



A STUDY ON EMPLOYEE ATTITUDE TOWARDS WELFARE MEASURES AND ITS INFLUENCE ON PERFORMANCE AT KSRTC, KOLAR

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ABSTRACT

Employee welfare measures refer to various initiatives, benefits, and programs that organizations implement to promote the well-being and overall quality of life of their employees. These measures are designed to go beyond basic compensation and address the broader needs and concerns of employees both inside and outside the workplace. This study investigates the employee attitudes towards employee welfare measures and their influence on performance within the KSRTC, Kolar district. Employee welfare measures play a pivotal role in enhancing employee satisfaction and motivation, consequently impacting individual organizational performance. The study employs a descriptive research design, incorporating surveys to gather data from the 80 employees of KSRTC.

The primary objectives of this initiative within KSRTC are to identify and prioritize influential welfare measures for its employees, evaluate the effectiveness of existing welfare measures and measure employee performance and culture of continuous improvement within the organization.

KEY WORDS: *Employee welfare measures, work satisfaction, organizational performance, employee productivity.*

INTRODUCTION

Employee welfare measures play a pivotal role in shaping the overall well-being and job satisfaction of employees within an organization. The significance of these measures is particularly noteworthy in the context of public sector enterprises like the Karnataka State Road Transport Corporation (KSRTC), which not only serve as a critical component of public infrastructure but also represent an essential employer in Karnataka. KSRTC, as one of the leading state-owned road transport corporations in India, is entrusted with the responsibility of providing efficient and reliable transportation services to the citizens of Karnataka. This inherently requires a dedicated and motivated workforce. Employee welfare measures are instrumental in fostering a conducive work environment, promoting job satisfaction, and enhancing overall employee morale. The location of Kolar, being one of the operational districts for KSRTC, serves as a miniature of the broader sector dynamics. Consequently, conducting a study that focuses on employee attitudes towards welfare measures and their impact on performance in this specific context holds substantial merit. Such research can provide valuable insights for KSRTC, Kolar, and similar organizations, guiding them in their pursuit of enhancing employee well-being and, in turn, organizational productivity.

The research will be guided by a structured methodology that includes surveys, interviews, and data analysis. Insights from this study are expected to serve as a foundation for recommendations and strategies aimed at optimizing employee

welfare measures, ultimately fostering a more motivated, satisfied, and high-performing workforce within KSRTC, Kolar. In the broader context, this research can contribute to the growing body of knowledge concerning the role of employee welfare in the public sector and its implications for organizational success.

NEED FOR THIS STUDY

The crucial equipment for every firm are their human resources. The administration is responsible for keeping an awareness the programs for employee wellness. Employee satisfaction with the welfare advantages provided to them will increase production. Employees are now a key factor in supporting a company expand there are approximately 100 workers in the KSRTC divisional office, the organization is responsible for ensuring their welfare. This is essential for KSRTC, Kolar, to optimize its workforce, improve employee satisfaction, and enhance organizational performance. It also aligns with broader goals of fulfilling legal obligations, improving public perception, and positioning KSRTC as a forward-thinking and responsible employer in the public sector.

OBJECTIVES FOR THIS STUDY

1. To know the level of awareness about the statutory welfare measures among the employees.
2. To determine the statutory welfare measures provided to employees at KSRTC.



- To examine the impact of social security welfare measures on the productivity of employees.

HYPOTHESES OF THE STUDY

Hypothesis-1:

H₀: There is no significant relationship between income and motivation of employees. ($r=0$)

H₁: There is a significant relationship between income and motivation of employees. ($r\neq 0$)

Hypothesis-2:

H₀: There is no significant relationship between non-statutory welfare measures and motivation of employees.

H₁: There is a significant relationship between non-statutory welfare measures and motivation of employees.

Hypothesis-3:

H₀: There is no significant impact of training programs on employee performance.

H₁: There is a significant impact of training programs on employee performance.

REVIEW OF LITERATURE

Balamurugan, Bharath Kumar, Felix Glossom, and Akash (2022), the main objective of this study is satisfactory with the welfare programs among employees of various industrial enterprises was surveyed. Chi-Square and percentage analysis were employed to evaluate the data. The findings show that to possess to improve employee satisfaction, workers give priority to welfare, health, and safety measures.

Mr. N. Suresh, Dr. T. Vara Lakshmi, and MS.A. Sowmya (2022), finding the workers' synergy is crucial because Managing is a skill for obtaining people to the work, to boosting output and profit margins. Only when employees are completely happy between a workers' the workplace and the employer at work are they capable of cooperating. The employee's well-being and his family serves as both an efficient form of advertising and a means of procuring the gratitude and devotion of the employee benefits, and facilities offered by an employer.

Ms. Nimisha Jariwala (2021), the objective is to knowing employee welfare are to enhance working-class life, promote the total development of the employee's personality, and other things. Housing options, free medical care, retirement benefits, children's and adults' welfare programs for the employee's families etc. Initial data is gathered using questionnaires as the data collection tool. In the study, 60 respondents were collected. The vast the bulk of employees motivated by feedback, it makes them more productivity. **Dr. Narayana N.'s study from 2021**, the main objective achieving social wellbeing address the issues that affect the weaker members of society, such as preventing homelessness and poverty. Economic wellbeing seeks to advance economic growth through equitable distribution and productivity. It includes a broad spectrum of concepts and denotes a wellbeing that includes happiness, fulfillment, resource preservation, and development.

Meenakshi Yadav (2020), the objective is to analyses of factors method divides a variety of worker welfare issues into eight categories. These welfare amenities can support healthy

labor relations and maintain organizational effectiveness over the long term. The commercial sector should keep providing workers with enough welfare programs.

Srinivasa Rao and Vidyanath (2019), the objective of this research is to create a test to determine the relationship between age and fulfilling statutory requirements welfare measures among the various sugar mills selected. Age and welfare measure fulfillment are strongly correlated, and KCP India's Andhra Pradesh Sugar Mills performs better on welfare measure fulfillment than many sugar mills, including Delta.

RESEARCH GAP

The existing work covers labor welfare procedures, followed at various industries and how it affects productivity with literature review. Employee attitudes toward initiatives to promote employee wellbeing and their performance impact. However, the present research makes an effort to encompass all staff groups. This study lies focusses on the lack of specific research on employee attitudes towards welfare measures and their influence on performance within the unique context of KSRTC in Kolar. Addressing this gap will contribute valuable insights for both academic understanding and potential improvements in employee welfare practices within the organization.

SCOPE OF THE STUDY

The scope of this study is to investigate the relationship between employee attitudes towards welfare measures and their impact on job performance at KSRTC, Kolar. It involves a detailed examination of the organization's welfare initiatives and their effects, with the goal of providing valuable insights for both the organization itself and the broader field of employee welfare research.

LIMITATIONS

- Due to the employment-related nature of the data collected, there is a possibility of response bias.
- Respondents may provide incomplete answers or face time constraints due to their busy schedules, potentially affecting the data quality.

TYPE OF THE RESEARCH

The research methodology employed in this study is a descriptive approach, which serves to establish the study's objectives, define the target population, select the data to be collected, and analyse the resulting data. The primary aim of this descriptive research is to provide a comprehensive description of employees' attitudes towards employee welfare measures within the context of KSRTC. This research design enables direct engagement with the staff at KSRTC's Kolar Depo and the study participants, facilitating an analysis of their perspectives on both monetary and non-monetary rewards, as well as employee welfare measures.

POPULATION AND SAMPLING UNIT

Population: The population for this study consists of approximately 100 employees who are currently employed in the Kolar division of KSRTC.



Sampling unit: The study focuses on a sample of approximately 80 employees drawn from various sections of KSRTC, including the Statistical section, administrative section, traffic section, law section, account section, labour section, civil section, and security section.

Sampling method

In this study, a simple random sampling method has been employed to select participants for data collection. This method ensures that each employee within the specified sections at KSRTC, such as the Statistical, administrative, traffic, law, account, labour, civil, and security sections, has an equal chance of being included in the study. To conduct the data collection, questionnaires were distributed randomly among the selected employees. This approach enhances the representativeness of the sample, minimizes bias, and allows for the generalization of findings to the broader employee population at KSRTC Kolar division. Additionally, it ensures that the collected data accurately reflects the diverse

perspectives and attitudes of employees across different sections within the organization.

Sources of data collection

- For this study, primary data has been gathered from employees through the use of questionnaires. Secondary data for this study has been gathered from pre-existing records, documents, websites and journals.

Statistical tools and techniques

For data collection to be understood and communicated clearly, graphs and chart representations are essential. They provide perceptions into the information's patterns, trends, and relationships. Pie charts have been used. For validating the hypotheses tools like ANOVA (Analysis of Variance) is used to assess whether two things differ significantly groups while highlighting substantial variance changes and Chi-square technique have been used.

DATA ANALYSIS AND INTERPRETATION

1. Correlation to analyse relationship between the income and motivation of the employees.

		MONTHLY INCOME	HOW COMPANY WELFARE MEASURES MOTIVATED YOU FOR HIGHER PRODUCTIVITY
Spearman's rho	MONTHLY INCOME	Correlation Coefficient	1.000
		Sig. (2-tailed)	.292**
		N	.009
			80
HOW COMPANY WELFARE MEASURES MOTIVATED YOU FOR HIGHER PRODUCTIVITY		Correlation Coefficient	.292**
		Sig. (2-tailed)	1.000
		N	.009
			80

Inference

The correlation factor between monthly income and motivation of the employees is 0.292. Hence null hypothesis

is rejected and it can be concluded that there is no significant relationship between income and motivation of employees.

2. ANOVA for finding the difference between non-statutory welfare measures and motivation of employee in KSRTC.

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	25.674	4	6.418	4.549	.002
Within Groups	105.814	75	1.411		
Total	131.488	79			

Inference

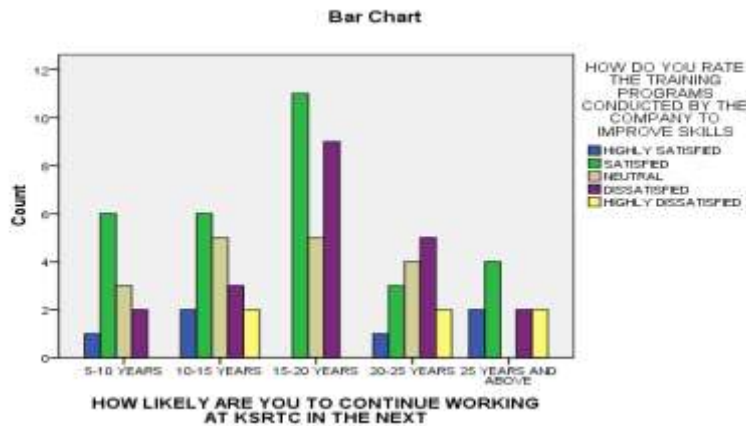
Since the p value (0.002) is lesser than 0.05 (level of significance), the null hypothesis is rejected and it can be concluded that there is a significant relationship between non-

statutory welfare measures and motivation of the employees at KSRTC.

3. Chi-square test to find out the significant relationship between training programs and continuous of work at KSRTC.

	Value	d.f	Asymp. Sig. (2-sided)
Pearson Chi-Square	17.436 ^a	16	.358
Likelihood Ratio	22.876	16	.117
Linear-by-Linear Association	1.353	1	.245
N of Valid Cases	80		

a. 20 cells (80.0%) have expected count less than 5. The minimum expected count is .75.



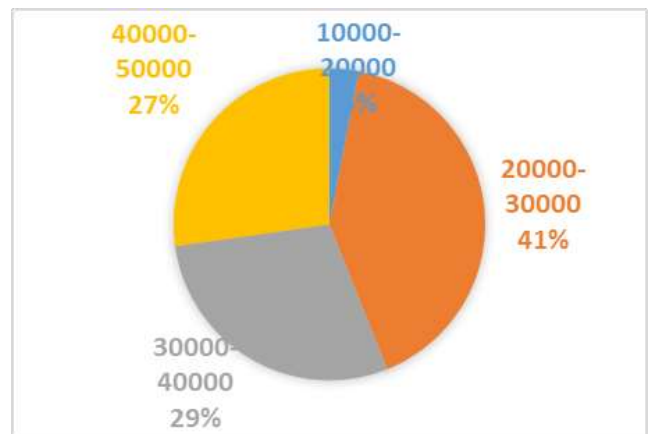
Inference

A chi-square value of 17.436 indicates that there is association between training programs and continuation of work at

KSRTC. The finding suggests that the variables are highly dependent on each other, and the data perfectly fits the expected distribution.

4. Monthly income of employees.

Monthly income	No. of respondents	Percentage
10000-20000	2	2.5%
20000-30000	27	33.8%
30000-40000	19	23.8%
40000-50000	18	22.5%
50000 & above	14	17.5%
Total	80	100%



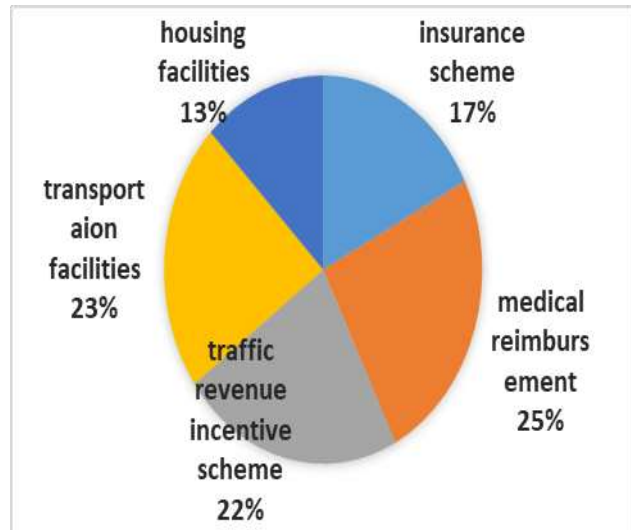
Inference

A vast majority of responses monthly income in the range Rs 20000-30000 p.m. It reflects the diversity of income among the

surveyed group, with the majority falling in the middle income ranges, and a notable portion earning higher incomes.

5. The various non-statutory welfare measures provided by the company.

Non-statutory welfare measures	No. of respondents	Percentage
Insurance scheme	14	17.5%
Medical reimbursement	20	25%
Traffic revenue incentive scheme	18	22.5%
Transportation facilities	18	22.5%
Housing facilities	10	12.5%
Total	80	100%



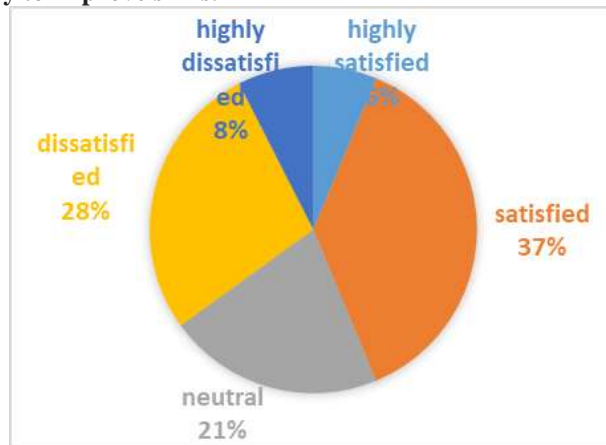
Inference

Majority of respondents prioritize medical reimbursement amongst the non- statutory welfare measures since it ensures

security to them and their families and medical reimbursement is essential to avoid the unexpected and accidental losses.

6. Training programs conducted by the company to improve skills.

Training programs	No. of respondents	Percentage
Highly satisfied	5	6.3%
Satisfied	30	37.5%
Neutral	17	21.3%
Dissatisfied	22	27.5%
Highly dissatisfied	6	7.5%
Total	80	100%



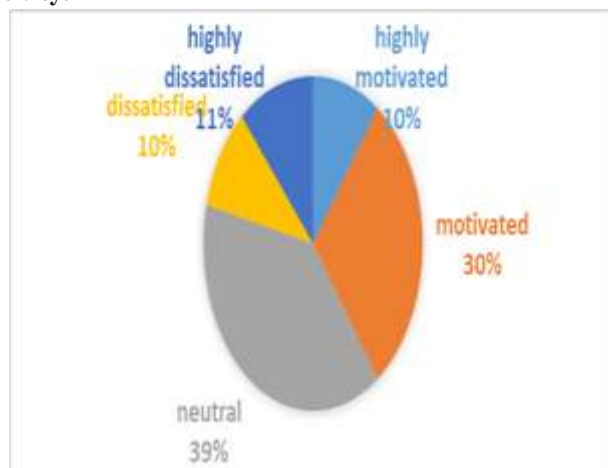
Inference

The training programs conducted by the company is rated satisfactory by most of the employees. Because the employees

are utilizing the training programs provided by the company to improve the skill set of the employees

7. Welfare measures motivate you for higher productivity.

Level of motivation	No. of respondents	Percentage
Highly motivated	8	10%
Motivated	24	30%
Neutral	31	38.8%
Doesn't motivated	8	10%
Not at all motivated	9	11.3%
Total	80	100%





Inference

Majority of the employees were neutral about disclosing their opinion regarding the level of motivation regarding welfare measures at KSRTC. While 30% of the employees were motivated about the welfare measures adopted at KSRTC.

FINDINGS

- ❖ The analysis revealed a positive correlation (Spearman's rho) of 0.292 between monthly income and the motivation of employees due to company welfare measures for higher productivity. With a p-value of 0.009, this correlation was found to be statistically significant at the 0.05 level (2-tailed), indicating that there is a significant relationship between income and employee motivation.
- ❖ An ANOVA test was conducted to examine the difference between non-statutory welfare measures and employee motivation in KSRTC. The results showed a significant difference, with a p-value of 0.002 (lower than the level of significance, 0.05). Therefore, the alternative hypothesis was accepted, suggesting a significant relationship between non-statutory welfare measures and employee motivation.
- ❖ The Chi-square test was utilized to explore the significant relationship between training programs and the continuity of work at KSRTC. The results indicated that training programs have a substantial impact on the performance and continuity of work at KSRTC, with the null hypothesis being rejected.
- ❖ Majority of respondents (37.5%) were "Satisfied" with the training programs and less percentage is "Highly Dissatisfied" (7.5%) with the training programs conducted by the company to improve skills.
- ❖ 25% of the respondents stated that they prioritize the medical reimbursement amongst the various non-statutory welfare measures offered by the company.
- ❖ 38.8% of respondents conveyed that the welfare measures will not motivate them for higher productivity.

SUGGESTIONS

- The organization must acknowledge the overall satisfaction towards social securities and facilities for recreation offered by the business. While some survey participants might not find welfare measures motivating for productivity, it's important to recognize individual differences.
- Maternity/paternity benefits should be communicated effectively to all employees, as they are crucial for employee well-being and work-life balance.
- With a significant portion of employees having worked for over 15-20 years, the business should prioritize strategies to keep long-term employees engaged, such as recognition programs, professional development, and opportunities for advancement.
- The organization can acknowledge the substantial portion of respondents with significant work experience and also implement mentorship or leadership programs to leverage their expertise and provide growth pathways. The company

could implement workshops or training to further improve interpersonal communication and collaboration.

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CONCLUSION

The importance of employee welfare measures in shaping employee attitudes and, consequently, their performance at KSRTC, Kolar. It provides evidence that a holistic approach to employee well-being, including fair compensation, non-statutory benefits, and effective training programs, can lead to a more motivated and productive workforce. As such, it is recommended that KSRTC, Kolar, continues to invest in and enhance its welfare initiatives to further improve employee attitudes and organizational performance.

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