# Impact of Employee Welfare Programs on Organizational Performance: A Study on Employees in Singareni Collieries Company Limited (SCCL)

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## Abstract

Employee welfare programs are considered an essential component of human resource management, particularly in labor-intensive industries such as coal mining. The present study examines the impact of employee welfare programs on organizational performance in Singareni Collieries Company Limited (SCCL). The study is based on primary data collected from 100 employees using a structured questionnaire with a five-point Likert scale. A descriptive research design and convenience sampling technique were adopted for the study. Statistical tools such as percentage analysis, mean scores, and correlation analysis were used to interpret the data. The findings reveal that employees are generally satisfied with the welfare measures provided by SCCL, particularly safety measures, medical facilities, insurance benefits, and pension schemes. The study further indicates that employee welfare programs significantly improve productivity, job satisfaction, employee commitment, and organizational efficiency. The correlation analysis shows a strong positive relationship between employee welfare programs and organizational performance ($r = 0.782$, $p < 0.01$). The study concludes that welfare initiatives are not only beneficial for employee well-being but also act as a strategic tool for improving organizational effectiveness and long-term sustainability.

**Keywords:** Employee Welfare, Organizational Performance, Productivity, Job Satisfaction, Mining Industry.

## INTRODUCTION

Employee welfare programs have emerged as one of the most important dimensions of modern human resource management practices. In today's competitive business environment, organizations increasingly recognize that employees are valuable assets whose well-being directly influences productivity, efficiency, and long-term organizational success. Employee welfare refers to the various services, benefits, and facilities provided by organizations to improve the working and living conditions of employees. These welfare measures not only ensure physical and mental well-being but also enhance employee morale, motivation, job satisfaction, and organizational commitment.

Traditionally, employee welfare was viewed mainly as a statutory obligation imposed by labor laws and government regulations. However, with the evolution of industrial relations and strategic human resource management, organizations now consider welfare initiatives as a vital investment for improving workforce efficiency and maintaining industrial harmony. Modern organizations understand that a satisfied and motivated workforce contributes positively toward achieving organizational objectives and sustaining competitive advantage.

Employee welfare programs generally include healthcare facilities, housing assistance, educational support, recreational activities, pension schemes, insurance coverage, transportation facilities, sanitation, canteen services, and workplace safety measures. These initiatives are designed to create a supportive work environment that promotes employee satisfaction and reduces workplace stress, absenteeism, accidents, and employee turnover. Welfare measures also help organizations build positive employer-employee relationships and improve overall organizational culture.

The importance of employee welfare becomes even more significant in labor-intensive and high-risk industries such as mining. Mining employees are often exposed to hazardous working conditions, physical strain, environmental risks, and occupational health issues. Therefore, organizations operating in the mining sector must provide comprehensive welfare facilities to ensure employee safety, health, and social security. Effective welfare measures help employees perform their duties more efficiently while reducing occupational stress and work-related risks.

Singareni Collieries Company Limited (SCCL) is one of the leading coal mining companies in India and plays a crucial role in the country’s energy sector. Established with the objective of coal production and industrial development, SCCL employs a large workforce engaged in underground and open-cast mining operations. Due to the nature of mining activities, employees in SCCL face several occupational challenges such as exposure to dust, heat, accidents, and physically demanding work environments. Recognizing these challenges, SCCL has implemented various employee welfare initiatives aimed at improving employee well-being and enhancing organizational performance.

## REVIEW OF LITERATURE

Employee welfare has been widely studied as an important factor influencing organizational productivity and employee satisfaction. According to **Dessler (2017),** welfare measures improve employee morale and reduce turnover by creating a supportive work environment. Welfare facilities such as healthcare, housing, and social security contribute significantly to employee motivation and commitment toward organizational goals.

**Armstrong (2020)** emphasized that employee welfare programs strengthen industrial relations and enhance organizational performance by improving employee engagement. In industrial sectors, welfare initiatives also reduce workplace stress and accidents, resulting in higher operational efficiency. The study highlighted that organizations investing in employee welfare experience better productivity and workforce stability.

A study by **Monappa and Saiyadain (2018)** found that welfare measures positively affect employee satisfaction and loyalty, particularly in public sector organizations. The researchers observed that proper welfare policies reduce absenteeism and improve work discipline. In mining industries, employee welfare is especially critical because workers are exposed to hazardous conditions and health risks.

Research conducted by **Rao and Rao (2019)** on mining sector employees revealed that safety measures, medical facilities, and housing benefits significantly improve worker performance and job satisfaction. The study concluded that comprehensive welfare programs contribute to organizational effectiveness and employee retention.

Another study by **Gupta (2021)** examined welfare practices in Indian public enterprises and found that organizations providing better welfare facilities achieved higher productivity and stronger employee relations. The study recommended continuous evaluation and modernization of welfare policies to meet changing employee needs.

## RESEARCH GAP

Employee welfare programs have become an important aspect of human resource management because they significantly influence employee satisfaction, motivation, productivity, and organizational performance. Several studies have examined employee welfare practices in manufacturing industries, service organizations, and public sector enterprises. However, limited research has specifically focused on the impact of employee welfare programs on organizational performance in the coal mining industry, particularly in Singareni Collieries Company Limited (SCCL). Most previous studies mainly concentrated on employee satisfaction and motivation rather than analyzing how welfare initiatives directly affect organizational performance indicators such as productivity, absenteeism reduction, employee commitment, and operational efficiency.

The mining industry is characterized by hazardous working conditions, occupational health risks, physical strain, and workplace safety challenges, which make employee welfare measures more critical compared to other industries. Despite the importance of welfare initiatives in mining organizations, there is a lack of recent empirical studies examining employees' perceptions regarding welfare facilities provided by SCCL and their contribution toward organizational effectiveness. Furthermore, changes in industrial practices, technological advancements, and modern workplace safety standards have increased the need for updated research in this area. Therefore, the present study attempts to address this research problem by examining the impact of employee welfare programs on organizational performance in SCCL and filling the existing research gap in the mining sector literature.

## OBJECTIVE OF THE STUDY

To examine the impact of employee welfare programs on organizational performance in Singareni Collieries Company Limited.

## RESEARCH METHODOLOGY

The present study is descriptive and empirical in nature. Both primary and secondary data sources were used for the study. Primary data were collected through a structured questionnaire distributed among employees of Singareni Collieries Company Limited (SCCL) to understand their opinions regarding employee welfare programs and organizational performance. The questionnaire was designed using a five-point Likert scale ranging from "Strongly Agree" to "Strongly Disagree."

Secondary data were collected from books, journals, annual reports, government publications, and official records related to employee welfare and organizational performance. A convenience sampling technique was adopted for selecting respondents from different departments of SCCL. A total of 100 employees were selected as the sample for the study.

Statistical tools such as percentage analysis, mean score analysis, and correlation analysis were used to interpret the collected data and examine the relationship between employee welfare programs and organizational performance.

## HYPOTHESIS OF THE STUDY

**$H_0$:** Employee welfare programs have no significant impact on organizational performance.

## ANALYSIS AND DISCUSSION

The analysis and discussion section presents the interpretation of data collected from employees of Singareni Collieries Company Limited regarding employee welfare programs and their impact on organizational performance. The analysis is based on responses obtained from 100 employees through a structured questionnaire using a five-point Likert scale. Statistical tools such as percentage analysis, mean score analysis, and correlation analysis were used to interpret the collected data. The findings help in understanding employees' perceptions toward welfare measures and their influence on productivity, job satisfaction, employee commitment, and overall organizational effectiveness.

**Table 1: Demographic Profile of Respondents**

| **Particulars** | **Category** | **Frequency** | **Percentage** |
|---|---|---|---|
| **Gender** | Male | 78 | 78% |
| | Female | 22 | 22% |
| **Age** | Below 30 Years | 18 | 18% |
| | 31–40 Years | 34 | 34% |
| | 41–50 Years | 29 | 29% |
| | Above 50 Years | 19 | 19% |
| **Experience** | Below 5 Years | 21 | 21% |
| | 5–10 Years | 37 | 37% |

| **Particulars** | **Category** | **Frequency** | **Percentage** |
|---|---|---|---|
| | 11–20 Years | 28 | 28% |
| | Above 20 Years | 14 | 14% |

The majority of respondents were male employees (78%), indicating that the mining sector is predominantly male-oriented. Most employees belonged to the age group of 31–40 years (34%), showing the presence of experienced and productive workforce members. Further, 37% of employees had 5–10 years of experience, suggesting that the organization possesses a stable workforce with moderate experience levels.

**Table 2: Employees' Opinion on Welfare Programs**

| **Welfare Measures** | **Strongly Agree** | **Agree** | **Neutral** | **Disagree** | **Strongly Disagree** | **Mean Score** |
|---|---|---|---|---|---|---|
| Medical Facilities | 42 | 38 | 11 | 6 | 3 | 4.08 |
| Housing Facilities | 36 | 41 | 12 | 7 | 4 | 3.98 |
| Safety Measures | 48 | 34 | 9 | 6 | 3 | 4.16 |
| Pension Benefits | 39 | 37 | 13 | 7 | 4 | 4.00 |
| Insurance Facilities | 45 | 33 | 13 | 7 | 3 | 4.08 |

The findings indicate that employees are generally satisfied with the welfare programs provided by the company. Safety measures recorded the highest mean score (4.16), reflecting strong employee confidence in workplace safety initiatives. Medical and insurance facilities also received positive responses with mean scores above 4.00. This suggests that welfare measures significantly contribute to employee morale and satisfaction.

**Table 3: Impact of Welfare Programs on Organizational Performance**

| Statements | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Mean Score |
|---|---|---|---|---|---|---|
| Welfare programs improve productivity | 46 | 36 | 10 | 5 | 3 | 4.15 |
| Welfare measures reduce absenteeism | 41 | 39 | 10 | 6 | 4 | 4.07 |
| Welfare facilities improve job satisfaction | 44 | 35 | 12 | 7 | 2 | 4.09 |
| Welfare schemes enhance employee commitment | 47 | 34 | 9 | 6 | 4 | 4.14 |
| Welfare programs improve organizational performance | 49 | 33 | 8 | 5 | 5 | 4.17 |

The above table clearly shows that employee welfare programs positively influence organizational performance. A majority of respondents strongly agreed that welfare schemes improve productivity and employee commitment. The highest mean score (4.17) was observed for the statement that welfare programs improve organizational performance, indicating that employee welfare plays a crucial role in achieving organizational efficiency and effectiveness.

**Table 4: Correlation between Employee Welfare Programs and Organizational Performance**

| Variables | Correlation (r) | p-value | Result |
|---|---|---|---|
| Employee Welfare Programs & Organizational Performance | 0.782 | 0.001 | Significant Positive Relationship |

The correlation analysis reveals a strong positive relationship (r = 0.782) between employee welfare programs and organizational performance. Since the p-value is less than 0.01, the relationship is statistically significant.

df = 98, Level of Significance = 0.001

This result indicates that better welfare measures lead to improved organizational outcomes such as higher productivity, employee satisfaction, reduced absenteeism, and stronger employee commitment.

## Discussion

The study findings reveal that employee welfare programs play a vital role in enhancing organizational performance at Singareni Collieries Company Limited. The majority of employees expressed positive opinions regarding medical facilities, safety measures, housing facilities, pension schemes, and insurance benefits provided by the organization. Among these, workplace safety measures received the highest satisfaction level, highlighting the importance of safety in mining industries.

The analysis further indicates that welfare programs significantly improve employee productivity, job satisfaction, organizational commitment, and attendance levels. Employees who are satisfied with welfare measures tend to perform their duties more effectively and contribute positively toward organizational goals.

The correlation analysis confirmed a strong and statistically significant positive relationship between employee welfare programs and organizational performance. This implies that investment in employee welfare is not merely a social responsibility but also a strategic tool for improving operational efficiency and long-term organizational success.

Therefore, the management of Singareni Collieries Company Limited should continue strengthening employee welfare initiatives by introducing advanced healthcare services, modern safety equipment, stress management programs, and employee development activities to further improve employee performance and organizational growth.

## CONCLUSION

The present study examined the impact of employee welfare programs on organizational performance in Singareni Collieries Company Limited (SCCL) based on responses collected from 100 employees. The findings of the study reveal that employees are generally satisfied with the welfare facilities provided by SCCL, especially safety measures, medical facilities, insurance benefits, housing facilities, and pension schemes. Among all welfare measures, workplace safety received the highest level of employee satisfaction, indicating the importance of safety initiatives in hazardous working environments such as coal mining industries.

The statistical analysis further confirms that employee welfare programs positively influence productivity, job satisfaction, employee commitment, absenteeism reduction, and overall organizational efficiency. The correlation analysis revealed a strong positive relationship between employee welfare programs and organizational performance ($r = 0.782$), which indicates that better welfare facilities contribute significantly toward improved organizational outcomes.

The study concludes that employee welfare should not be viewed merely as a statutory obligation but as a strategic organizational investment that enhances workforce efficiency and industrial harmony. Therefore, SCCL should continue strengthening its employee welfare initiatives through advanced healthcare services, modern safety technologies, stress management programs, and employee development activities to ensure sustainable organizational growth and long-term employee well-being.

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