A STUDY ON INFLUENCE OF WELFARE MEASURES ON JOB SATISFACTION OF EMPLOYEES, WITH REFERENCE TO PILOTSMITH (INDIA) PVT LTD, KALLETTUMKARA

Project Report

Submitted in partial fulfillment of the requirements

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MASTER OF BUSINESS ADMINISTRATION

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By

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DECLARATION

I do hereby declare that the project report entitled **"INFLUENCE OF WELFARE MEASURES ON JOB SATISFACTION OF EMPLOYEES WITH REFERENCE TO PILOTSMITH (INDIA) PVT.LTD, KALLETTUMKARA"** has been prepared by me and submitted to the University of Calicut in partial fulfilment of the requirement for the award of **Master of Business Administration**, is a record of research done by me under the supervision and guidance of research guide **Asst.Prof.Fr. AJO MOOTHEDAN**, of Naipunnya Business School, Pongam, Koratty East, Thrissur.

 I also declare that this Project same has not been submitted by me fully or partly for the award of any Degree, Diploma, Title or recognition before any authority.

Place: Pongam, Thrissur   EMILIN BAIJU

Date: YPAWMBA021

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Place: Korttay East, Thrissur   EMILIN BAIJU

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1.1 INTRODUCTION

This study is mainly focused on the influence of welfare measures on job satisfaction of employees in the company. Employee welfare has seen as one of the important measures of performance of an organization. The changes in the work life of employees and changes in the business environment internal as well as external has brought tremendous transformation in the organizational behaviour. Globalization, Technology, and other work design factors have forced organizations to focus on employee welfare. Organizations have set standard measures to take care of the employee's proficient and individual careers. Increment in dependence on innovation, dispersed work courses of action, increment in pace of work and differences in the work environment making a few challenges for human asset administration faculty. To begin with, potential modern dangers are rising from the presentation of unused advances and through the execution of work in a more virtual organization. Moment, businesses are getting to be littler and compliment and are rethinking the substance of work and the nature of the work relationship.

Management is a critical function in any business that is responsible for the utilization of resources through proper planning, directing and supervision. Training and learning in a classroom will only make an individual knowledgeable in theoretical aspects of the various functions of a company. But when exposed to a real time scenario of an organization, the immense knowledge and experience acquired is of no substitute. In such a situation real experience in the practical functioning and operations of a company can be of very much useful in management studies.

1.2 STATEMENT OF THE PROBLEM

The influence of welfare measures on job satisfaction is a critical area of study in organizational behavior and human resource management. Welfare measures, including health benefits, retirement plans, employee assistance programs, and recreational facilities, play a vital role in shaping the work environment and overall well-being of employees. This study seeks to explore how these welfare measures impact job satisfaction, which is a key determinant of employee motivation, productivity, and retention. Understanding the relationship between welfare measures and job satisfaction can provide valuable insights for organizations aiming to enhance their employee engagement strategies and create a more supportive and fulfilling workplace.

The problem statement focuses on identifying which welfare measures are most effective in improving job satisfaction and examining the mechanisms through which these measures influence employees' attitudes and behaviors. By addressing this issue, the research aims to contribute to the development of more comprehensive and effective welfare policies that can lead to higher levels of job satisfaction and organizational success.

1.3 OBJECTIVE OF THE STUDY

- To study the awareness of the workers about welfare measure.
- To find out the satisfaction level of employees regarding the welfare measures provided by the organisation.
- To study the relationship between welfare measures and job satisfaction.

1.4 PURPOSE OF THE STUDY

The purpose of this study is to investigate the impact of welfare measures on the job satisfaction of employees. Welfare measures, which encompass a wide range of benefits and services provided by employers, are designed to improve the overall well-being and quality of life for employees. These measures can include health benefits, retirement plans, workplace safety, childcare services, and other support systems. By examining the relationship between these welfare measures and job satisfaction, the study aims to identify which specific benefits are most effective in enhancing employees' satisfaction with their jobs.

Furthermore, this study seeks to provide valuable insights for both employers and policymakers. For employers, understanding the influence of welfare measures on job satisfaction can inform better human resource strategies, leading to higher employee retention, productivity, and morale. For policymakers, the findings can guide the development of regulations and incentives that encourage the adoption of effective welfare practices in the workplace. Ultimately, the study aims to contribute to the broader discourse on improving work environments and employee well-being, highlighting the critical role that comprehensive welfare measures play in achieving these goals.

1.5 SCOPE OF THE STUDY

The scope of this study on the influence of welfare measures on job satisfaction of employees encompasses a comprehensive analysis of various employee welfare initiatives and their direct and indirect impacts on job satisfaction levels. The study will investigate both tangible and intangible welfare measures, including but not limited to health and safety programs, financial benefits, work-life balance initiatives, professional development opportunities, and organizational support systems. By focusing on these diverse welfare components, the research aims to understand how different welfare measures contribute to employees' overall job satisfaction, motivation, and productivity.

Additionally, the study will examine the variations in the influence of welfare measures across different industries, job roles, and demographic groups. This includes an analysis of the differential impact based on factors such as age, gender, job tenure, and organizational hierarchy. The research will utilize quantitative methods, such as surveys and statistical analysis, to gather and analyse data from a representative sample of employees. Qualitative approaches, like interviews and focus groups, will also be employed to gain deeper insights into employees' perceptions and experiences regarding welfare measures. The findings of this study will provide valuable insights for organizations aiming to enhance employee satisfaction and retention through effective welfare programs.

1.6 RESEARCH METHODOLOGY

Research methodology refers to the systematic process of collecting, analyzing, and interpreting data in order to answer research questions or test hypotheses. Research methodology is way to systematically solve the research problem. It is a plan of action for a research project and explains in detail how data are collected and analyzed. This research study is descriptive research study.

1.6.1 RESEARCH DESIGN

A research design is a plan that specifies the objectives of the study, method to be adopted in the data collection, tools in data analysis and hypothesis to be framed. "A research design is an arrangement of condition for collection and analysis of data in a

manner that aims to combine relevance to research purpose with economy in procedure".

1.6.2 SAMPLING

Sampling in the context of studying the influence of welfare measures on job satisfaction of employees involves selecting a subset of individuals from a larger population to represent the entire group. This process is crucial to ensure the findings are both reliable and generalizable. The sample should be diverse and representative, including employees from various departments, job levels, and demographic backgrounds within the organization. By using random sampling, stratified sampling, or another appropriate method, researchers can gather data that accurately reflects the impact of welfare measures such as health benefits, workplace safety, and professional development programs on overall job satisfaction. This approach minimizes bias and enhances the validity of the study's conclusions.

1.6.3 SAMPLING TECHNIQUE

In this study convenience sampling has been used, Convenience sampling is a non-probability sampling method where participants are selected based on their availability and accessibility to the researcher. This approach is chosen for its ease and practicality, often involving individuals or groups who are conveniently located or easily reachable. While convenient, it may introduce bias because it does not ensure that the sample represents the broader population accurately. Researchers use convenience sampling when time, resources, or logistics prevent them from using more rigorous sampling methods, aiming for practicality over representativeness in gathering data for their study.

1.6.4 SOURCE OF DATA

Primary Data:

Primary data refers to information that is collected firsthand by the researcher specifically for the purpose of the study at hand. This type of data is original and collected directly from the source. It is typically gathered through methods such as surveys, interviews, observations, and experiments.

- **Employee Surveys**: Design surveys targeting employees to gather data on their perceptions of welfare measures and their levels of job satisfaction.
- **Questionnaires**: Distribute structured questionnaires focusing on specific welfare measures (e.g., health benefits, work-life balance programs) and how they relate to job satisfaction.
- **Employee Feedback Reports**: Review feedback and suggestion reports from employees regarding welfare measures.

Secondary Data:

Secondary data refers to information that has already been collected, processed, and published by others for a different purpose. This data is not gathered directly by the researcher but rather sourced from existing records, reports, publications, and databases. Secondary data includes materials such as academic journals, books, industry reports, government publications, and statistical databases. It is used to support, contextualize, or compare findings from primary data or to provide background information on a research topic.

- **Research Papers**: Look for existing research studies and papers that examine the relationship between welfare measures and job satisfaction.
- **Literature Reviews**: Utilize comprehensive reviews of existing literature to understand the broader context and previous findings.
- The company site.

1.6.5 TOOLS OF DATA ANALYSIS

PERCENTAGE ANALYSIS: Percentage analysis shows the entire population on term of percentage. It reveals the number of belongings in a particular category or the number of people preferring a particular manner in interpreted in forms of percentage. It refers to special kind of rates percentage are used in making comparisons between two or more series of data. A percentage is used to determine relationship between the series.

1.6.6 PERIOD OF THE STUDY

The period of the study is eight weeks.

1.6.8 NATURE OF STUDY

The study on the "Influence of Welfare Measures on Job Satisfaction of Employees" aims to explore the correlation between various employee welfare programs and the overall job satisfaction of workers within an organization. This research delves into how specific welfare measures, such as health benefits, work-life balance initiatives, financial incentives, and professional development opportunities, impact employees' perceptions of their job environment and their contentment with their roles. By employing quantitative methods, such as surveys and statistical analyses, alongside qualitative approaches, including interviews and focus groups, the study seeks to provide a comprehensive understanding of the effectiveness of these welfare measures in enhancing job satisfaction. The data collected will be analyzed to identify significant trends and correlations, helping to establish whether and to what extent these welfare programs contribute to higher job satisfaction.

Furthermore, the study is designed to offer practical insights for organizational leaders and HR professionals. By understanding the specific welfare measures that most significantly impact job satisfaction, companies can better tailor their employee benefits and support systems to meet the needs and preferences of their workforce. The findings could inform policy-making and strategic decisions aimed at improving employee well-being, reducing turnover rates, and enhancing overall organizational performance. This research not only contributes to the academic discourse on employee welfare and job satisfaction but also provides actionable recommendations for creating more supportive and satisfying work environments.

1.6.9 SAMPLE UNIT

The sampling unit refers to the specific elements or entities from which data will be collected for evaluation. In this scenario, the sampling unit could be any individual employees of Pilotsmith India Pvt. Ltd.

1.6.10 SAMPLE SIZE

Number of sample units are selected from the universe to form a sample is called sample size. Here the sample size consists of 108.

1.6.11 POPULATION

The group of individuals under study is known as population or universe. Population is the aggregate of all units in any field of enquiry. It is the collection of individuals or of their values which can be numerically specified. A population may be definite or infinite. The total population under this study includes 150 employees.

1.6.12 SAMPLE FRAME

The influence of welfare measures on job satisfaction among employees is a crucial area of study in organizational behaviour and human resource management. Welfare measures, which include health benefits, retirement plans, work-life balance initiatives, and employee assistance programs, play a significant role in enhancing job satisfaction. When organizations invest in comprehensive welfare programs, they not only improve the well-being and morale of their employees but also foster a positive work environment that can lead to increased productivity and reduced turnover rates. Empirical research suggests that employees who perceive their welfare needs are being met are more likely to exhibit higher levels of job satisfaction, loyalty, and motivation, thereby contributing to the overall success and stability of the organization. Thus, understanding and implementing effective welfare measures is essential for maintaining a satisfied and engaged workforce.

1.7 LIMITATIONS OF THE STUDY

- The respondents were limited and cannot be treated as the whole population.
- Some of the respondents were not ready to respond due to their busy schedule.

1.8 INDUSTRY PROFILE

The Indian food industry is poised for huge growth, increasing its contribution to world food trade every year. In India, the Food Sector has developed as a high-growth and tall benefit division due to its colossal potential for esteem expansion, especially inside the food preparing industry.

Accounting for almost 32 per cent of the country's add up to food market, The Government of India has been instrumental in the development and improvement of the food handling industry. The government through the Ministry of Food Processing Industries (MoFPI) is making all endeavors to energize speculations in the trade. It has

endorsed proposition for joint ventures (JV), remote collaborations, mechanical licenses, and 100 per cent export-oriented units.

The food processing sector is highly fragmented industry. Varma of Banarsidas Chandiwala said that shortage of skilled labour and food safety concerns were the key challenges for food processing industry, and this was encouraging food processors to invest in automation many conventional processes for making Indian ethnic converted to automated lines snacks are being. Many companies, both Indian and foreign, are planning big investments in the food processing segment.

While speaking on challenges, Das of HRS said that manufacturers look at optimizing cost. Developing good processing, having skilled manpower. Market is growing as spending power of people has increased tremendously and so is demand for quality products there are new colleges with specialized courses to focus on new developments in this sector.

Market size of Food Processing Industry

The Indian food and grocery market is the world's sixth largest, with retail contributing 70 per cent of the sales. The Indian food handling industry accounts for 32 per cent of the country's add up to food market, one of the biggest businesses in India and is positioned fifth in terms of generation, utilization, trade and anticipated development. It contributes around 8.80 and 8.39 per cent of Gross Value Added (GVA) in Fabricating and Farming separately, 13 per cent of India's sends out and six per cent of add up to mechanical speculation. The Indian gourmet food market is as of now esteemed at US$ 1.3 billion and is developing at a Compound Annual Growth Rate (CAGR) of 20 per cent. India's natural food market is anticipated to increment by three times by 2020.

The online food requesting trade in India is in its beginning arrange but seeing exponential development. With online food conveyance players like Food Panda, Zomato, Minor Owl and Swiggy building scale through associations, the organized food trade has a tremendous potential and a promising future. The online food conveyance industry developed at 150 per cent year-on-year with an estimated Gross Merchandise Value (GMV) of USS 300 million in 2016.

- The Government of India points to boost development in the food handling division by leveraging changes such as 100 per cent foreign direct investment

(FDI) in showcasing of food items and different motivating forces at central and state government level along with a solid center on supply chain foundation.

- In Union Budget 2017-18, the Government of India has set up a dairy handling infra support worth Rs. 8,000 crore (US$ 1.2 billion).

- The Government of India has loose foreign direct investment (FDI) standards for the segment, permitting up to 100 per cent FDI in food item e-commerce through programmed course.

- The food Safety and Standards Authority of India (FSSAI) plans to contribute around Rs. 482 crore (US$ 72.3 million) to reinforce the food testing foundation in 42 India, by overhauling 59 existing food testing research facilities and setting up 62 modern versatile testing labs over the nation.

- The Indian Council for Fertilizer and Nutrient Research (ICFNR) will embrace worldwide best hones for inquire about in fertilizer segment, which will empower ranchers to get great quality fertilizers at reasonable rates and in this manner accomplish food security for the common man.

- The Service of food Handling Businesses reported a conspire for Human Resource Development (HRD) in the food preparing segment. The HRD plot being executed through State Governments beneath the National Mission on food Preparing. The conspire has the taking after four components:

➢ Creation of framework offices for degree/diploma courses in food preparing division

➢ Entrepreneurship Development Programme (EDP)

➢ Food Processing Training Centers (FPTC)

➢ Training at recognized institutions at State/National level

Recent initiatives to promote food processing sector

- Model Law on Contract Farming to be prepared and it will integrate backward integration of the food processors with the farmers and attracting investment in post- harvest management activities leading to increased benefit to the farmers and reduction in wastages.

- A Dairy Preparing and Advancement Finance of Rs. 8000 centers to be set up in NABARD, will be utilized to modernize ancient and out of date drain handling units especially in agreeable segment and will result in upgrading drain

preparing capacity subsequently including more esteem to the create of the ranchers and expanding their salary.

- National Approach on food Handling will give a street outline for all encompassing advancement for the food preparing division, the potential and openings for the development of supply chain and advance food handling in the nation to make business openings and guarantee wellness of the farmers.

- The SAMPADA Conspire will target creation of Foundation and expanding capacities of handling and conservation in whole supply chain of food preparing division right from cultivate door to retail outlets.

- Setting up of speculation following and help Work area of Contribute India in the Service will recognize unused potential financial specialists and approach them in a centered and organized way for venture and follow-up the venture cases by giving hand holding administrations.

- The food processing industry is the beginning to focus on and invest in advertising and awareness campaigns about products and brands.

- Companies have added extras to their existing brands; including stylish packaging The growth in the food processing sector has generated increased interest in high quality food ingredients in order to produce high quality foods.

- Nevertheless, the proportion of FDI in the food processing sector to total FDI into India is low, constituting about 4 percent of total FDI inflow from 1991 to 2004.

- Takeovers and mergers are beginning to focus on and invest in, advertising and awareness campaigns about products and brands.

Competition

India's domestic industry is the primary competitor for FVG food processing and ingredients suppliers in India. India, with diverse agro-climatic conditions, has a production advantage in many agricultural goods, with the potential to cultivate a large of agricultural raw materials required by the food processing industry. India is a major producer of species, species oil, essential oils, condiments and fruit pulps. Significant variations in food habits and culinary traditions across the country translate into a competitive advantage for small and medium local players, who are familiar with local food habits and markets.

Some Indian food processing companies have increased market share by decreasing product prices. Foreign competition to the FVG is mostly from countries in close geographic proximity to India, such as Australia and New Zealand. European suppliers 44 are major competitors in the food ingredient sector. Several foreign firms, including some from the United States have started operations in India.

GLOBAL SCENARIO

It's unordinary to see positive financial markers combined with noteworthy labor and supply chain challenges. But this is the direction for the fabricating industry in 2022 rising from the widespread. The recuperation picked up energy in 2021 on the heels of antibody rollout and rising request. As mechanical generation and capacity utilization outperformed pre-pandemic levels midyear, solid increments in unused orders for all major subsectors flag development proceeding in 2022.

Be that as it may, positive thinking around income development is held in check by caution from progressing dangers. Workforce deficiencies and supply chain precariousness are diminishing operational proficiency and edges. Commerce dexterity can be basic for organizations looking for to work through the turbulence from an abnormally speedy financial rebound-and to compete in the following development period. As pioneers see not as it were to protect against disturbance but reinforce their offense, our 2022 fabricating industry viewpoint looks at diverse patterns to consider for fabricating playbooks in the year ahead. Record numbers of unfilled employments are likely to constrain higher efficiency and development in 2022, and final year we assessed a setback of 2.1 million talented employments by 2030To draw in and hold ability, producers ought to match techniques such as reskilling with a recasting of their work brand. Contracting the industry's open recognition hole by making fabricating occupations a more alluring section point might be basic to assembly enlisting needs in 2022 Engagement with a more extensive ability environment of accomplices to reach different, gifted ability pools can offer assistance counterbalanced the later wave of retirements and deliberate exits.

Fabricating officials may too require to adjust objectives for maintenance, culture, and advancement. As adaptable work is taking root in workplaces, producers ought to investigate ways to include adaptability over their organization in arrange to pull in and hold laborers. Organizations that can oversee through workforce deficiencies and a

quick pace of alter nowadays can come out ahead. Supply chain challenges are intense and still unfurling. There's 45 no mixing up that producers confront near-continuous disturbances all inclusive that include costs and test capacities to adjust. Acquiring supervisor reports proceed to uncover framework wide complications from tall request, rising costs of crude materials and cargo, and moderate conveyances in the Joined together States. Transportation challenges are likely to proceed in 2022. counting driver deficiencies in trucking and clog in the holder ports. As request outpaces supply, higher costs are more likely to be passed on to clients. Root causes for expanded supply chain insecurity may incorporate overreliance on moo inventories, rationalization of providers, and hollowing out of residential capability. Supply chain methodologies in 2022 are anticipated to be multipronged. Computerized supply systems and information analytics can be effective enablers for more adaptable, multitier reactions to disturbances. Producers looking to capture development and ensure long- term benefit ought to grasp computerized capabilities from corporate capacities to the plant floor. Shrewd industrial facilities, counting Greenfield and Brownfield ventures for numerous producers, are seen as one of the keys to driving competitiveness. More organizations are making advance and seeing comes about from more associated, dependable, proficient, and prescient forms at the plant. Developing and advancing utilize cases can proceed to scale up from separated in-house innovation ventures to full generation lines or manufacturing plants, given the right blend of vision and execution.

The producers have room to run with progressed fabricating compared to numerous competitors universally. Progressed worldwide "beacon" production lines grandstand the craftsmanship of the conceivable in bringing shrewd fabricating to scale. Speculation in robots, cobots, and counterfeit insights can proceed to change operations. Foundational innovations such as cloud computing empower computational control, perceivability, scale, and speed. Mechanical 5G arrangement may moreover grow in 2022 along with progresses in innovation and utilize cases. High-profile cyber-attacks over businesses and governments in the past year have raised cyber security as a chance administration basic for most administrators and sheets. Surging dangers amid the widespread included to commerce chance for producers in the crosshairs for ransomware. An growing assault surface from the association of operational technology (OT) information technology (IT), and outside systems requires more controls. Bequest frameworks and innovation weren't purpose-fit for today's 46 modern arrange

challenges. Presently, farther work vulnerabilities take off producers indeed more vulnerable to breaches. Producers ought to see not as it were at their cyber resistances, but moreover at the resiliency of their trade in the occasion of a Cybercriminals can cause hurt past mental property burglary and monetary misfortunes, utilizing malware that presently ties in Al and crypto monetary forms. They can too closed down operations and disturb whole provider systems, compromising security as well as efficiency. A interwoven of controls for diverse businesses might be solidified beneath the current administration's "whole-ofnation" approach to ensure basic framework. The potential for extra oversight is likely to incite more industrials to reconsider readiness for emergency reaction. The quick rise of environmental, social, and governance (ESG) variables is reclassifying and raising supportability in fabricating as never some time recently. Taken a toll of capital can be tied to evaluations on ESG, making it a need for organizational monetary wellbeing and competitiveness. Desires for detailing on differences, value, and incorporation measurements in fabricating will likely proceed to rise. Board differing qualities, whereas advancing gradually, is too appearing a few energies. To draw in ability and offer to workforce desires, most producers are making ESG endeavours more obvious. Depending on a manufacturer's conclusion markets, natural responsibility is progressively a center. To create and convey against net-zero or carbon-neutral objectives, more organizations are committing or updating supportability parts and activities and measuring endeavours and comes about around vitality utilization. And the fast-evolving ESG scene may require near observing in 2022 for producers. Numerous organizations are complying deliberately inside a complex arrange of detailing controls, appraisals, and revelation systems. But controllers universally are too moving toward requiring divulgence for more nonfinancial measurements. Proactive approaches may offer assistance producers remain ahead of the alter and make competitive advantage.

INDIAN SCENARIO

Manufacturing holds a key position in the Indian economy, accounting for nearly 16 cent of real GDP in FY12 and employing about 120 per cent of India's labor force. 47 Development in the division has been coordinating the solid pace in illustration, whereas genuine GDP extended at a CAGR of 8.4 per cent over FY10-FY12, development in the fabricating segment was hardly higher at around thus, and its share in the economy has hardly expanded amid this time- 15.4 from 15.3 percent. Solid

development has been went with by a alter in the nature of the division - advancing from a open segment overwhelmed set-up to a more private enterprise-driven one with worldwide aspirations in, India (with the exemption of China) is right now the biggest maker of materials chemical items, pharmaceuticals, essential metals, common apparatus and gear, and electrical apparatus. In the coming year the sector's significance to the household and worldwide economy is set to increment indeed advance as a combination of supplyside focal points, approach activities, and private segment endeavors set India on the way to a worldwide fabricating center. The Prime Serve of India, Mr. Narendra Modi, has propelled the Make in India activity to put India on the world outline as a fabricating center and provide worldwide acknowledgment to the Indian economy. The Government of India has set an yearning target of expanding the commitment of fabricating yield to 25 per cent of Net Residential Item (GDP) by 2025, from 16 per cent as of now.

GROWTH PROSPECTS OF THE INDUSTRY

The worldwide fabricating division has experienced a riotous decade: expansive creating economies jumped into the to begin with level of fabricating countries, a serious subsidence choked off request, and fabricating work fell at an quickened rate in progressed economies Still fabricating remains fundamentally vital to both the creating and the progressed world In the previous, it proceeds to give a pathway from subsistence agribusiness to rising earnings and living benchmarks In the last mentioned, it remains a imperative source of development and competitiveness, making outsized commitments to inquire about and advancement, trades, and efficiency Manufacturing's part is changing. The way it contributes to the economy shifts as countries develop in today's progressed economies, fabricating advances advancement, efficiency, 48 and exchange more than development and work, in these nations fabricating moreover has started to devour more benefit and to depend more intensely on them to work. Fabricating Is not solid. It is a assorted segment with five unmistakable bunches of businesses, each with particular drivers of victory. Fabricating is entering energetic unused stage. As a modern worldwide devouring course develops in creating country and advancements start extra request. Worldwide producers will have considerable unused openings but in a much more dubious environment.

Manufacturing's part is changing. All inclusive, fabricating proceeds to develop. It presently accounts for around 16 percent of worldwide GDP and 14 percent of work. But the fabricating sector's relative measure in an economy changes with its arrange of improvement. We discover that when economies industrialize, fabricating business and yield both rise quickly, but once manufacturing's share of GDP crests at 20 to 35 percent of GDP it falls in an rearranged design, along with its share of work.

PRESENT STATUS OF THE STUDY

The worldwide fabricating segment has experienced a riotous decade: huge creating economies jumped into the to begin with level of fabricating countries, a serious subsidence choked off request, and fabricating work fell at an quickened rate in progressed economies. Still, fabricating remains fundamentally vital to both the creating and the progressed world. In the previous, it proceeds to give a pathway from subsistence farming to rising salaries and living measures. In the last mentioned, it remains a crucial source of advancement and competitiveness, making outsized commitments to investigate and improvement, sends out, and efficiency development. But the fabricating division has changed-bringing both openings and challenges and not one or the other trade pioneers nor arrangement creators can depend on ancient reactions in the unused fabricating environment.

SCOPE OF THE STUDY

- Anywhere operations blend on-site work with people who are physically remote, greatly improving flexibility of operations and potentially creating a new pool of talent.
- Autonomous things have the potential to assist, replace or redeploy human workers, creating high- and occasionally transformational - business benefits such as speed and quality.
- Hyper automation creates more explicit manufacturer ownership of product and process knowledge, from product design through manufacturing. When workers leave the company, the know-how doesn't leave with them.
- Companies that effectively apply the concept of intelligent composable business will be able to unlock and convert more opportunities for disruptive innovation. These organizations will also be able to achieve greater speed of response and agility in dealing with external disruptive events.

- Smart factories create increased competitiveness and cultivate new forms of productivity, flexibility, and human interactions, while simultaneously minimizing risk and either maintaining or improving performance.

- Hurdles in practical implementation.

- Innovation is a multi-step, complex process Identification of market needs

- Creating new knowledge and covering it into new solutions

- Acquisition of solutions by the industry

- Absorption of solutions by the industry

- The majority of these have to be controlled by the industry, by the research providers.

1.9 COMPANY PROFILE

Pilotsmith (India) Pvt. Ltd, are the pioneers in the production of Indian Food Processing and size reduction equipment's and has extensive customer base and strong dealer network. The company supplies machineries to units engaged in Food Processing and Ayurvedic Medicine Manufacturing units. The company is incorporated in 2005. However, the promoter has 36 years of experience in this field. It started as proprietary concern named General Engineering Works later on known as Pilotsmith India with the entrepreneurial initiative of the present Managing Director and recently converted into a company. Since 1985, Pilotsmith (India) Pvt. Ltd. has made and progressed food Preparing and estimate Diminishment Innovation with nonstop exertion and time contributed in Investigate and Advancement. Pilotsmith (India) Pvt. Ltd. embraces plan, advancement and generation of specialized types of gear and robotized handle to the person client necessities. The compa ny can attempt total turnkey venture in the field of food Preparing, Ayurvedic medication fabricating, Chemical & Mineral preparing, Pharmaceuticals, cattle & poultry field fabricating etc. we have a assortment of hardware which has been licensed and endorsed by Central Government Institutions.

The company started its operations with the manufacture of mini pulverizes. Now it has more than 80 standardized equipments in its product list. The key area of products of the company is in the field of food processing machines. Food processing industry has many things in common with Ayurvedic medicine manufacturing, filling and packaging. So the expertise of the company took it to these fields also gainfully. Beside this the company is equipped to cater to the needs of the industry for custom made

machines. Pilotsmith also have a division called RED2GREEN INDUSTRIAL SCIENCE PVT LTD for empowering food industries by providing Consultancy Service in procurement, processing, preservation, packing and marketing of various food products.

Pilotsmith has its plants at Kallettumkara, Trissur, Kerala. The company supplies machineries to units engaged in Food Processing and Auyurvedic Medicine Manufacturing units. Pilotsmith has five manufacturing units spread over approximate 50000 Square feet. It owns about 7 acres of land in prime location.

HISTORY

Pilotsmith India's story days back to 1985 Mr. Sheen Antony in proprietorship started with a capital of Rs.900. "General Engineering Workshop" - Pilotsmith India's old name, started production with four workers. Welding role was the machine rolled-out by the concern. Mr. Sheen Antony rented a workshop and started manufacturing different types of equipment under the self-employment scheme of government of India, with an aim to promote small scale industries with an investment of Rs.25000. Now the company has 8 departments and 150 employees and has 3 individual units working under the corporate head named:

- Pilotsmith India Pvt.Ltd
- Pacific tanks Pvt.Ltd
- Pack of locks Pvt.Ltd.

MISSION

Pilotsmith India will be a major player in the district level of providing energy efficient products in the power conditioning segment and generate employment for more than 100 people.

VISION

Pilotsmith India the flagship company working towards to be the world's largest service provider in this endeavor to provide quality acre to each.

QUALITY POLICY

Company's quality policy is to produce and distribute good quality compounded feed through a quality system, which register continual improvement by setting and reviewing functional quality objectives aimed to create enhanced customer satisfaction. The quality policy is communicated to all and is reviewed periodically for maintenance.

COMPANY GOALS

- Creating social responsibilities
- Learning and development
- Hygienic factor
- Customer delight
- Employees safety
- Revenue growth
- Employee satisfaction
- Employee involvement
- Cultural building

Patents and trade marks

Patents held by the group companies:

- Design Patent No. 173576 for Roaster - 1.
- Design Patent No. 173577 for Roaster-2.
- Design Patent No. 210313 for Heating vessel.
- Design Patent No.1523547 for Pulveriser.
- Design Patent No.1555594 for Fire Roaster

Products

- Elevators and feeding equipments
- Cleaning and washing equipments
- Grading equipments
- Steaming and sterilization equipments
- Size reduction equipments – pulverizers and hammer mjills and impact mills
- Sieving and filtering equipments

- Ovens and drying equipments
- Dessicating equipments
- Cooling equipments
- Blending equipments
- Deshelling and peeling equipments
- Slicers and choppers
- Juice extracting equipments
- Jacketed vessels
- Fermentation vessels and storage tanks
- Distillation units
- Stainless steel tables, trays and trollies
- Packaging machinery – gravimetric and volumetric filling, automatic filling lines, customized packing solutions.
- Boilers and thermic fluid heaters
- Electrical panel boards

MANAGEMENT

The top management takes the major decisions at Pilotsmith India. The highest management of this decision consists of the managing director, financial manager, sales manager, and the personal manager. All of them are professionally qualified and 53 competent individuals. The management establishes review and updates the organizational policies, objectives and target at the organizational and functional level. The executive body consisting of the managing director and the functional manger takes the responsibility of making strategic decisions in the firm.

BOARD OF DIRECTORS

Boards of directors are two:

- Managing director and chairman of the company Mr. Sheen Antony
- Director of the company Mrs. Shina Sheen

Managing director takes all the decisions which influence the company. All the head departments are under the supervision of the managing director. He directs and guides the activities of the head department.

Market expansion strategy

- Analysis of Market Size
- Customer Segmentation
- Analysing the market Trends
- Analyse the Distribution Channels

OBJECTIVES OF THE COMPANY

- The cool machines have tough applications, and Pilotsmith meets international standards at Indian cost. The primary objective of the concern is to bring together all scattered machine workers and qualified employers in a particular area into a common field and provide employment, job security and reasonable wages and salaries to them and to improve their standard of living. The important objectives of the firm are;
- To ensure customer satisfaction through better quality of products
- To ensure high level productivity
- To ensure smooth operation of the business aid long life the product
- To increase product units

Employees

The daytoday operations of the company is controlled by the Managing Director. The organization is manned by 200 employees. All employees are qualified and experienced in their respective fields. The company diligently follows all the industrial regulations regarding employee's safety and welfare activities. An extremely warm and mutually beneficial employer-employee relationship exists in the organization. Employees are encouraged to bring the best in them and the organization is quick to recognize their contributions.

They are committed to diversity in a workplace where there is mutual trust and respect and where everyone feels responsible for the performance and reputation of the company.

They will enlist, utilize and advance representatives on the sole premise of the capabilities and capacities required for the work to be performed. They are committed

to secure and solid working conditions for all representatives. They will not utilize any shape of constrained, obligatory or child labor.

They are committed to working with workers to create and improve each individual's abilities and capabilities.

They regard the respect of the person and the right of workers to flexibility of affiliation. They will keep up great communication with workers through company based data and discussion method.

Consumers

One core strength of Pilotsmith is its ability to sit down and think with the customer to come out with new products and solutions they are looking for. We have a number of multinational customers in our fold just because of our ability to provide customized solutions. Pilotsmith India is committed to give branded items and administrations which reliably offer esteem in terms of cost and quality, and which are secure for their planning utilize. Items and administrations will be precisely and appropriately labelled, promoted and communicate

SOME OF ESTEEMED CUSTOMERS-FOOD PROCESSING

1. Asian Exports, Chennai.

2. Asco Curry Powder, Thodupuzha.

3. Ankit India, 14 A 5th floor, FMC Fortuna, 234/3a, AJC Bos road, Calcutta

4. AVT. Mccormick, Ernakulam

5. Brahmins Food Products, Thodupuzha, Ernakulam.

6. Britania Food Industries, Chennai.

7. Chitin & Chltosan, Sakthikulangara, Kollam.

8. Christy Fried Grams, Sidco Industrial Estate, Thiruchencode, Namakkal

9. Double Horse Food Products, Kottekkad, Trichur.

10.Dinesh Foods, Dinesh Bhavan, Kannur.

SOME OF ESTEEMED IN CUSTOMERS MEDICINE MANUFACTURING (AYURVEDA& PHARMA)

1. Agasthiar Pharmaceuticals, Subramania Nagar Extn., Salem-636 005

2. Amrutanjan Ltd., 42-45, Luz Church road, Mylapore, Chennai.

3. Arvind Remedies Ltd., Sidco Industrial Estate, Kakkallur, Thiruvellore.

4. Arjuna Ayurveda Kendram, Waynad.

5. Asoka Pharmaceuticals, Kannur.

6. Ayurlab India,32, Lally tollendal street, Pondichery.

7. Ayurvedasramam, New No.155, GN Chetty Road, T Nagar, Chennai.

8. Amar Seva Sangam, Sulochana garden, Thenakasi Road, Thirunelveli. 9. Amrutha, Kinar Junction, Thripoonithura, Cochin

10. Ansa Herbs & Foods Pvt. Ltd, Mission Hospital Road, Trichy

Business partners

They are committed to set up commonly useful relations with their providers, clients and commerce accomplices. In their commerce dealings they anticipate their trade accomplices to follow to trade standards reliable with their possess.

Community involvement

They endeavor to be trusted corporate citizens and as an fundamentally portion of society to fulfill their duties to the social orders and communities in which they work.

Public activities

Companies energized in advancing and protecting their true blue commerce interface. The company will participate with governments and other organizations, both straightforwardly and through bodies such as exchange affiliations, in the improvement of prepared legislations and other directions which may influence genuine commerce intrigued. Company not one or the other underpins political parties nor contributes to the reserves of gather whose exercises are calculated to advance party intrigued.

Labour culture

The work culture of Pilotsmith can be observed as an execution to the rule in the strike ridden industrial climate in Kerala. This is a matter of immense pride and credit to the organization. This fact illustrates the cordial work environment and speaks of the extra workers relationship between management and employees. The management and workers both strive to create a healthy working atmosphere with a reasonable and productive attitude. Discipline in the work place is the means by which provisory personnel correct behavior deficiencies and ensure adherence to establish company rules. it is not designed to punish an employee but to keep a job on how our team is doing. General discipline will boost team spirits by ironing misunderstanding and attempting to have a team that is physically, mentally and emotionally fit to say and active on the job. This will help to solve half the disciplinary problems at the work place. Maintaining general discipline at work place was one of the key factors in the success of Pilotsmith. Lesser number of workday losses high productivity and respect for fellow employees which are evident in this firm is the outcome of workplace discipline enforced by the HR departments and the higher management. All employees of Pilotsmith are required to follow the rules and 57 regulations laid out by the management irrespective of their designation. Some of the rules set by the firm, regarding discipline workplace for all employees are;

- Work should be in uniform and other staff members should be in neat and presentable attire
- Should carry their employee ID card at all the time during the work hours
- Request for leave of absence should be intimated to the administration in advance
- Employees in the sales and services section should provide customer service in time.

Infrastructure facilities

The company has a well-equipped in house production unit with staff of they are machines. Its manpower includes both skilled and unskilled professionals with vast experience in their fields. It has a sophisticated research and development departments with some of the best brains who are working rigorously to further improve the

products. It also provides other facilities like transportation, canteen, tour allowances, refreshments, safety measure, leisure time in between and a pilot's day or all colleagues once in year are conducted. Company has a fully computerized office set up in its all divisions. We are using various programmes for its operations such as Auto CAD for Designs, Tally for Accounts and a unique programme named Pilotsmith Customer Solutions for its marketing requirements (developed by Ellobees, Irinjalakuda a software company based on our requirements)

PRESENT POSITION

The firm has seven production houses and three branches for sales. The head office is located at Kallettumkara. The sales branches are located in Chennai, Hyderabad and Bangalore. The company is mainly engaged in the following project.

- Food processing
- Fruit processing
- Ayurvedic medicine processing
- Mineral processing

FUTURE PROSPECTS AND GROWTH PLANS

Pilotsmith is one of the most famous organizations in the food processing and manufacturing equipment's industries. The company has plan to widen and increase its productivity and exports. Now the company has 3 plants and experienced workers and supervisors that help the company to bring innovative products and marketing strategy in future. There is a scope for mass production of food and fruit machineries that help the economy to widen its marketing to whole India and Abroad. The organization tries to achieve ISO certification for the machineries.

- They are planning to captive an inside range of market for this project
- ISO certification
- To expand the plant and adopt new technology
- Reducing production cost
- Expand plants outside of Kerala

CHAPTER 2

LITERATURE REVIEW & THEORETICAL FRAMEWORK

2.1 LITERATURE REVIEW

A literature review is the amalgamation of the accessible writing with respect to your inquire about subject. This union blends the conclusions of numerous diverse sources to clarify the in general understanding of the point, in this way laying a establishment for both the inquire about address and essential inquire about. In spite of the fact that a writing audit will cite sources and ought to talk about the validity of the sources included, it is more than an clarified list of sources. Your writing survey needs to audit all the critical sources on a theme, in any case of whether or not they bolster the claims you will in the long run be working toward.

- According to **Dr.T.priyanga** (2016): **"The Impact of Labour Welfare Facilities on Job Satisfaction in Organized Sectors: A Comparative Study between Indian and Global Practices"** The creator composes that the relationship between work welfare offices given and work fulfillment experienced by specialists in organized segments in India. It will moreover draw a comparison of the work welfare offices given and the degree of work fulfillment experienced between the Indian and organized segments. The welfare measures impact the assumption of the specialists and contribute to the upkeep of mechanical peace. Work welfare is, hence, one of the major determinants of mechanical relations. Separated from made strides resolve and dependability welfare measures are of importance to decrease truancy and work turnover in businesses. This article paper highlights work welfare software engineers towards organized sectors-a conceptual diagram.

- **Raziqa & Maulabakhsha (2015) "Impact of Working Environment on Job Satisfaction: Insights from Educational, Banking, and Telecommunication Sectors in Quetta, Pakistan"** conducted a consider on the affect of Working Environment on Work Fulfillment. The target populace comprised of instructive establishing, managing an account division and media transmission industry working in the city of Quetta, Pakistan. Straightforward irregular examining was utilized for collection of information from 210 workers. The comes about demonstrated a positive relationship between working environment and worker work fulfillment. The think about concluded that the businesses require to realize the significance of great working environment for maximizing the level of work fulfillment.

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- **Rao & Kumar (2014): "Enhancing Job Satisfaction in the Banking Sector: The Role of Statutory and Non-Statutory Welfare Measures"** This paper investigates the role of statutory and non-statutory welfare measures in enhancing job satisfaction among employees in the banking sector. The study finds that both types of welfare measures are essential in ensuring employee satisfaction and motivation.

- According to the **Dr.K.Lalitha and T.Priyank (2014): "Employee Welfare: Enriching Lives and Enhancing Organizational Contribution"** The essential reason of worker welfare is to improve the life of workers and keep them cheerful. Representatives spend at slightest half their time at work or getting to it or clearing out it. They know that they contribute to the organization when they are sensibly free from stress and they feel that when they are in inconvenience/ issues, they are due to get something back from the organization.

- According to **B.Rajkuar (2014): "Labor Welfare in Industrial Relations: Enhancing Satisfaction and Efficiency in Modern Industries"** In this article the creator states that Work welfare is an critical reality of Mechanical relations. These grant fulfillment to the laborer and guarantee that legitimate compensation is accomplished. With the development of Industrialization, Mechanization and Computerization, work welfare measures has got fillip. The laborers In the Businesses cannot adapt up with pace of present day life with least food civilities. The laborers are in require of included boost to keep body and intellect together. Work welfare, in spite of the fact that it has been given to contribute to effectiveness in generation, is costly. Each boss gives welfare measures of changing degrees of significance for Work constrain.

- **Bhatia & Purohit (2014): "Enhancing Job Satisfaction in Healthcare: The Role of Welfare Measures in Professional Development and Patient Care"** Investigating the healthcare sector, this study finds that welfare measures like continuing education programs, mental health support, and professional development opportunities are vital in enhancing job satisfaction among healthcare professionals, leading to better patient care and reduced burnout.

- **Sarwar & Abugre (2013): "Enhancing Job Satisfaction in Developing Countries: The Impact of Employee Welfare Measures"** This study looks into the relationship between employee welfare measures and job satisfaction

in developing countries. It finds that welfare measures such as healthcare, education support for children, and housing schemes are critical in enhancing job satisfaction among employees in these regions.

- **Khera & Gulati (2012): "Welfare Measures and Job Satisfaction in the Public Sector: Direct and Indirect Effects"** Their research investigates the direct and indirect effects of welfare measures on job satisfaction among public sector employees. The study reveals that welfare measures not only enhance job satisfaction directly but also improve employee morale and loyalty, which indirectly boosts satisfaction.

- **Pattnaik & Mishra (2012): "Enhancing Job Satisfaction in Manufacturing: The Impact of Effective Welfare Measures"** Investigating the role of welfare measures in the manufacturing sector, this study finds that job satisfaction among employees increases when organizations provide effective welfare measures like safety programs, canteen facilities, and recreational activities. The study highlights the importance of addressing basic employee needs to enhance satisfaction.

- **Manzini and Gwandure (2011)**: **"Enhancing Employee Productivity in the Mobile Industry: The Role of Welfare Services"** examined that the concept of worker welfare has been utilized by numerous organizations as a methodology of moving forward efficiency of workers; particularly in the versatile industry since work related issues can lead to destitute quality of life for workers and a decay in execution. It is contended that, welfare administrations can be utilized to secure the work drive by giving appropriate human conditions of work and living through minimizing the dangerous impact on the life of the laborers and their family individuals.

- **Brikend (2011): "Factors Influencing Job Satisfaction: Insights and Challenges for Modern Organizations"** in a study observed that job satisfaction is under the influence of a series of factors such as: The nature of work, Salary, Advancement opportunities, Management, Work groups and Work conditions. It is one of the major challenges for today's organization. Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. In the interim, when a specialist utilized in a commerce organization, brings with it the needs, wants and encounters which

determinates desires that he has rejected. Work fulfillment speaks to the degree to which desires are and coordinate the genuine awards.

- **Chandrasekar (2011): "Enhancing Job Satisfaction through Workplace Environment: The Role of Welfare Measures"** Focusing on workplace environment and its influence on job satisfaction, this study discusses how welfare measures such as ergonomic workplace design, health and safety measures, and stress management programs contribute to employee satisfaction. The research underlines the need for a holistic approach to welfare for improving job satisfaction.

- **Markos & Sridevi (2010): "Employee Engagement and Welfare Measures: Fostering Job Satisfaction through Organizational Support"** Their research focuses on employee engagement and its relation to welfare measures. They found that employees who benefit from well-implemented welfare measures are more likely to be engaged and satisfied with their jobs. The study emphasizes the role of organizational support in fostering job satisfaction.

- **Danish & Usman (2010): "Enhancing Job Satisfaction through Comprehensive Welfare Measures: Insights from Medical Benefits, Transportation, and Housing Allowances"** This study explores the impact of various welfare measures, including medical benefits, transportation facilities, and housing allowances on job satisfaction. The findings indicate a positive correlation between comprehensive welfare programs and increased job satisfaction among employees, highlighting that welfare measures contribute significantly to employee well-being and productivity.

- **Mishra & Bhagat (2007): "Enhancing Job Satisfaction in the IT Industry: The Impact of Flexible Working Hours, Telecommuting, and Family Support Services"** Their research focuses on the IT industry, exploring how welfare measures like flexible working hours, telecommuting options, and family support services impact job satisfaction. The study concludes that these measures significantly enhance job satisfaction and reduce stress levels among employees.

- **Garg & Rastogi (2006): "Job Satisfaction and Welfare Measures: The Impact of Health Insurance, Retirement Benefits, and Work-Life Balance Initiatives"** This paper examines the relationship between job satisfaction and

welfare measures such as health insurance, retirement benefits, and work-life balance initiatives. The study concludes that employees who receive adequate welfare benefits tend to report higher job satisfaction levels, leading to better performance and lower turnover rates.

- **Paul & Anantharaman (2003): "Impact of Welfare Measures on Job Satisfaction in the IT Sector: Insights from Human Resource Management Practices"** This research explores the impact of human resource management practices, including welfare measures, on job satisfaction in the IT sector. The study shows a strong positive relationship between welfare measures and job satisfaction, suggesting that welfare programs are crucial for retaining talent in competitive industries.

- **Huang & Van de Vliert (2003): "Cultural Differences in Welfare Measures and Job Satisfaction: Implications for Tailored Workplace Programs"** This study examines cultural differences in welfare measures and job satisfaction. The findings suggest that in cultures with high collectivism, welfare measures have a stronger impact on job satisfaction compared to individualistic cultures, indicating the necessity of culturally tailored welfare programs.

- **Nguyen, Taylor, & Bradley (2003): "Impact of Employee Benefits on Job Satisfaction: Insights from Paid Leave, Retirement Plans, and Health Benefits"** This study analyzes the impact of employee benefits on job satisfaction. The findings indicate that welfare measures such as paid leave, retirement plans, and health benefits are positively correlated with job satisfaction, emphasizing the importance of comprehensive benefits packages.

- **Clark (1997): "Determinants of Job Satisfaction: The Role of Welfare Measures in Enhancing Work-Life Balance, with a Focus on Female Employees"** This study examines job satisfaction determinants and highlights the role of welfare measures. Clark finds that welfare measures, particularly those addressing work-life balance, play a crucial role in enhancing job satisfaction, especially among female employees.

2.2 THEORETICAL FRAMEWORK

A theoretical framework is a structured outline that provides a foundation for a research study. It is based on existing theories and concepts related to the research topic, guiding the entire research process from hypothesis formulation to data collection and analysis. The framework helps in identifying the variables to be studied, explaining the relationships between these variables, and offering a coherent explanation of the phenomena being studied.

2.2.1 Employee Welfare

Employee welfare encompasses the comprehensive range of initiatives, programs, and benefits provided by organizations to promote the well-being, health, safety, and overall quality of life of their employees. It extends beyond the conventional realms of compensation and encompasses a broad spectrum of provisions aimed at addressing the diverse needs of the workforce. Employee welfare initiatives may include health insurance coverage, wellness programs, childcare assistance, flexible work arrangements, retirement benefits, paid time off, and access to professional development opportunities. The concept of employee welfare underscores an organization's commitment to fostering a supportive and conducive work environment that prioritizes the physical, emotional, and social needs of its employees. By investing in employee welfare, organizations not only demonstrate their dedication to enhancing the lives of their workforce but also cultivate a positive organizational culture, improve employee morale and motivation, and ultimately contribute to higher levels of job satisfaction and productivity.

Meaning

In broader sense employee welfare means the adoption of measures to promote the physical, social, psychological and general well-being of the working population. Welfare work in any industry aims at improving the working and living conditions of workers

Definitions

Welfare means faring or doing well. It is a comprehensive term, and refers to the physical, mental, moral, and emotional well-being of an individual. Employee welfare

refs to taking care of the well-being of workers by employers, trade unions and governmental and nongovernmental agencies.

The oxford dictionary defines welfare as "Efforts to make life worth living for workers"

In the words of R.Rhokins "welfare is fundamentally an attitude of the mind on the part of management activities is undertaken".

In the words of **Prof. H.S. Kirkaldy.** "The entire field of welfare is one in which much can be done to combat the sense of disappointment of the mechanical specialists, to calm them of the individual and family stresses, to move forward their wellbeing, to offer them a few circle in which they can exceed expectations others and to offer assistance them to a more extensive conception of life."

According to **Balfour Committee** in its largest sense it comprises all things influencing the wellbeing, security, consolation and common welfare of the laborers, and incorporates arrangement for instruction, diversion, thrift plans, gaining strength homes". It covers nearly areas of exercises of laborers e.g., social, financial, mechanical and educational.

According to **N.M. Joshi**, "welfare work covers all the endeavors which managers take for the advantage of their representatives over and over the least benchmarks of working conditions settled by the Production lines Act and over and over the arrangements of the social enactment giving against mischance, ancient age, unemployment and affliction".

2.2.2 Features of Employee Welfare

- Employee welfare is a intentional movement of the association which is done for the common well-being of the employees.
- It is more often than not an action which is over and over the statutory and legally binding commitments of the organisation.
- Objectives and techniques of the association give a wide layout of the approaches of worker welfare.

- Such measures upgrade the mental, physical, mental and ethical well being of the employees.
- It is a persistent and progressing prepare and not a one-time activity.
- Such action can expand indeed to the individual life of the employees.

2.2.3 Advantages of Employee Welfare

Improved Job Satisfaction

- Enhanced Morale: Welfare measures such as health benefits, retirement plans, and work-life balance initiatives help improve employee morale and job satisfaction.
- Work-Life Balance: Programs like flexible working hours, telecommuting, and family support services enable employees to better balance their personal and professional lives.

Increased Productivity

- Health and Well-being: Providing medical benefits, mental health support, and wellness programs ensures that employees are physically and mentally fit, which enhances their productivity.
- Motivation: Welfare measures can serve as a motivating factor, encouraging employees to perform better and achieve organizational goals.

Reduced Absenteeism and Turnover

- Job Security: Welfare measures such as job security provisions, housing allowances, and transportation facilities reduce absenteeism and lower turnover rates by making employees feel more secure and valued.
- Loyalty: Employees who receive adequate welfare benefits are more likely to stay loyal to the organization, reducing the costs associated with recruiting and training new staff.

Enhanced Employee Engagement

- Engagement Programs: Welfare measures including professional development opportunities, recognition programs, and recreational activities enhance employee engagement and involvement in organizational activities.
- Sense of Belonging: Welfare measures create a sense of belonging and community among employees, leading to higher engagement levels.

Better Industrial Relations

- Reduced Conflict: Proper welfare measures can lead to better industrial relations by reducing conflicts and fostering a peaceful work environment.
- Positive Work Environment: Welfare initiatives contribute to creating a positive work environment, which is crucial for maintaining industrial harmony.

Legal and Ethical Compliance

- Compliance with Regulations: Providing welfare measures ensures that the organization complies with labor laws and regulations, avoiding legal issues and penalties.
- Corporate Social Responsibility (CSR): Welfare measures demonstrate the organization's commitment to CSR by taking care of employees' well-being.

Attraction and Retention of Talent

- Competitive Edge: Offering comprehensive welfare measures makes the organization more attractive to potential employees, giving it a competitive edge in the job market.
- Retention: Adequate welfare benefits help retain top talent by making employees feel valued and satisfied with their job.

Improved Employee Relations

- Team Building: Welfare measures that include team-building activities and social events foster better relationships among employees.

- Supportive Culture: A culture of support and care developed through welfare measures leads to improved relations between employees and management.

Overall Organizational Performance

- Sustainable Growth: Welfare measures contribute to sustainable organizational growth by fostering a stable, satisfied, and motivated workforce.
- Efficiency: A satisfied and motivated workforce leads to higher efficiency and better quality of work.

2.2.4 Disadvantages of Employee Welfare

High Costs:

- Implementing and maintaining comprehensive welfare programs can be expensive. This includes direct costs such as funding health insurance, retirement plans, and wellness programs, as well as indirect costs related to administration and compliance.

Complex Administration:

- Managing welfare programs can be complex and time-consuming. It requires dedicated resources for planning, implementing, monitoring, and evaluating these programs to ensure they meet employees' needs and comply with legal requirements.

Potential for Abuse:

- Some employees might take undue advantage of welfare measures, such as excessive use of sick leave or misuse of flexible working arrangements, which can lead to decreased productivity and increased operational costs.

Inequity and Resentment:

- If welfare measures are not uniformly applied or perceived as fair, they can lead to feelings of inequity and resentment among employees. For instance,

offering certain benefits to only a segment of the workforce might demotivate those who are excluded.

Dependency:

- Extensive welfare measures can create a dependency culture where employees rely heavily on the organization for their well-being. This can reduce personal responsibility and initiative, potentially stifling innovation and self-development.

Resistance to Change:

- Introducing new welfare measures or changing existing ones can face resistance from employees accustomed to current arrangements. This can lead to dissatisfaction and decreased morale during transition periods.

Compliance and Legal Risks:

- Welfare measures must comply with various legal and regulatory requirements. Failure to adhere to these can result in legal risks, including fines and lawsuits, which can damage the organization's reputation and financial standing.

Impact on Productivity:

- While welfare measures are generally designed to improve productivity, they can sometimes have the opposite effect. For example, generous leave policies might lead to higher absenteeism, and flexible working hours might complicate scheduling and coordination.

Short-Term Focus:

- Some welfare measures may provide immediate relief or satisfaction but fail to address long-term issues. Organizations might invest in perks that offer quick boosts in morale rather than strategies that foster sustainable employee development and engagement.

Cultural Misalignment:

- Welfare measures that do not align with the organizational culture or the specific needs and preferences of the workforce might not be effective. This misalignment can lead to wasted resources and minimal impact on job satisfaction and productivity.

2.2.5 Objectives of Employee Welfare

Improve Quality of Work Life (QWL):

- Enhance employees' work environment and overall life satisfaction.
- Ensure a balanced work-life experience for employees.

Promote Health and Safety:

- Provide health benefits, safety measures, and wellness programs.
- Reduce workplace hazards and occupational diseases.

Increase Job Satisfaction:

- Boost morale and job satisfaction through various welfare initiatives.
- Foster a positive and motivating workplace culture.

Enhance Employee Retention:

- Reduce turnover rates by creating a supportive and rewarding work environment.
- Build loyalty and long-term commitment among employees.

Boost Productivity and Efficiency:

- Improve employee productivity through enhanced well-being and motivation.
- Reduce absenteeism and enhance performance levels.

Support Work-Life Balance:

- Offer flexible working hours, telecommuting options, and family support services.
- Help employees manage their personal and professional responsibilities effectively.

Foster Employee Development:

- Provide opportunities for professional growth and skill development.
- Support continuing education and training programs.

Ensure Social Security:

- Offer retirement benefits, insurance plans, and other social security measures.
- Provide financial stability and peace of mind to employees and their families.

Promote Inclusivity and Equality:

- Ensure that welfare measures are inclusive and equitable for all employees.
- Address the specific needs of diverse employee groups, including gender-specific requirements.

Enhance Industrial Relations:

- Foster a harmonious relationship between employees and management.
- Contribute to industrial peace and reduce conflicts and disputes.

Contribute to Employee Well-Being:

- Address both physical and mental health needs of employees.
- Implement stress management programs and recreational activities.

2.2.6 THEORIES OF EMPLOYEE WELFARE

Functional Theory of labour welfare

Functional theory of labour is also called the Efficiency Theory. This theory states that fully mentally and physically satisfied worker is the most efficient. Employee welfare is a implies to keep mechanical specialists substance so they may work successfully. In this hypothesis, welfare work is utilized as a implies to secure, protect and create the productivity and efficiency of work. The hypothesis is supportive in understanding the characteristics of work drive as reflected on the modern bolster for work and it worked well if the boss and representatives have the same objective of accomplishing higher generation through way better welfare. The hypothesis is received in the ponder since welfare administrations influence execution of any work constrain. It is self-evident that if an manager takes great care of his laborers, they will tend to gotten to be more effective. Concurring to this hypothesis, the manager has an commitment or obligation towards its workers to see after their welfare. The structure of India moreover emphasizes this perspective of work welfare. Affect on Productivity plays an critical part in welfare administrations, and is based on the relationship between welfare and productivity, in spite of the fact that it is troublesome to degree this relationship. Programs for lodging, instruction and preparing, the arrangement of adjusted eat less and family arranging measures are a few of the vital programs of work welfare which increments the proficiency of the laborers, particularly in immature or creating nations. Totality of Welfare emphasizes that the concept of work welfare must spread all through the chain of command of an organization. Representatives at all levels must acknowledge this add up to concept of work welfare program will never truly get off the ground.

Social Exchange Theory

Social Exchange Theory (SET) is a social psychological and sociological perspective that explains social change and stability as a process of negotiated exchanges between parties. Developed by sociologists such as George Homans, Peter Blau, and Richard Emerson, SET posits that human relationships are formed and maintained based on the costs and benefits involved. The theory draws on economic principles, suggesting that individuals engage in social interactions by evaluating the rewards (benefits) and costs (negatives) associated with them, aiming to maximize rewards while minimizing costs.

According to SET, social behavior is the result of an exchange process where individuals seek to maximize their gains and minimize their losses. Rewards can be tangible, such as money, goods, and services, or intangible, such as social approval, love, and respect. Costs, on the other hand, can include time, effort, and emotional distress. The theory also highlights the concept of reciprocity, which means that the continuation of a relationship is contingent upon the mutual exchange of value. When the perceived benefits of a relationship outweigh the costs, individuals are more likely to maintain the relationship; conversely, if the costs exceed the benefits, the relationship may be terminated. SET provides a framework for understanding various social interactions and relationships, from personal friendships to professional associations, by emphasizing the importance of balance and mutual benefit in social exchanges.

Expectancy Theory

The theory holds that people select between options which include questionable Results. The individual's behavior is not as it were influenced by his inclinations among These results but moreover by the degree to which the person accepts the results to be conceivable. Armstrong (2006) characterizes anticipation as a monitory conviction concerning the probability that a specific act will be taken after by a specific result. Concurring to Armstrong (2006) hopes may be portrayed in terms of their quality. Greatest quality is demonstrated by subjective certainty that the act will be taken after by the result whereas negligible quality is demonstrated by subjective certainty that the act will not be taken after by the result. The quality of desires may be based on past encounters for illustration the thought that workers who go past the call of obligation are compensated. In these circumstances inspiration to perform will be expanded.

2.2.7 Job Satisfaction

Meaning

Job satisfaction refers to the extent to which employees feel content and fulfilled with their job roles, encompassing various factors such as the nature of the work itself, compensation, career growth opportunities, work environment, and relationships with colleagues and supervisors. It is a complex and multifaceted concept that reflects an individual's emotional response to their job and the degree to which their needs and expectations are met. High job satisfaction generally leads to positive outcomes like increased productivity, loyalty, and overall well-being, while low job satisfaction can

result in negative effects such as disengagement, high turnover rates, and reduced performance.

Definitions

Hoppock characterized job satisfaction as any combination of mental, physiological and natural circumstances that cause a individual honestly to say I am fulfilled with my work (Hoppock, 1935).

- **Vroom** in his definition on job satisfaction centers on the part of the representative in the working environment. Hence, he characterizes job satisfaction as full of feeling introductions on the portion of people toward work parts which they are by and by involving (Vroom, 1964)
- **Edwin A. Locke (1976)**: " Job satisfaction is a pleasurable or positive passionate state coming about from the evaluation of one's work or work encounters "
- **Fred Luthans (2002)**: "Job satisfaction is the result of employees' perception of how well their job provides those things that are viewed as important."
- **Stephen P. Robbins (2005)**: "Job satisfaction is a collection of feelings that an individual holds towards his or her job."
- **John R. Schermerhorn, James G. Hunt, and Richard N. Osborn (2000)**: "Job satisfaction is an affective or emotional response towards various facets of one's job. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs."
- **Arnold and Feldman (1986)**: "Job satisfaction will be defined as the amount of overall positive affect (or feelings) that individuals have towards their jobs.

2.2.8 Features of Job Satisfaction

Work Environment:

- A safe, comfortable, and conducive physical workspace.
- Positive organizational culture and supportive management.

Nature of Work:

- Engaging and meaningful tasks that match employees' skills and interests.

- Opportunities for creativity, autonomy, and decision-making.

Compensation and Benefits:

- Competitive salaries and comprehensive benefits packages.
- Financial incentives, bonuses, and retirement plans.

Work-Life Balance:

- Flexible working hours, telecommuting options, and paid leave.
- Policies supporting family and personal life commitments.

Recognition and Rewards:

- Regular acknowledgment of achievements and contributions.
- Fair and transparent performance appraisal systems.

Career Development:

- Opportunities for training, education, and skill development.
- Clear career advancement paths and promotional prospects.

Job Security:

- Stability and assurance of continued employment.
- Protection against layoffs and economic downturns.

Interpersonal Relationships:

- Positive relationships with colleagues, supervisors, and subordinates.
- Effective communication, teamwork, and collaboration.

Workload and Job Stress:

- Reasonable workload and manageable job demands.
- Support systems for stress management and mental health.

Autonomy and Control:

- Freedom to make decisions and influence work outcomes.
- Empowerment to take initiative and responsibility.

Organizational Support:

- Access to resources, tools, and information needed to perform tasks.
- Supportive policies and practices that address employee needs.

Job Design and Role Clarity:

- Well-defined job roles and responsibilities.
- Clarity in expectations and objectives.

Equity and Fairness:

- Fair treatment, equal opportunities, and nondiscriminatory practices.
- Transparency in organizational policies and decision-making processes.

Sense of Achievement:

- Feeling of accomplishment and pride in one's work.
- Opportunities to achieve personal and professional goals.

Organizational Commitment:

- Alignment with organizational values and mission.
- Sense of belonging and loyalty to the organization.

Employee Involvement:

- Participation in decision-making processes and organizational initiatives.
- Opportunities to voice opinions and contribute to organizational success.

2.2.9 Factors of Job Satisfaction

Intrinsic Factors

Nature of the Work:

- Meaningful and engaging tasks.
- Alignment with personal interests and skills.
- Opportunities for creativity and innovation.

Autonomy:

- Degree of independence in performing tasks.
- Freedom to make decisions and manage one's work.

Achievement:

- Sense of accomplishment from completing tasks and meeting goals.
- Opportunities to achieve personal and professional milestones.

Recognition:

- Acknowledgment and appreciation of efforts and achievements.
- Positive feedback from supervisors and peers.

Personal Growth:

- Opportunities for professional development and skill enhancement.
- Access to training and educational resources.

Job Role and Responsibilities:

- Clarity in job roles and expectations.
- Well-defined responsibilities and objectives.

Extrinsic Factors

Compensation:

- o Competitive salary and wages.
- o Fair and timely payment practices.

Benefits:

- o Comprehensive benefits packages, including health insurance, retirement plans, and paid leave.
- o Additional perks such as bonuses, profit-sharing, and stock options.

Work-Life Balance:

- o Flexible working hours and telecommuting options.
- o Support for family and personal commitments.

Work Environment:

- o Safe, comfortable, and well-equipped physical workspace.
- o Positive organizational culture and atmosphere.

Job Security:

- o Stability and assurance of continued employment.
- o Protection against layoffs and job loss.

Interpersonal Relationships:

- o Positive relationships with colleagues, supervisors, and subordinates.
- o Effective communication and teamwork.

Management and Leadership:

- o Supportive and competent management.
- o Fair and transparent decision-making processes.

Organizational Support:

- Access to necessary resources, tools, and information.
- Policies and practices that address employee needs and concerns.

Career Advancement:

- Opportunities for promotion and career growth.
- Clear paths for advancement within the organization.

Workload and Job Stress:

- Reasonable workload and manageable job demands.
- Support systems for stress management and mental health.

Equity and Fairness:

- Fair treatment and equal opportunities for all employees.
- Nondiscriminatory practices and transparency in organizational policies.

Work Conditions:

- Adequate facilities, equipment, and technology.
- Ergonomic design and workplace safety measures.

Company Reputation:

- Positive organizational image and reputation.
- Alignment with the organization's values and mission.

Other Influencing Factors

Personal Characteristics:

- Individual values, attitudes, and personality traits.
- Personal life circumstances and external commitments.

Cultural Factors:

- o Societal and cultural norms and expectations.
- o Cultural alignment with organizational practices.

Economic Factors:

- o Overall economic conditions and job market dynamics.
- o Financial stability of the organization.

External Opportunities:

- o Availability of alternative job opportunities.
- o Industry trends and competitive job market.

2.2.8 Objectives of Job Satisfaction

Enhance Employee Well-being:

- Improve the physical and mental health of employees.
- Foster a sense of happiness and fulfillment at work.

Increase Productivity and Performance:

- Boost employee motivation and efficiency.
- Encourage higher levels of performance and output.

Reduce Turnover and Absenteeism:

- Decrease employee turnover rates by fostering loyalty and commitment.
- Minimize absenteeism through improved job satisfaction.

Promote Positive Work Environment:

- Create a supportive and positive organizational culture.
- Foster teamwork, collaboration, and positive interpersonal relationships.

Improve Employee Morale:

- Enhance overall employee morale and job satisfaction.
- Promote a sense of pride and ownership in their work.

Attract and Retain Talent:

- Attract highly skilled and motivated employees.
- Retain top talent by providing a satisfying work experience.

Enhance Customer Satisfaction:

- Improve the quality of products and services through motivated employees.
- Enhance customer satisfaction and loyalty.

Foster Innovation and Creativity:

- Encourage employees to be innovative and creative in their roles.
- Promote a culture of continuous improvement and learning.

Support Employee Development:

- Provide opportunities for career growth and professional development.
- Help employees achieve their personal and professional goals.

Ensure Organizational Stability:

- Maintain a stable and productive workforce.
- Enhance organizational resilience and adaptability.

Increase Employee Engagement:

- Foster a sense of engagement and commitment to the organization.
- Encourage employees to actively participate in organizational initiatives.

Improve Work-Life Balance:

- Support employees in balancing their work and personal lives.

- Reduce stress and burnout by promoting work-life harmony.

Strengthen Employer-Employee Relations:

- Build trust and positive relationships between employees and management.
- Enhance communication and understanding within the organization.

Achieve Organizational Goals:

- Align employee satisfaction with the organization's strategic objectives.
- Drive organizational success through a satisfied and motivated workforce.

Promote Equity and Fairness:

- Ensure fair treatment and equal opportunities for all employees.
- Address and reduce workplace discrimination and biases.

Job Satisfaction Theories

Job Satisfaction speculations have a solid cover with speculations clarifying human inspiration. The most common and unmistakable speculations in this range incorporate Maslow's needs hierarchy theory; Herzberg's motivator-hygiene theory; the Job Characteristics.

2.2.9 THEORIES

STATUTORY AND VOLUNTARY WELFARE MEASURES THEORY

Statutory welfare measures theory suggests that governments have a responsibility to ensure that workers **are** provided with certain minimum benefits and protections, such as safety regulations, minimum wage laws, and social security programs.

"Statutory welfare measures theory posits that the government has a duty to ensure that workers are provided with basic benefits and protections, such as workplace safety regulations, minimum wage laws, and social security programs" (Singh, A. (2016).

The purpose of statutory welfare measures is to set a baseline of protection for workers, ensuring they receive fair treatment, safe working conditions, and essential benefits as

defined by the law. Non-compliance with statutory measures can lead to legal penalties and reputational damage for organizations.

Voluntary welfare measures theory suggests that employers have a responsibility to provide additional benefits and services to their employees beyond the minimum legal requirements, such as health insurance, retirement plans, and employee assistance programs.
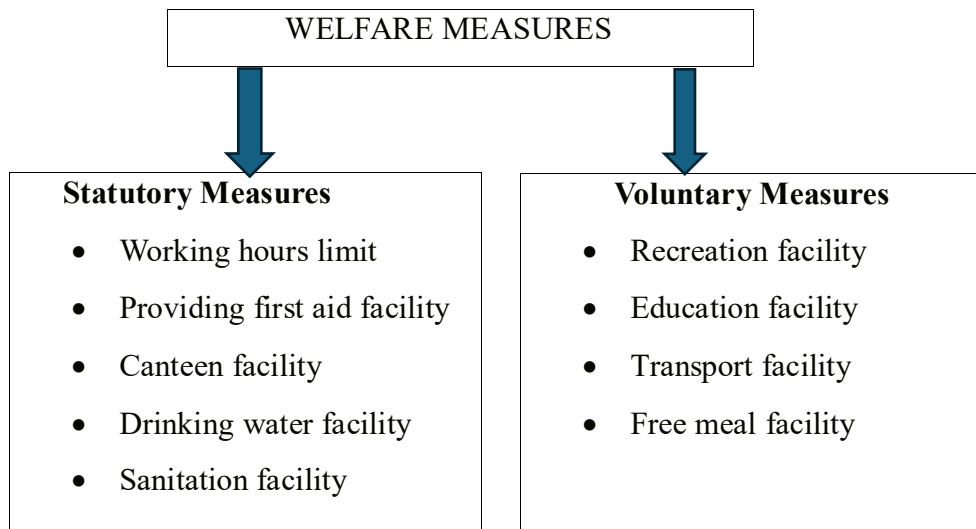
"Voluntary welfare measures theory proposes that employers have a moral obligation to provide additional benefits and services to their employees, such as health insurance, retirement plans, and employee assistance programs, in order to improve their well-being and productivity" (Carroll, A. (2014).

Voluntary welfare measures can encompass a wide range of initiatives, such as employee assistance programs, health and wellness programs, flexible work arrangements, child care support, additional paid time off, training and development opportunities, and other employee benefits that aim to enhance the quality of work-life and promote job satisfaction.

This theory focuses on the distinction between mandatory (statutory) welfare measures required by law and additional voluntary welfare initiatives taken by organizations. It emphasizes that while statutory measures ensure basic employee rights, voluntary measures can significantly impact employee well-being and satisfaction.

The combination **of** both statutory and voluntary welfare measures **is** essential for creating a positive work environment and fostering employee satisfaction. While statutory measures ensure that employees receive fundamental rights and protection, voluntary welfare measures demonstrate the organization's genuine concern for its workforce. Providing voluntary welfare measures can improve employee morale, engagement, and loyalty, leading to increased productivity and reduced turnover rates.

Statutory welfare measures ensure basic employee rights and protection, while voluntary welfare measures demonstrate an organization's commitment to employee well-being and job satisfaction. By integrating both types of welfare measures, organizations can create a supportive and nurturing work environment, leading to positive outcomes for both employees and the organization.

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┌─────────────────────────────────────┐
│          WELFARE MEASURES           │
└─────────────────────────────────────┘
         │                    │
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Statutory Measures	**Voluntary Measures**
• Working hours limit	• Recreation facility
• Providing first aid facility	• Education facility
• Canteen facility	• Transport facility
• Drinking water facility	• Free meal facility
• Sanitation facility	

PHILANTHROPIC THEORY

Philanthropy implies love for mankind. The magnanimous hypothesis of work welfare alludes to the arrangement of great working conditions, crèches and canteens out of feel sorry for on the portion of the managers who need to expel the incapacities of the laborers. Robert Owen of Britain was a charitable boss, who I worked for the welfare of his laborers. The magnanimous hypothesis is more common in social welfare. Understudy lodgings, drinking water offices, the restoration of disabled people, gifts to devout and instructive teach, and so forward are illustrations of charitable deeds.

This hypothesis is closely related to devout theory's guideline of charity. This hypothesis encourage accentuates that each part of mechanical framework ought to have agreeable relations with the rest of partners. It is a duty and responsibility of the wealthy people to help the underprivileged. Mutual harmony and brotherly relations within the society is important to promote a peaceful and cooperative environment.

The philanthropic theory suggests that organizations should engage in acts of goodwill and social responsibility, contributing to the welfare of their employees and the community. This approach goes beyond compliance and demonstrates a genuine commitment to improving the lives of employees.

Philanthropic Vision and Strategy:

Establish a philanthropic vision that includes a commitment to improving employee welfare and well-being. Develop a comprehensive strategy that aligns the organization's philanthropic efforts with employee needs and societal impact.

Voluntary Welfare Initiatives:

Go beyond the legal and mandatory requirements to implement voluntary welfare initiatives that address employee needs and concerns. These initiatives can include employee wellness programs, counselling services, work-life balance support, and family-friendly policies.

Community Engagement:

Encourage employee engagement in philanthropic activities within the community. Provide opportunities for employees to volunteer and participate in charitable events, aligning the organization's efforts with social causes that matter to employees.

Philanthropic Partnerships:

Collaborate with external philanthropic organizations and NGOs to support employee welfare projects and initiatives. Forge strategic partnerships that enhance the impact of the organization's philanthropic endeavours.

Communication and Transparency:

Effectively communicate the organization's philanthropic initiatives to employees, emphasizing the connection between these efforts and their welfare. Maintain transparency in how the organization allocates resources for employee welfare and community engagement.

Impact Assessment:

Regularly assess the impact of philanthropic initiatives on employee satisfaction and well-being. Conduct surveys, focus groups, and feedback sessions to gauge the effectiveness and relevance of welfare programs.

Recognition and Incentives:

Recognize and celebrate employee contributions to philanthropic activities. Consider offering incentives or rewards for employees who actively participate in charitable initiatives.

Integration into Organizational Culture:

Embed the philanthropic approach to employee welfare into the organizational culture and values. Ensure that the commitment to employee well-being and community engagement is consistently upheld at all levels of the organization.

Long-Term Sustainability:

Ensure the long-term sustainability of philanthropic initiatives by integrating them into the organization's business strategy and planning.

SOCIAL EXCHANGE THEORY

This theory emphasizes the idea that employee-employer relationships are based *on* a social exchange where employees contribute their time, effort, and skills, and, in return, expect fair treatment, support, and recognition. Employee welfare measures should reflect a positive social exchange to strengthen the bond between employees and the organization.

Key principles of Social Exchange Theory include:

Social Exchange: The theory views social interactions as a form of exchange, where individuals seek to maximize their rewards while minimizing their costs. Rewards can be tangible (e.g., material goods, money) or intangible (e.g., emotional support, companionship). Costs, on the other hand, can include effort, time, emotional stress, or sacrifices made in a relationship.

Comparison Level (CL): Individuals have a comparison level, which represents the standard or expectation they have for the rewards and costs in a relationship. This level is influenced by past experiences, cultural norms, and personal values. If the actual rewards in a relationship meet or exceed the individual's comparison level, they perceive the relationship as satisfying.

Comparison Level for Alternatives (CLalt): Apart from the comparison level, individuals also consider alternatives available to them. This includes evaluating what rewards and costs they could receive in other relationships or situations. If an alternative offers more rewards and fewer costs than the current relationship, the individual may be motivated to leave the current relationship and pursue the better alternative.

Outcome (O): The outcome in a social exchange is the perceived net result of rewards minus costs in a relationship. If the outcome is positive (O > 0), the individual perceives the relationship as beneficial and satisfying. Conversely, if the outcome is negative (0 < 0), the individual may feel exploited or dissatisfied.

Equity Theory: Equity theory is closely related to Social Exchange Theory and *posits* that individuals strive for fairness and equity in their relationships. People are more satisfied when the rewards and costs they experience are proportional to what their partner or others contribute.

Investment Model: The Investment Model extends the Social Exchange Theory by including the concept of investment. According to this model, the commitment to a relationship increases if individuals have invested significant resources (e.g., time, effort, emotions) in it. The higher the investment, the more likely individuals are to stay in the relationship, even if the outcomes are not as positive as they could be in alternative situations.

Social Exchange Theory has applications in various fields, including interpersonal relationships, organizational behaviour, and economics. It helps researchers and practitioners understand why individuals form and maintain relationships, what motivates their behaviours, and how the exchange of resources influences the dynamics and stability of those relationships.
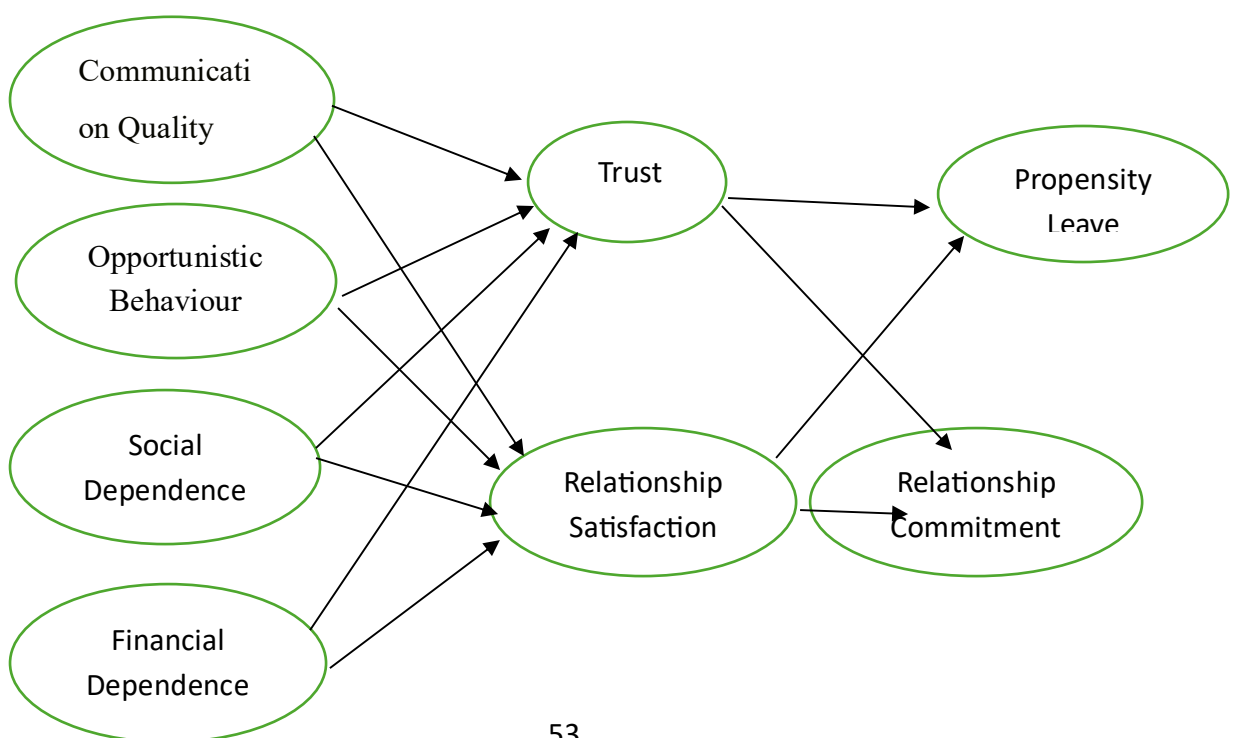
PUBLIC RELATIONS THEORY

Public Relations (PR) theory is a collection of principles, concepts, and models that guide the practice of public relations. It provides a framework for understanding the communication process between organizations and their various stakeholders, including the public, media, customers, employees, and investors. PR theory aims to enhance the effectiveness and strategic planning of communication efforts to build and maintain positive relationships with stakeholders.

According to this theory, welfare exercises are given to make a great impression on the minds of the laborers and the open, especially the last mentioned. Clean and secure working conditions, a great canteen, crèche and other civilities, make a great impression on the specialists, guests and the open. A few bosses gladly take their guests circular the plant to appear how well they have organized their welfare exercises.

According to this theory, organizations engage in welfare measures partly for positive public relations. Companies that are perceived as socially responsible and caring about their employees often enjoy a positive reputation, leading to improved relationships with customers, investors, and the public.

There are several prominent PR theories that have shaped the field over the years. Here are some of the key PR theories.

Relationship Management Theory: This theory focuses on building and maintaining positive relationships between organizations and their stakeholders. It highlights the importance of ongoing communication, trust-building, and mutual understanding for the success of public relations efforts.

Excellence Theory: The Excellence Theory, developed by James E. Grunig and his colleagues, emphasizes that effective public relations is a result of "symmetrical communication" between an organization and its stakeholders. This theory advocates for open and honest two-way communication, where organizations consider the interests of their stakeholders and build long-term relationships based on trust.

Coorientation Theory: Developed by Robert E. Lane, this theory explores how organizations and their publics hold similar or different views on specific issues. By understanding the gaps in perception, PR practitioners can bridge communication barriers and improve mutual understanding.
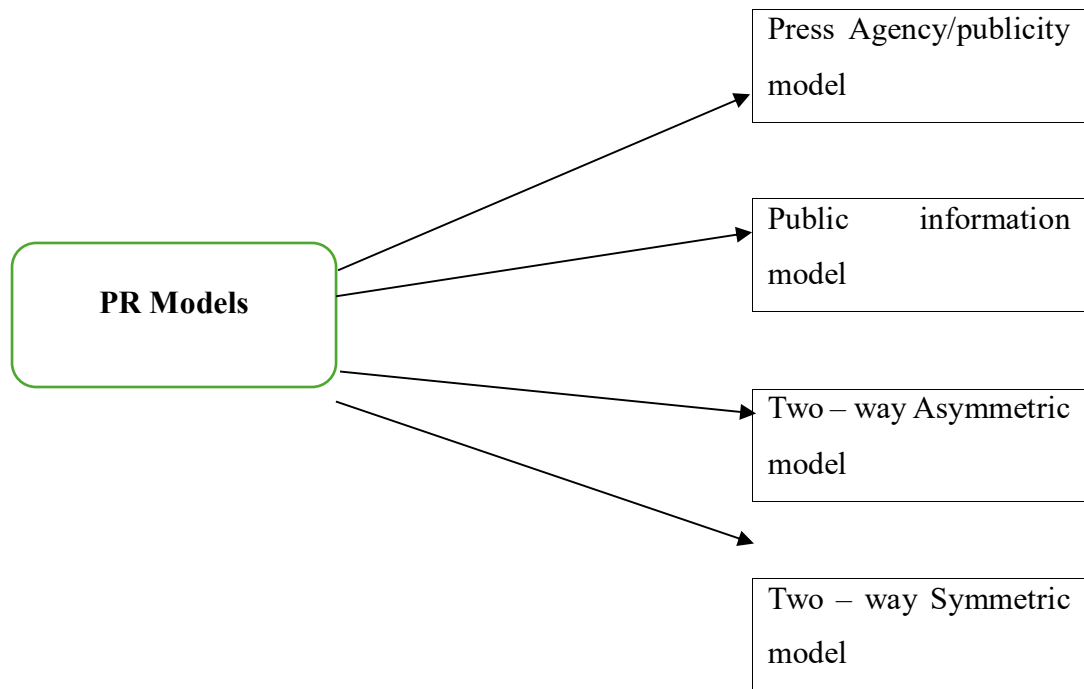
Grunig's Four Models of Public Relations:

Developed by James E. Gruing and Todd Hunt, this model categories PR practices into four main approaches.

Press Agency/Publicity: Focused on one-way communication an creating attention through hype and exaggeration.

Public Information: Emphasis one-way dissemination of accurate and objective information to inform the public.

Two-Way Asymmetric: Involves two-way communication but with an emphasis on persuasion to benefit the organization.

Two-Way Symmetric: Promotes balanced and mutually beneficial communication between the organization and its stakeholders**.**

FUNCTIONAL THEORY

The functional theory of welfare measures, also known as the functional approach to employee welfare, is a perspective that views welfare measures as tools to meet the various functional needs of employees within an organization. This theory suggests that employee welfare measures are designed to fulfill specific functions or purposes that

contribute to the overall effectiveness and success of the organization. The functional theory focuses on the following key functions of welfare measures:

Employee Well-being and Satisfaction: One of the primary functions of welfare measures is to promote the well-being and satisfaction of employees. By providing benefits and support in areas such as healthcare, work-life balance, and career development, organizations aim to enhance the quality of life and job satisfaction of their employees.

Employee Motivation and Engagement: Welfare measures play a role in motivating employees and increasing their level of engagement with their work. When employees **feel** valued and supported by their organization, they are more likely to be motivated to perform well and be actively engaged in their roles.

Retention and Reduced Turnover: Welfare measures contribute to employee retention by creating a positive work environment and fostering loyalty among employees. Satisfied and well-cared-for employees are less likely to leave the organization, reducing turnover rates and associated costs.

Enhanced Organizational Performance: By meeting the functional needs of employees, welfare measures contribute to overall organizational performance. Satisfied and motivated employees tend to be more productive, leading to improved organizational efficiency and effectiveness.

Human Resource Management: Welfare measures are essential tools in human resource management, helping attract and retain top talent. Competitive welfare packages can be a significant factor in recruiting skilled individuals and building a strong workforce.

Workforce Diversity and Inclusion: Welfare measures can support workforce diversity and inclusion efforts by addressing the unique needs and preferences of diverse employees. Inclusive welfare measures create a supportive environment for all employees, regardless of their background or characteristics. Employee Health and Safety: Welfare measures related to healthcare benefits and safety initiatives contribute to maintaining a healthy and safe workforce. Healthy employees are more likely to be productive and contribute positively to the organization.

Organizational Culture and Image: Implementing welfare measures reflects the organization's culture and values. Organizations that prioritize employee welfare

project a positive image and reputation, which can attract customers, partners, and investors.

The functional theory of welfare measures emphasizes the strategic role of employee welfare in meeting the needs of employees and the organization. By understanding and addressing the functional needs of employees, organizations can create a work environment **that** fosters employee satisfaction, motivation, and productivity, ultimately contributing to the achievement of organizational goals.

Work-Life Balance Theory

This theory emphasizes the importance of balancing work responsibilities with personal and family commitments. Employee welfare measures include policies and programs that support work-life balance, such as flexible working hours, remote work options, and family-friendly benefits.

work-life balance theory emphasizes the importance of achieving a harmonious equilibrium between work-related responsibilities and personal or family commitments. It recognizes that individuals have multiple roles and responsibilities in their lives, including their roles as employees, parents, partners, and individuals pursuing personal interests. The theory suggests that when individuals are able to strike a balance between these different roles, they experience reduced stress, improved well-being, and higher job satisfaction. leading to increased overall productivity and effectiveness.

Key components and principles of work-life balance theory include:

Integration of Life Roles: Work-life balance theory acknowledges that individuals' lives are interconnected, and their work and personal roles are interwoven. It encourages integrating various life roles in a way that allows individuals to fulfill their responsibilities effectively without excessive conflict or tension between roles.

Quality of Time:

The theory emphasizes the quality of time spent in different roles rather than just the quantity. It suggests that meaningful interactions and presence in each role can lead to greater satisfaction and fulfillment.

Flexible Work Arrangements:

Work-life balance theory advocates for flexible work arrangements, such as telecommuting, flextime, compressed workweeks, and job-sharing. These arrangements provide employees with greater control over their work schedules, enabling them to better manage personal and family commitments.

Supportive Organizational Culture:

Organizations play a crucial role in promoting work-life balance. A supportive organizational culture includes policies and practices that encourage a healthy work-life balance, management support for employees' personal commitments, and a non-judgmental approach to balancing work and personal life.

Individual and Family Needs:

The theory recognizes that the work-life balance needs of individuals can vary depending on their life stage, family situation, and personal preferences. Organizations need to be responsive to these individual and family needs.
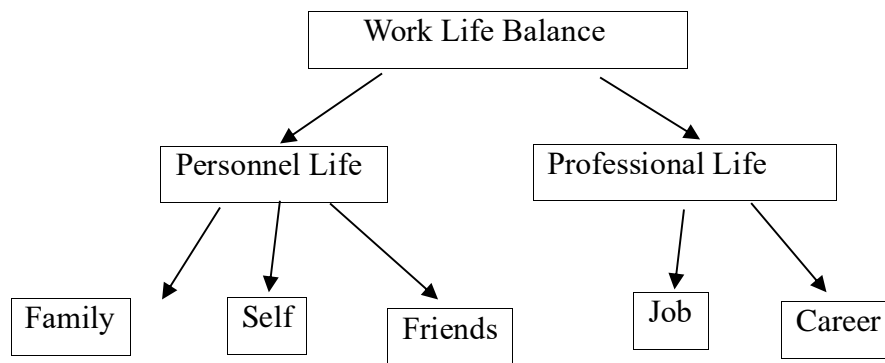
Employee Well-being and Productivity:

Research suggests that employees with better work-life balance experience reduced stress, improved mental health, and increased job satisfaction. This, in turn, leads to higher levels of employee engagement, productivity, and organizational commitment.

Costs and Benefits:

Work-life balance theory acknowledges that achieving balance may involve certain costs, such as reduced income (in some cases) **or** challenges in managing competing demands. However, the benefits of improved well-being and job satisfaction outweigh these costs in the long run.

Work-life balance theory has gained significant importance in modern workplaces, particularly as technology has blurred the boundaries between work and personal life. Employers are increasingly recognizing the value of promoting work-life balance to attract and retain talent, boost employee morale, and create a healthier and more productive work environment.

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                      ┌──────────────────────┐
                      │   Work Life Balance  │
                      └──────────────────────┘
                         ↙                  ↘
              ┌────────────────┐      ┌────────────────────┐
              │  Personnel Life│      │  Professional Life │
              └────────────────┘      └────────────────────┘
              ↙       ↓        ↘          ↓            ↘
        ┌────────┐ ┌──────┐ ┌─────────┐ ┌──────┐ ┌──────────┐
        │ Family │ │ Self │ │ Friends │ │ Job  │ │  Career  │
        └────────┘ └──────┘ └─────────┘ └──────┘ └──────────┘
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Human Development Theory

Human Development Theory, also known as the Human Development Approach, is a framework that focuses on the holistic and multidimensional development of individuals and societies. It was developed by renowned economist Amartya Sen and further expanded by him and philosopher Martha Nussbaum. The theory emphasizes the significance of people's capabilities and freedoms as essential indicators of development, rather than focusing solely on economic growth or income.

Key Concepts of Human Development Theory:

Human Capabilities:

At the core of the Human Development Theory are the capabilities and functioning of individuals. Capabilities refer to the various opportunities, choices, and freedoms that people have to lead lives they value. Functioning, on the other hand, are the actual activities and achievements individuals can undertake, such as being educated, having access to healthcare, participating in decision-making, and enjoying social and political rights.

Multidimensionality:

Human Development Theory considers various aspects of human life that contribute to overall well-being and development. It acknowledges that development is not limited to economic factors alone but is influenced by social, political, cultural, and environmental dimensions.

Freedom and Agency:

The theory emphasizes that individuals should have the freedom to make choices and have agency in shaping their lives. Having the ability to participate in decisions that affect one's life is seen as essential for human development.

Empowerment and Equality:

Human Development Theory values empowerment and seeks to reduce inequalities and disparities among individuals and communities. It emphasizes that development policies should be inclusive and address the needs of marginalized and vulnerable groups.

Development as a Process:

Development, according to this theory, is an ongoing process, not just an end goal. It is about creating an environment that allows people to continuously expand their capabilities and lead fulfilling lives.

Measuring Development:

Instead of using GDP per capita as a sole indicator of development, Human Development Theory proposes using the Human Development Index (HDI). The HDI incorporates indicators like life expectancy, education, and income to provide a more comprehensive assessment of human development.

Importance and Applications:

Human Development Theory has been influential in shaping global development agendas and policies. It has been utilized by international organizations, governments, and policymakers to guide development efforts that prioritize people's well-being and human rights. The theory highlights the importance of investing in education, healthcare, social protection, and other essential services to enhance human capabilities and overall development.

By focusing on the expansion of human capabilities, Human Development Theory has contributed to a broader understanding of development beyond economic growth. It advocates for sustainable and inclusive development that benefits all members of society, regardless of their economic status, gender, ethnicity, or location.

SOCIOEMOGRAPHICS

⬇

CULTURAL VALUES

⬇

LEARNING ENVIRONMENT

⬇

HUMAN DEVELOPMENT
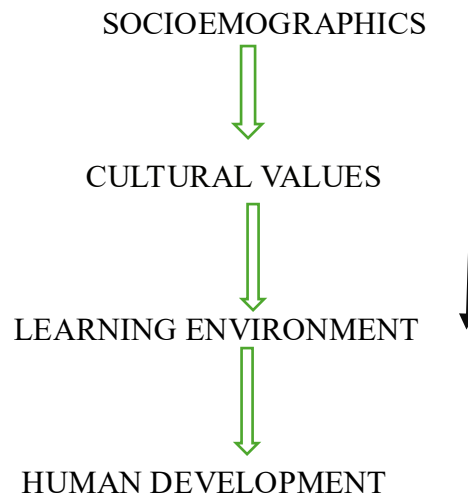
Motivation – Hygiene Theory

The Motivation-Hygiene Theory, proposed by Frederick Herzberg, highlights that employee satisfaction and dissatisfaction are influenced by two separate sets of factors:

Hygiene factors: These are essential factors that, when absent, can lead to dissatisfaction (e.g., work conditions, job security, salary, company policies).

Motivation factors: These are factors that, when present, lead to employee satisfaction and motivation (e.g., recognition, challenging work, career growth opportunities, achievement).

According to Herzberg's motivation-hygiene theory, motivation and hygiene are the two main factors that drive employee satisfaction. Motivators, **or** satisfiers, improve job satisfaction. Factors that motivate people are performance and achievement, recognition, job status, responsibility, work, personal growth, and advancement opportunities. In the workplace, motivation factors need to be improved. Motivation leads to satisfaction, while hygiene reduces dissatisfaction.Low salaries, poor working conditions, poor workspace, unhealthy or toxic relationships with the supervisor and colleagues, and low supervision quality at a workplace with high politics and rules can act as dissatisfiers. Unimproved conditions will result in dissatisfied employees.

HYGIENE FACTORS	MOTIVATION FACTORS
• Quality of supervision • Pay • Company policies • Physical working conditions • Relations with others • Job security	• Promotion opportunities • Opportunity for personal growth • Recognition • Responsibility • Achievement

Maslow's Theory of Motivation

Maslow's hierarchy of needs is a theory that suggests that human needs can be categorized into five levels, with the most basic needs at the bottom and the most complex needs at the top. The five levels are physiological needs, safety needs, love and belonging needs, esteem needs, and self-actualization needs. The theory proposes that individuals must satisfy lower-level needs before they can progress to higher level needs. For example, individuals must satisfy their physiological needs (such as food, water, and shelter) before they can progress to safety needs (such as stability and security).

Maslow's Hierarchy of Needs is a psychological theory proposed by Abraham Maslow in 1943. The theory suggests that human motivation is influenced by a hierarchy of needs, organized into five levels, with basic physiological needs at the bottom and higher-order needs at the top. Maslow believed that individuals are motivated to fulfill these needs in a specific order, and as one level of need is satisfied, the next higher level becomes the primary motivator.

The five levels of Maslow's Hierarchy of Needs, from the lowest to the highest, are as follows:

Physiological Needs.:

At the foundational level are physiological needs, such as food, water, shelter, warmth, and other basic biological requirements necessary for survival. These needs are the most fundamental and must be met before an individual can move on to higher levels of motivation.

Safety Needs:

Once physiological needs are reasonably satisfied, the focus shifts to safety needs. This level includes the need for personal security, safety from danger, stability, and protection. People seek environments that are predictable and free from physical or emotional harm.

Love and Belongingness Needs:

The third level pertains to social needs. These needs involve a desire for love, affection, friendship, and a sense of belonging to a group or community. Humans crave social interactions and seek to establish meaningful relationships with others.

Esteem Needs:

The fourth level encompasses esteem needs, both self-esteem (internal) and the esteem of others (external). This level involves the desire for recognition, respect, achievement, and a sense of competence and accomplishment. People strive for a positive self-image and seek recognition for their efforts.

Self-Actualization Needs:

At the pinnacle of the hierarchy is self-actualization, which represents the fulfilment of one's potential and the desire for personal growth and self- fulfilment. Self-actualized individuals pursue creative endeavours, engage in personal growth, and seek to become the best version of themselves.

According to Maslow, as individuals satisfy their lower-level needs, they become motivated to fulfil higher-level needs. The progression through the hierarchy is not always linear or rigid, and people may move up and down the levels depending on their circumstances and life experiences. However, the theory suggests that higher-level needs only become significant motivators once the lower-level needs are met to a certain extent.

Maslow's Hierarchy of Needs has had a significant impact on psychology, education, management, and various other fields. It is often used to understand human motivation, design motivation-driven interventions, and explain the behaviour of individuals in different settings.

Employee welfare measures and Employee satisfaction

Begin by understanding and complying with mandatory welfare measures mandated by labour laws, such as fair wages, working hours, and safety regulations. Ensuring these basic rights creates a foundation for employee well- being. Communicate the organization's welfare initiatives effectively to both internal and external stakeholders. Showcase the company's commitment to employee well-being through various channels, such as social media, press releases, and community events. Statutory and Voluntary Welfare Measures address employees' physiological and safety needs by providing essential benefits and a secure working environment.

Philanthropic initiatives contribute to employees' sense of belongingness and esteem needs by fostering a positive organizational culture and social impact. Emphasizes the organization's commitment to social responsibility and community welfare. Philanthropic initiatives extend beyond statutory requirements and aim to contribute positively to society. Recognize that welfare measures can influence both hygiene and

motivation factors. For instance, providing competitive salaries and benefits addresses hygiene factors, while offering opportunities for career growth and skill development fulfils motivation factors.

Provides insights into the various levels of needs that employees seek to fulfil for overall well-being and satisfaction. Identifies five levels of needs: physiological, safety, love and belongingness, esteem, and self-actualization. Maslow's Hierarchy of Needs Theory helps to understand how different welfare measures can fulfil employees' higher-order needs, such as esteem and self- actualization.

Integrate employee welfare as an integral part of the organizational culture. Create a workplace environment that fosters trust, support, and a sense of belonging among employees. The model predicts that organizations that invest in both statutory and voluntary welfare measures and embrace philanthropy are more likely to have satisfied, engaged, and productive employees. This positive work environment can lead to reduced turnover, increased loyalty, improved organizational reputation, and enhanced overall performance.

The model illustrates how the integration of statutory and voluntary welfare measures, along with a philanthropic approach, can influence employee satisfaction based on Maslow's Hierarchy of Needs Theory. It highlights the importance of addressing employees' diverse needs and creating a supportive work environment to achieve positive organizational outcomes.

2.2.10 INDEPENDENT AND DEPENDENT VARIABLES

1. **Welfare Measures:**
   These are the various benefits, services, and facilities provided by the organization to improve employees' well-being. They can include:

   - Health and Safety Programs:
     - Health Insurance
     - Safety Training
     - Wellness Programs
   - Economic Benefits:
     - Bonuses

- Retirement Plans
- Childcare Support
- Transportation Allowances
- Work-Life Balance Initiatives:
  - Flexible Working Hours
  - Remote Working Options
  - Paid Time Off
- Personal and Professional Development:
  - Training Programs
  - Career Development Opportunities
  - Tuition Reimbursement
- Employee Assistance Programs:
  - Counselling Services
  - Legal Assistance
  - Financial Planning Services

Dependent Variables

1. Job Satisfaction: This reflects how content employees are with their job and can be influenced by welfare measures. Job satisfaction can be measured through:

- Overall, Job Satisfaction
  - General Contentment
  - Job Fulfilment
  - Attitude Towards Job
- Specific Aspects of Job Satisfaction:
  - Satisfaction with Compensation
  - Satisfaction with Work Environment
  - Satisfaction with Work-Life Balance
  - Satisfaction with Career Development Opportunities

2.2.11 DEPARTMENT PROFILE

MARKETING DEPARTMENT

Pilotsmith (India) Pvt. Ltd has a marketing department to handle the marketing functions smoothly. The marketing section ensures the proper inventory of finished products, prompt collection of sales proceeds etc. The company has a strong network of exclusive agents and dealers 50. The number of dealers is comparatively lesser than other companies, because the main marketing activities are carried out through internet marketing. In Pilotsmith, the marketing department plays a critical role in driving business growth, market expansion, and brand visibility. This department is responsible for creating and implementing comprehensive marketing strategies that align with the company's overall objectives. One of the primary tasks of the marketing team is to conduct market research and analysis to identify emerging trends, customer needs, and competitors' activities. Based on these insights, they develop targeted marketing campaigns to promote the company's machinery and solutions.

The marketing department collaborates closely with other departments, such as product development and sales, to ensure a unified approach to product launches and promotions. Additionally, the marketing team utilizes various channels, including digital marketing, trade shows, industry events, and advertising, to reach potential customers and maintain engagement with existing clients. Furthermore, the marketing department continuously monitors the performance of marketing initiatives and gathers feedback to make data-driven decisions. They leverage key performance indicators to measure the effectiveness of campaigns and adjust strategies accordingly. Building and nurturing relationships with customers is also a core responsibility of the marketing team, as they seek to build trust and loyalty. In the rapidly evolving landscape of machinery manufacturing, the marketing department is at the forefront of innovation, adopting new technologies and approaches to stay competitive. Their ability to adapt to changing market dynamics and leverage cutting-edge marketing tools enables them to keep the company's brand at the forefront of the industry.

Overall, the marketing department is a driving force behind the success of a machinery manufacturing company, ensuring that the company's products and solutions reach the right audience, driving sales, and solidifying the company's position as a leader in the

market. Through their strategic planning, creativity, and customer-focused approach, they contribute significantly to the company's growth and profitability.

HUMAN RESOURCE DEPARTMENT

The Human Resource department in Pilotsmith plays a pivotal role in managing the company's most valuable asset, its workforce. The HR department is responsible for a wide range of critical functions aimed at attracting, developing, and retaining skilled talent to support the company's objectives and ensure its long-term success. Recruitment is one of the primary responsibilities of the HR department. They collaborate with hiring managers to identify the skills and qualifications required for various positions within the company. By conducting job analyses and creating job descriptions, they attract suitable candidates through job postings, recruitment agencies, and career fairs. The HR team then screens applicants, conducts interviews, and selects candidates who best fit the company culture and possess the necessary competencies. Once new employees are onboarded, the HR department manages their orientation and training programs.

Employee engagement and welfare are also key areas of focus for the HR department. They administer performance evaluations, recognize achievements, and implement reward and recognition programs to motivate and incentivize employees. Additionally, the HR team handles employee relations, mediating conflicts, and providing support to create a positive work environment.

Functions: -

- Recruitment and selection
- Training and development
- Performance appraisal
- Discipline
- Safety measures
- Wages and salary administration

STAFFING

Employees are selected by the management authorities. Candidates who are eligible in the tests are called for the interview and based on their performance they will be

selected. Sometimes vacancy may arise in the organization and may need immediate placement, in such a situation employee are selected on temporary basis,

Recruitment and selection involve two phases. The first phase includes the vacancy review. After finding out the vacant position criteria for selection is formulated. After this a selection panel is organized which includes a panel of judges who select the candidates. The second phase includes short listing of applicants who matches the requirement of the organization. These applicants are interviewed by the panel members. After the completion of interview the candidates are evaluates and based on their performance in the interview they will be selected.

DIRECTING

- Training and Development: -

Training is the process of increasing the knowledge and skills of an employee for performing a particular job, in Pilotsmith Pvt ltd, training is provided under the supervision of HR manager, both on the job and of the job trainings are provided to the employees and they are asked to participate in the training programs conducted by the outside trainers.

The general topics of training include building positive attitude performance improvement etc. To ensure versatility of workers, job rotation and apprenticeship training are given to the employees. The impact of training will be observed from the performance of the employees.

- Performance Appraisal

It is done to evaluate how well an employee is performing his job in pilotsmith. Based on this compensation decisions decision on promotion of employees need for training and development of employees etc. are decided. Performance of employees are appraised on a six-month basis, and it will graded as outstanding good satisfactory and unsatisfactory.

In Pilotsmith Pvt ltd the appraisal is done by the management authorities. The appraisal form is given to the workers and are asked to fill the details like their name job specification, target achieved by the employees, their difficulty in achieving the target if any etc.

WAGE AND SALARY ADMINISTRATION: -

In PilotsmithPvt ltd the settlement of wage/salary is done by the finance department. Management will decide how much to pay for each employees and worker regarding his or her work and performance.

CONTROLLING: -

Pilotsmith (India) Pvt ltd has a good controlling management team. The workers and management work as a team for the achieving of the target. Discipline is used to refer the act of imposing penalties for wrong behaviour. If the employees fail to obey the rules they will be punished. Punishments are based on the depth of in disciplinary actions committed by employees.

FINANCE DEPARTMENT

The Finance department in Pilotsmith is a critical component of the organization, serving as the backbone of financial management and decision-making. This department plays a pivotal role in ensuring the company's financial stability, transparency, and growth. One of the primary responsibilities of the Finance department is managing the company's financial records and transactions. They maintain accurate and up-to-date accounting records, including accounts payable, accounts receivable, payroll, and general ledger entries. By diligently tracking financial data, they provide essential insights into the company's financial health and performance. Budgeting and financial planning are other crucial aspects of the Finance department's responsibilities. The budgets serve as roadmaps, guiding financial decisions and resource allocation to maximize efficiency and profitability.

Financial analysis and reporting are key functions of the Finance department. They generate regular financial reports, such as income statements, balance sheets, and cash flow statements, to provide management with a clear understanding of the company's financial performance. These reports facilitate data-driven decisionmaking and enable the identification of areas for improvement. The Finance department also manages financial risks and compliance. They assess potential risks, implement internal controls, and ensure adherence to financial regulations and accounting standards. This helps safeguard the company's assets and maintain its reputation in the market.

Furthermore, the Finance department oversees cash flow management and capital budgeting. They work closely with treasury and investment teams to optimize cash flow, manage debt, and invest excess funds wisely to generate returns for the company. In addition to internal financial matters, the Finance department handles external financial relationships. They interact with investors, shareholders, financial institutions, and auditors, providing them with accurate financial information and ensuring transparency and trust in the company's financial reporting. During strategic decision-making processes, the Finance department provides financial insights and analysis to assess the feasibility of potential projects, mergers, or acquisitions. They assess the financial impact of these decisions and their potential return on investment.

In conclusion, the Finance department in a machinery manufacturing company is an indispensable function that supports the company's financial well-being, strategic planning, and overall success. Through diligent financial management, reporting, risk assessment, and decision support, the Finance department helps drive the company's growth and ensures its long-term sustainability in a competitive market.

PRODUCTION DEPARTMENT

The Production department in Pilotsmith is at the heart of the organization's operations, responsible for the efficient and timely manufacturing of machinery and equipment. This department plays a crucial role in turning raw materials and components into finished products, ensuring high-quality standards, and meeting customer demands. One of the primary responsibilities of the Production department is to plan and execute the manufacturing process. They work closely with the Engineering and Design teams to understand product specifications and develop detailed production plans. These plans include resource allocation, scheduling, and setting production targets to meet customer orders and market demands.

Moreover, the department is responsible for maintaining and optimizing the machinery and equipment used in the manufacturing process. They conduct regular maintenance, repairs, and upgrades to ensure smooth and uninterrupted production operations. Additionally, they assess the need for new machinery or technological advancements to enhance productivity and keep up with industry trends. To guarantee the quality of the manufactured machinery, the Production department implements many quality control measures. They conduct inspections and tests at various stages of production to

identify defects or deviations from specifications. By doing so, they ensure that only products meeting the highest standards reach the customers. The Production department plays a critical role in cost management and efficiency improvement. They identify areas of potential waste or inefficiency and implement lean manufacturing principles to streamline processes, reduce lead times, and minimize production costs without compromising product quality.

Ultimately, the Production department's performance directly impacts the company's reputation, customer satisfaction, and profitability. By maintaining efficient production operations, delivering high-quality products, and staying adaptable to market demands, the Production department contributes significantly to the machinery manufacturing company's success in a competitive industry.

SERVICE DEPARTMENT

The Service department in a machinery manufacturing company is a crucial pillar of the organization, dedicated to delivering outstanding post-sales services and support to customers. As an integral part of the company's customer-centric approach, the Service department plays a pivotal role in ensuring customer satisfaction, fostering long-term relationships, and maintaining the company's reputation. One of the primary responsibilities of the Service department is to provide technical assistance and expertise to customers who have purchased the machinery. They offer prompt and effective support to address any operational issues, troubleshooting challenges, and providing guidance on machinery maintenance. By doing so, they enable customers to optimize the performance of their equipment and minimize production disruptions.

Moreover, the Service department proactively engages in preventive maintenance programs. By conducting regular inspections and servicing of the machinery, they identify potential issues before they escalate, thereby preventing costly breakdowns and extending the lifespan of the equipment. Customer communication is a key aspect of the Service department's role. They actively seek fedback from customers, listen to their concerns, and address any grievances promptly. This open communication fosters a strong customer-company relationship and demonstrates the company's commitment to meeting customer needs. In addition to customer interactions, the Service department collaborates closely with other internal teams, such as Engineering and Quality Control, to relay valuable feedback from customers. This information contributes to product

improvement and helps the company deliver machinery that aligns with customer expectations.

The Service department's performance significantly impacts the company's overall success. By ensuring the seamless functioning of machinery, providing exceptional customer support, and building trust through reliability, the Service department not only enhances customer satisfaction but also drives customer loyalty and repeat business. In this competitive market, a dedicated and proficient Service department is a key differentiator that sets a machinery manufacturing company apart and contributes to its sustainable growth and prosperity.

PRODUCT PROFILE

Pilotsmith manufactures variety of food processing and size reduction equipment as per the customer requirement. The products of Pilotsmith are the following:

1. Food processing equipment.

- Double mill
- Pilot mill
- Hammer mill
- Impact pulverizer
- Pilot ball mill

2. Cleaning and grinding equipment

- Pilot chilly cleaner
- Pilot de stoner
- Pilot rice washing

3. Fruit processing equipment

- Fruit pulper
- Fruit mill
- Pilot juice expeller
- Ss-double jacked steam kettle
- Ss-colloid mill

4. Roasting and drying equipment

- Uruli roaster
- Ss-cylindrical fully automated continuous roaster
- Electric oven

5. Blending equipment

- Ss-double cone blender
- Pilot screw/ribbon blender

6. Other equipment

- Coconut scrapper
- Pilot leham felling machine
- Wet grinder

COMPETITORS

State level competitors:

- JJ Pvt. Ltd, Cochin
- Sun Fab Pvt. Ltd, Ernakulam Atlas Machine Tools, Palakkad
- Esquire Agencies, Cochin

National level competitors

- Sri Murugan Engineering Industries, Coimbatore
- Rajco Engineering Products, New Delhi
- Wahal Engineering, New Delhi
- Sri Jayam Engineering Works, Tamil Nadu

CHANNELS OF DISTRIBUTION

In Pilotsmith, the channel of distribution is direct marketing. It is a zero level channel consisting of manufacturers and customers. No intermediaries are there between seller and buyer.

PRODUCT LINE

The concern produces food processing equipments, fruit processing equipment and ayurvedic medicine. Processing equipments, Pilotsmith has a wide variety of equipment which has been patented and approved by central governments institutions. Following are the leading products of the concern which are available in the market.

1. Food processing equipment

- Double mill: this is having a pre crusher chamber, where the material undergoes a coarse grinding and passes on to the fine powdering chamber. It is suitable for grinding hard materials and spices.
- Pilot bimill: this is basically two pilot mini pulverizer or double mill attached to a single frame that save up to 35% of the space.
- Hammer mill: pilot hammer mills are recommended for powdering grains, chemicals, berbs, ores, minerals etc. from fine to coarse in bulk quantity.
- Impact pulverizer: pilot impact pulverizes are recommended for grinding hard materials like coconut shells, wood, pieces stones etc. Pilot ball mill: this machine is used in paint industries to grind paint mixture to very high mesh size.

2. Cleaning and grinding equipment

- Pilot chilly cleaner: pilot chilly cleaner is for removing excess loose seeds, stem, stones and dust from chilly
- Pilot de stoner: de stoner is used for removing dust and stones from raw grains and spices.
- Pilot rice washing: soaking and rinsing machine used for cleaning the rice by removing sand, dirt and other washable impurities from raw rice, washed material can be collected through the bottom centre door

3. Fruit processing equipment

- Fruit pulper: this is used to extract pulp from fruits and other pulpy items.
- Fruit mill: this is to crush fruits and vegetables for getting better juice From extraction when squeezed in the fruit press.

- Pilot juice expeller: this is used for continuous extraction of juice ayurvedic leaves, roots, and fruits and scrapped.

- Ss-double jacketed steam kettle: this machine is used for heating liquids like fruit pulp, ayurvedic medicines etc.

- Ss-colloid mill: colloid mills are used for further grinding of sediments and fiber contents in the pulp, medicines etc. to form a clean liquid.

4. Roasting and drying equipments

- Uruli roaster: this is suitable for roasting and mixing grains, powders, spices and coffee.

- Ss-cylindrical fully automatic continuous roaster: this machine is suitable for continuous process and hence can be used for bulk production of dry fried paddy and spices.

- Electric oven: this is generally used for baking purpose dehydrating food grains, powders fish, and meat and also for dry pulp manufacturing.

- Blending equipment

- Ss-double cone blender: this is used for mixing two or more different powders into a homogeneous mixture.

- Pilot screw/ribbon blender: this machine is used for blending animal feeds and similar materials in bulk quantity.

6. Other equipments

- Coconut scraper: this machine is use for cutting to pieces Pilot leham felling machine: this used filling leham to any container

- Power amni: this is used for grinding herbs in traditional method with the help of an electric motor.

- Wet grinder: this is used for grinding materials soaked in water

CHAPTER 3

DATA ANALYSIS AND INTERPRETATION

3.1 AGE OF RESPONDENTS

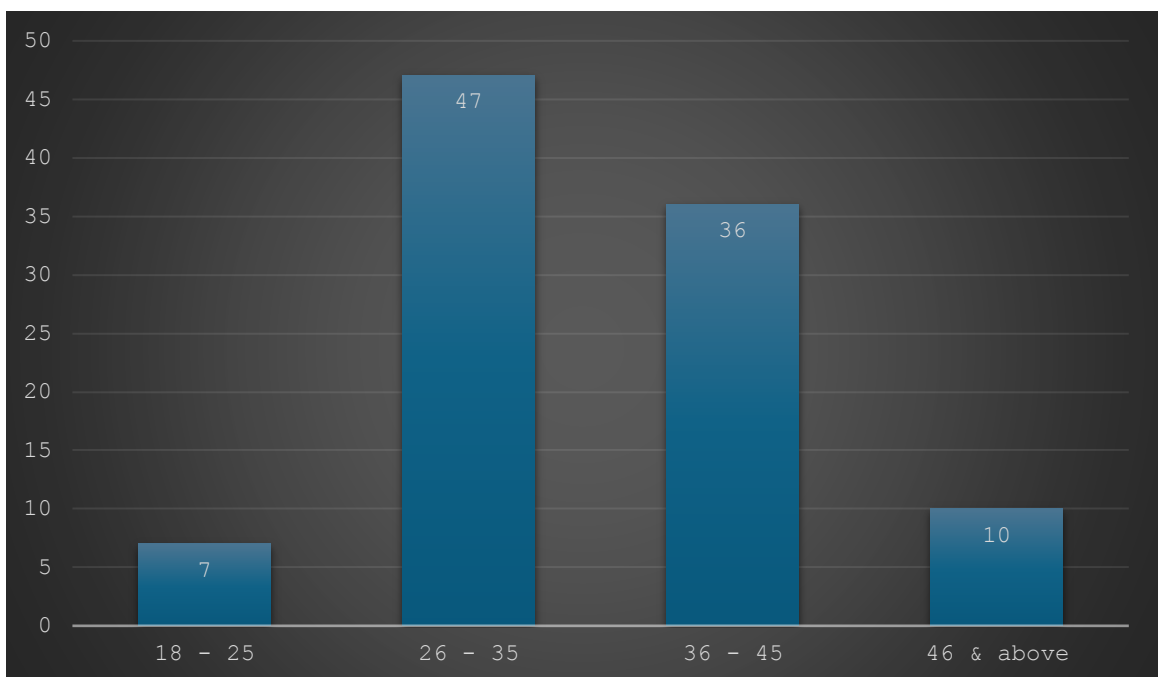|	NO. OF RESPONDENTS	PERCENTAGE
18 - 25	7	7
26 - 35	51	47
36 - 45	39	36
46 and above	11	10
Total	108	100

Figure 3.1

INTERPRETATION:

From the above data it is clear that 47% of the respondents are from the age 26 – 35 years.

3.2 GENDER OF RESPONDENTS

	NO. OF RESPONDENTS	PERCENTAGE
Male	78	72
Female	30	28
Total	108	100
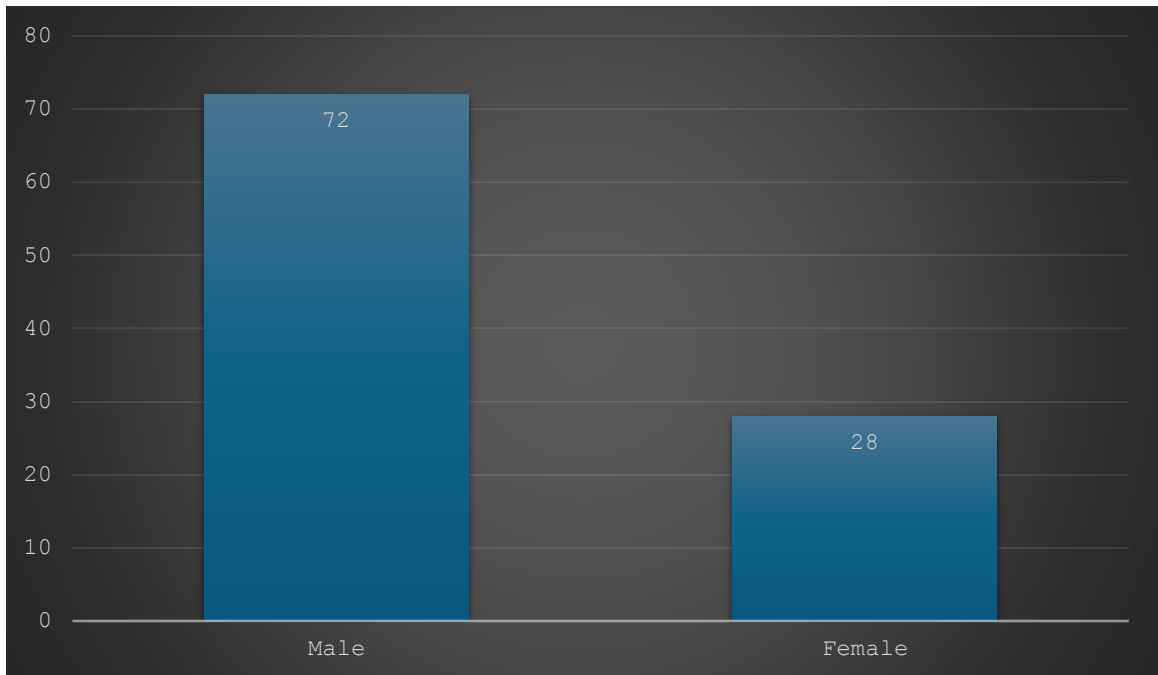
Figure 3.2

INTERPRETATION:

From the data it is known that 28% of the respondents are male and the rest 72 of the respondents were female.

3.3 QUALIFICATION

	NO. OF RESPONDENTS	PERCENTAGE
Diploma	5	5
UG	78	72
PG	25	23
Total	108	100
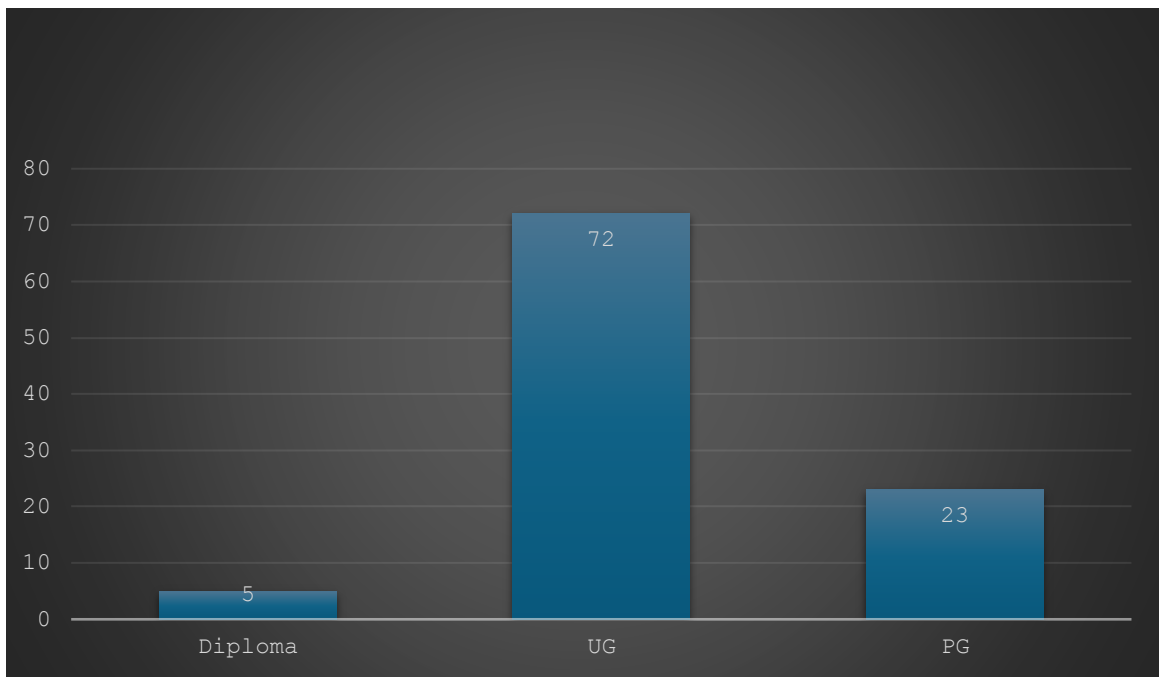
Figure 3.3

INTERPRETATION:

From the data 72% are coming under UG and 23% of employees coming under PG and rest of 5% are Diploma.

3.4 MONTHLY INCOME

	NO. OF RESPONDENTS	PERCENTAGE
< 10,000	15	14
10,000 – 20,000	16	15
20,000 – 30,000	27	25
30,000 – 40,000	37	34
>50,000	13	12
Total	108	100
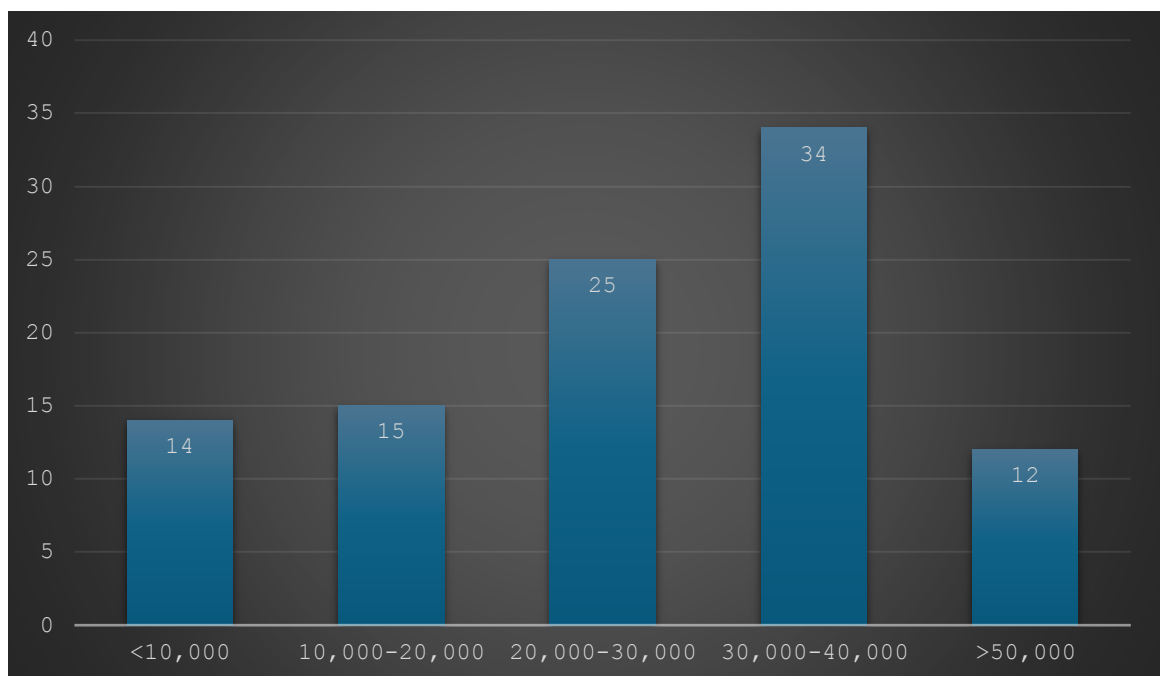
Figure 3.4

INTERPRETATION:

From the above table 34% of employees have monthly income between 30,000 – 40,000, 25% of employees have monthly income between 20,000 – 30,000, 15% of employees have monthly income between 10,000 - 20,000, 14% of employees have monthly income less than 10,000 and rest 12% of employees have monthly income greater than 50,000.

3.5 EXPERIENCE

	NO. OF RESPONDENTS	PERCENTAGE
Under 5 years	11	11
6 - 10	22	20
11 - 15	36	33
16 - 20	27	25
Above 20 years	12	11
Total	108	100
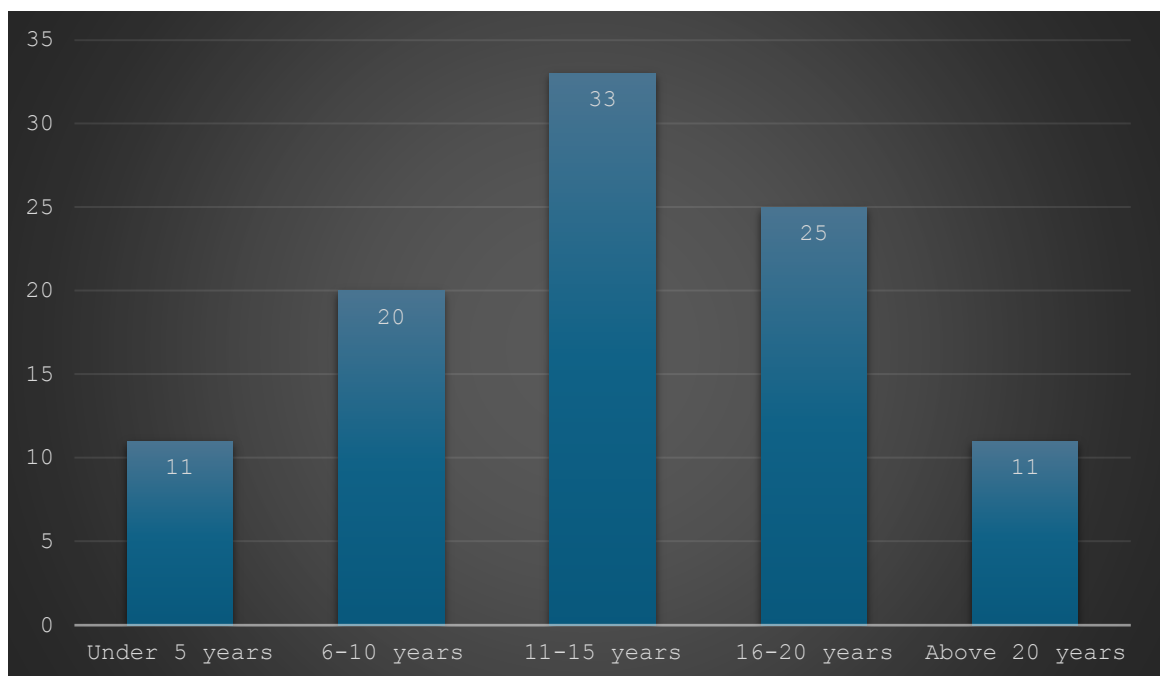
Figure 3.5

INTERPRETATION:

From the above data 33% of respondents experience is 11 – 15 years, 25% of respondents 16 -20 years experienced, 20% of respondents 6 - 10 years of experienced, and 11% of respondents under 5 years of experience and rest of 11% respondents experience is above 20 years.

3.6 REST ROOM FACILITIES

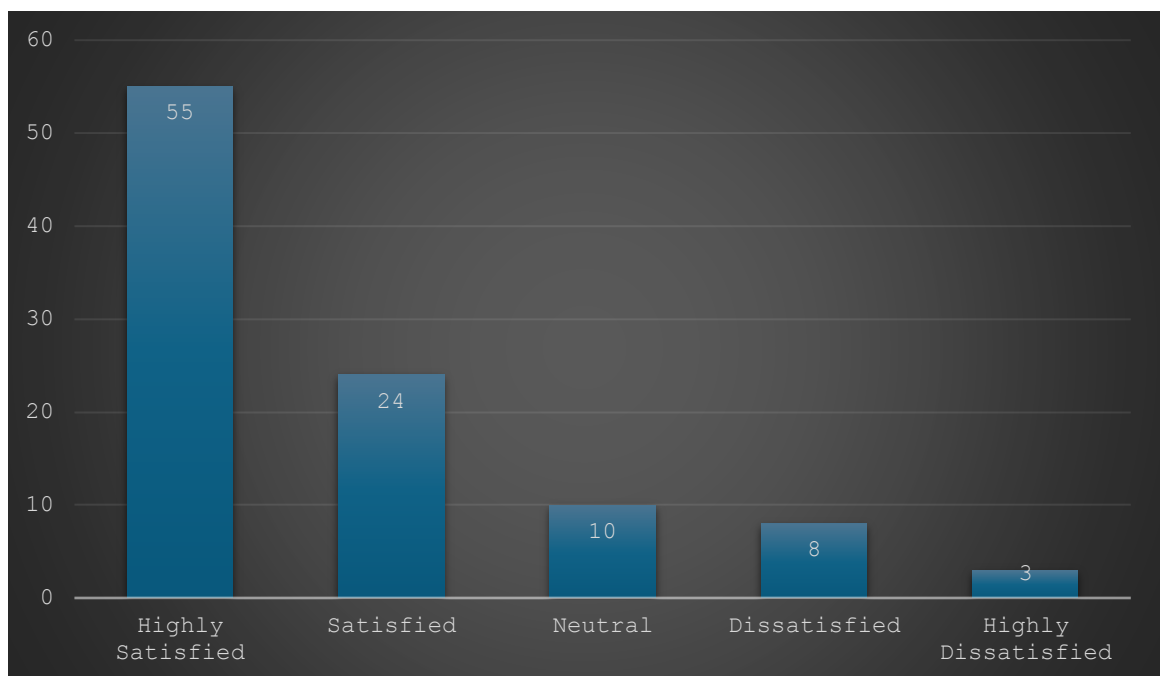|	NO. OF RESPONDENTS	PERCENTAGE
Highly Satisfied	59	55
Satisfied	26	24
Neutral	11	10
Dissatisfied	9	8
Highly Dissatisfied	3	3
Total	108	100

Figure 3.6

INTERPRETATION:

From the data it is clear that 55% of the respondents are highly satisfied to the statement. 24% of the respondents are satisfied to the statement and the rest of 10% were neutral, 8% of the respondents are dissatisfied and 3% were highly dissatisfied.

3.7 LEAVE APPLICATION

	NO. OF RESPONDENTS	PERCENTAGE
Highly Satisfied	46	43
Satisfied	31	29
Neutral	16	15
Dissatisfied	8	7
Highly Dissatisfied	7	6
Total	108	100
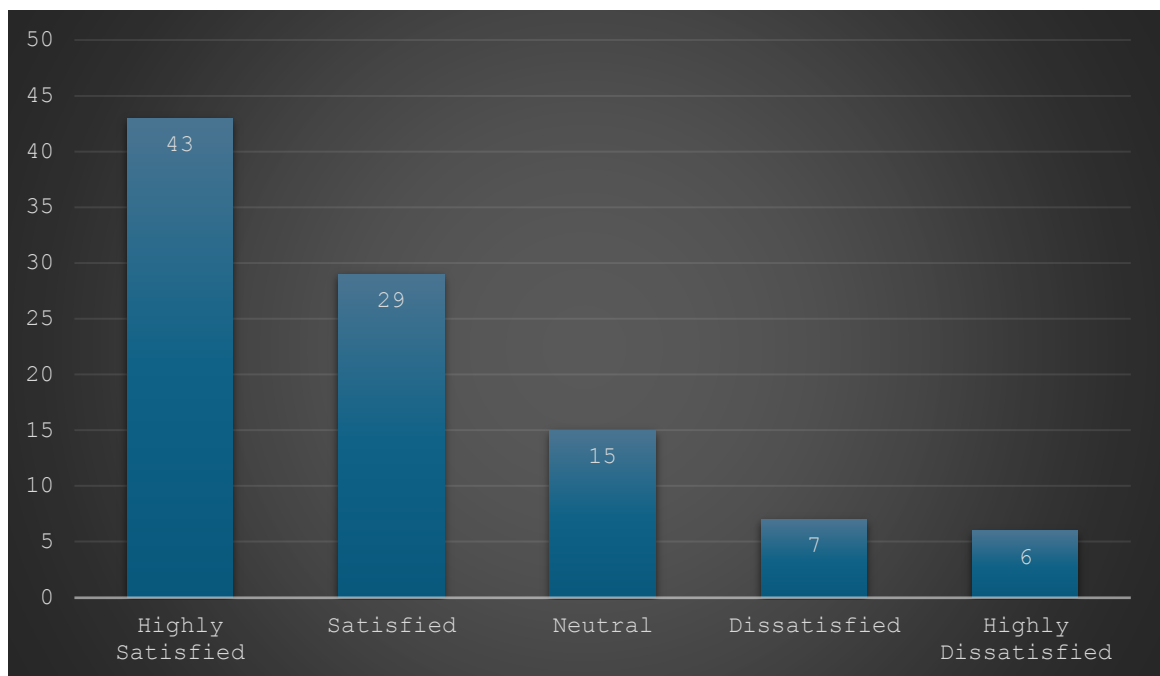
Figure 3.7

INTERPRETATION:

From the data it is clear that 43% of respondents are highly satisfied with the way company treat leave application. 29% of respondents are satisfied, 15% of respondents are neutral, 7% of respondents are dissatisfied and the rest 6% are highly dissatisfied to the statement.

3.8 MATERNITY LEAVE

	NO. OF RESPONDENTS	PERCENTAGE
Yes	87	81
No	21	19
Total	108	100
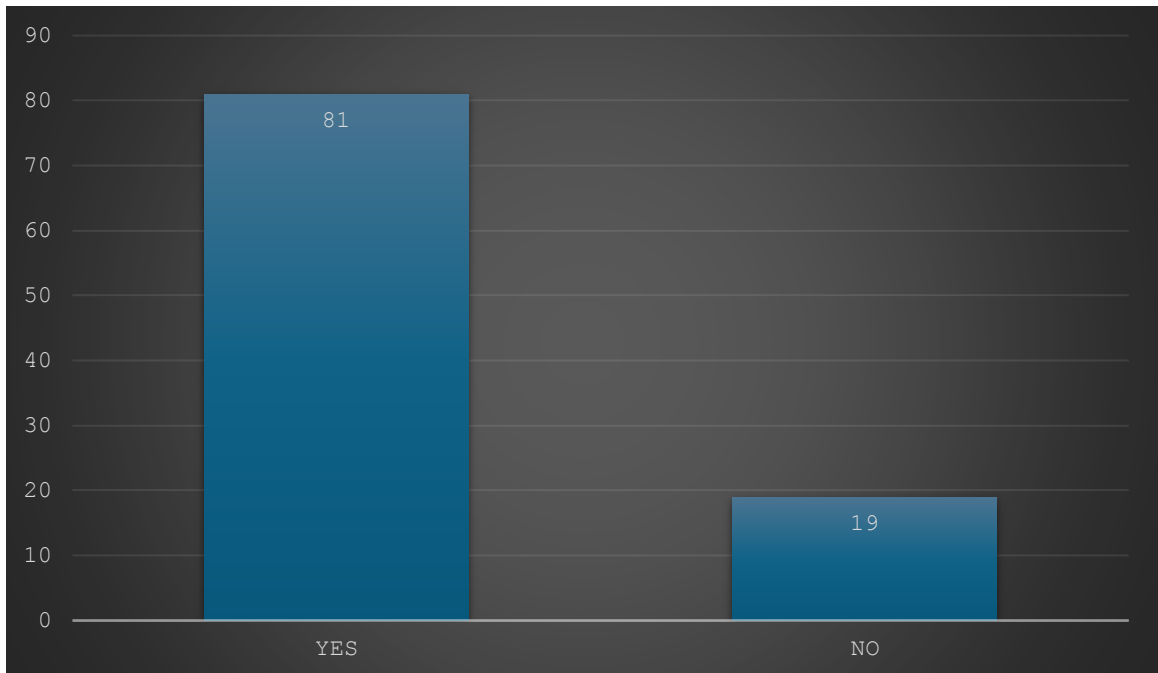
Figure 3.8

INTERPRETATION:

From the data it is clear that 81% of the respondents are aware about the maternity leave and 19% of respondents are not aware about the maternity leave.

3.9 MOTIVATIONAL LEVEL OF EMPLOYEES WELFARE SCHEMES

	NO. OF RESPONDENTS	PERCENTAGE
Excellent	53	50
Good	21	19
Average	16	15
Poor	10	9
Very Poor	8	7
Total	108	100
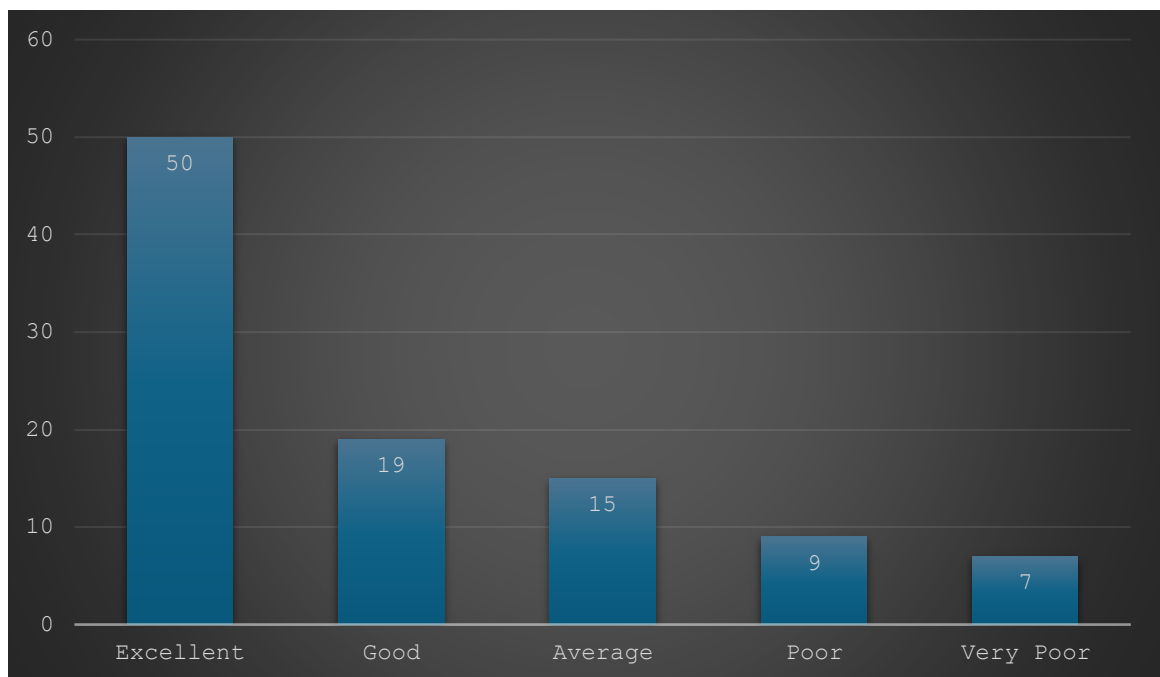
Figure 3.9

INTERPRETATION:

From the data it is clear that 50% of the respondents highly motivated by welfare schemes, 19% of the respondents are satisfied, 15% of the respondents are average, 9% of the respondents are poor and the rest of them are very poor.

3.10 CANTEEN FACILITIES

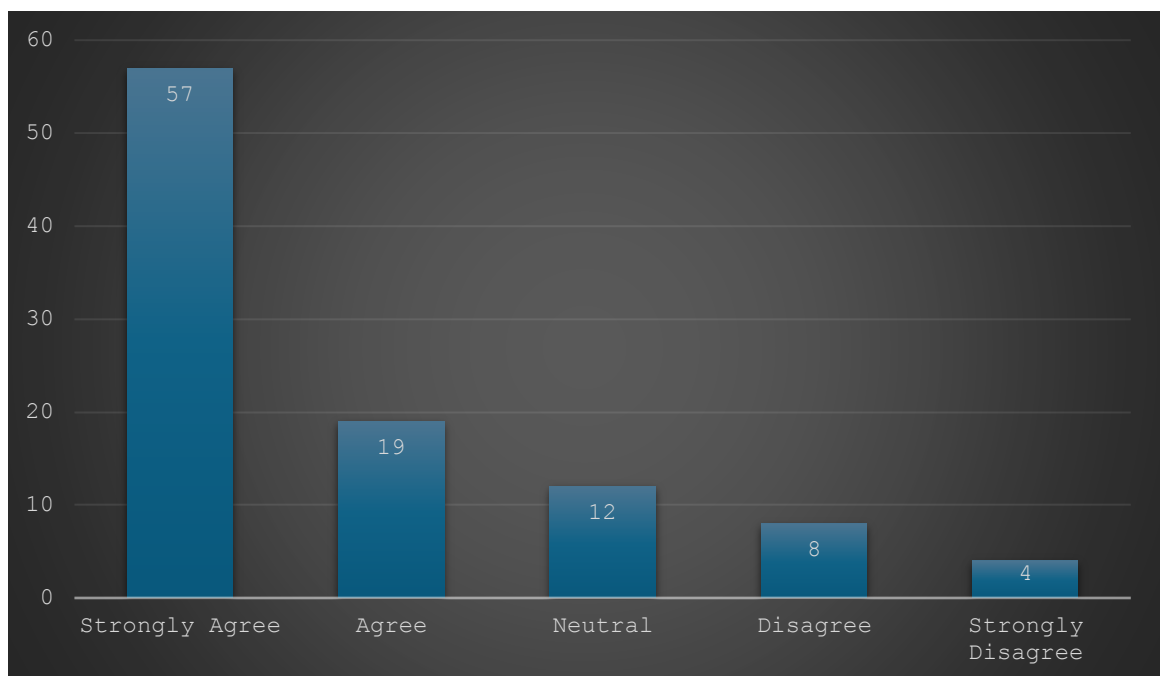|	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	61	57
Agree	21	19
Neutral	13	12
Disagree	9	8
Strongly Disagree	4	4
Total	108	100

Figure 3.10

INTERPRETATION:

From the data it is clear that 57% of the respondents are strongly agree, 19% of respondents are agree, 12% of respondents are neutral, 8% of respondents are disagree and rest of them are strongly disagree.

3.11 MEDICAL INSURANCE

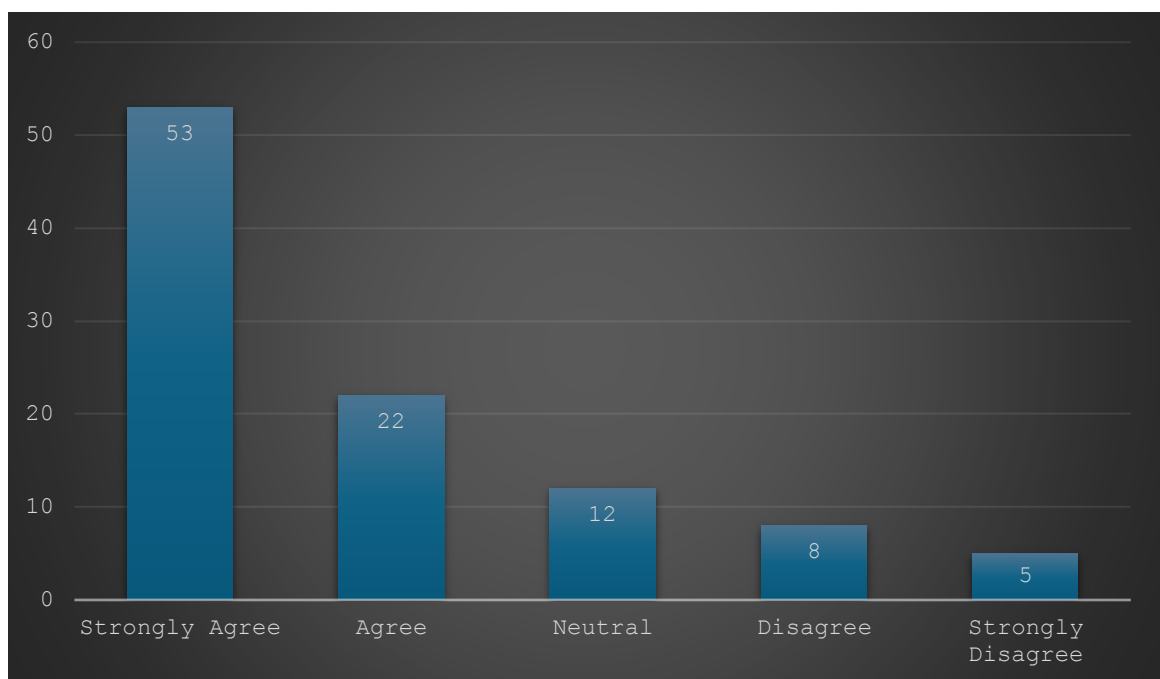|	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	57	53
Agree	23	22
Neutral	13	12
Disagree	9	8
Strongly Disagree	6	5
Total	108	100

Figure 3.11

INTERPRETATION:

From the data it is clear that 53% of the respondents strongly agree by medical insurance, 22% of the respondents are agree, 12% of the respondents are neutral, 8% of the respondents are disagree and rest of them are strongly disagree.

3.12 RECREATIONAL FACILITIES

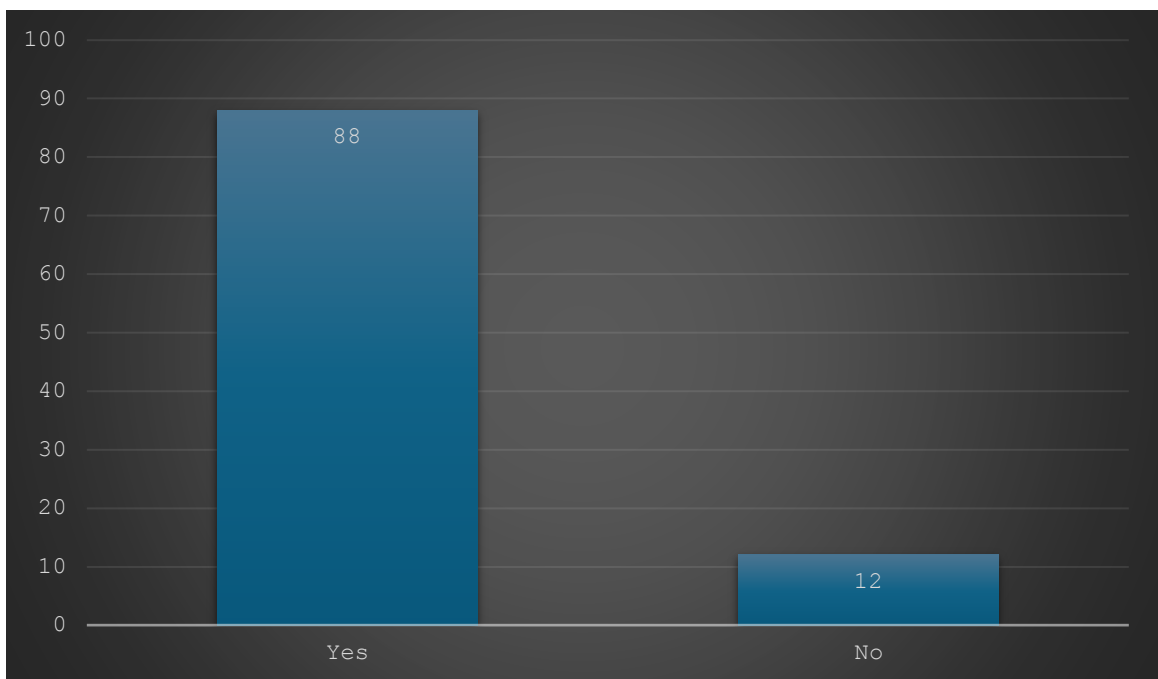|	NO. OF RESPONDENTS	PERCENTAGE
Yes	95	88
No	13	12
Total	108	100

Figure 3.12

INTERPRETATION:

From the data it is clear that 88% of the respondents are aware of recreational facilities in the company and 12% of the respondents are not aware of recreational facilities.

3.13 MOTIVATIONAL FACTOR OF EMPLOYEES

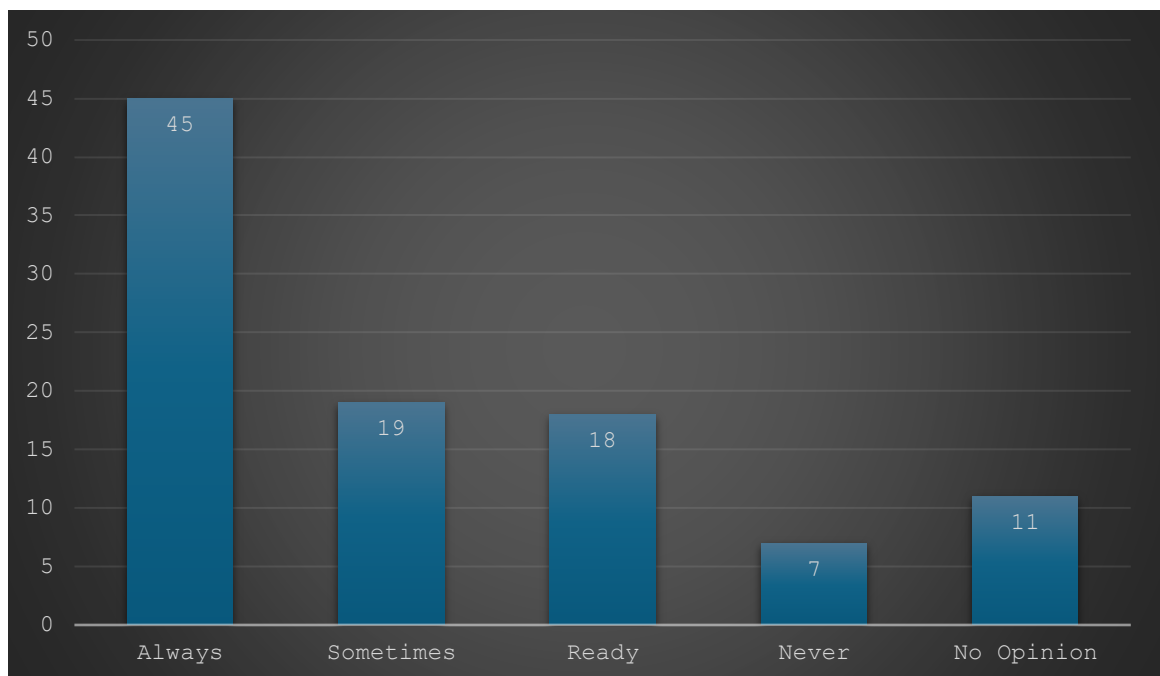|	NO. OF RESPONDENTS	PERCENTAGE
Always	49	45
Sometimes	21	19
Ready	19	18
Never	8	7
No Opinion	11	11
Total	108	100

Figure 3.13

INTERPRETATION:

From the data it is clear that 45% of the respondents are always, 19% of the respondents are sometimes, 18% of the respondents are ready, 11% of the respondents are no opinion and rest of them never.

3.14 LIGHTING & VENTILATION FACILITIES

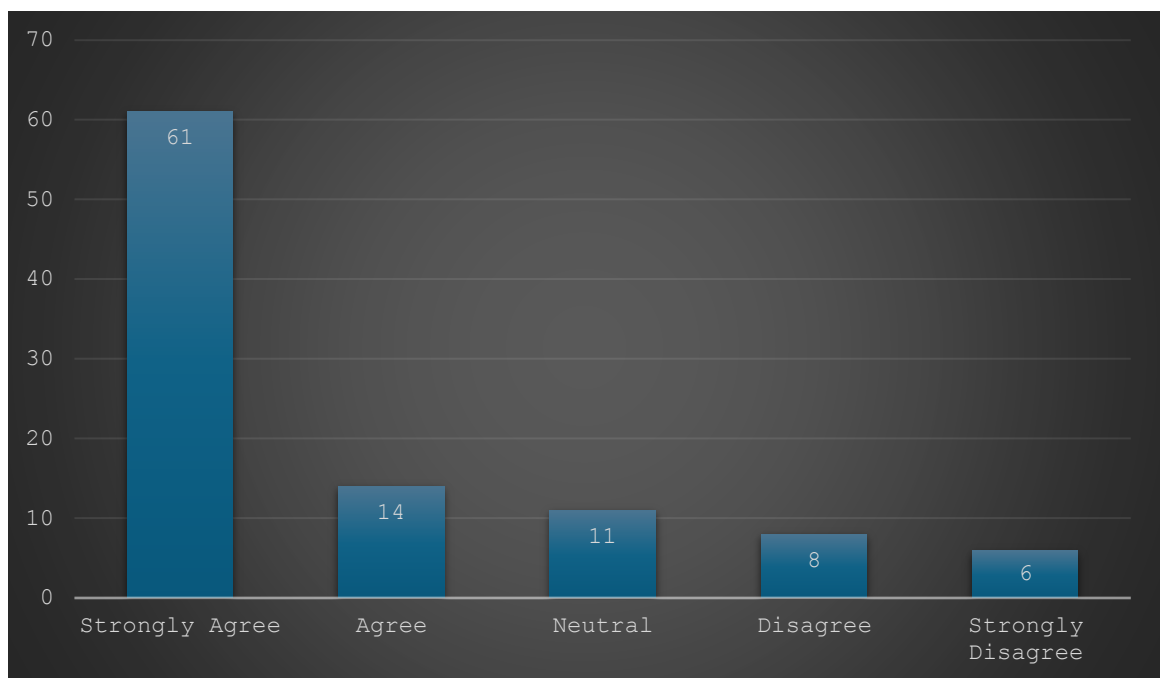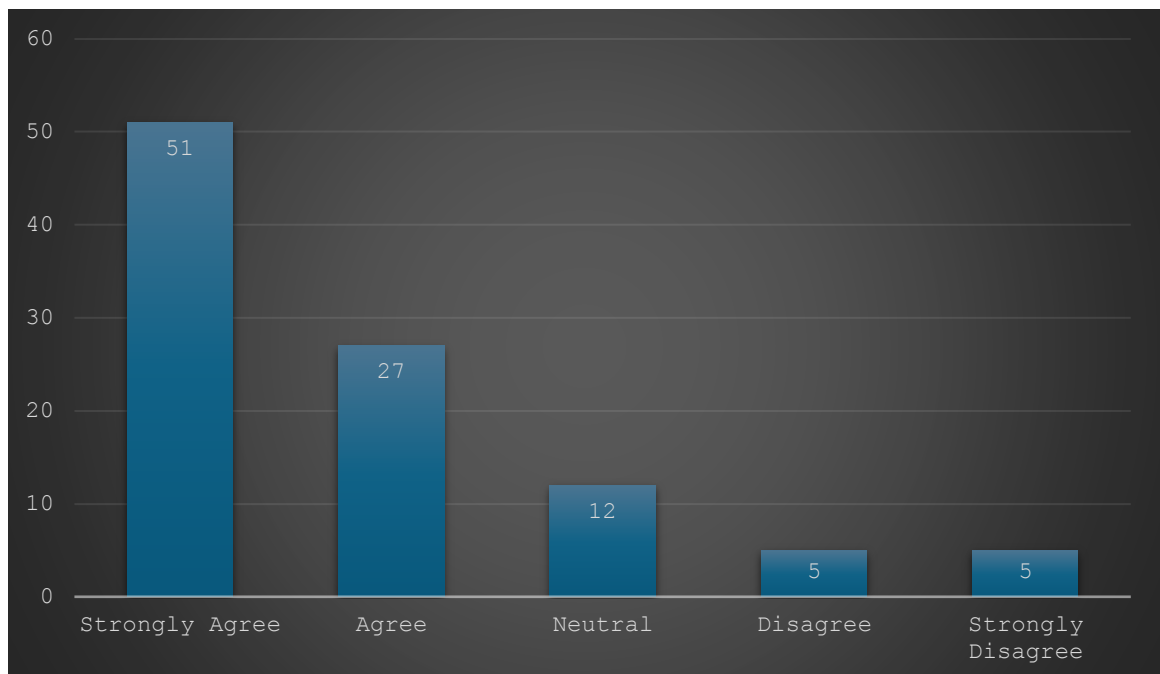|	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	66	61
Agree	15	14
Neutral	11	11
Disagree	9	8
Strongly Disagree	7	6
Total	108	100

Figure 3.14

INTERPRETATION:

From the data it is clear that 61% of the respondents are strongly agree, 14% of respondents are agree, 11% of respondents are neutral, 8% of respondents are disagree and rest of them are strongly disagree.

3.15 WASHROOM FACILITIES

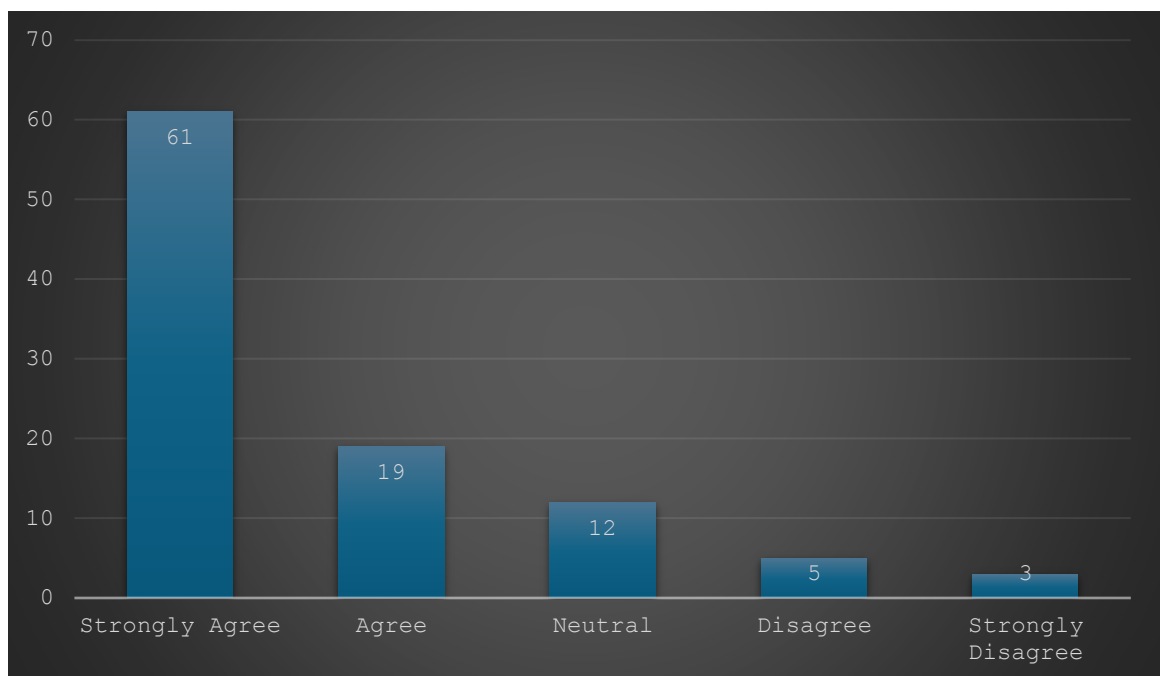|	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	56	51
Agree	29	27
Neutral	13	12
Disagree	5	5
Strongly Disagree	5	5
Total	108	100

Figure 3.15

INTERPRETATION:

From the data it is clear that 51% of the respondents are strongly agree, 27% of respondents are agree, 12% of respondents are neutral, 5% of respondents are in disagree and rest of them are strongly disagree.

3.16 FIRST AID FACILITIES

	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	66	61
Agree	21	19
Neutral	13	12
Disagree	5	5
Strongly Disagree	3	3
Total	108	100

Figure 3.16

INTERPRETATION:

From the data it is clear that 61% of the respondents are strongly agree, 19% of respondents are agree, 12% of respondents are neutral, 5% of respondents are disagree and rest of them are strongly disagree.

3.17 WORKING ENVIRONMENT OF THE ORGANISATION

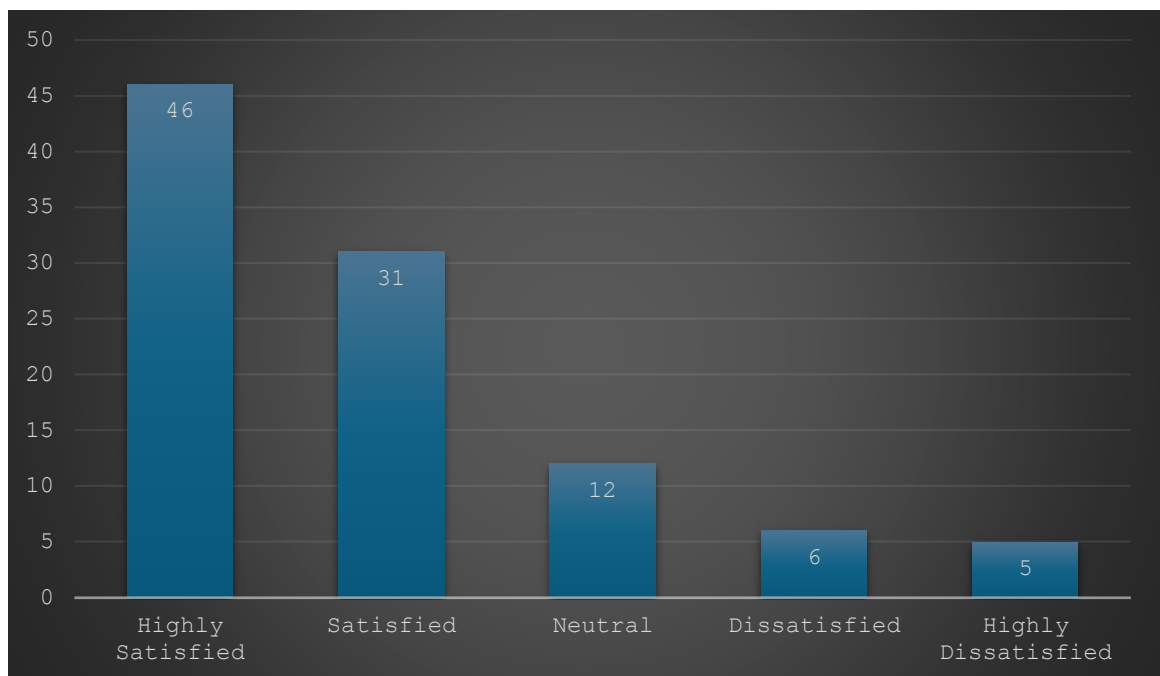|	NO. OF RESPONDENTS	PERCENTAGE
Highly Satisfied	49	46
Satisfied	33	31
Neutral	13	12
Dissatisfied	7	6
Highly Dissatisfied	6	5
Total	108	100

Figure 3.17

INTERPRETATION:

From the data it is clear that 46% of the respondents highly satisfied with the working environment of the organisation, 31% of respondents are satisfied, 12% of respondents are neutral, 6% of respondents are dissatisfied and rest of them are highly dissatisfied.

3.18 TRAINING PROGRAMS

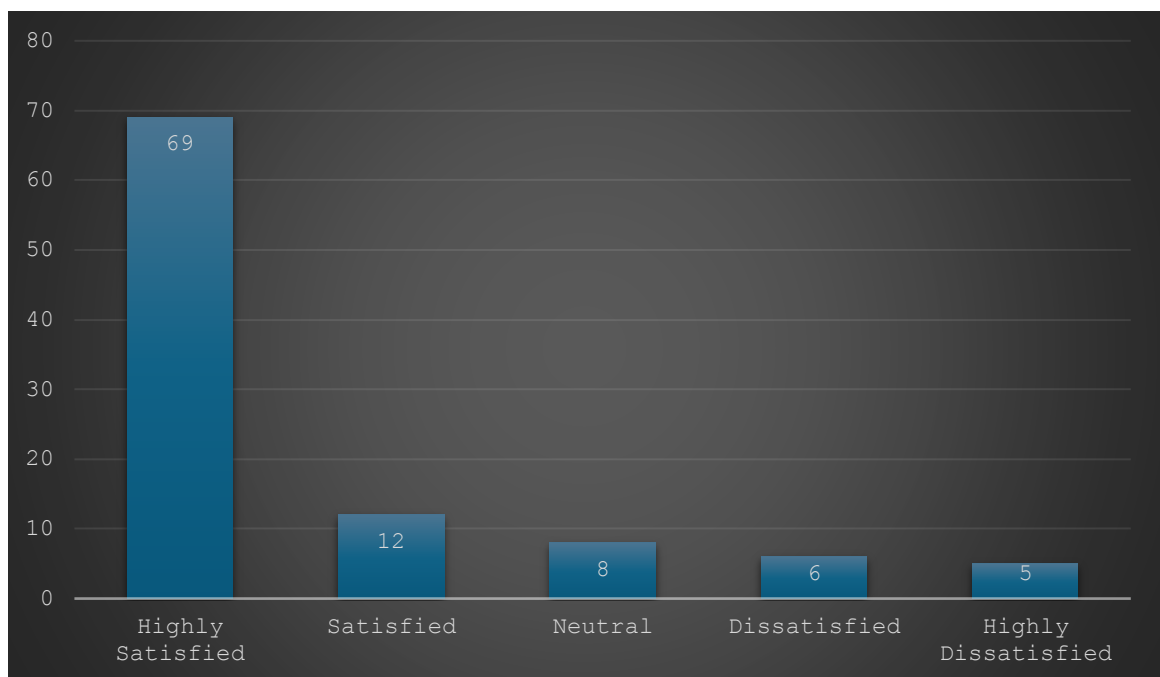|	NO. OF RESPONDENTS	PERCENTAGE
Highly Satisfied	75	69
Satisfied	13	12
Neutral	9	8
Dissatisfied	6	6
Highly Dissatisfied	5	5
Total	108	100

Figure 3.18

INTERPRETATION:

From the data it is clear that 69% of the respondents highly satisfied with the training programs of the organisation, 12% of respondents are satisfied, 8% of respondents are neutral, 6% of respondents are dissatisfied and rest of them are highly dissatisfied.

3.19 RULES AND REGULATIONS

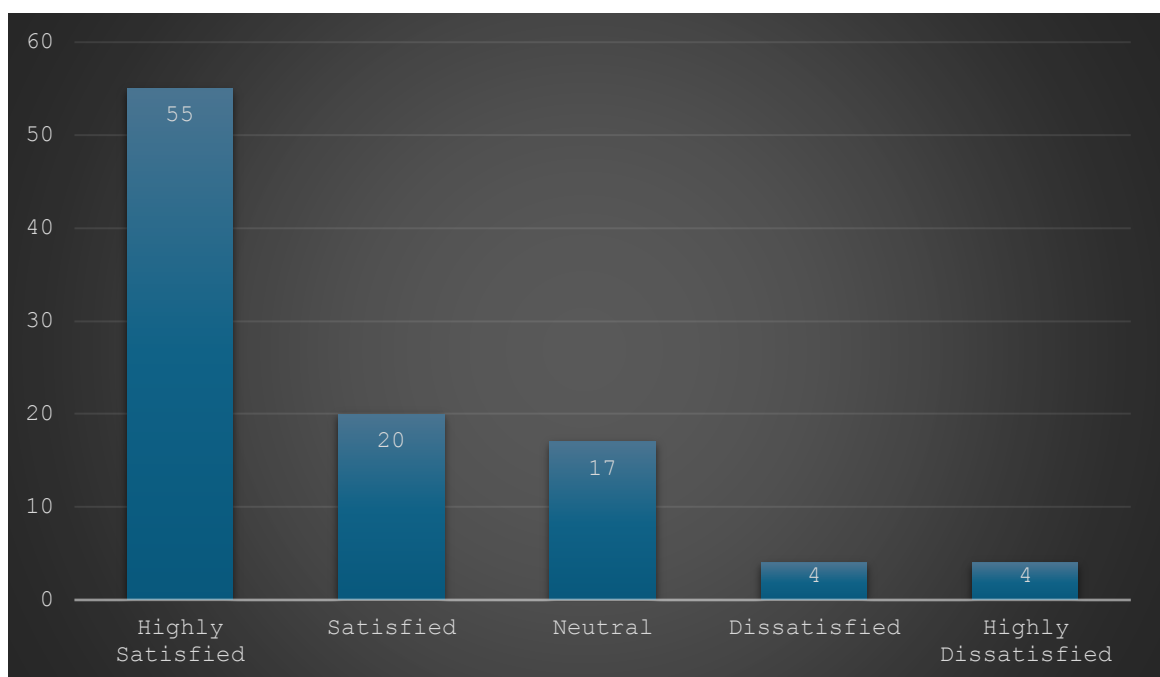|	NO. OF RESPONDENTS	PERCENTAGE
Highly Satisfied	59	55
Satisfied	22	20
Neutral	19	17
Dissatisfied	4	4
Highly Dissatisfied	4	4
Total	108	100

Figure 3.19

INTERPRETATION:

From the data it is clear that 55% of the respondents highly satisfied with the rules and regulations of the organisation, 20% of respondents are satisfied, 17% of respondents are neutral, 4% of respondents are dissatisfied and rest of them are highly dissatisfied.

3.20 WELFARE FUND

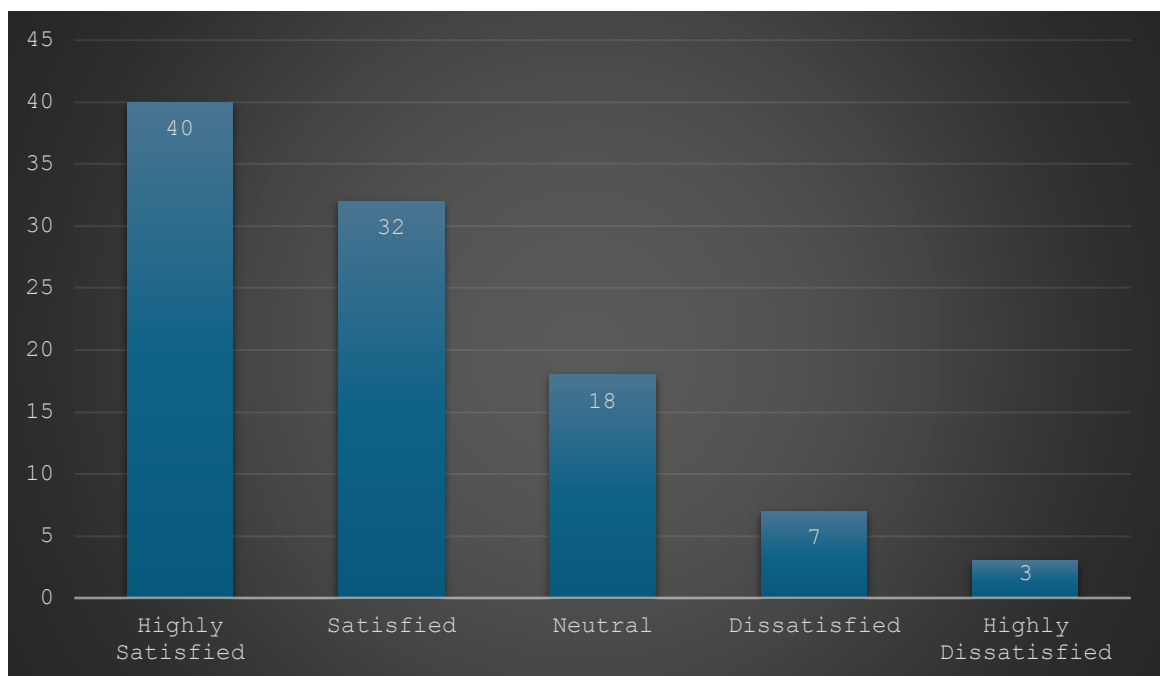|	NO. OF RESPONDENTS	PERCENTAGE
Highly Satisfied	43	40
Satisfied	35	32
Neutral	19	18
Dissatisfied	8	7
Highly Dissatisfied	3	3
Total	108	100

Figure 3.20

INTERPRETATION:

From the data it is clear that 40% of the respondents highly satisfied with the welfare fund of the organisation, 32% of respondents are satisfied, 18% of respondents are neutral, 7% of respondents are dissatisfied and rest of them are highly dissatisfied.

3.21 SATISFACTION OF WELFARE MEASURES

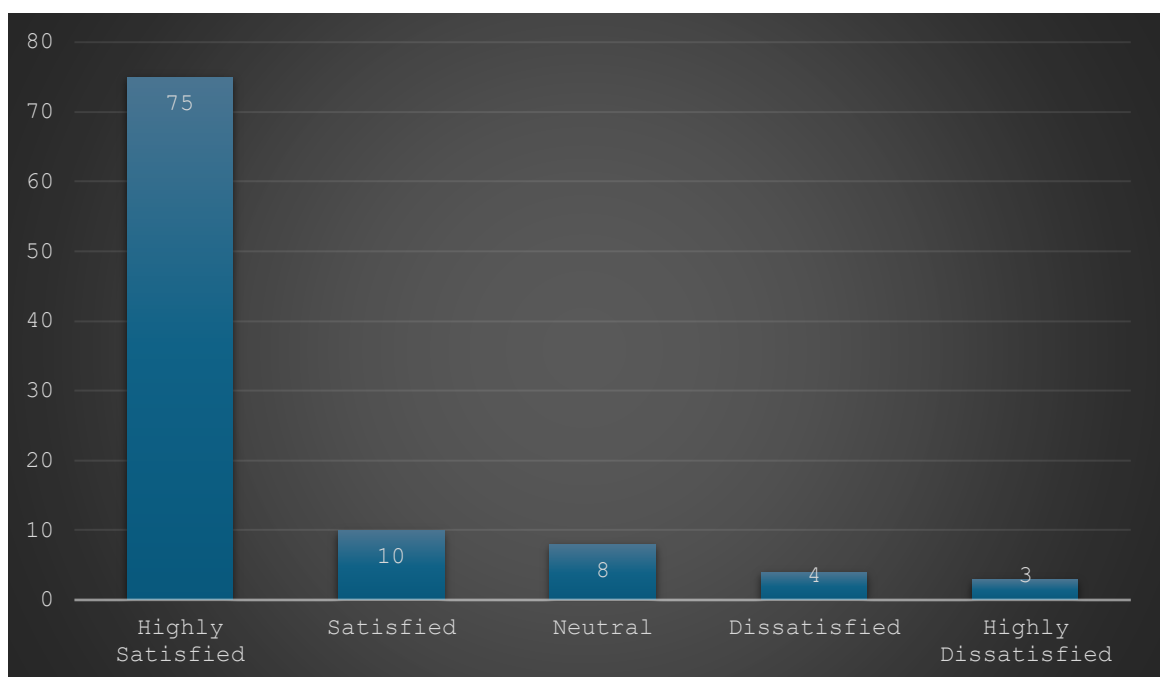|	NO. OF RESPONDENTS	PERCENTAGE
Highly Satisfied	81	75
Satisfied	11	10
Neutral	9	8
Dissatisfied	4	4
Highly Dissatisfied	3	3
Total	108	100

Figure 3.21

INTERPRETATION:

From the data it is clear that 75% of the respondents highly satisfied, 10% of respondents are satisfied, 8% of respondents are neutral, 4% of respondents are dissatisfied and rest of them are highly dissatisfied.

3.22 SATISFACTION OF CURRENT JOB OVERALL

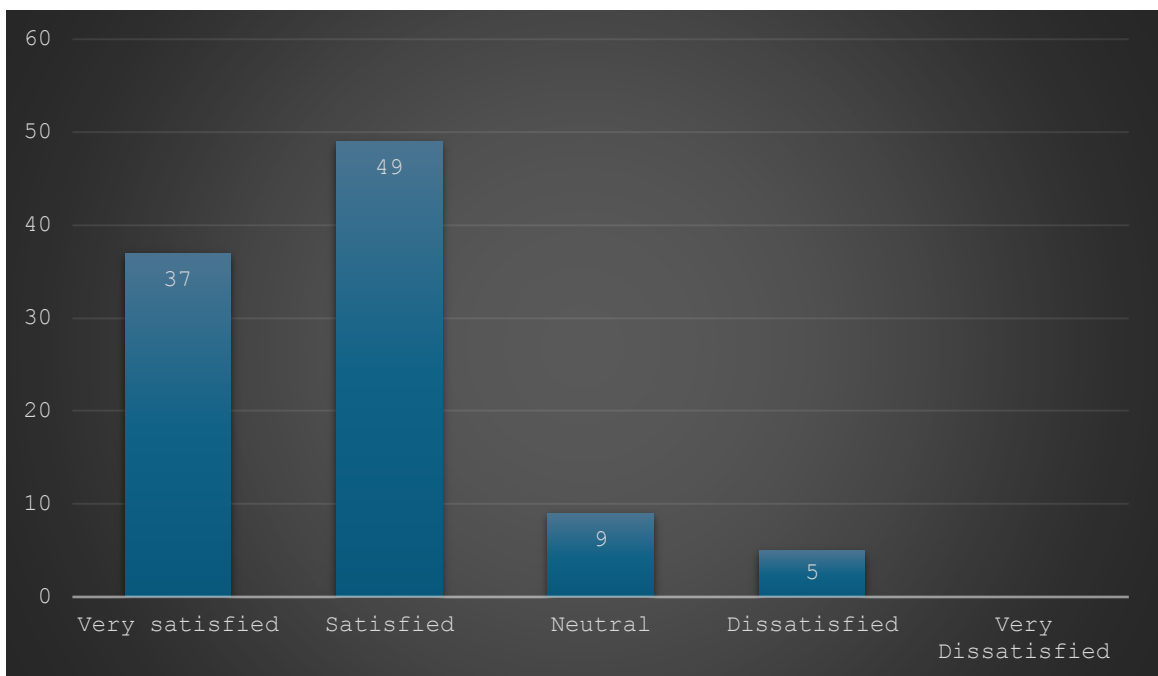|	NO. OF RESPONDENTS	PERCENTAGE
Very Satisfied	40	37
Satisfied	53	49
Neutral	10	9
Dissatisfied	5	5
Very Dissatisfied	0	0
Total	108	100

Figure 3.22

INTERPRETATION:

From the data it is clear that 49% of the respondents satisfied by current job, 37% of the respondents are very satisfied, 9% of the respondents are neutral, 5% of the respondents are dissatisfied.

3.23 LEVEL OF RECOGNITION RECEIVE FOR YOUR WORK

	NO. OF RESPONDENTS	PERCENTAGE
Very Satisfied	45	42
Satisfied	38	35
Neutral	15	14
Dissatisfied	10	9
Very Dissatisfied	0	0
Total	108	100

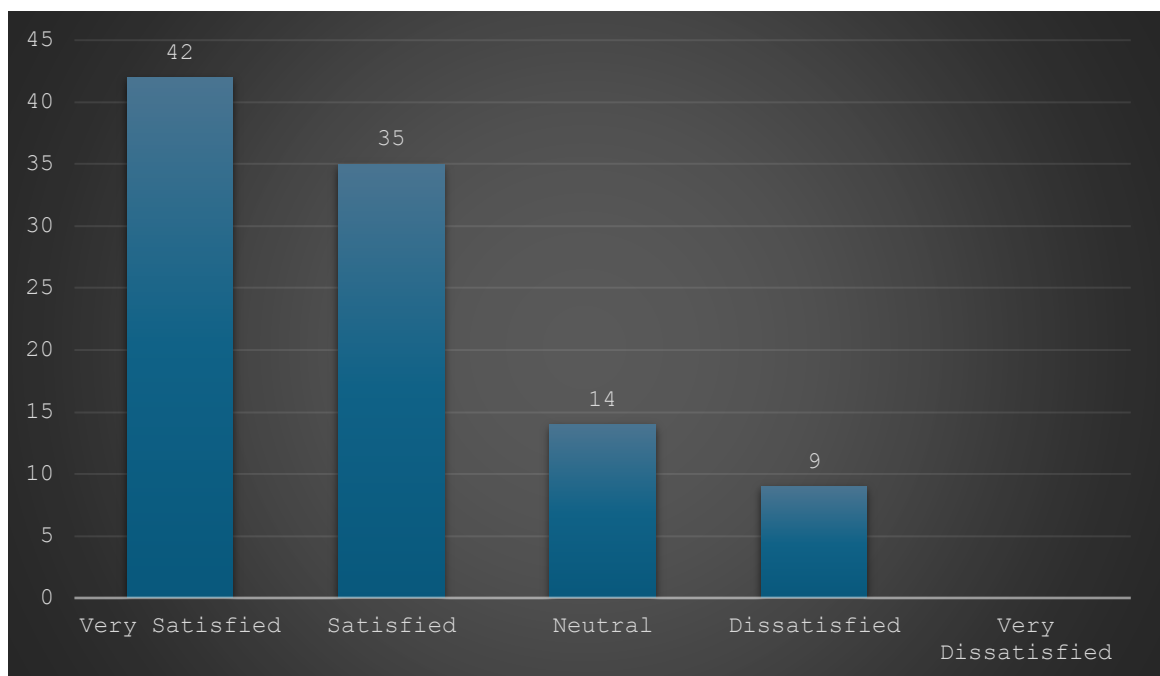Figure 3.23

INTERPRETATION:

From the data it is clear that 42% of the respondents very satisfied by recognition for our work, 35% of the respondents are satisfied, 14% of the respondents are neutral, 9% of the respondents are dissatisfied.

3.24 SATISFACTION OF WORK-LIFE BALANCE

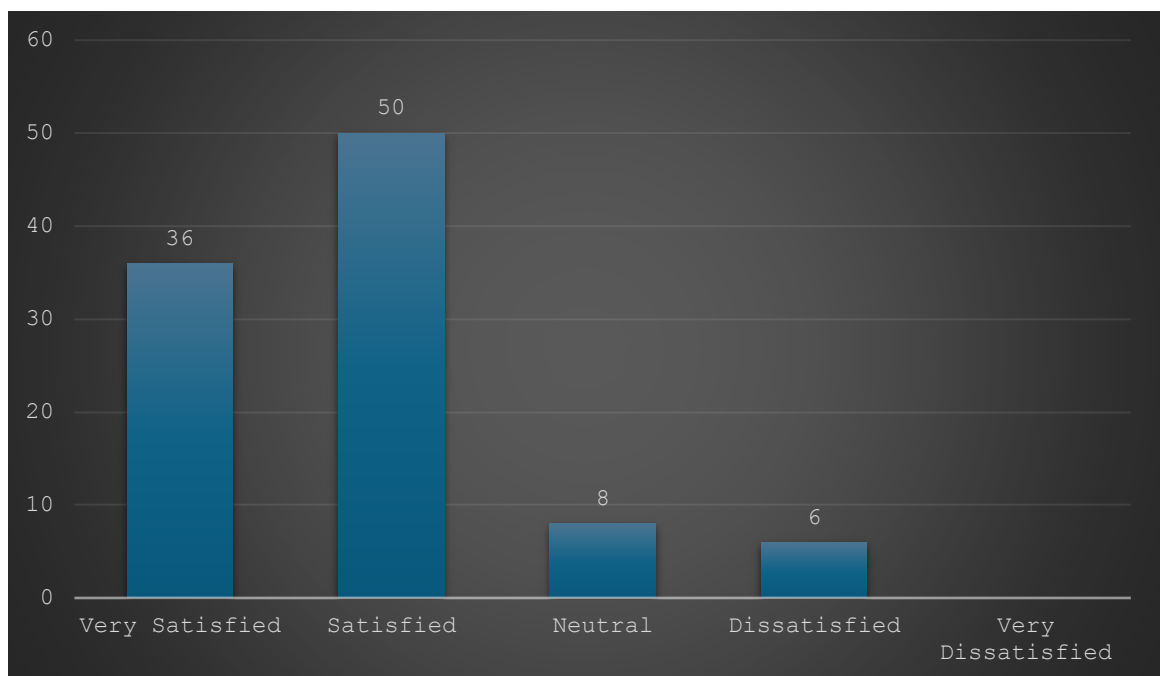|	NO. OF RESPONDENTS	PERCENTAGE
Very Satisfied	39	36
Satisfied	53	50
Neutral	9	8
Dissatisfied	7	6
Very Dissatisfied	0	0
Total	108	100

Figure 3.24

INTERPRETATION:

From the data it is clear that 50% of the respondents satisfied by work life balance, 36% of the respondents are very satisfied, 8% of the respondents are neutral, 6% of the respondents are dissatisfied.

3.25 SHOWS THE RELATIONSHIP WITH COLLEAGUES

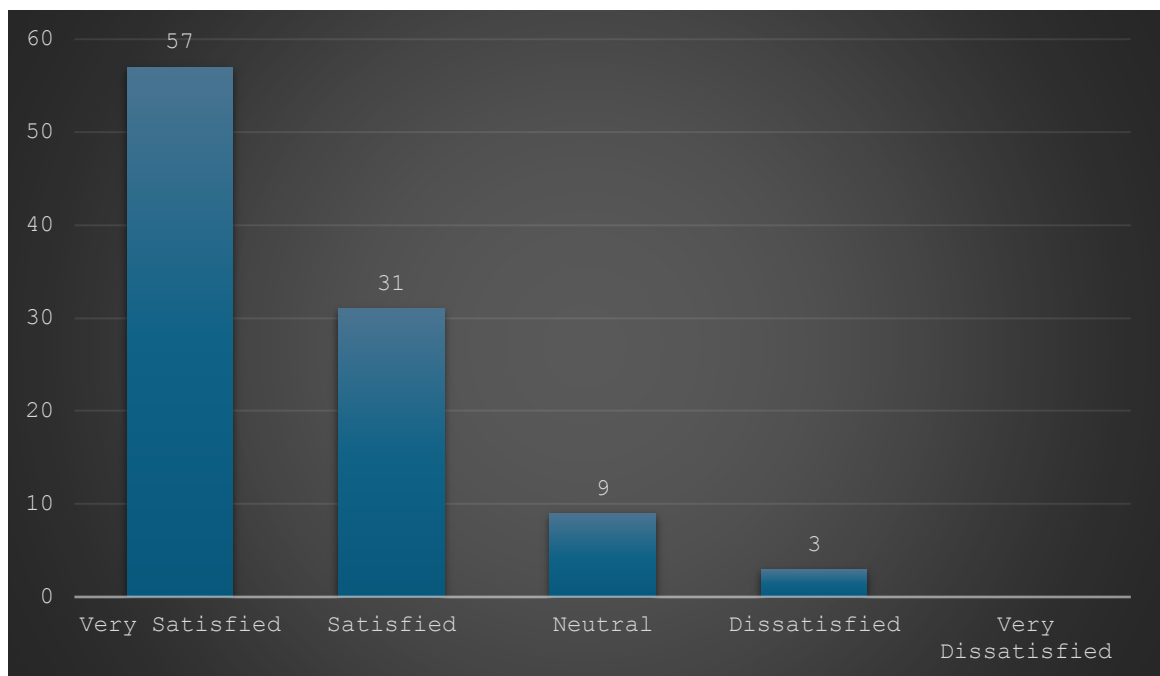|	NO. OF RESPONDENTS	PERCENTAGE
Very Satisfied	62	57
Satisfied	33	31
Neutral	10	9
Dissatisfied	3	3
Very Dissatisfied	0	0
Total	108	100

Figure 3.25

INTERPRETATION:

From the data it is clear that 57% of the respondents very satisfied by relationship with colleagues, 31% of the respondents are satisfied, 9% of the respondents are neutral, 3% of the respondents are dissatisfied.

CHAPTER IV

FINDINGS, RECOMMENDATIONS & SUMMARY

4.1 FINDINGS

The questionnaire was distributed among the employees of the organization. Majority of the respondents (72%) are males and (54%) are females.

- It is found that respondents age is 36 – 45 (36%) in the company.
- Majority of the respondent's qualification is UG (72%) in the company.
- It is found that the respondent's monthly income is 30,000 – 40,000 (34%).
- It is found that the respondents experience years is 11 – 15 (33%).
- It is found that (55%) are highly satisfied with the restroom facilities provided by the company.
- It is found that (43%) are highly satisfied with the leave application provided by the company.
- Majority of respondents (81%) are aware about the maternity leave provided by the company.
- It is found that (50%) highly motivated by the welfare schemes.
- It is found that (55%) are highly satisfied with the restroom facilities provided by the company.
- It is found that (53%) are strongly agree with medical insurance provided by the company.
- Majority of the respondents (88%) are aware about the recreational facilities provided by the company.
- It is found that (45%) are marked always in the motivational factor of employees.
- It is found that (61%) are strongly agree with the lighting & ventilation facilities provided by the company.
- It is found that (51%) are strongly agree with the washroom facilities provided by the company.
- It is found that (61%) are strongly agree with the first-aid facilities provided by the company.
- It is found that (46%) are highly satisfied with the working environment of the organisation.
- Majority of the respondents (69%) are highly satisfied with the training programs provided by the organisation.

- It is found that (55%) highly satisfied to the rules & regulations of the company.
- It is found that (40%) are highly satisfied with the welfare fund provided by the organisation.
- Majority of the respondents (75%) are highly satisfied with the satisfaction of all welfare measures provided by the organisation.
- It is found that 49% of the respondents satisfied with current job.
- It is found that 42% of the respondents very satisfied by recognition for our work.
- It is found that 50% of the respondents satisfied by work life balance.
- It is found that 57% of the respondents very satisfied by relationship with colleagues.

4.2 RECOMMENDATIONS

Based on the findings, the suggestions are summarized as follows:

1. The company needs to improve higher qualification schemes which will better equip employees to carry out their duties and which are beneficial to the company.

2. Provide more appreciation from the top level to the subordinates has to develop more systematically. It motivates them and they feel that their work is valued.

3. Increase the number of wash rooms with clean and properly maintained which promotes a healthier work environment.

4. Provide more safety and security measures to employees which reduce risks of injury or illness and to protect employees from internal and external security risk.

5. The company would provide routine check up to the employees, as it is a manufacturing unit and the employees are exposed to different health hazards.

6. The company would provide more reward or bonus to employees according to their performance.

7. Mental recreational set up has to be developed so that the employees may work always with a fresh mood.

8. Correct the employee when they are wrong in order to retain the employee as a productive staff member and a positive collaboration between the supervisor and employee.

9. The company needs to improve grievance handling procedure; it serves as an outlet for employee frustrations and discontents.

10. Provide cultural programs for employees and their families in order to improving the engagement level of employees.

11. The employees must be motivated frequently. Motivation plays a vital role in work.

4.3 SUMMARY

Welfare measures significantly impact job satisfaction, acting as a catalyst for both employee well-being and organizational performance. Welfare measures encompass a broad spectrum of benefits, ranging from tangible provisions like health insurance, retirement plans, and housing subsidies to intangible supports such as work-life balance initiatives, mental health resources, and professional development opportunities. These measures play a crucial role in addressing employees' physical, emotional, and social needs, thereby creating a supportive work environment that enhances their overall satisfaction. Health benefits, for instance, provide a sense of security against unforeseen medical expenses, while retirement plans contribute to long-term financial stability. Housing subsidies and childcare support reduce the burden of living expenses and work-life conflicts, respectively. Additionally, non-monetary welfare measures such as flexible working hours, telecommuting options, and wellness programs are pivotal in fostering a work culture that values and supports employees' personal lives and mental health. The alignment of welfare measures with employees' needs not only improves their quality of life but also fosters a positive perception of the organization, leading to higher levels of job satisfaction.

The influence of welfare measures on job satisfaction is further magnified by their role in enhancing employee motivation and organizational commitment. Employees who perceive their welfare needs as adequately addressed are more likely to exhibit greater engagement, loyalty, and productivity. This positive correlation is largely driven by the psychological contract between the employee and the employer; when employees feel that their employer is invested in their well-being, they are more likely to reciprocate with increased effort and dedication. Moreover, welfare measures contribute to reducing turnover rates, as satisfied employees are less inclined to seek alternative employment opportunities. Training and development programs, another critical welfare aspect, empower employees with new skills and knowledge, boosting their confidence and job competence. This investment in human capital not only satisfies employees' career aspirations but also equips them to contribute more effectively to organizational goals. Overall, welfare measures are indispensable in cultivating a motivated, satisfied, and loyal workforce, which in turn drives organizational success and sustainability.

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WEBSITES

- http://www.pilotsmithindia.com/
- https://www.scribd.com/

APPENDIX

QUESTIONNAIRE

Dear sir/madam

I'm EMILIN BAIJU pursuing MBA at "NAIPUNNYA BUSINESS SCHOOL PONGAM, KORRATTY, THRISSUR", doing a project, as part of my curriculum at PILOTSMITH PVT.LTD on the topic ,"INFLUENCE OF WELFARE MEASURES ON JOB SATISFACTION OF EMPLOYEES, WITH REFERENCE TO PILOTSMITH PVT.LTD, KALLETTUMKARA l would like to request you to fill this questionnaire as it is aimed at understanding the welfare measures of the employees. Your response will be dealt with strict confidentiality, and it will be used only for my academic purpose.

 Thank you

1. Name:
2. Gender:
   - Male
   - Female
3. Age:
   - 18 – 25
   - 26 – 35
   - 36 – 45
   - 46 and above
4. Qualification
   - Diploma
   - UG
   - PG
5. Monthly Income
   - Less than 10,000
   - 10,000 – 20,000
   - 20,000 – 30,000
   - 30,000 – 40,000
   - More than 50,000
6. How long you have been working in this organisation?
   - Under 5 years

- 6 – 10
- 11 – 15
- 16 – 20
- Above 20 years

7. Are you satisfied with the rest room facilities provided by the organisation?
   - Highly Satisfied
   - Satisfied
   - Neutral
   - Dissatisfied
   - Highly dissatisfied

8. Are you satisfied with the way in which the company treats your leave application?
   - Highly Satisfied
   - Satisfied
   - Neutral
   - Dissatisfied
   - Highly dissatisfied

9. Does the company aware about maternity leave given for female employee?
   - Yes
   - No

10. How do you rate the motivational level of employees welfare schemes?
    - Excellent
    - Good
    - Average
    - Poor
    - Very Poor

11. Are you satisfied with canteen facilities offered by the company?
    - Strongly Agree
    - Agree
    - Neutral
    - Disagree
    - Strongly Disagree

12. Are you satisfied with medical insurance provided by the company?
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly disagree

13. Does the organization offer recreational facilities?
- Yes
- No

14. Do the welfare measures provided by the organization play a motivational factor?
- Always
- Sometimes
- Ready
- Never
- No Opinion

15. Are you satisfied with the lighting & ventilation facilities?
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

16. Are you satisfied with the washrooms facilities provided by the organisation?
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

17. Are you satisfied with the first aid facilities provided by the organisation?
- Strongly Agree
- Agree
- Neutral

- Disagree
- Strongly Disagree

18. Are you satisfied with the working environment of the organisation?

- Highly Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Highly dissatisfied

19. Rate your level of training programs provided by the organisation?

- Highly Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Highly dissatisfied

20. Are you satisfied with the rules and regulations of your company?

- Highly Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Highly dissatisfied

21. Are you satisfied with welfare fund provided by the company?

- Highly Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Highly dissatisfied

22. Rate overall satisfaction of welfare measures provided by the organisation?

- Highly Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Highly dissatisfied

23. How satisfied are you with your current job overall?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

24. How do you feel about the level of recognition you receive for your work?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

25. How satisfied are you with your work-life balance?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

26. How satisfied are you with your relationship with your colleagues?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied