

An Empirical Study of Employee Welfare Schemes on Employee Productivity and Effectiveness of Educational Institutes in Gwalior Region

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Abstract

Employees have always been a prerequisite part of the institutes. This paper sheds light on how employee welfare Schemes could help to advance Employee Productivity and Effectiveness of Educational Institutes in Gwalior Region. The researchers therefore will try to highlight on the impact of employee welfare schemes on Employee Productivity and Employee Effectiveness of Educational Institutes in Gwalior Region. In the course of the study, a review of related literature will be ascertained. The study is a descriptive and empirical research in nature; the collected data of study was both primary and secondary data. Data was collected by survey method through a questionnaire with 200 as the sample size. Normality Analysis, Reliability Analysis and Regression Analysis have been used as tools of data analysis. The paper reveals that employee welfare schemes have significant impact on Employee Productivity and Effectiveness of Educational Institutes in Gwalior Region. This research paper suggested that Employee Welfare Schemes (remuneration policies; occupational health and training and development) should be adopted by the Educational Institutes to improve on Employee Productivity and Effectiveness of Educational Institutes in Gwalior Region.

Keywords: Employee Welfare Schemes, Employee Productivity, Employee Effectiveness, Educational Institutes, Gwalior Region.

Introduction

The modern success of any organization will principally depend on the employees of the organization wherein it plays a crucial role in providing the service needed. Employee welfare schemes are the most important way by which an organization can influence and shape the skills, attitudes and behaviors of employees to perform their job and thus achieve organizational goals. Effective employee welfare schemes like library amenities, canteen centers, training and development programs, promotion, reward, medical facilities, motivational schemes, recreational facilities, incentive tactics, retirement policy, etc. Improving the performance of organization in addition to employees lead to higher profits. Employees cannot adjust the pace of present life with minimum sustenance comforts. They need an additional support to maintain body and soul together. Employers recognize the value of their role in providing these auxiliary enhancements. However, they are often not ready to meet the needs of employees, but it makes sense.

Classification of Employee Welfare Schemes

Oxford Dictionary State Labor Welfare as “*Efforts to make life with worth living for a workman*” and Dr. G.M. Broughton labour welfare work is classified into two specific categories:

(A) Intra-Mural Activities: Employee welfare schemes given inside the premises of the business are called intramural activities. These cover medical facilities, safety measures, adequate lighting, fencing and first aid kits, activities related to improving working conditions as well as latrines, bathrooms, rest shelters, fatigue prevention arrangements, health services including occupational safety.

(B) Extra-mural Activities: Employee welfare schemes given outside the premises of the business are named as extra-mural activities. These cover housing, recreational facilities, entertainment and games, educational offices for kids and adults and social insurance measures in addition to cultural activities, holiday, homes and leave travel facility, vocational training for needs of employees, other plans for the security of the women, youth and children and transport to and from the work place.

Education Institutes

Education is viewed as vital, not just as it grants a higher earning capacity on individuals, but also for its other highly essential advantages. It facilitates one to make better choices in life; it provides knowledge to understand and to apply the changes taking place in a society; it also encourages modernization. Moreover, the availability of educated masses enables the adaptation of novel technologies. The vision of the Department of Higher Education is to recognize India’s human resource potential to its fullest in the education area, with impartiality and intensity. Madhya Pradesh (MP) The structure of education is based on the national model. Employee welfare schemes are crucial for employees. Each Institution has a mysterious role to play in providing welfare amenities to the employees, not just financial but also non-financial, which goes beyond money of which employees are the one who make the cut if I concept of employee welfare was and will always a part of Institutional effectiveness. These facilities can be voluntarily provided by progressive and broadminded employers as a social responsibility towards the employees of their choice or the laws may force them to formulate provision for these amenities by the government and the trade unions.

Literature Review

Lalitha and Priyanka (2014) felt that welfare activities should not be in monetary but in any kind/forms. Employee welfare includes monitoring of working conditions, creation of commercial harmony through infrastructure for health, industrial relations and insurance against disease, accident and unemployment for the workers and their families. Mohan and Panwar (2013) explain the retail stores at Udaipur are providing not only intramural services but also extramural welfare services. It’s stretching its hands to supply amenities which will improve health and living standards of the workers. The effective and efficient policies and welfare facilities make the worker to perform the work better, which results in effectiveness of the organization. Chitra M. Shelar and R.G. Phadatare (2013) the impact of welfare measures on the performance of employees and productivity of industries and also aims at suggesting few interactions to enhance the workers welfare and Social Security measures for further development in industrial sector in Karad Taluka and to

minimise employees' turnover and absenteeism. Gohil Devika G (2012) one set was administered to management and therefore the other set visited library staff. The survey revealed that each one of the organizations under study have staff development policies and training programmes for workers to reinforce their capabilities and efficiency. White (2005) stated the study aims to explore the impact of unions on management practices to scale back labour costs, implement high-performance work systems, and make employee welfare provisions. Relative to non-union workplaces, those with unions are found to possess practices which are according to 'mutual gains'. Report of National Commission on Labour (2002) Government of India, made recommendations in the area of labour, welfare measures which include social security, extending the application of the Provident Fund, Gratuity and unemployment insurance etc. Ganju M. K. (1978) in his unpublished –thesis- "Industrial Relations within the Paper Industry of Andhra Pradesh- Nagarjuna University, Nagarjunagar, Andhra Pradesh, says in his findings that 'welfare measures by employers can give new dimension to industrial relations' more over industry is duty-bound on moral and ethical grounds to develop labour welfare services, which enable them to satisfy their moral responsibilities. Misra (1974) found that the conditions of labor in sugar factories of eastern region of Uttar Pradesh weren't very satisfactory particularly in respect of safety measures, cleanliness, sanitation, latrine facilities, beverage, rest rooms, etc. It also points out that the provisions for leaves and holidays, lighting, housing, medical and education are faraway from satisfactory. Deepak Bhatnagar (1985) in his study on "Labour Welfare and Social Security Legislation in India" evaluated the effectiveness of the workers State Insurance Scheme. He has found that the workers are uncomfortable on the difficulty of their contribution towards the scheme. Majority of the workers aren't fully conscious of different benefit schemes as admissible under the Act.

Objectives of the Study

- To study the employee welfare schemes provided by educational institutes in Gwalior Region.
- To analyse the impact of employee welfare schemes on employee effectiveness.
- To analyse the impact of employee welfare schemes on employee productivity.

Variables of the Study

In this study, Employee Welfare Schemes (EWS) is considered as the independent variable. Employee Productivity (EP) and Employee Effectiveness (EE) in educational institutes of Gwalior region as the dependent variables.

Independent Variable

Employee Welfare Schemes

The welfare of the employees is for the welfare of the employees. It regulates the employee's work life and family life to society and social life. Welfare measures may be voluntary and legal (as prescribed by labor laws). In the words of R.R. Hopkins, welfare is fundamentally as attitude of mind in the part of management influencing the methods which by management activities are undertaken obviously the emphasis here is on the "attitude of mind".

Dependent Variables

Employee Effectiveness

Employee Effectiveness is the stage of outcomes of employee actions. Employees who demonstrate effectiveness in the work environment help bring about marvelous results. Employee effectiveness is an ability of employees to create a specific desired outcome with limited costs and strict fulfillment of basic needs. It is a qualitative attribute that indicates the level at which centralized problems are solved and the extent to which employees have achieved pre-determined goals and objectives. Employee effectiveness can be increased through a range of welfare facilities that build a healthy work environment.

Employee Productivity

Employee productivity (sometimes referred to as personnel efficiency) is an evaluation of the effectiveness of a specialist or gathering of employees. Profitability is assessed up to the representative's yield over a period of time. Typically, a given employee's competence for comparable working representatives is surveyed in relation to the general subject matter. Since the important part of achieving any organization depends on its workforce, representative profitability is an imperative idea for organizations.

Theoretical Framework

Tiwari (2014) established that the employee welfare facilities provided to employees by the company were satisfactory and that it was commendable, but there were still opportunities for further improvement. Increase efficiency, effectiveness and productivity to achieve organizational goals. Health, safety and welfare are measures that promote employee efficiency. A range of welfare measures offered by the employer have an instantaneous impact on the health, physical and mental capacity, alertness, courage and overall efficiency of the employee and thereby contribute to higher productivity. Ann Davis and Lucy Gibson (1994) identified an approach that companies seek to apply to interventions related to employee well-being. Emphasizes the significance of comprehensive requirements assessment in obtaining the breadth of information desired to design appropriate interventions and in providing baseline information to assess program effectiveness. Finally, it provides guidance on programme implementation and evaluation and discusses some of the advantages and disadvantages of different approaches to tertiary welfare regulations. Nanda and Panda (2013) declared that the Rourkela Steel Plant has adopted a superior type of welfare activities, which build an efficient working environment and thereby enhanced productivity. The corporation offers a variety of welfare schemes such as Medical Allowance, Death Relief Fund, Insurance, Housing, Transport, Entertainment Club Facilities etc. to maintain better industrial relations for the employees.

Logashakti and Rajagopal (2013) suggest that welfare is a measure of labor efficiency. The various welfare facilities provided by the employer have an immediate effect on the health, physical and mental capacity of the worker, alertness, courage and overall efficiency and thereby contribute to higher productivity. Sindhu (2012) stated the employee welfare measures increase the productivity of organization and promote healthy industrial relations there by maintaining industrial peace. Organizations provide many such statutory and non statutory welfare facilities to their employees to keep their satisfactory level and motivation levels high. Increasing demand for skilled performers

forced the companies to shift focus on attracting and retaining high-performing employees in a competitive marketplace. The organizations have realized that their biggest asset is their employees and not the financial resources.

Wankhede & Gujarathi (2014) states that the ability of an employee to be an effective status or quality, in other words to say that an individual is competent or capable of performing a specific task. Wei & Taormina (2011) Creativity and resilience from factors affecting work efficiency in China, respect from others, self-esteem, conscience, confidence and organizational socialization (Training, Understanding, Coworker Support) have positive relationships to work efficiency while attribution to others and future prospects do not have positive relationship to work efficiency. Taormina & Gao (2009) explained that since efficiency is considered to be a means to achieve organizational goals, high efficiency is desired by management for their organizations to attain high effectiveness. Employee efficiency can be concluded as the capability of the employees to get the work done with least waste.

Hypotheses of the Study

H01: There is no significant impact of employee welfare schemes on employee productivity. H02: There is no significant impact of employee welfare schemes on employee effectiveness.

Research Methodology of the Study

The Study

This research is a descriptive and empirical research, which tries to obtain the information from the respondents through the structured questionnaire made after considering the objectives and hypothesis of the study.

Population

The population for the study was included all employees of educational institutes of the Gwalior Region of Madhya Pradesh in State of India.

Sampling Frame

All respondents from Gwalior Region of Madhya Pradesh who are working in the educational institutes from both public and private sectors were the sampling frame.

Sampling Technique

Non-Probability and convenient sampling technique was used to identify the sample elements of the study.

Sampling Elements

The individual respondent from educational institutes Gwalior region of the Madhya Pradesh state of India was sampling element of the research study.

Sample Size

The sample size was collected from 200 respondents belong to educational institutes in Gwalior region of Madhya Pradesh. Total 250 questionnaires were distributed and out of which 200 questionnaire were complete and 50 questionnaires were incomplete.

Questionnaires

Structured questionnaire for employee welfare schemes was used to solicit the responses on the Likert type scale of 1 to 5 where 1 stands for minimum agreement and 5 stands for maximum agreement.

The questionnaire consists of twenty questions.

Tools To Be Used For Data Collection

Collection of Primary Data

The primary data has been collected through self-designed questionnaire and interviews of Chairmen/HOD, Deans, and teachers, efforts would be made to get a specific number of responses through mail questionnaires. A quantitative survey has been accumulated for the research because it is a simplistic and cost effective means of gathering a large amount of information within a short timeframe.

Collection of Secondary Data

The Secondary data are gathered from information collected from the institutions and books, magazine, newspapers and reports, articles related to employee welfare schemes published in various journals & also through the Internet website.

Tools To Be Used For Data Analysis

- **Reliability Analysis**
- **Normality Analysis**
- **Regression Analysis**

Results and Discussion

Reliability Analysis

The value of Cronbach's Alpha given in the below table is 0.902 which is higher than the normal value and represent that all the items in the questionnaire are highly reliable as mentioned below:

TABLE NO. 1 - RELIABILITY STATISTICS

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.902	.902	20

TABLE NO. 2 - RELIABILITY STATISTICS OF ALL THE VARIABLES

S. No.	Variable Name	No. of Items	Cronbach's Alpha
1	Employee Effectiveness	7	.811
2	Employee Productivity	6	.886
3	Employee Welfare Schemes	7	.868

Normality

Analysis

TABLE NO. 3 - TESTS OF NORMALITY

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Employee Welfare Schemes	.103	200	.090	.954	200	.075

a. Lilliefors Significance Correction

Regression Analysis: Regression Analysis between Employee Welfare Schemes and Employee Effectiveness.

TABLE NO. 4 - MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.642 ^a	.412	.411	2.52647	1.389

a. Predictors: (Constant), Employee Welfare Schemes

b. Dependent Variable: Employee Effectiveness

In the above table, the value of R Square is .412, indicating that 41.2 percent of the variations in the Employee Effectiveness is explained by the Independent Variables.

TABLE NO. 5 - ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2228.840	1	2228.840	138.833	.000
	Residual	3178.752	198	16.054		
	Total	5407.592	199			

a. Predictors: (Constant), Employee Welfare Schemes

b. Dependent Variable: Employee Effectiveness

Regression Analysis Result

TABLE NO. 6 - COEFFICIENTS

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9.601	.800		12.004	.000
Employee Welfare Schemes	.563	.030	.642	18.686	.000

Dependent Variable: Employee Effectiveness

The equation for regression analysis is summarized as below

$$Y = a + b x + \text{error}$$

$$\text{Employee effectiveness} = 9.601 + .642 (\text{Employee welfare schemes}).$$

From the above table, we see that the value of F-test is 138.833 which are statistically significant, which means that the model is statistically significant. The t- test value is 12.004 which are statistically significant. The R-squared is .412 means that approximately 41.2% of the variance in employee effectiveness is caused by employee welfare schemes. So there is significant impact of employee welfare schemes on employee effectiveness. Thus, “Hypothesis” there is no significant impact of employee welfare schemes on employee effectiveness is rejected.

Regression Analysis between Employee Welfare Schemes and Employee Productivity

TABLE NO. 7 - MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.615 ^a	.378	.377	1.46927	2.108

a. Predictors: (Constant), Employee Welfare Schemes

b. Dependent Variable: Employee Productivity

In the above table, the value of R Square is .378, indicating that 37.8 percent of the variations in the Employee Productivity are explained by the Independent Variables.

TABLE NO. 8 - ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	652.946	1	652.946	120.270	.000 ^a
	Residual	1075.062	198	5.429		
	Total	1728.008	199			

a. Predictors: (Constant), Employee Welfare Schemes

b. Dependent Variable: Employee Productivity

TABLE NO. 9 – COEFFICIENTS

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.764	.465		8.093	.000
Employee Welfare Schemes	.305	.018	.615	17.391	.000

a. Dependent Variable: Employee Productivity

The equation for regression analysis is summarized as below $Y = a + b x + \text{error}$

$$\text{Employee Productivity} = 3.764 + .615 (\text{Employee welfare schemes}).$$

From the above table, we see that the value of F-test is 120.270 which are statistically significant, which means that the model is statistically significant. The t- test value is 8.093 which are statistically significant. The R-squared is .378 means that approximately 37.8% of the variance in employee Productivity is caused employee welfare schemes. So there is significant impact of employee welfare schemes on employee Productivity. Thus, hypothesis there is no significant impact of employee welfare schemes on employee productivity is rejected.

Summary of Hypothesis Testing

TABLE NO. 10

Independent Variable	Dependent Variable	R Squire	Sig.	Result
Employee Welfare Schemes	Employee Effectiveness	.412	Yes	Rejected
	Employee Productivity	.378	Yes	Rejected

Model of Hypothesis Testing

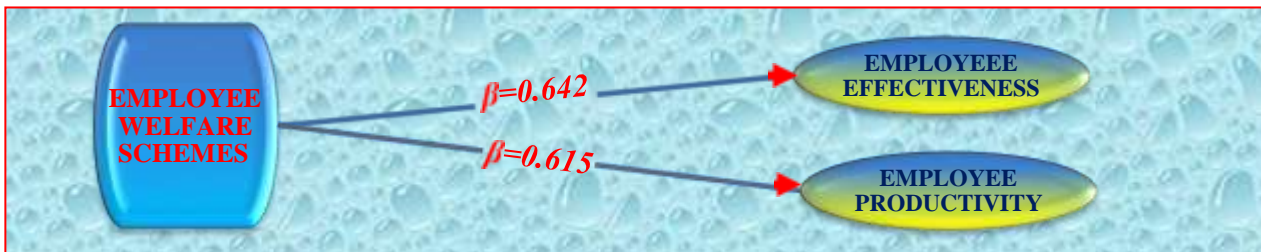


FIGURE NO. 1 - Model of Hypothesis Testing

Findings Based on Hypothesis Testing

After regression analysis of employee welfare schemes and employee effectiveness the R- squared was found to be .412 means that approximately 41.2% of the variance in employee effectiveness is caused by employee welfare schemes. So there is significant impact of employee welfare schemes on employee effectiveness.

After regression analysis of employee welfare schemes and employee productivity the R-squared is .378 means that approximately 37.8% of the variance in employee Productivity is caused employee welfare schemes. So there is significant impact of employee welfare schemes on employee Productivity. Implications of the Study From the study it is noticeable that employee welfare schemes increases employee productivity and effectiveness. If the employee is more productive and effective then it will help in the development of educational institution.

Suggestions for Further Research Study

The Present study was conducted on the faculty members of both public and private educational institutes should be more committed to promote employee welfare schemes as it creates more productivity and effectiveness which in turn benefits the educational institutes. The Further research

study can be done on employee welfare schemes of another organization of other Industry. Similar attempt can be made at elementary as well as higher secondary school' faculty members. To support the findings, making the research more supportive. Further the future study with same objectives should be repeated at regular time intervals with additional groupings of teachers and educators.

As the current study undertakes to attend employee welfare schemes, it will help to formulate further program and policy in the field of education on relevant fields and will also serve as secondary data for further research.

Conclusion

After reviewing the various research and survey findings of employee welfare schemes, the researcher therefore concludes that the effect of employee welfare schemes on employee productivity and effectiveness is of paramount important to the Educational Institutes in Gwalior Region. To check the impact of employee welfare schemes on dependent variables and to test the hypothesis regression analysis is applied and therefore the research concluded that Employee welfare schemes empower employees to be living a brighter and privileged satisfying life. After employees have been hired, trained and rewarded they need to be retained and maintained to facilitate the betterment of the organization.

In Gwalior Region, from the study it is found that the advancement of any Educational Institutes mainly depends on the effectiveness, and productivity of its employees. Successful organizations are progressively more realizing that there are number of employee welfare schemes that contribute towards productivity and effectiveness of employees. There is now an increasing realization that the process of enlargement will be incomplete without the active participation of employees. One of the main aims of providing employee welfare schemes in the competitive environment of the modern era. Educational Institutes are steadily improving the level of effectiveness and productivity of their employees by providing and improving employee welfare schemes.

The present research concluded that employee welfare schemes have great positive impact on productivity and effectiveness of employees of Educational Institutes in Gwalior Region. While completing work through employees, the management must provide needed welfare amenities to all employees. The employee welfare schemes should be made in such a way that it accomplishes the needs of the employees if the needs of the employees are satisfied it will lead to employees' productivity and effectiveness which will automatically leads to enhance in productivity and effectiveness of the institution. It gives the feel of care to the employees that result in high level of productivity and effectiveness of the employees towards the educational institutes.

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