40-49yrs, 43% with age group 50yrs&above. The employees who are neutral about the satisfaction level towards leave policy are 1% with age group 20-29yrs, 4% with age group 30-39yrs. The employees who are dissatisfied about the satisfaction level towards leave policy are 3% with age group 30-39yrs.

**Table 4.2.8: Table showing cross tabulation of gender, age and housing loans.**

| Are you provided with housing loans | Age         | No. of respondents (n) | Gender  |        | Total   |
|-------------------------------------|-------------|------------------------|---------|--------|---------|
|                                     |             |                        | Male    | Female |         |
| Yes                                 | 20-29yrs    | n                      | 1(2%)   | 0(0%)  | 1(1%)   |
|                                     | 30-39yrs    | n                      | 1(2%)   | 2(18%) | 3(4%)   |
|                                     | 40-49yrs    | n                      | 2(3%)   | 1(9%)  | 3(4%)   |
|                                     | 50yrs-above | n                      | 32(54%) | 2(18%) | 34(49%) |
| No                                  | 20-29yrs    | n                      | 3(8%)   | 0(0%)  | 3(4%)   |
|                                     | 30-39yrs    | n                      | 7(12%)  | 4(36%) | 11(16%) |
|                                     | 40-49yrs    | n                      | 3(5%)   | 2(18%) | 5(7%)   |
|                                     | 50yrs-above | n                      | 9(15%)  | 0(0%)  | 9(13%)  |
| Don't know                          | 20-29yrs    | n                      | 1(2%)   | 0(0%)  | 1(1%)   |
|                                     | Total       | n                      | 59      | 11     | 70      |

**Analysis:**

From the above mentioned table no. 4.2.8, the employees who says that company provides housing loans are 1% with age group 20-29yrs, 4% with age group 30-39yrs, 4% with age group 40-49yrs, 49% with age group 50yrs& above. The employees who say that company does not provide housing loans are 4% with age group 20-29yrs, 16% with age group 30-39yrs, 5% with age group 40-49yrs, 13% with age group 50yrs & above. The employees who say that they don't know about housing loans are 1% with age group 20-29yrs.

**Table 4.2.9: Table showing cross tabulation of gender, age and training programmes.**

| How do you rate the training programs conducted by the company to improve skills | Age         | No. of respondents (n) | Gender  |        | Total   |
|--|-------------|------------------------|---------|--------|---------|
|  |             |                        | Male    | Female |         |
| Highly satisfied   | 40-49yrs    | n                      | 3(5%)   | 0(0%)  | 3(4%)   |
|  | 50yrs-above | n                      | 11(19%) | 1(9%)  | 12(17%) |
| Satisfied  | 20-29yrs    | n                      | 3(5%)   | 0(0%)  | 3(4%)   |
|  | 30-39yrs    | n                      | 5(8%)   | 4(36%) | 9(13%)  |
|  | 40-49yrs    | n                      | 2(3%)   | 3(27%) | 5(7%)   |
|  | 50yrs-above | n                      | 25(42%) | 1(9%)  | 26(37%) |
| Neutral  | 20-29yrs    | n                      | 2(3%)   | 0(0%)  | 2(3%)   |
|  | 30-39yrs    | n                      | 3(5%)   | 2(18%) | 5(7%)   |
|  | 50yrs-above | n                      | 5(8%)   | 0(0%)  | 5(7%)   |
|  | Total       | n                      | 59      | 11     | 70      |

**Analysis:**

From the above mentioned table no. 4.2.9, the employees who are highly satisfied with training programmes to improve skills are 4% with age group 40-49yrs, 17% with age group 50yrs & above. The employees who are satisfied are 4% with age group 20-29yrs, 13% with age group of 30-39yrs, 7% with age group of 40-49yrs, 37% with age group 50yrs&above. The employees who are neutral about the satisfaction level towards training programmes are 2% with age group 20-29yrs, 7% with age group 30-39yrs,7% with age group 50yrs & above.

**Table 4.2.10: Table showing cross tabulation of gender, age and training programmes.**

| Does the organization educate regarding the new technology developments | Age         | No. of respondents (n) | Gender  |        | Total   |
|---|-------------|------------------------|---------|--------|---------|
|   |             |                        | Male    | Female |         |
| Yes   | 20-29yrs    | n                      | 4(7%)   | 0(0%)  | 4(6%)   |
|   | 30-39yrs    | n                      | 4(7%)   | 5(5%)  | 9(13%)  |
|   | 40-49yrs    | n                      | 5(8%)   | 3(45%) | 8(11%)  |
|   | 50yrs-above | n                      | 32(54%) | 2(18%) | 34(49%) |
| No  | 20-29yrs    | n                      | 1(2%)   | 0(0%)  | 1(1%)   |
|   | 30-39yrs    | n                      | 3(5%)   | 1(9%)  | 1(1%)   |
|   | 50yrs-above | n                      | 6(9%)   | 0(0%)  | 6(9%)   |
| Nil   | 30-39yrs    | n                      | 1(2%)   | 0(0%)  | 1(1%)   |
|   | 50yrs-above | n                      | 3(5%)   | 0(0%)  | 3(4%)   |
|   | Total       | n                      | 59      | 11     | 70      |

Analysis:

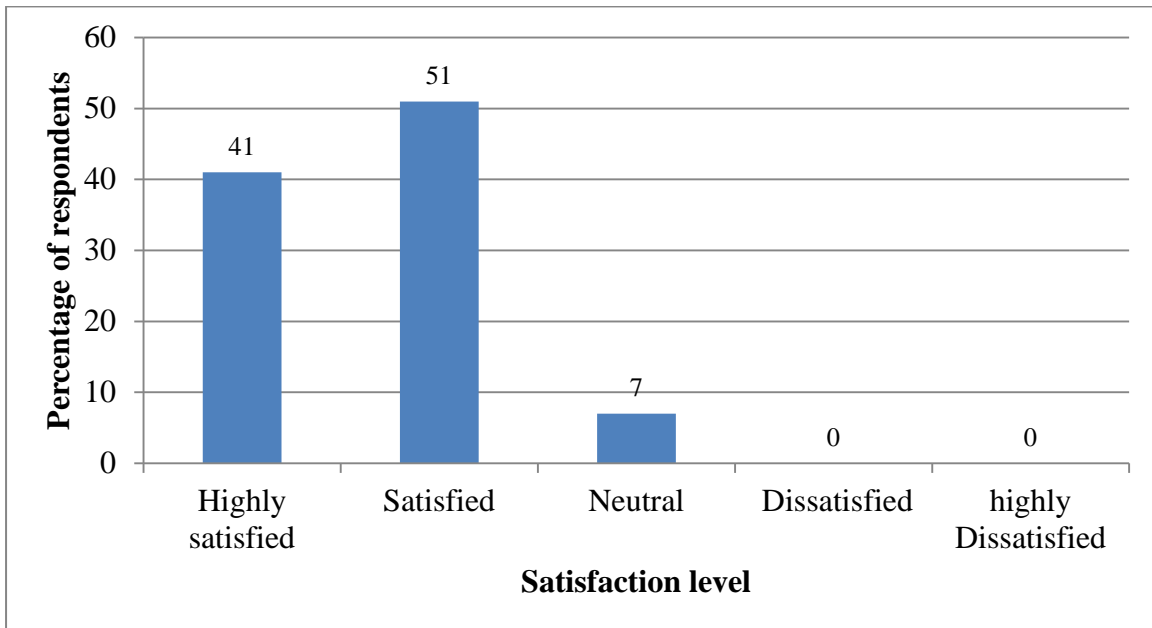
From the above mentioned table no.4.2.1, the employees who say that company provides training to improve skills are 6% with age group 20-29yrs, 13% with age group 30-39yrs, 11% with age group 40-49yrs, 49% with age group 50yrs & above. The employees who say that company does not provide training to improve skills are 1% with age group 20-29yrs, 1% with age group 30-39yrs, 9% with age group 50yrs & above. The employees who say that company provides nil training to improve skills are 1% with age group 30-39yrs, 4% with age group 50yrs-above.

#### 4.3 Social security measures

**Table 4.3.1: Table showing the satisfaction level towards the gratuity benefits provided by the company.**

| Satisfaction level  | No. of respondents | Percentage |
|---------------------|--------------------|------------|
| Highly satisfied    | 29                 | 41         |
| Satisfied           | 36                 | 51         |
| Neutral             | 5                  | 7          |
| Dissatisfied        | 0                  | 0          |
| Highly Dissatisfied | 0                  | 0          |
| Total               | 70                 | 100        |

**Graph no.4.3.1: Table showing the satisfaction level towards the gratuity benefits provided by the company.**



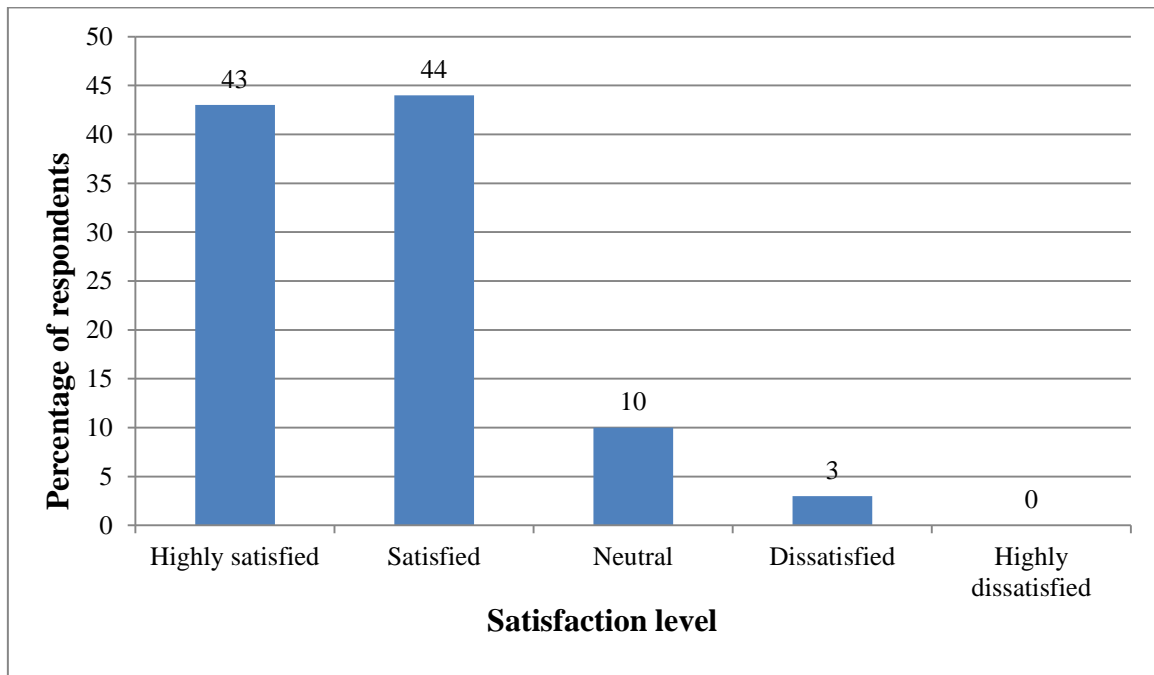
Analysis:

From the above, 41% of employees says that they are highly satisfied with the gratuity benefits provided by the company. 51% of employees say that they are satisfied,7% of the employees are neutral about the gratuity benefits provided by the company.

**Table 4.3.2: Table showing the satisfaction level of the employees towards with the medical insurance provided by the company.**

| Satisfaction level  | No. of respondents | Percentage |
|---------------------|--------------------|------------|
| Highly satisfied    | 30                 | 43         |
| Satisfied           | 31                 | 44         |
| Neutral             | 7                  | 10         |
| Dissatisfied        | 2                  | 3          |
| Highly Dissatisfied | 0                  | 0          |
| Total               | 70                 | 100        |

**Graph 4.3.2: Graph showing the satisfaction level of the employees towards with the medical insurance provided by the company.**



**Analysis:**

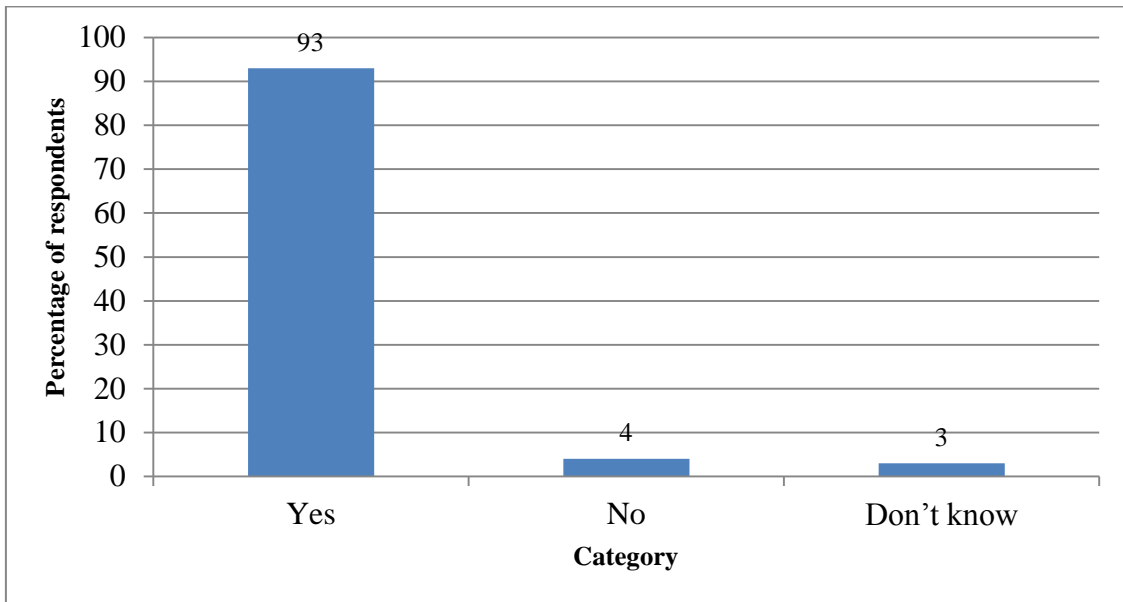
From the above, 43% of employees says that they are highly satisfied with the medical insurance provided by the company. 44% of employees says that they are satisfied, 10% of the employees are neutral, 3% of the employees are dissatisfied with the medical insurance provided by the company.

**Table 4.3.3: Table showing whether the company adopt safety measures for employee safety.**

| Category   | No. of respondents | Percentage |
|------------|--------------------|------------|
| Yes        | 65                 | 93         |
| No         | 3                  | 4          |
| Don't know | 2                  | 3          |
| Total      | 70                 | 100        |



**Graph 4.3.3: Graph showing whether the company adopt safety measures for employee safety.**



Analysis:

From the above, 93% of employees says that company adopt safety measures for employee safety. 4% of employees say that company adopt safety measures for employee safety and 3% of the employees don't know whether company adopt safety measures for employee safety.

#### 4.5 Statistical tool

##### Hypothesis testing

Ho: Welfare facilities do not have a significant impact on motivation for higher productivity of employees.

Ha:Welfare facilities have a significant impact on motivation for higher productivity of employees.

Table 4.5.1: Chi- square test

|                    | Value  | Df | Asymp.significance (2-sided) |
|--------------------|--------|----|------------------------------|
| Pearson Chi-square | 71.363 | 9  | .000                         |
| Likelihood ratio   | 50.208 | 9  | .000                         |
| Linear -by-Linear  | 23.716 | 1  | .000                         |

The Pearson Chi-square value=71.363, df=9 and p=.000 indicating that the significance value is less than 0.05. So, the null hypothesis is being rejected and hence there is significance relation between employee welfare facilities and motivation for higher productivity.

This chapter briefs about the data collected and analysis. The data collected is analyzed using crosstabulation and percentage analysis. The statutory and non statutory welfare measures are analyzed using crosstabulation. Social security measures are analyzed using percentage. Hypothesis testing is done on employee satisfaction and employee productivity. The interpretation of the study has been done in the next chapter.

## CHAPTER 5

### SUMMARY OF FINDINGS, CONCLUSION AND SUGGESTIONS

#### 5.1 FINDINGS

This chapter has been divided into following areas:

##### 5.1.1 Statutory welfare measures

##### 5.1.2 Non statutory welfare measures

##### 5.1.3 Social security measures

##### 5.1.1 Statutory welfare measures

- Majority of the respondents feel very good about the canteen facility provided by the company.
- Majority of the respondents were satisfied towards the lunch room and rest room facility.
- Respondents were satisfied with the drinking water facility.
- Majority of the respondents feels that suitable ventilation and lightening in the workplace is been provided.
- Majority of the respondents were highly satisfied with the first aid and dispensary facilities provided in the organization.
- Majority of the respondents were satisfied with seating arrangement of the organization.
- Majority of the respondents feels that work does not lead to excessive fatigue.
- Majority of the respondents says that organization provide crèche facility.
- Majority of the respondents are satisfied with library facility provided by the company.

##### 5.1.2 Non Statutory welfare measures

- Majority of the respondents are highly satisfied with medical facility provided by the company.
- Respondents say that transportation facility is not provided.
- Housing facility is provided to the employees.
- Education allowance is provided by the company.
- Majority of the respondents are satisfied with the uniform provided by the company.
- Majority of the respondents are satisfied with the leave policy provided by the company.

- Respondents say that housing loans are provided by the company.
- Majority of the employees says that company educates regarding the new technology developments to improve skills.

### 5.1.3 Social security measures

- Majority of the respondents are satisfied with gratuity benefits provided by the company.
- Majority of the respondents are satisfied with the medical insurance provided by the company.
- Respondents say that company adopts safety measures for employee safety.

The hypothesis testing shows that there is significance difference relation between employee welfare facilities and motivation for higher productivity.

## 5.2 CONCLUSION

Employee welfare measures are the state of well being, satisfaction, protection and helps to motivate the employees. It was explored that employee welfare measures helps in employee satisfaction. With the result of improving the quality of work life among the employees, their involvement in job will be increased and productivity of the organisation will be increased.

Employee welfare measures boost the morale of the employees if they are effectively implemented and carried out. The welfare measures which are provided in BHEL-EPD are appreciable, as the employees are satisfied with the existing welfare measures.

## 5.3 SUGGESTIONS

Using this analysis, following recommendations can be contemplated:

- Recreation facilities can be improved to increase the morale of the employees and reduces the stress of the employees.
- More training classes should be conducted to enhance the efficiency of the employees.
- Quality of food, canteen facility can be improved.
- Annual health checkups, employee counselling should be improved by conducting health camps at least in a month.
- Company should provide breakfast facility.

- Quarters given to the employees should be renovated
- Company should provide sufficient medicines in the first aid box.

The researcher finds that employees are satisfied with the welfare measures provided at BHEL. Welfare measures plays vital role for motivation of employees which inturn increases the productivity.

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**Annexure:**

**Questionnaires on employee welfare measures**

**Personal data:**

Name:

Age: 20-29yrs  30-39yrs  40-49yrs  50yrs-Above

Gender: Male  Female

Designation:

Department:

Experience: less than 1yr  1-5yrs  6-10yrs  11-15yrs  16-20yrs   
21yrs &above

Qualification: ITI  Diploma  Engineering  Other

**Statutory welfare measures**

1. Rate the canteen facility provided by the company?

A. Excellent B. Very good C. Good D. Average E. Poor

2. Rate the rest room and lunch room facility provided to employees?

A. Highly satisfied B. Satisfied C. Neutral D. Dissatisfied E. Highly Dissatisfied

3. Are you satisfied with the drinking water facility provided by the company?

A. Highly satisfied B. Satisfied C. Neutral D. Dissatisfied E. Highly Dissatisfied

4. Is there suitable ventilation and lightening in the workplace?

A. Yes B. No C. Don't know

5. Are you satisfied with the first aid and dispensary facilities provided in the organisation?

A. Highly satisfied B. Satisfied C. Neutral D. Dissatisfied E. Highly Dissatisfied

6. How do you rate the seating arrangement of the organisation?

A. Highly satisfied B. Satisfied C. Neutral D. Dissatisfied E. Highly Dissatisfied

7. Does work lead to excessive fatigue?

A. Yes B. No C. Maybe

8. Does organisation provide crèche facility?

A. Yes                      B. No              C. Don't know

9. Are you satisfied with library facility provided by the company?

A. Highly satisfied    B. Satisfied    C. Neutral    D. Dissatisfied    E. Highly Dissatisfied

**Non statutory measures**

10. Are you satisfied with the medical facilities provided by the company?

A. Highly satisfied    B. Satisfied    C. Neutral    D. Dissatisfied    E. Highly Dissatisfied

11. Are you provided by the transportation facilities?

A. Yes                      B. No              C. Don't know

12. Are you provided with the housing facilities?

A. Yes                      B. No              C. Don't know

13. Are you satisfied with the recreational facilities provided in the organisation?

A. Highly satisfied    B. Satisfied    C. Neutral    D. Dissatisfied    E. Highly Dissatisfied

14. Is there any educational allowance given to employee children?

A. Yes                      B. No              C. Don't know

15. What do you feel about the quality of the uniform provided by the company?

A. Highly satisfied    B. Satisfied    C. Neutral    D. Dissatisfied    E. Highly Dissatisfied

16. How do you rate the leave policy of the organisation?

A. Highly satisfied    B. Satisfied    C. Neutral    D. Dissatisfied    E. Highly Dissatisfied

17. Are you provided with housing loans?

A. Yes                      B. No              C. Don't know

18. How do you rate the training programs conducted by the company to improve skills?

A. Highly satisfied    B. Satisfied    C. Neutral    D. Dissatisfied    E. Highly Dissatisfied

19. Does the organisation educate regarding the new technology developments?

A. Yes                      B. No              C. Nil

**Social security measures**

20. Are you satisfied with the gratuity benefits provided by the company?

A. Highly satisfied    B. Satisfied    C. Neutral    D. Dissatisfied    E. Highly Dissatisfied

21. Are you satisfied with the medical insurance provided by the company?

A. Highly satisfied B. Satisfied C. Neutral D. Dissatisfied E. Highly Dissatisfied

22. Does the company adopt safety measures for employee safety?

A. Yes B. No C. Don't know

**General**

23. How company welfare measures motivate you for higher productivity?

A. Highly motivated B. Motivated C. Neutral D. Doesn't Motivate E. Not at all motivated

24. Rate the overall satisfaction with employee welfare activities in the organisation?

A. Highly satisfied B. Satisfied C. Neutral D. Dissatisfied E. Highly Dissatisfied

