



Empowering Workforces - The Influence of Employee-Centric Welfare Measures on Employee Satisfaction and Employee Performance in the Pharma Industry

¹B Aswini, ²Ravichandra BS

¹MBA 2nd Year, Department of Management Studies, Vardhaman College of Engineering, Shamshabad, Hyderabad

²Assistant Professor, Department of Management Studies, Vardhaman College of Engineering, Shamshabad, Hyderabad

Abstract

Human resource plans depend much on employee welfare measures since they significantly increase job satisfaction and performance. This paper looks at how statutory and non-statutory welfare policies affect employee performance and satisfaction as well as their connection inside the pharmaceutical sector. The study gathers main data from workers at several hierarchical levels using a descriptive and analytical research approach by use of structured questionnaires. Convenient sampling is applied to determine 200 is the sample size confined to Hyderabad city of Telangana State chosen to guarantee statistical relevance. Using correlation and regression methods, data analysis looks at how welfare policies affect employee outcomes. The results show that employee performance and satisfaction are much influenced by legislative welfare programs including paid leave legislation, health benefits, and safety rules. Likewise, non-statutory actions include leisure time pursuits, professional development initiatives, and flexible work schedules improve performance and satisfaction. The study also shows a clear relationship between employee performance and satisfaction, implying that greater organizational results could follow from stronger welfare policies.

Keywords: Statutory Welfare Measures, Non-Statutory Welfare Measures, Employee Satisfaction, Employee Performance, Employee Productivity

Introduction

Employee welfare refers to all the efforts made to improve the comfort and well-being of workers, beyond just their salaries. It means "the efforts to improve life for workers." It includes different services and facilities given to workers to help them. Employee welfare refers to the attempts to improve the quality of life for workers. People are the most valuable part of a company, and accounting must evaluate and document their value and costs (Kumar, 2022). Employee welfare is a domain of social welfare both philosophically and operationally. It encompasses a wide domain and signifies a condition of well-being, happiness, contentment, conservation, and development of human resources, while also facilitating employee motivation. The primary purpose of employee welfare is to enhance the quality of employees' lives and to ensure their satisfaction and

engagement. Welfare measures can be categorized as statutory and non-statutory, with legislation mandating employers to provide specific benefits to employees beyond pay or salaries (Tiwari, 2014). Armstrong (2004) states that employee welfare programs rest mainly on the abstract ground of social responsibility on organizations for those who work for them. Organizations need highly performing employees in order to meet their goals to deliver the products and services they specialize in and hence achieve competitive advantage.

The term welfare represents the ultimate objective for which all beings in this world aspire, and if humans petition God for welfare, why should employers be exempt from ensuring the wellbeing of their employees? The phrase welfare denotes the pursuit of an individual's physical, mental, moral, and emotional well-being. Hopkins (1955) asserts that welfare is primarily a mindset of management that affects the execution of management tasks. Employers contemplating the implementation or expansion of welfare programs, either presently or in the future, must consider not only historical and current experiences but also emerging tendencies. Labour encompasses any physical or intellectual effort exerted in industrial production, and an individual who engages in this activity is referred to as a worker. Traditional economic theory defines labor as 'a factor of production comprising bodily and cerebral exertion that receives compensation in the form of wages, salaries, or professional fees' (Railkar, 1990).

The concept of 'Employee welfare' is adaptable and varies with changes in time, region, industry, country, social values, customs, the level of industrialization, the overall socioeconomic development of individuals, and the political ideologies that prevail at a given time. Instances. The terms labour, worker, workman, and employee all denote wage-earning individuals in diverse industries and organizations (Patro & Kamakula, 2020)

The migration of rural populations to urban areas due to industrialization has resulted in specific sociological issues. The newly established class of industrial workers, having been displaced from their rural environments, necessitated the provision of social services in their new settings to facilitate their adaptation to evolving circumstances (Reddy, 2004). The essence of the employee welfare issue, whether mandated by legislation or not, lies in identifying the distinct responsibilities of the State, employers, trade unions, and volunteer organizations (Agalgatti, 2008).

In addition to social duty, the State, as an employer, has the fundamental obligation to serve as a model employer and to furnish various welfare services to its employees. Employee welfare activities began to flourish post-Second World War, as the British Government amended and instituted numerous labour regulations designed to enhance job conditions and promote the welfare of the working class (Satyanarayana, 2015). Only after independence was employee welfare adequately addressed, with the adoption of a socialistic framework to attain diverse socio-economic objectives of the nation. The Wage Committee has indicated that "unless the specific responsibilities of employers concerning welfare work are legally delineated, such employers are unlikely to align with their more enlightened and far-sighted counterparts" (Rao, 2008).

The Government of India, aiming to improve the welfare and wellbeing of workers, has established provisions for employee welfare under various labour laws. The Factories Act of 1948 is a significant legislation that delineates numerous provisions concerning employee health, safety, and welfare. It addresses working hours, including daily and weekly limits, weekly holidays, the employment of young individuals, canteen facilities, first aid, shelters, restrooms, lunchrooms, paid annual leave, and regulations pertaining to the employment of women and young persons in all organizations (Ghosh and Nandan, 2015). The Act provides for the employment of Welfare Officers in both manufacturing firms and the service sector.

Research Problem

Employee welfare measures have a very vital role in increasing job satisfaction and overall performance. Organizations implement statutory and non-statutory welfare measures to create an amiable working environment, and their relative effects on employee satisfaction and performance have been a contentious issue. An understanding of the contribution of such measures to the well-being and productivity of employees is crucial for organizations that wish to optimize their human resource strategies. This paper explores the effects of statutory and non-statutory welfare measures on the satisfaction and performance of employees in pharma industry.

Objective of the Study

- 1) To analyze the impact of statutory welfare measure on employee satisfaction.
- 2) To assess the impact of non-statutory welfare measure on employee satisfaction.
- 3) To evaluate the influence of statutory welfare measure on employee performance.
- 4) To investigate the impact of non-statutory welfare measure on employee performance.
- 5) To examine the relationship between employee satisfaction and employee performance.

Review of Literature and conceptual Model

Statutory Welfare and Employee Performance

A rise in statutory welfare provisions greatly boosts employee loyalty, which can lead to improvements in overall employee performance. Nonetheless, the study revealed no notable variation in experiences related to welfare measures among employees at Elite Contractors Private Limited (Prashanth, 2024). Statutory welfare measures, including health insurance and retirement schemes, substantially improve employee performance by enhancing working conditions and morale. Effective welfare policies enhance job satisfaction, thereby increasing productivity and overall organizational success (kaur, 2021). Statutory welfare measures have a considerable effect on employee performance, as they contribute to increased motivation and job satisfaction. Organizations that emphasize these advantages, including housing and medical facilities, cultivate a more effective workforce, which in turn enhances retention and boosts overall organizational efficiency (Jayapriya & Hibli, 2023). Statutory welfare measures are obligatory rewards that elevate employees' living conditions, potentially augmenting their performance (Jayashree et al., 2023). Statutory welfare measures improve employee performance by providing suitable workplace conditions that foster well-being and job satisfaction. Measures such as health insurance and transportation foster a motivated staff, resulting in enhanced productivity and organizational success (Prasanna & Mythili 2022).

(Megha, 2022) highlights that statutory welfare measures substantially improve employee performance by enhancing physical and psychological health, cultivating a sense of belonging, and decreasing absenteeism, which in turn results in greater productivity and satisfaction among employees at Desa Bhimani. Ravichandran & Raja (2017). research indicates that statutory welfare policies substantially affect employee performance by promoting an engaging work atmosphere. These indicators augment staff motivation and satisfaction, hence facilitating enhanced productivity and engagement within the National Insurance Company, Trichy region. Mohanapriya et al, (2019) revealed a notable connection between employee welfare initiatives and work performance, indicating that well-implemented welfare programs boost employee satisfaction and self-efficacy, which in turn contributes to enhanced productivity and overall performance in the organization.

H1: Statutory welfare measures directly impact employee performance.

Statutory Welfare and Employee Satisfaction

Statutory welfare measures, including the Employees' State Insurance Act and Provident Fund, enhance employee satisfaction by offering crucial security and benefits. These measures improve employee morale and performance, leading to increased job satisfaction in the workplace (Mary & Devi, 2024). Employee satisfaction is greatly improved by statutory welfare measures, according to study. These measures include

easily available healthcare services and sufficient housing. Creating a pleasant workplace at South Central Railway depends on these things, as well as on strict safety and cleanliness regulations (Katta & Shailashri, 2024). Statutory welfare provisions, as stipulated by the Mines Act and Factories Act, substantially augment employee satisfaction by safeguarding health, safety, and well-being, hence resulting in heightened productivity and engagement within manufacturing enterprises in Madhya Pradesh (Singh, 2023).

Belim & Pillai (2024) reveals that individuals employed in the Navsari region exhibit a general sense of contentment regarding the welfare initiatives extended to them, indicating a favorable relationship between mandated welfare provisions and the satisfaction levels reported by the participants in the study. Chandini & Vidya, (2023) examines employee welfare measures that improve employee satisfaction and motivation. It underscores that successful welfare initiatives greatly impact organizational performance, stressing the necessity of meeting employees' wider needs to enhance overall job satisfaction within KSRTC. Naveen & Madhavi, (2017) examined different aspects of labour welfare measures, including statutory welfare, and their effect on employee satisfaction levels. It underscores the necessity of enhancing welfare programs to augment overall employee satisfaction at N.T.P.S Ibrahimpatnam.

H2: Statutory welfare measures have a significant positive impact on employee satisfaction.

Non Statutory Welfare and Employee Satisfaction

Non-statutory welfare initiatives markedly improve employee satisfaction by fulfilling their needs beyond legal obligations. The research highlights that these approaches, in conjunction with safety programs, enhance morale and productivity, cultivating a healthier and more engaged staff at Nithya Packaging Pvt. Ltd (Kavipriya & Mathiazhagan, 2025). Non-statutory welfare initiatives, including housing, medical support, and recreational activities, substantially elevate employee satisfaction by enhancing morale and motivation. These methods cultivate a conducive work atmosphere, enhancing staff retention and overall well-being inside the firm (Shenbaham & Saranya, 2025). Non-statutory welfare amenities, including recreational activities, canteen services, and loan help, significantly enhance employee satisfaction at Titan Watch Company, hence improving morale and performance, which eventually leads to heightened productivity and job satisfaction among the workforce (Mary & Devi, 2024). Though not required by law, non-statutory welfare programs greatly raise employee satisfaction by encouraging general well-being, physical, psychological, and occupational safety. Bridging the gap between employees' aspirations and organizational realities depends on their awareness of and preferences for these initiatives (Nair & Jha, 2017).

Regan & Bellaro, (2024) demonstrates that non-statutory welfare provisions, including healthcare, housing, and recreational services, markedly elevate employee satisfaction at KMML, leading to enhanced morale and productivity, thereby underscoring the significance of these amenities in cultivating a favorable work atmosphere. Sangeetha & Alagarsamy, (2024) demonstrated that non-statutory welfare initiatives markedly improve employee satisfaction. Enhanced welfare provisions result in elevated morale and well-being, as employees experience increased job security, which positively correlates with their overall job satisfaction and happiness.

H3: Non-statutory welfare measures have a significant positive impact on employee satisfaction.

Non Statutory Welfare and Employee Performance

The effects of employee welfare initiatives, encompassing non-mandatory welfare, on performance at Sri Hari Associates. It employs descriptive analysis and statistical methods to evaluate the relationship between these initiatives and overall employee productivity and satisfaction (Varalakshmi & Madhiyarsi, 2024). Non-statutory welfare initiatives, including leisure activities, positively impact employee performance in non-governmental organizations (Lumiti et al., 2024). Non-statutory welfare measures, including safety and health activities, markedly improve employee performance by promoting satisfaction, engagement, and dedication. The research demonstrates that these programs enhance productivity and employee loyalty among non-

teaching personnel in Kenyan higher education institutions (Njeru et al., 2017). By attending to employees' physical, emotional, and psychological needs, well-crafted non-statutory welfare initiatives can improve performance (Rezayeemanesh et al., 2023). As shown by UASU activities, non-statutory welfare—such as recreational facilities—has less effect on employee performance than statutory benefits including maternity, pension, housing, and medical schemes, which greatly raise morale, motivation, and general productivity among employees (Lagat et al., 2014). Through encouragement of well-being and contentment, non-statutory welfare programs greatly improve employee performance. Customized programs targeting various employee requirements can promote involvement, which eventually helps to raise productivity, retention rates, and general organizational performance in the FMCG industry (Kaushik, 2024). Welfare benefits—including non-statutory welfare—significantly improve employee performance at amil zakat institutions, therefore stressing the need of such benefits in raising general employee productivity and contentment (Fitriastari & Muzakki, 2023). Non-statutory welfare programs improve living conditions, lower absenteeism, and raise job satisfaction, so enhancing employee performance. These projects foster reciprocal cooperation between employees and management, which eventually raises output and improves the working conditions (Swapna, 2011).

H4: Non-statutory welfare measures directly impact employee performance.

Employee satisfaction and Employee performance

The et al., (2023) identified a favorable and statistically significant correlation between employee satisfaction and employee performance. Job satisfaction not only improved organizational commitment but also reinforced the connection between satisfaction and performance, underscoring its vital role in workplace efficacy. Employee performance is favourably influenced by job satisfaction since happy workers are usually more efficient (Ginting et al., 2024). At Infomart, job satisfaction clearly affects employee performance; satisfied workers show more loyalty and initiative. While performance is expressed by work quality, quantity, timeliness, and independence, factors influencing satisfaction include employment features, compensation, career chances, and communication (Junipriansa et al., 2024). Employee performance and satisfaction are intimately related since satisfied workers show better productivity and involvement. This gratification helps one to develop a good mental state by matching personal abilities with job responsibilities, thereby improving general organizational efficiency and supporting company profitability (Wu, 2024). Employee performance is closely associated with employee satisfaction since involved workers are more likely to surpass expectations and help the company to reach its objectives. Improving output and general organizational performance depends on a culture of motivation being developed (Kalaivani & Venkatachalam, 2024). Employee performance is favorably and significantly improved by job satisfaction. Moreover, job satisfaction highlights its critical importance in improving general employee effectiveness at the West Sumatra Regional Central Statistics Agency since it moderates the link between competency and organizational commitment on employee performance (Afuan et al., 2024). Employee performance is much influenced by employee satisfaction. Good managerial support and a favorable work atmosphere improve engagement, which results in higher commitment, output, and motivation—qualities that eventually help to contribute to general organizational success. Employee satisfaction has a considerable impact on employee performance. An encouraging workplace and supportive leadership foster engagement, resulting in heightened commitment, productivity, and motivation, which collectively drive organizational success (Nur Azizah & Otok, 2024).

H5: Employee satisfaction positively influences employee performance.

Conceptual Model

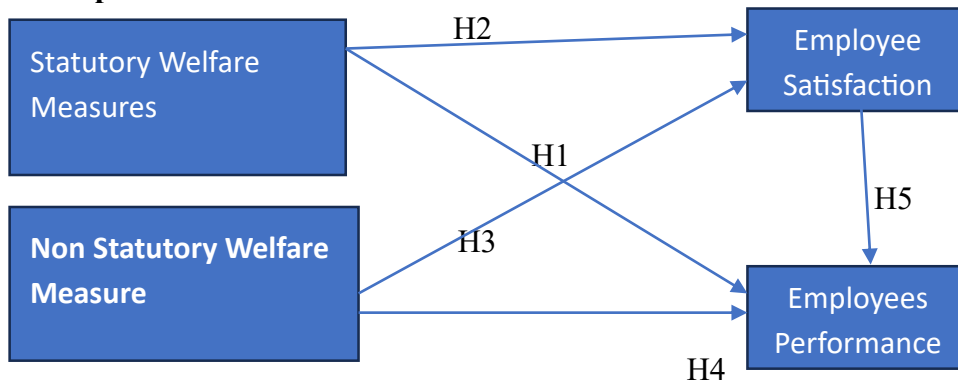


Figure-1

Research Gap

Current literature predominantly examines construction firms, railways, and non-governmental organizations, resulting in a lack of insight into the effects of welfare measures on pharmaceutical employees, especially those engaged in research and development, manufacturing, and sales. Pharmaceutical employees are required to adhere to stringent regulatory frameworks and quality standards, distinguishing them from other sectors. Further investigation is required to assess the impact of enhanced welfare provisions on regulatory adherence, stress reduction, and innovation promotion. The pharmaceutical industry requires extended working hours, exposure to hazardous substances, and elevated levels of job-related stress. The impact of non-mandatory welfare initiatives, including mental health support, ergonomic workspaces, and flexible work policies, on job satisfaction and productivity is not yet fully understood. Addressing these gaps enables pharmaceutical companies to develop targeted welfare strategies that improve employee well-being while promoting compliance, innovation, and overall organizational success.

Research Methodology

This study uses a descriptive and analytical research design to investigate in the pharmaceutical sector employee satisfaction and performance under employee-centric welfare policies. Using methodical surveys and statistical analysis to evaluate correlations between variables, the research is essentially quantitative.

Sampling Method and Sample Size

Employees from several departments inside pharmaceutical firms will be chosen using a convenient sampling method with sample size of 200 confined to Hyderabad city of Telangana State of India guaranteeing statistical significance. To reflect several points of view on welfare policies, respondents will include staff members at several hierarchical levels.

Data Collection Methods

Primary Data: Data will be gathered using well-crafted questionnaires. Likert-scale-based items on the questionnaire will gauge employee performance and degree of satisfaction.

Data Analysis Techniques

Employee performance and satisfaction: a relationship found using correlation analysis. Regression analysis to evaluate performance and satisfaction in relation to both statutory and non-statutory welfare initiatives.

Results and Discussion

Reliability Analysis

Cronbach's alpha assesses reliability by evaluating the shared variance, or covariance, among the items of an instrument in relation to the total variance. If the instrument demonstrates reliability, a significant amount of covariance among the items should be observed in relation to the variance. Cronbach's alpha represents the average of all potential split-half reliabilities. Many widely used statistical software packages are capable of calculating Cronbach's alpha. It is often beneficial to analyze the change in Cronbach's alpha following the removal of a specific item. When Cronbach's alpha significantly increases after the removal of an item, it suggests that the item may not be appropriate for inclusion in the measure (Collins, 2007)

Table -1 Reliability Analysis

Variables	No of Items	Cronbach Alpha value
Statutory Welfare Measures	7	0.981
Non Statutory Welfare Measures	5	0.957
Employee Satisfaction	3	0.968
Employee Performance	4	0.981

Statutory Welfare Measures (7 items, $\alpha = 0.981$) The scale has excellent internal consistency, indicating that all 7 items reliably measure the same construct (statutory welfare measures). A value above 0.9 suggests some redundancy; the scale could potentially be shortened without losing reliability.

Non-Statutory Welfare Measures (5 items, $\alpha = 0.957$) The scale demonstrates very high reliability, meaning the 5 items consistently assess non-statutory welfare measures.

Employee Satisfaction (3 items, $\alpha = 0.968$) Despite having only 3 items, the scale shows exceptionally high reliability, indicating that these items strongly correlate with each other in measuring satisfaction.

Employee Performance (4 items, $\alpha = 0.981$) The scale has near-perfect internal consistency, meaning all 4 items effectively measure employee performance. A value this high may indicate redundancy; reviewing items for overlap could be beneficial

Table -2 Hypothesis testing using Regression Analysis

Hypothesis	Regression Weights	Beta Coefficient	R ²	P-Value	Result
H1	Statutory Welfare Measures → Employee Performance	0.894	.799	0.00	Significant
H2	Statutory Welfare Measures → Employee Satisfaction	0.901	0.811	0.00	Significant
H3	Non Statutory Welfare Measures → Employee Satisfaction	0.882	0.778	0.00	Significant
H4	Non Statutory Welfare Measures → Employee Performance	0.859	0.737	0.00	Significant

Testing H1 reveals that statutory welfare measures have a direct effect on employee performance. The elevated coefficients ($\beta = 0.778$, $R^2 = 0.882$, $p = 0.00$) suggest that the β value of 0.799 and R^2 of 0.894 indicate that approximately 89.4% of the variance in employee performance can be attributed to statutory welfare measures. H2 posits that statutory welfare measures significantly enhance employee satisfaction ($\beta = 0.811$, $R^2 = 0.901$, $p = 0.00$). The β coefficient of 0.811 signifies a strong positive effect, while the R^2 value of 0.901

indicates that 90.1% of the variation in employee satisfaction is accounted for by statutory welfare measures. Testing H3 reveals that non-statutory welfare measures significantly enhance employee satisfaction. The β coefficient (0.778) and R^2 value (0.882) indicate that 88.2% of the variance in employee satisfaction is accounted for by non-statutory welfare measures. H4 indicated that non-statutory welfare measures have a direct effect on employee performance ($\beta = 0.737$, $R^2 = 0.859$, $p = 0.00$). A β coefficient of 0.737 and a R^2 of 0.859 suggest that 85.9% of the variance in employee performance is accounted for by non-statutory welfare measures.

Discussion

(Megha, 2022) highlights that statutory welfare measures substantially improve employee performance by enhancing physical and psychological health, cultivating a sense of belonging, and decreasing absenteeism. The findings from the present study show that Employee performance is strongly influenced by statutory welfare measures including paid leave policy, health benefits, and safety rules. To raise employee efficiency, production, and motivation, companies should guarantee adherence to labor regulations and strengthen statutory welfare schemes. Chandini & Vidya, (2023) examines employee welfare measures that improve employee satisfaction and motivation. The present study revealed that Comprehensive statutory welfare measures also have a major effect on employee satisfaction. Companies who offer these kinds of measures should expect greater job satisfaction levels, which could help to lower turnover and raise workplace morale. This could help to influence employee contentment. Regan & Bellaro, (2024) demonstrates that non-statutory welfare provisions, including healthcare, housing, and recreational services, markedly elevate employee satisfaction at KMML, leading to enhanced morale and productivity, thereby underscoring the significance of these amenities in cultivating a favorable work atmosphere. The finding of this study indicated that Employee satisfaction is largely influenced by non-statutory welfare policies like leisure activities, career development programs, and flexible work schedules. Non-mandatory benefits should be investments made by companies to improve worker satisfaction and workplace culture. Work-life balance programs, wellness campaigns, and recognition systems help to raise employee loyalty and involvement. Non-statutory welfare initiatives, including leisure activities, positively impact employee performance in non-governmental organizations (Lumiti et al., 2024). The current study revealed that Furthermore beneficial for staff performance are non-statutory welfare initiatives. By providing extra benefits like training courses, mentoring chances, and office facilities, businesses should concentrate on employee well-being above legal requirements. This can raise staff members' general performance and dedication.

Table -3 Hypothesis testing using Correlation Analysis

	Employee Satisfaction	Employee Performance
Employee Satisfaction	1	
Employee Performance	.911**	1

With $r = 0.911$, $p = 0.01$ the correlation matrix shows a substantial positive association between employee performance and satisfaction. With a relatively linear and direct relationship between these two variables, the correlation value of 0.911 is rather near to 1.

Discussion

Employee performance is favourably influenced by job satisfaction since happy workers are usually more efficient (Ginting et al., 2024). The study revealed that Employee satisfaction increases as their performance also greatly improves. Improved performance levels can directly result from organization guaranteeing high employee satisfaction by better work circumstances, recognition programs, and career development chances.

Conclusion

Statutory and non-statutory welfare measures play a crucial role in shaping employee performance and satisfaction. Statutory benefits, such as health care, safety regulations, and paid leave, ensure employees' well-being and directly contribute to their productivity and job commitment. Similarly, non-statutory welfare measures, including recreational activities, career development programs, and flexible work arrangements, enhance job satisfaction and motivation, leading to improved performance. Organizations that prioritize employee welfare by fostering better work conditions, recognition programs, and career advancement opportunities create a positive work environment that drives both satisfaction and efficiency. Ultimately, a well-balanced approach to employee welfare results in a more engaged, productive, and committed workforce.

Scope for future study

Future research can look at how non-statutory and statutory welfare policies affect worker performance and satisfaction in several sectors. Deeper understanding could come from looking at how welfare policies affect employee retention, involvement, and output over long terms. Deeper understanding could come from looking at the long-term effects of welfare policies on employee retention, involvement, and production. Comparative study of labor laws and welfare policies across nations can help one understand best practices and policy enhancements.

Reference

1. Afuan, M. A., Ali, H., & Zefriyenni, Z. (2024). Determination of Performance Through Job Satisfaction: Competence, Motivation and Organizational Commitment at the Central Statistics Agency in West Sumatra. *Qubahan Academic Journal, 4*(3), 662-677.
2. Agalgatti, B. B. (2008). *Labour Welfare and Industrial Hygiene*. Pune, India: Nirali Prakashan.
3. Armstrong, M. (2006). *A handbook of human resource management practice*.
4. Belim, A., & Pillai, V. (2024). A study on employee's welfare measures with special reference to employees working at Navsari region. *International Journal of Scientific Research in Engineering and Management (IJSREM), 8*(4).
5. Chandini, R., & Vidya, R. (2023). A study on employee attitude towards welfare measures and its influence on performance at KSRTC, Kolar. *EPRA International Journal of Multidisciplinary Research (IJMR), 9*(9).
6. Fitriastari, I. N. F., & Muzakki, M. (2023). Career Development Dan Welfare Allowances Terhadap Employee Performance Pada Karyawan Lembaga Amil Zakat. *Ulumuna: Jurnal Studi Keislaman, 9*(1), 1-15.
7. Ghosh, P., & Nandan, S. (2015). *Industrial Relations and Labour Laws*. New Delhi, India: McGraw Hill Education.
8. Ginting, J. M. B., Atika, D. B., & Apandi, A. (2024). The Effects Of Work Stress And Job Satisfaction On Employee Performance At The Secretariat Of The General Election Commission (Kpu) Of Bandar Lampung City. *Jurnal MSDA (Manajemen Sumber Daya Aparatur), 12*(2), 214-223.
9. H, Prashanth. (2024). Impact of Welfare Measures and Employee Loyalty Regarding Elite Contractors Private Limited - An Empirical Study. *International Journal of Research Publication and Reviews, 5*(5).

10. Hopkins. (1955). In Misra, K.K. (1971). *Labour welfare in India industry: A study of the problems in sugar industry of Eastern Uttar Pradesh*. Meerut, India: Meenakshi Prakashan.
11. Jayapriya, K., & Hibli, S. (2023). A Study on Employees Welfare Measures. *International Journal of Innovative Research in Information Security*. <https://doi.org/10.26562/ijiris.2023.v0904.34>
12. Jayashree, R., Vignesh, D., Kumar, S., Senthilnathan, M., & Prashanth, K. (2023). A study on effectiveness of employee welfare measures at value ingredients pvt ltd. *Russian Law Journal, 11*(11S), 31-34.
13. Junipriansa, D., Handaputra, M. I., & Dewantara, E. (2024). Analisis Kepuasan Kerja terhadap Kinerja Karyawan: Studi Kasus pada Indomaret Bandung. *Arzusin, 4*(6), 1314–1325. <https://doi.org/10.58578/arzusin.v4i6.4461>
14. Kalaivani, K., & Venkatachalam, S. (2024). An impact of employee motivation on organizational performance: a special reference with car dealership industries. In *Recent Research in Management, Accounting and Economics (RRMAE)* (pp. 606-608). Routledge.
15. Katta, A. K., & Shailashri. V.T., (2024). Simulation Based Strategies for Enhancing Employee Satisfaction in South Central Railway (SCR). *International Journal of Management, Technology, and Social Science*, 57–65.
16. Kaur, R. (2021). Analyzing the Impact of Welfare Measures on Job Performance and Job Satisfaction of the Teachers. *Mathematical Statistician and Engineering Applications, 70*(1), 73-81.
17. Kaushik, K. K. (2024). A Study on the Employee Welfare Schemes on Organizational Performance in the Fast-Moving Consumer Goods (FMCG) sector. *Indian Scientific Journal Of Research In Engineering And Management, 08*(04), 1–5. <https://doi.org/10.55041/ijsrem32484>
18. Kumar, D. S. P. (2022). A study on employee welfare measures with reference to kawman pharma private limited. *Contemporary Research in Social Science*.
19. Lagat, A. C., Mutai, B. K., Kosgey, I. S., & Nyahururu, K. (2014). Importance of employee welfare and performance: The case of the UASU at Egerton University, Kenya. *European Journal of Business and Management, 6*(7), 205-211.
20. Lumiti, P., Wekesa, S., Omondi, M., & Orwa, G. O. (2024). Recreational Practices and Employee Performance in Non-Governmental Organizations (NGOs) in Kenya. *International Journal of Humanities & Social Studies*. <https://doi.org/10.24940/theijhss/2024/v12/i3/hs2403-009>
21. Mary, V., & Devi, S. S. G. R. (2024). A study on the relationship between labour welfare schemes and its impact on job satisfaction among workers in titan watch company, hosur – a case study. *ShodhKosh Journal of Visual and Performing Arts, 5*(5). <https://doi.org/10.29121/shodhkosh.v5.i5.2024.1943>
22. Mohanapriya, R., Allwyn, G., & Dhinakaran, T. (2019). A Study on Employee Welfare Measure at Vimpro Tech Puducherry.
23. Nair, M., & Jha, S. (2017). Scenario of Employee Welfare Programs in IT sector of Rajasthan-Employee Expectations and Reality. *Asian Journal of Management, 8*(4), 1019-1028.

24. Naveen, S., & Madhavi, K. (2017). An Impact of Welfare Measures on Level of Satisfaction of Employees. *International Journal for Research in Applied Science and Engineering Technology, 8*, 1486-1491.
25. Njeru, L., Moguche, A. M., & Mutea, F. M. (2017). An Exploratory Study of the Relationship Between Non-Monetary Welfare Programs and Employee Performance Among Non-Teaching Staff in Institutions of Higher Learning in Kenya. *European Journal of Social Sciences Studies*.
26. Nur Azizah, M. F., & Otok, B. W. (2024). The Influence of Work Environment, Management Support, Organizational Culture, and Employee Engagement on Employee Performance Through Employee Satisfaction. *Jurnal Indonesia Sosial Teknologi, 5*(9).
27. Patro, C. S., & Kamakula, M. K. R. (2020). A Take on Employee Welfare Facilities and Employees' Efficiency. In *Wealth Creation and Poverty Reduction: Breakthroughs in Research and Practice* (pp. 628-646). IGI Global.
28. Prasanna, A. H., & Mythili, G. (2022). The Study of "Employees Welfare Measures" in Private Organisation AT Chennai. *International journal of health sciences, 6*(S7), 44-60.
29. Railkar, J. S. (1990). *Labour welfare trade unionism and industrial relations* (2nd ed.). Bombay, India: Sheth Publishers Private Limited.
30. Rao, V. S. P. (2008). *Human Resource Management- Text and Cases*. New Delhi, India: Excel Books.
31. Ravichandran, M., & Raja, S. D. (2017). An Overview on Employee Welfare Measures And Its Impact At National Insurance Company, Trichy Region.
32. Reddy, R. J. (2004). *Labour Welfare and Personnel Service*. New Delhi, India: APH Publishing Corporation.
33. Regan, J., & Bellaro, A. (2024). A study on employee satisfaction on welfare facilities with special reference to KMML, Kollam district. *International Research Journal on Advanced Engineering and Management, 2*(11). <https://doi.org/10.47392/irjaem.2024.0489>
34. Rezayeemanesh, B., Roodsaz, H., Seyednaghavi, M., & Rahimian, mohammad. (2023). Meta-analysis of employee welfare Policy attitudinal and behavioral outcome. <https://doi.org/10.61186/qjal.10.33.135>
35. Sangeetha, S., & Alagarsamy, A. Welfare Measures and Working Conditions of Employees in Shops and Establishments with Special Reference to Coimbatore District in Tamil Nadu.
36. Satyanarayana, D. (2015). Management of Employees' Welfare -A case study in Andhra paper Mill Ltd. *International Journal of Academic Research, 2*(1/4), 137-141.
37. Shenbaham, K., & Saranya, P. (2025). A Perceptual Study of Labour Welfare Measures among the Employees at Atlas Export Enterprises Karur District, Tamilnadu. *International Journal For Multidisciplinary Research, 7*(1). <https://doi.org/10.36948/ijfmr.2025.v07i01.33799>
38. Singh, T. R. (2023). A systematic literature review and meta-analysis of welfare and security measures in the manufacturing industries. *International Journal of Future Management Research (IJFMR), 5*(3).

39. Swapna, P. (2011). Employee/Labour Welfare Measures in Singareni Collieries Company Limited. *International Journal, 3*, 369-380.
40. Tao, S., & Song, S. (2023, March). Research on the relationship between excellent employee welfare policy and employee performance based on Aprior algorithm. In *2023 5th International Conference on Decision Science & Management (ICDSM)* (pp. 147-152). IEEE.
41. The, H. V., Yang, M., Fazal, S. A., Maran, Gao, J., Yang, Q., & Al Mamun, A. (2023). Modeling the significance of dynamic capability on the performance of microfinance institutions. *Plos one, 18*(5), e0285814.
42. Tiwari, U. (2014). A study on employee welfare facilities and its impact on employee's efficiency at Vindhya Telelinks Ltd. Rewa (MP) India. *Abhinav International Monthly Refereed Journal of Research in Management & Technology, 3*(11), 1-7.
43. TM, Megha. (2022). A Study on Impact of Employee Welfare Measures on Employee Satisfaction. *International Journal of Advanced Research in Science, Communication and Technology*, 443–448.
44. Varalakshmi, K., & Madhiyarsi, S. (2024). A study on the effect of employee welfare measures on employee performance at Sri Hari Associates. *International Scientific Journal of Engineering and Management, 3*(4), 1–16.
45. Wu, H. (2024). The Impact of Employee Satisfaction on Firm Profitability: A Focus on Employee Performance and Customer Satisfaction. *Journal of Applied Economics and Policy Studies, 10*, 62-72.