

The Impact of Welfare Measures on Employee Satisfaction at Mangalore Refinery and Petrochemicals Limited

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ABSTRACT

To sustain and maintain the happy labour force is the challenge of the day which could effectively be dealt through one of the weapons, welfare measures. Unless people are well taken care of by the organization they may not be satisfied to stay in the organization. The study intends to find out the welfare measures at Mangalore Refinery And Petrochemicals Limited, (MRPL) Mangaluru and tries to understand employee satisfaction towards it. Welfare facilities provided by MRPL are exemplary to other organizations in general and manufacturing industries in particular. In this respect MRPL has played a very important role in extending the welfare measures and keeping the employees satisfied.

Keywords: *Welfare Measures, Employee Satisfaction, Medical Care, Unemployment Benefit, Accident Insurance*

INTRODUCTION

Labour welfare is an all-inclusive term including various services benefits and facilities offered to employees by the employer. Labour welfare is a reward for improving the health, the safety and general well-being of the workers beyond the minimum standards laid down by labour legislation. Normally welfare measures are also provided by the government, trade unions and the non-government agencies in addition to the employer. The benefits are of great importance to the worker which he is unable to secure by himself. As a result of industrialization, various complex problems do arise in the field of labour, such as unfavourable work environment, unhealthy working and living conditions, lack of basic amenities, low

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standard of living, low wages, insecurity of jobs and personal problems. These if not given attention to in time, might lead to problems of frequent absenteeism, high labour turnover, migration and inefficiency in productive work. Sustaining the happy labour force is the challenge of the day which could effectively be dealt through one of the weapons, welfare measures. Unless a person's well being is taken care of by the organization people may not be satisfied to stay in the organization. The study intends to find out the welfare measures at Mangalore Refinery And Petrochemicals Limited, (MRPL) Mangaluru and tries to understand employee satisfaction towards it.

Social Security and Welfare measures: A Conceptual Framework.

Social security measures protect the workers from relapsing in to below the defined minimum standard of living particularly at the time of economic crisis and unforeseen contingencies. In the words of E. Ahmed and Jean Dreze (1991) social security relates to the direct role that public (Government) action play in reducing human deprivation and eliminating vulnerability in a developing country. As per Bhagoliwal (2001), social security refers to protection provided by the society to its members against providential mishaps over which a person has no control. The idea of social security is that the state shall make itself responsible for ensuring a minimum standard of material welfare to all its citizens on a basis wide enough to cover all the main contingencies of life. According to Jhabvala and Subramanya (2000), the main risk of insecurity, to which human life liable and in relation to which organized society can afford relief to the helpless individual, are incidents of life occurring right from childhood to old age and include mainly sickness, maternity, invalidity, accident, industrial disease, unemployment, old age, death of bread winner and other such emergencies. Saxena and Saxena (1999), have described beautifully the components of 1952 International Labour Organization (ILO) convention on social security. They are Medical care, Sickness benefit, Unemployment benefits, Old age benefits, Employment injury benefit, Family benefit, Maternity benefit, Invalidism benefit and Survivor's benefit.

Sachdeva (2001) stated the main characteristics of social security programme. Social security programmes are established by law. They form cash payment to individuals to compensate at least part of the loss

of income that occurs because of old age, invalidity and death, illness, maternity, injury or unemployment. The programmes that provide regular cash allowances to families for the maintenance of children child or family allowances and medical care are considered as part of social security programmes. The benefits or services are provided through major approaches-social insurance, social assistance and public assistance.

Labour Welfare Measures

Labour welfare has been defined in several ways and therefore here is no precise definition of this term. Broadly speaking measures and activities of the worker by the state, employers and association of the workers to maintain standards of life and for the promotion of their economic and social wellbeing are labeled as welfare work. As per Gupta (2000), employee welfare is the effort to make life worth living for workmen and anything done for the comfort and improvement of the intellectual or social life of the employees by paying over and above the wages which is not a necessity of the industry. ILO (1984), workers welfare should be understood as meaning such services facilities and amenities which may be established in or in vicinity of undertaking to enable persons employed to perform their work in healthy, congenial surroundings and provided with amenities conducive to good health and high morals.

Objectives of Welfare Measures

- To provide better life and health to the workers.
- To make the workers happy, satisfied and sufficient.
- To relieve workers from industrial fatigue and to improve intellectual, cultural and social living of the workers.

Scope of Labour Welfare

The Labour Investigation Committee (1946) preferred to include under Labour welfare, “anything done for intellectual, physical, moral and economic betterment of the workers, whether by employers, by government or by other agencies, over and above what is laid down by law, or what is normally expected on the part of the contracted benefits for which workers may have bargain.” According to the committee on Labour welfare (1969), welfare services should mean such services, facilities and amenities as advocate canteens, rest and recreation facilities, sanitary and

medical facilities, arrangement for travel to and from the accommodation of workers employed, amenities and facilitates including social security measures, which are contributed to conditions under which workers are employed (Federick 1973). Labour welfare includes both statutory as well as non statutory activities undertaken by any of the three agency-employers, trade unions or the government for the physical and mental development of workers, both as a compensation for wear and tear that he under goes as a part of production process and also to enable him to sustain and improve upon the basic capacity of contribution to the process of production. It is a very broad term covering from social security to such activities as medical aid, crèches, recreation, housing, adult education, arrangement for transport from work place to residence (Chhabra, 2005).

Central Government, State Governments, Employers' and Workers' Organizations are the main agencies engaged in Labour welfare in India. The Central Government has passed number of acts for the welfare of different types of workers. It also administers the implementation of industrial and labour laws. The important Acts which incorporate measures for the welfare of the workers are; Factories Act-1948, Indian mines Act-1952, Employment of Children Act-1938, Maternity Benefits act-1961, Plantation Labour Act-1951 and the like (http://ncib.in/pdf/ncib_pdf/Labour%20Act.pdf). Under these Acts, employers have to provide certain basic welfare facilities to the workers. The Government also provides housing, medical care, canteens, educational aid to the workers employed in public sector enterprises. The implementation of many provisions of various labour laws rests with the state Governments. The State Governments run health centers and educational centers, for the welfare of the workers. Many employers provide welfare facilities along with the statutory welfare measures voluntarily. These include residential accommodation to employees, medical and transport facilities, reading rooms, scholarships to children of workers, patronize teams of employees for hockey football and the like. Employers can provide welfare facilities individually or collectively i.e. through their associations. Trade union is supposed to raise the welfare of workers and naturally they are expected to provide certain welfare facilities to their members. Unions can provide educational, cultural and other facilities to their members. On the whole the role of the trade unions in the field of labour welfare is insignificant as they face the problem of shortage of funds in providing welfare services to their members. Charitable organizations conduct social welfare activities which are useful to all sections of the society including industrial workers.

These agencies provide medical aid, education facilities and scholarship. However, the contribution of such organizations in labour welfare is not so significant (Pattanayak, 2006).

Social security Legislations in India

Social security benefits are provided in India through legislations. As per Rao (2005), Workmen's Compensation Act 1923 enforces the employer to provide compensation to a workman for any personal injury caused by the accident, for loss of earnings and the like. The Employees State Insurance Act, 1948 enforces the employers to provide sickness benefits, maternity benefits to women employees, disablement benefit, dependent's benefit and medical benefits. The Employees Provident Fund and Miscellaneous Provisions Act, 1952 enforces the employer to provide provident Fund and deposit-linked insurance. The Maternity Benefit Act, 1961 provides for medical benefits and maternity leave. The Payment of Gratuity Act, 1952 provides for the payment of gratuity at the time of retirement (Bhagoliwal 2001).

Integrated Social Security: Social Security legislations in India suffer from the defects like duplication. Hence, the Study Group (1957-58) appointed by the Government of India suggested for an integrated social security scheme in India. This scheme should provide for medical care, insurance against sickness, maternity benefits unemployment insurance, employment injury, and old age pension. This scheme should be enforced by a single agency in order to avoid overlapping and duplication. Employers are required to provide welfare facilities for workers under some of these important labour laws. They are 1) The Factories Act-1948; 2) The Plantation Labour Act-1951; 3) The Mines Act 1952; 4) The Motor Transport Workers Act 1961 and 5) The Contract Labour (Regulation and Abolition) Act, 1970 (Punekar et. al, 1999).

Davis, a., & Lucy, g. (1994) stated that designing employee welfare provision was increasingly recognized concern for employee welfare. They stated that the actions taken to improve the general health of the workforce could have a range of payoffs for the organisation. Employee assistance programmes (EAPs) specially have been suggested to reduce the cost of medical insurance and sick pay, cut operating cost, lower absenteeism and turnover and produce corresponding reduction and recruitment and training cost. Mirza (1983) examined the purpose and cost of non-statutory welfare activities for the management. Five public and six private sector organizations were selected for the study. The voluntary

welfare measures not only increased the output and efficiency but also enhanced loyalty and morale. With respect to the study revealed that the public sector organizations spend more on welfare activities, as compared to private sector. The public sector spends more on transportation and recreation. Private sector was found to be spending more on housing.

Margaret Edmonds (1991) analysed current attitudes among companies with respect to welfare measures in the private sectors are explored. Few organisations offered the complete range of skills and services related to general welfare needs, and companies were not making use of those that do exist. As personnel managers chose to marginalise their welfare role and maximise their contribution for supporting management needs they were distancing themselves not only from that role but also from the employees. Bhatnagar, Deepak(1984), studied labour welfare and social security legislation in India. It is an in depth study to determine effectiveness of the Employees State Insurance Scheme. The survey stated that a significant number of the respondents had shown defensive attitude due to lack of full knowledge of the scheme and the low level of their education.

Agrwal (2014) stated that employee welfare is an effort to make life worth living for workmen. Author stated that these efforts had their origin either in some statute formed by the state or in some local custom or in collective agreement. The people are entitled to be treated as human beings with personal needs, hopes and anxieties for which welfare schemes are the most important measures. Salaria & Salaria (2013) stated that employee welfare was necessary to make life worth living for workmen. Organizations provide the welfare facilities to their employees to keep their motivation levels high. The employee welfare schemes are classified into two categories that are Statutory and non-statutory welfare schemes. Statutory schemes are those schemes that are compulsory to provide by an organization as compliance to the laws governing employee health and safety. Non-statutory schemes differ from organization to organization and from industry to industry. The basic purpose of employee's welfare is to enrich the life of employees and keep them happy and make the employees contented. Non-statutory benefits are the result of employer's generosity, employee's enlightenment and philanthropic feelings. The schemes of a labour welfare measure may be regarded as a wise investment because these would bring a profitable return in the form of greater efficiency. The concept of labour welfare is flexible and elastic and differs widely with times, region to region, industry, country social values and customs, the

degree of industrialization and general socio-economic development of people (Dassler, 2008). Welfare includes activities such as private advice on any type of personal problem, assistance with problems of health or sickness, responsibilities for young people and elderly and retired staff and the provision of sports and social facilities. An organization is concerned with these matters since the reputation and local image of the firm gets enhanced as a good employer and thus assists in good recruitment.

Not many studies have been done to understand the impact of welfare measures on the satisfaction level of the employees in refineries and petrochemicals industry which is one of the important manufacturing industries. Thus in order to fill the gap in the relevant area the present study on 'The Impact of Welfare Measures on Employee Satisfaction at Mangalore Refinery and Petrochemical Limited', was taken up.

Mangalore Refineries and Petrochemicals Limited- a brief background

Mangalore Refinery and Petrochemicals Limited (MRPL) was set up during June 1991 as a Joint Sector Company promoted by Indian Rayon and Industries Ltd., and its associates (forming part of Aditya Birla Group) and Hindustan Petroleum Corporation Ltd. This is the first joint public sector refinery in India and also the fifth Oil Refinery in South India. The Unit was initially set up with a refining capacity of 3.69 Million Metric Tons Per Annum (MMTPA) on March, 1996. The refinery has been designed to process 30-40 degree API crude to produce various essential petroleum products namely, LPG (Cooking Gas), Naphtha, Lead – free Motor Spirit (Petrol), Kerosene, Aviation Turbine Fuel (ATF), Diesel, Fuel Oil, Bitumen and Sulphur.

To augment the Capacity, the unit commissioned the Second phase of 6.00 Million Metric Tons Per Annum (MMTPA) operations during September 1999 consequent to which the capacity has increased to 9.69 MMTPA. The total cost of the project was about Rs.6400.00 Crores. The unit has well established infrastructure including state of art laboratory for efficient measurement of product quality. The products of MRPL are sold through HPCL, which is a retail outlet. Currently MRPL has started the process of marketing in some of the products namely Sulphur, Bitumen, Furnace Oil, and Naphtha; Reformat to Non- HPCL customers also. Marketing of bitumen was started in the year 2000. MRPL supplies bitumen

over 4000 tons to various customers in Andhra Pradesh, Goa, Karnataka, Kerala, Maharashtra etc. and also direct supply to PWD authorities. At present, the company is exporting some products like ATF, HSD and Naphtha to South – East Asia. MRPL has started its new retail outlet in Mangalore named as Oval. MRPL is planning to spread its marketing network all over India. MRPL's different competitors are Essar Oil, Reliance Petroleum, HP, Shell Oil Ltd (<http://www.mangalorechemicals.com>).

From 1999 to 2003 MRPL was running in a heavy loss and it was a private limited till then. On March 2003 Natural Gas Corporation Limited (ONGC) has taken over the management control of MRPL and now MRPL is a subsidiary company of ONGC. Mangalore Refinery and Petrochemicals Limited (MRPL) from then have been declared as a 'Schedule B' Public Sector Unit since Government of India (GOI) notification issued on 6th January 2005. MRPL has been processing various grades of crude from more than 25 countries. In this process the refinery became the first to produce Lead-free MS and the first to have a Total Conversion Hydrocracker. On October, 2006 Isomerization unit and Mixed Xylene unit was started with its operations. These units help MRPL to produce Euro III/IV and Mixed Xylene motor spirit (<http://www.mrpl.co.in/history>).

Welfare benefits are necessary in every organisation today; employees have to be kept motivated at all times through various measures and activities. This strengthens their sense of belongingness and responsibility towards the company. Unless the employees are motivated well it is imperative that their satisfaction levels will be low and their output will also be low. Thus in order to understand the holistic aspects of association between employee satisfaction and welfare measures, the present study has been taken up with the following objectives.

OBJECTIVES OF THE STUDY

- To identify the welfare facilities received by the employees at MRPL
- To analyze the level of satisfaction of employees regarding welfare measures
- To know the opinion of employees about facilities provided by the company
- To understand the association of gender in giving response to welfare measures

- To understand the influence of age in giving response to welfare measures
- To understand the influence of grade in giving response to welfare measures

RESEARCH METHODOLOGY

This study would give an overview of the welfare measures existing at MRPL, Mangaluru. The design used was descriptive research because it describes the point of view as it exists. It is also a fact finding investigation that helps to collect accurate and adequate data to describe the phenomenon under study. The study was done at different divisions of the MRPL. Main departments at MRPL are HUMAN Resource department, Marketing department, Materials management, Vigilance department, Purchase department, Finance department, Information systems, Technical department, Operations department, Fire and Safety and Technical services. Employees were selected by using stratified random sampling technique from four of the above departments depending upon their availability to make representation of the total population of the company. In this study subsets of the population are created so that each subset has a common characteristic, such as gender. Systematic sampling was used to pick 106 respondents which were followed by stratified random sampling that chose a number of subjects from each subset having a known probability of being selected.

Sample size

Sample size refers to the number of elements to be included in the study. The total employees at the MRPL are 1423, in the year 2014-15 out of which 106 respondents were taken as the sample for the study from all the divisions of the company. This optimum size helped to fulfil the requirements of the efficiency, reliability and flexibility of the analysis and interpretation of the data.

Table 1.1: Total Number of Male and Female Selected Samples from Each Division with Grade

Divisions	Men	Women	Total
Operation	24	9	33
Training	2	6	8
Production	37	-	37

Material	23	5	28
Grand total	86	20	106
Grade	No of respondents	Percentage	
W2	54	50.94	
TS2	15	14.14	
E1	10	9.44	
E2	10	9.44	
E3	10	9.44	
E4	4	3.77	
JM5	3	2.83	
TOTAL	106	100	

The following list depicts the grade in the organization.

Organisation Grade Structure

- Chairman, Managing Director and Directors
- E8 B – Group General Manager
- E8 A – General Managers
- E7 – Dy. Gen. Managers
- E6 – Chief Manager
- E5 – Sr. Managers
- E4 - Managers
- E3 – Dy. Managers
- E2 – Sr. Executive, Sr. Engineers
- E1 – Executive, Engineers
- TS1/JM1 to W3/JM6– 6 Grades of Non Management

Findings

The following are the important findings in the study.

1. Welfare facilities received by the employees at MRPL

Statutory welfare measures:

- **Provident fund/Pension:** As per provident fund act. All the employees are eligible for this scheme. It is provided as per the provident fund act, and it is administrated by the regional provident fund office.
- **Canteen:** MRPL canteen provides tea/coffee and food items to the employees round the clock. In addition there are 25 pantries situated in various locations in the refinery. Food and beverages are provided

for all the employees. Canteen facility is administrated by the HR department and HR manager is responsible of it.

- **Maternity Leave:** As per the maternity benefit act. All the women employees are eligible for this scheme. Employees can avail 135 days maternity leave as per rules on full pay.
- **OHC:** First aid centre as required under factories act. All employees and customers in the refinery premises are eligible for this scheme. First aid and round the clock ambulance facility is provided.

Non statutory welfare measures:

- **Festival advance:** Advance paid on request for any closed or optional festival holidays. Non management confirmed employees are eligible for this scheme. Interest free festival advance of 15 days basic salary or Rs.2000/ whichever is less will be given once in a year.
- **Employee provident fund:** Employees joined with the basic above Rs.6500/- per month are eligible to get the employee provident fund. As per the PF trust rules 8.33% of basic +DA or Rs.541 whichever is lower is transferred to PF office for EPF scheme. Trustees of MRPL PF trust administer this scheme and all the records are maintained with the MRPL PF trust.
- **PPE, Safety, and Helmet, Safety shoes:** Personnel Protective Equipment for the employees working in hazardous area is provided for their personal safety. All employees working in the plant are eligible for this scheme. The special feature of this scheme is approved PPEs provided at free of cost which is administrated by fire and safety department.
- **Raincoat/Gum boot:** All the employees are eligible for this scheme of rainy wear to protect employees while working during monsoon, administrated by the HR department.
- **Housing loan scheme:** This scheme is to grant housing loans to the employees for construction / purchase of their own house. All confirmed employees with minimum 5years service are eligible in the scheme. The loans will be given on subsidized rate of interest.
- **Furniture purchase scheme:** The scheme is to provide furniture or household items to the employees of different designations. The furniture or household items will be initially be owned by the company and will subsequently be transferred to the employee after the specific period at its book value.

- **Marriage gift:** A sum of Rs.1001/- will be presented to the wedded employee as felicitation from the company during his/her marriage. All the employees through department head are eligible for this scheme.
- **Personal accident insurance:** It is compensation in case of accident. All employees are on roll are eligible for this scheme. Special feature of this scheme is compensation for death and disablement benefit as per New India Assurance Co. Rules, administrated by the HR department.
- **Allotment of quarters:** The Company's beautiful self contained township which provides residence close to working place for more than 650 employees hailing from different parts of India has a cosmopolitan outlook. Special feature of this scheme is 10 types of quarters and bachelors quarters well maintained with all the basic facilities.
- **Benevolent fund:** Financial support when chronic or prolonged illness, strikes to the employee's family or when employee dies during the service. Employees who are members of the benevolent fund are eligible for this scheme. MRPL contributes a matching contribution as that of the members every month (at present Rs10/-per month)
- **Telephone facility:** Intercom at free of cost and external calls through MRPL exchange on actual cost are provided to the employees. All employees in the grades of E1 and above and for other job requirement are eligible to get the telephone facility.
- **Dish TV:** TV channels are provided through cable for the quarters in MRPL colony. All employees staying in Company Township are eligible for this scheme.
- **Swimming pool:** Club members and their dependents who have joined as members of swimming pool are eligible to make use of this scheme, administrated by MRPL employees club.
- **Medical reimbursement:** All employees and their dependents are eligible for this scheme of reimbursement of medical expenses of employees and their dependents. Special feature of this scheme is reimbursement of actual cost on production of bills and cashless transaction in nominated hospitals.
- **Vehicle purchase loan scheme:** The scheme is to provide a care to all executives after the completion of probationary period. Conveyance advance is paid to purchase a new car for official use to executives. Book value of the vehicle after 12 years will be recovered in 144 E.M.Is.

- **Meritorious children award:** All eligible children of employees will be eligible for this scheme and lump sum payment on the completion of the course is given to meritorious children.
- **Computer purchase loan:** All confirmed employees are eligible under the scheme and interest free loans are available to employees under this scheme. Those management staff who have purchased the computer under this policy will be eligible to buy back the same as per the rules.

1. Level of satisfaction of employees regarding welfare measures

Welfare scheme plays a very important role in the organisation in determining the satisfaction level of the employees. Out of 106 responding employees 81.6 per cent of them have strongly agreed that they were satisfied with the welfare facilities provided at MRPL though 16.4 per cent were neutral in their expression and 2 per cent expressed disagreement. 86.64 per cent of them have strongly agreed that the benefit offered to them were without any bias and delay. Benefits were provided equally to both men and women without any discrimination. A welfare measure plays a vital role in motivating and improving the sense of belongingness among the workers. Out of the 106 respondents 82.01 per cent have strongly agreed that the welfare schemes motivate them though 15.09 per cent were neutral in their approach and 3 per cent of the respondents have disagreed on this aspect due to no proper scope for promotion. 72 per cent of the employees have agreed that the organization procedure in getting the welfare facilities were simple and easy. Out of 106 respondents, 15.11 per cent have 6 months-1 year of experience, 37.73 per cent have 3-5 years of experience and 47.16 per cent respondents belong to the category of more than 5 years of experience. It is clear that the employees were satisfied with the welfare facilities provided by the company and majority of the respondents had more than 5 years of experience.

2. Opinion of employees about facilities provided by the company- Following is the opinion of the respondent employees regarding the facilities provided by the company

- **Drinking water facility** -Out of the 106 responding employees 35 per cent have strongly agreed that they were satisfied with the drinking water facility offered to them by the MRPL and 33 per cent of the people preferred to remain neutral on this aspect and 26 per cent disagreed on this aspect and 12 per cent strongly disagreed with

this aspect. It was clear that employees were not satisfied with the drinking water facility offered by the company.

- **Welfare officer's guidance** -Out of the 106 respondents 24 per cent of them have strongly agreed that the welfare officer gives proper guidance about the welfare facilities that were provided at MRPL and 50 per cent of the employees agreed that the guidance was sufficient and 18 percent were neutral and 10 percent have disagreed on this aspect. The people who have disagreed or remained neutral might be dissatisfied with the welfare measures or even their job itself. Hence it is clear that all employees were getting proper guidance about the welfare facilities provided at MRPL and it implies that there is a cordial relationship between the management and employees.
- **Provident fund**-Out of the 106 responding employees 97 percent of them have strongly agreed that they were satisfied with the provident fund offered to them by the MRPL
- **Infrastructure facilities**-Out of the 106 responding employees 84.58 per cent have strongly agreed that they were satisfied with the infrastructure provided to them by the MRPL which helped the employees to do their job better.
- **Feeling of safety**- A welfare measure plays an important role in improving the performance of the employee. 20.75 per cent have strongly agreed that welfare activities provided at MRPL gave the feeling of safety and improved their performance, 54.72 per cent of employees agreed that MRPL provided various welfare measures which gave the feeling of safety and security to the employees.
- **Canteen facility** -Out of 106 responding employees 14.15 per cent have strongly agreed that they were satisfied with the subsidized canteen facility provided at MRPL, 35.84 per cent have agreed to this. However, 25.47 per cent of respondents have disagreed that the canteen facility is good. They felt that the menu did not have qualitative standard and needed improvement.
- **Medical benefits after retirement**- 56.56 percent of the employees agreed that the medical benefits were provided after retirement in MRPL which helped the employees to lead a secured life.
- **Housing loan facility**-Out of 106 responding employees 24.52 per cent of respondents strongly agreed that they were satisfied with the housing facility offered in MRPL, whereas 39.62 per cent of the employees were neutral due to the reason that housing loan facility

Table 1.2: Chi-Square Tests Showing the Association Between Gender and Response to Welfare Measures

	Value	Df	Asymp. Sig. (2-sided)	Monte Carlo Sig. (2-sided)			Monte Carlo Sig. (1-sided)	
				Sig.	Lower Bound	Upper Bound	Sig.	Lower Bound
Pearson Chi-Square	9.872 ^a	4	.043	.047 ^b	.007	.088		
Likelihood Ratio	14.414	4	.006	.019 ^b	.000	.045		
Fisher's Exact Test	8.637			.057 ^b	.013	.101		
Linear-by-Linear Association	8.566 ^c	1	.003	.000 ^b	.000	.028	.000 ^b	.028
N of valid class	106							

(A) 5 cells (50.0%) have expected count less than 5. The minimum expected count is .94.

was provided only to those employees who have a minimum five years of service.

- **Bonus offered to the employees-** Bonus is an extra payment received for doing one’s job well. Majority of the respondents (78.07) per cent of respondents strongly agreed in their response that they were satisfied with the bonus provided to them in MRPL.

Gender, Age and rank (grade) are the independent variables and the respondent’s response to welfare measures is the dependent variable. With a view to understand the influence of independent variables on the dependent variable Chi-square and One way ANOVA are conducted.

- 4. Influence of gender in giving response to welfare measures-** Chi square test was used to understand the association between the gender and their response regarding ‘welfare measures at MRPL is without any bias and delay’. The results are depicted in Table 1.2.

Interpretation: Out of the sample chosen, 86 of respondents were men and 20 were women. Chi-square test result in Table 1.2 shows that Since 5 cells (50.0%) have expected count less than 5, Fisher’s exact test value 8.637 is used. P value is .057 is greater than α 0.05 and is not significant. It shows that the responses towards the extension of welfare measure are given without any bias and delay was responded in the same way by men and women.

- 5. Influence of age in giving response to welfare measures –ANOVA** was applied to understand the influence of age in giving response towards the effectiveness of welfare measures and the results are depicted in Table 1.3.

Table 1.3: ANOVA Showing the Influence of Age in Giving Response to Welfare Measures

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	4.073	2	2.037	1.470	.235
Within Groups	141.317	102	1.385		
Total	145.390	104			

Interpretation: F = 1.470, df= 2, P=.235>0.05 Since P value is more than α 0.05 results are not significant. This shows that a welfare measure provided by MRPL does not have any significant impact on the employees of different age groups. The Post hoc test interpretation also states that there is no significant difference between the employees belonging to the age group such as 20 to 30, 31 to 40 and 41 to 50 years.

6. **The influence of grade and the satisfaction level to welfare measures** – ANOVA was used to analyse the influence of grade of the employees in giving response to

Table 1.4: ANOVA Showing the Relation Between the Grade and Satisfaction Level of the Respondents Regarding the Welfare Measures

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	11.206	4	2.802	.916	.458
Within Groups	308.879	101	3.058		
Total	320.085	105			

Interpretation: $F=.916$ $DF=4$ $P=.458$ Since P value .458 is more than α 0.05 results are not significant. This shows that various categories of employees do not have any difference in giving response to the level of satisfaction regarding welfare measures. However the Post hoc test interpretation in the table states that the grade non management (W2) does not have significance with other managerial grades (TS2, E1, E2, E3, E4, JM5) in giving their response towards the satisfaction level of welfare measures.

Few Recommendations

Management should provide clean drinking water to the respondents at work place. Better recreational facilities can be provided to the employees to reduce stress as they are not satisfied with the present recreational facilities. The quality of the food provided in canteen should be better and the canteen menu should be changed once a month. Better Facilities and safety measures for welders, repair workers and drivers who are working in plants must be considered. Emphasis can be laid on flexible working hours and better supervision and guiding by the superiors to the subordinates will enhance the performance output of the employees at MRPL. Labour welfare awareness meetings and presentation must be carried out periodically, which helps to improve the employee satisfaction and productivity.

CONCLUSION

Social security and welfare measures have become essential because of the nature of the industries, hardship of the job and demand and supply patterns of labour. Employees are the vital resources in the organization

and have to be nurtured well. One of the ways is prompt provision of welfare measures. In this respect MRPL has played a very important role in extending the welfare measures and keeping the employees satisfied. The need for simplification of administrative procedure for the existing welfare and social security measures cannot be overlooked as it leads to swifter accessibility of the benefits at the time of emergency. Substantial funds have to be allocated towards the social security and welfare activities by the Government in general and the organizations in particular for the improvement and development of welfare measures for the employees.

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