CHAPTER II

REVIEW OF LITERATURE
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In this Chapter the researcher presents the national and international research works on labour welfare measures and their subsequent impact on individual employees as well as the organization. This also paved the way for the researcher to identify the gaps in the literature.

General view on labour welfare measures

Sabarirajan A., Meharajan T., Arun B. (2010) suggested that improvements or modifications are necessary in the field of recreation facilities, leave, fair, safety equipments, overtime payments, compensatory arrangements on medical grounds, promotion etc. Modifications shall be initiated in the field of grievance handling, rest room facilities, uniform and footwear, service awards and other motivation etc., Betterment is essential in the work of welfare inspector, placements of dependents expiring during services, transfer policies and disciplinary and appeal rule proceedings.

Bhavani, Thamil Selvan (2011) suggested that modifications are compulsory in the provisions of housing facilities. Some of the manufacturing companies be supposed to take early steps to suggest them good quality food, which will enhance them energy to work more. Modifications shall be initiated in the terms of transport facilities, recreation facilities and insurance schemes, etc.

Venugopal .P, Bhaskar .T, Usha .P (2011) concluded that employees in industrial group at Chittoor district are availing welfare measures such as recreational, medical, educational, housing, transportation, sanitation, safety and also statutory welfare measures such as workmen compensation, ESI, sickness, P.F and Maternity benefits but these industries have to provide some more welfare facilities to their employees such as Gratuity, Pension, Welfare fund, so that they may preserve the employees and their quality of work life.

Rajendran .R and Rajesh Kumar .K (2011) concluded that workers are in very need of cheap nutritive food and good facility in case of hospitalization. With all above mentioned hard work and achievements are to be implemented in India.
Maintaining best safety practices, accident free and cordial working atmosphere are also the important to the employees.

**Jebamalairaja .A and Pichumani .R (2012)** concluded that the labour-welfare measures in the industrial sectors are not yet developed and implemented. They are the fundamental for any industrial organization to boost its productivity in the global world, no labour, no production is the slogan of industrial sectors.

**Rama Satyanarayana .M and Jayaprakash Reddy .R (2012)** suggested that the existing welfare measures may be improved further. Such welfare measures improve the employees’ standard of living and their satisfaction levels. Productivity linked annual bonus have to be implemented effectively to encourage the employees further. Management should provide the subsidized food in canteen to the all employees. Four pairs of uniform may be provided per year for each employee as an alternative of two pairs. It is concluded that the overall satisfaction levels of employees about welfare measures in the organization cover understudy is satisfactory. However, a few are not satisfied with welfare measures provided by the organization.

**Jebamalairaja .A, Pichumani .R (2012)** recommended that extension and enhancement of promotional programmes for employment generation, drought relief, primary health care, medical, ante-natal and maternity facilities, rehabilitation for the handicapped, child nutrition and support for the rehabilitation of widows and orphans in poverty. It is concluded that the labour welfare measures in the industrial sectors are not yet developed and implemented. They are the essential for any industrial organization to boost its productivity in the global world, No labour, No production is the slogan of Industrial sectors.

**Logasakthi .K and Rajagopal .K (2013)** concluded that employees of this industry benefit from not only the satisfaction of their jobs but also different facilities given by the firms. The labourers enlarge their maximum support for the development of the company. The Personnel department takes care of the total human resources in the company. The management provides all the healthy, safety and welfare measures to the employees that will help to produce healthier performance in the work and working environment.
Senthil Kumar .M and Vedanthadesikan .G (2013) suggested that the government should take a keen attention to fill up the vacancies to share the work among them as the employees felt that the workload is very high. Some of the welfare measures like housing facilities, loan facilities, rest room facility, and gratuity should be incorporated along with welfare measures in order to satisfy the employees and so that job performance can be enhanced. The corporation should take necessary steps to develop these measures. By doing this the employee can do their job more effectively and efficiently.

Reshma .S, Basavaraj .M.J.(2013) concluded that every organization should provide statutory and non statutory welfare measures. But some organizations provide some welfare facilities to the employees and their quality of work life. The welfare measures are more important for every employee. Without welfare measure employee cannot work effectively in the organization. But organization is lacking in providing canteen facilities, medical aid facilities, and cleanliness facilities. They should take necessary steps to develop in those measures so, that the employee can do his job more effectively.

Poonam Salaria, Sumit Salaria (2013) concluded that auto sector companies provide welfare facilities to their employees to keep their motivation level high. Now-a-day maximum companies give their employees a voluntary welfare and recreational facilities. Employees in auto sector are highly satisfied with the intramural welfare measures and few are dissatisfied with the extramural welfare measures. Perception of the employees on the total welfare measures is satisfied very fewer employees are dissatisfied.

Raj Kumar .B (2014) concluded that welfare facilities help to motivate and maintain employees. Most of the welfare facilities are methods of hygienic among workers are motivated by providing welfare measures. This ensures employee satisfaction result in increased efficiency. It is suggested that in order to run the Information Technology companies smoothly, the workers may be allowed to take part in the affairs of the management. The workers association should take necessary steps in this regard and management must be prepared to accept the participation of workers.
The government may promote the worker to organize themselves into effective association.

Rajkumar .B (2014) suggested that management can provide for orientation, refresher, training and sandwich courses to enable workers to get more knowledge in field. This would provide for them to get in-depth knowledge in work and to use the IT field aids in better manner. It is concluded that welfare facilities help to motivate and maintain employees. Most of the welfare facilities are methods of hygienic among workers are motivated by providing welfare measures. This ensures employee satisfaction and results in increased efficiency.

Harikrishnan G (2014) suggested that the Housing Subsidy Scheme should be paid in two instalments first part on the completion of foundation and the next on the completion of roof level. The welfare schemes should be implemented to organized sector too, if the employer of the organized sector is not providing the same. It is concluded that Rubber Board is very much interested in providing welfare facilities to their plantation workers. Workers have good opinion about group insurance cum deposit scheme, medical attendance scheme, sanitary subsidy scheme and housing and sanitary scheme. Workers are satisfied about Educational Stipend Scheme. They are less satisfied with merit award scheme, housing subsidy scheme for north east.

Surat Kumari .M, Mallareddy Tatareddy (2014) concluded that the employees feel that the management is paying attention in taking care of the employees that result in the sincerity, commitment and loyalty of the employees towards the organization. The employees work with full interest and energetic behaviour which results in the increase in production and ultimately the increase in profit.

Keerthi Sriya A., Panatula Murali Krishna (2014) concluded that the employees at the Penna Cements Industries Limited are not very much aware about the various provisions stated in the Factories Act pertaining to the Labour viz. Health, Safety and Welfare measures. The Management of PCIL is doing an exceptional job in providing the facilities to its employees even though the employees are not very aware of their rights with respect to Factories Act, 1948. The employee would be more dedicated and content with the management which will have indirect effect on the
employee’s productivity and would reduce the employee turnover which will all contribute to an extent to develop the organizational effectiveness.

Lalitha .K, Priyanka T. (2014) concluded that Human resource plays an important role in any organization, employee welfare facilities are concern to this department, if the employees are happy with welfare facilities then only the productivity of that organization can be increased. It is clear that the companies are very keen in promoting all the welfare facilities provided by IT industries.

Raju .J.K. and Naveen G. Naik (2015) concluded that company provides several welfare facilities which the employee like and in turn this may help to enhance employee productivity, morale and their commitment towards the company and it leads to creating a positive attitude towards the organization and creates organizational branding. It is suggested that recreational activities can be conducted monthly to all the employees like sports (indoor and outdoor games), and cultural events, festivals, (national and regional), family get together and can do birthday celebration of the employees. Recreational facilities can motivate the employees and it helps the employee to refresh their mind from work pressures.

Sweta Singh (2015) concluded that the significant factors which contribute to the company’s welfare policies are medical facilities, clean and good work place, trainings, bottom off counselling, safety, allowances and etc. Majority of employees are happy and doing their job satisfactorily and some of them are dissatisfied with the welfare works of the organization. Organization in the present world cannot be successful without taking into account the welfare of their employees, as employees are the more valuable asset for the organization.

Santhanakrishnan .R and Rajarajan .M (2015) concluded that welfare measures are recreational, medical, educational, housing sanitation and so on. Every corporation provides the statutory welfare measures but some corporation provides some more welfare facilities to the employees so that they may retain the employees and their quality of work life.

Manasa B.R., Krishnanaik C.N. (2015) concluded that the CCI units are providing various facilities to the employees as per the rules and regulation of State and
Central government. The management required to provide good facilities for both permanent and temporary employees in such way that employees become satisfied about employee welfare facilities. It increases productivity as well as quality and quantity and also concluded that the employee welfare facilities provided by the company to employees are satisfied, so that efficiency, effectiveness and productivity can be improved to accomplish the organizational goals.

Supriya Bhagat, Gajanan B. Patil (2015) suggested that management may adapt satisfaction level of employees from satisfactory to highly satisfactory. Cleanliness at the workplace shall be enhanced as its indirect motivational factor as well as its related to personal and industrial hygiene. Adequate safety equipments and provisions shall be provided to retain industrial peace and harmony. The employees like to have proper, clean and adequate latrines and urinals at the workplace. It is concluded that organization to increase effective welfare measures and to develop welfare facilities at the workplace.

Vinotha .P, Suriya .R, & Valarmathi .S (2015) found that this organization has provided adequate health and safety measures. The labour also give good suggestion about Health and Safety, there was surely an excited response to the project from all sides.

Ramya.T.J, Bhavani Shree Arepalli, Lakshmi.P (2016) found out that workers were satisfied by the approach of employee welfare procedures taken for the workers, operating environment has satisfactory airing but the employee’s sense there must be sufficient arrangements for fresh air wherever possible. Majority of the employees are satisfied with medical advantage and safety measures provided by the company. The relaxation room and lunch room is good where workers be able to rest in their free time which is offered by the hotels and workers are pleased with the facilities. The food services are supposed to be enhanced in all ways like food quality, the drinking water facilities, sanitary facilities offered by the hotels are good. Employees are not happy with extra-time allowances are incorporated in the salary.

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**Thangamani V., Kalaiaarasi V., Ragur R., Sathya S. (2016)** concluded that the employee have a good association with the management. They are permitted to share their ideas and suggestions with the top authorities, if they have any complaints, they can inform it to the authorities without any hesitation.

**Satyanarayana P.V.V (2016)** found out that enhancement in quality of work life among the employees and their job participation gets improved and results in better productivity of the organization. The organizations maintaining smooth association between workers and management, which leads to achievement of organization efforts. It is concluded that welfare measures are recreational, medical, educational, housing, sanitation and so on. Every organization provides the statutory welfare measures but some organization provides some more welfare facilities to the employees so that they may keep the employees and their quality of work life.

**Sangita Mahanta, Girimallika Sarma (2016)** concluded that the workers are satisfied with the non statutory welfare measures provided by the Tea estate. The results indicated that the non-statutory benefits i.e. school bus, cowherd, tea ration, liquid tea, welfare centre, mothers club, cultural program, entertainment, firewood, ration to children, leave travel allowance and cycle provided by the Tea estate are effective and have impact upon the employees.

**Monetary welfare measures**

Monetary employee welfare measures include pay and allowance, dearness of pay, washing allowance, non-practicing allowance, special allowance, update allowance, transport allowance, travelling allowance, incentives, compensation and benefits.

**Steven H. Apple Baum, Ramie Kamal (2000)** in an innovative study analyses that the income level of the employee motivates his involvement in the job. The study revealed that the pay and employee recognition induces the employees to have job involvement and improves the quality of work life. Finally, the researcher concludes that the employees have job involvement in the quality of work life.
Sara L. Ryne, Barry Gerhard, Kathleen (2004) aimed at ascertaining the influence of pay, performance and bonus incentives on the high performing employees. The study has highlighted on a high need for achievement in an organisation. The study has highlighted on the importance of pay and bonus in an organisation and has elaborated on how it reduces conflicts and also induces the employees to have job involvement in the workplace.

Chin just Tsai (2005) puts forward the link between reward, incentive compensation and organizational performance. The study reveals the effective linking of reward and incentive compensation to employee performance. The research clearly states that reward is positively related to organizational performance.

Abang Azlan Mohamad, May- Chiun Lo, Maw King La (2009) examines the human resource practices and the impact of incentives. The study clearly puts forward that the employee incentives has a strong and significant relationship with organizational performance. Finally, it was concluded that the incentives are positively related to the organizational performance and overall job satisfaction.

Shahina Javan and R.K. Premarajan (2009) focuses on the influence of distributive and procedural justice on pay and job satisfaction. The study reveals that the pay and job satisfaction are interrelated. The study revealed that the job is more strongly related to pay level, pay raise and benefits satisfaction. It was conclusively proves that the procedural justice as a significant predictor of pay structure and job satisfaction.

Mohammed Javed Kalburgi, Dinesh G.P. (2010) emphasizes that various motivational factors such as high salary, performance, reward and promotion encourages the employees to improve their performance, efficiency and productivity level. The study reveals that the raise in regular promotion and bonus may increase the employee's involvement creating a higher rate of productivity, job satisfaction and improved quality of work life.
Rizwan Quaiseo Danish, Aliusman (2010) aimed at ascertaining the influence of pay benefits and welfare measure on the job and the organization. The study concludes that the respective jobs has a great impact on the motivation of employees. The study draws attention on the salary increment allowances, fringe benefits and compensation. These factors are observed to keep the morale of employees high and makes them more motivated and important in building the relationship between the employees and the employers.

Michal E.Mor Barak, Jan A.Nissly, Amy Levin established the relationship between demographic variables, personal perceptions and organizational conditions. It states that job dissatisfaction, availability of employment alternatives, low organizational and professional commitment, stress and lack of social support are the strongest predictors of turnover or intention to leave.

E. J. Lumley, M. Coetzee, R. Tladinyane & Ferreira (2011) focuses on ascertaining the influence of monetary benefits on jobs as well as the organization. The study concludes that the pay, promotion, supervision fringe benefits, contingent reward seem to feel more emotionally allocated and involved in their respective organization.

Dr. Nadeem Sohail, Aysha Muneer, Yasir Tanveer, Jussain Tariq (2011) focuses on retention of employees, its benefits and factors that may help to retain the best talents of the organization. The study proves significant relationship between compensation and working environment. The monetary benefits in the organisation boost the perception of employees and improves the involvement in their respective jobs.

Obasan Kehinde (2011) investigates on job satisfaction and absenteeism. The study has explored on employee motivational policies relative to pay and job satisfaction. It was concluded that the pay and promotion present in the organisation, motivates the employees and reduces absenteeism.

Graham. One Ill (2011) examined a change in remuneration practice. The study provides a framework for developing a total reward structure that directly supports the enterprises, business objectives and its cultural values. The study concludes that the remuneration paid to the employee is determined and delivered to
the employees based on the benefits provided during employment and post-
employment. It sends clear signals about the values, goals and priorities of the
enterprise.

Mohammed Mahamud Parvin, N. M. Nuru Kabirn (2011) the study focuses
on the salary, efficiency in work and fringe supervision. These are considered to be the
most important factors contributing to job satisfaction. The study clearly proves that
remuneration plays a vital role for the satisfaction of the employees. Finally, the study
concludes that the salary of the employees and compensation benefits boost the job
involvement and satisfaction of every employee in the organisation.

Muhammad Mahroof Khan, Mohsin Bashir (2011) puts forward a theoretical
framework based on expectancy theory and has examined the relationship between
satisfaction with compensation and work motivation. The dimension (fixed pay,
flexible pay), benefits were examined with regard to satisfaction with compensation.
The study concludes satisfaction with compensation can be the factor of work
motivation.

Bilal Jamil & Naintara Sarfaraz Raja (2011) states the impact of
compensation and promotion on public and private sector employees. The study reveals
that the compensation and promotion are positively significant and are associated with
the performance of public and private sector employees. The study concludes with the
comparative study on public and private sector employees and examines the level of
performance of these employees.

Pooja Misra, Neemrana, Varsha Dixit (2012) in an innovative study aims at
ascertaining the compensation influence key outcomes like job satisfaction retention
performance, skill acquisition intent of employees. The researcher concludes that the
financial and non-financial benefits pull the employees to have job involvement and
job satisfaction and true reflection of performance and increase productivity level.

R.O. Odunlade (2012) defines the relationship between compensation benefits
and job satisfaction. The findings of the study revealed that the compensation plays an
important role in the recruitment and retention of the employees. The researcher
concludes that the employee compensation and benefits have satisfied the workers who
were aware of the benefits available to them and improved the quality of work life.
Satya Ranjan Nayak, Dr. Sudhakar Patra Madhusmita Samal (2012) explains the importance of attitude towards work and identifies the factors that promote positive motivational behaviour. The study proves that various factors such as wages and salary, allowances, promotion, assurance of adequate job security and bonus for excellent performance as well as proper time to time training programmes are the most essential factors for the growth and development of industries.

Kohanim Johari, Tan Fee year, Zurina Adnan, Khulida Kirana Yahya and Mohamad Nasruddin Ahmad (2012) created a study to access training, career development compensation benefits and performance appraisal. The study finally concludes that the employee is motivated and intention to stay. Compensation and benefits pull the employees to have job involvement in the workplace and also intend to stay.

Dr. Marwan T., Al-Zoubi (2012) focuses the relationship between salary and job satisfaction. The study provides evidence that the amount of salary is catalectic variable and is not a core predictor of job satisfaction. The researcher finally concludes that the employee's salary and job satisfaction are interlinked which in turn motivates the employees and increases retention of employees.

Ali Erbasis & Tugay Arat (2012) focuses on financial and non-financial incentives on job satisfaction. The study obtained the attitude of employees towards financial incentives, the attitude towards non-financial incentive and job satisfaction level have a significant difference in the terms of income level. Finally, the researcher concludes that the attitude towards financial incentives have a stronger effect on job satisfaction than non-financial incentives.

Marwan – Al – Nsour (2012) investigates the impact of financial and moral incentives on organizational performance. The study revealed the relationship between financial incentive and moral incentives. The study proves that incentives play an active role in pushing forward individual capacity and moving abilities, motivating them to develop their skill and balance between organization requirement and individual needs which enhance organization performance efficiently and effectively.
Prudhoe Kaur Mahal (2012) directly reveals the high mean value of the salary between organizational commitment and organizational practices. The study mainly focuses on remuneration and the role it plays in the commitment of employees. The study conclusively proves that the employees feel their efforts, capabilities and performance are being recognized in the organization they stay in for a long period of time.

Tarak Paul (2012) in an innovative study related to different parameters of job satisfaction of employees. The study clearly denotes that the working condition, pay and promotion increases the employee's involvement in their respective jobs. Finally, concludes that the employees are happy and quite satisfied with their workplace and most of the employees get motivated to take extra work from their supervisors.

Eliza Sharma & Mukla Mani (2012) emphasises various factors that lead to satisfaction of employees in the banking sector. The study reveals recognition, safety at work place medical and other benefits are satisfied by the employees. The study concludes that the foreign bank is highly satisfied with compensation and other benefits.

A.Subhia M. Selva Kumar & B. Krishnaveni (2012) measures the employee's attitude regarding the benefits provided by the spinning mills. The study clearly puts forward that the employees are satisfied with the benefits and the bonus and incentive increase the employee's involvement and decrease the conflicts among the employees.

Hafiz Kashif Iqbal, Prof. Dr. Muhammed Ehsan Malik, Muhammad Mudasar Ghafoor (2013) evaluates the impact of participation in decision making and compensation policy on job satisfaction in manufacturing as well as service sector. The researcher revealed that the job satisfaction and involvement increases in a firm when the compensation policy present in the organisation makes employees happy and satisfied, increasing the production level of the organisation.

Ayesha Yadeen (2013) aimed at ascertaining the influence of good compensation system like valid pay, recognition promotional opportunity and meaningful work. The finding of the study have proved the pay and promotion opportunities and meaningful factors of compensation management, direct effects job satisfaction.
Rusli Ahmad, Eileen Toh Pei yet, Sopian Bujang (2013) has determined a relationship between types of benefits (leave, loan, retirement plan) and employee retention. The findings of the study reveals that the employees prefer to remain in the organization due to the benefits provided by the organization. The study was concluded that the types of benefits present in the organisation satisfies the employees and maintains job retention.

Harish Shukla, Shwela Tiwari (2013) the study focuses on the employee perception about compensation management system of the firm. The study explores that the policies pertaining in the organisation has to be sound by respective skill, knowledge competence, and talent in their employees. The study concludes that the banks, not only provide better service to its customers but also helps them to achieve growth. It was concluded that the compensation policy makes employees happy and satisfied.

Muogbo. U.S. (2013) investigates the impact of employee motivation and performance of selected manufacturing firms. The study reveals that extrinsic motivation given to workers in an organization has the significant influence on the work performed. The study reveals pay, policies, and procedures that will enable them to attract, motivate, retain and satisfy their employees. The study concludes that the appropriate incentive plan encourages workers to be more purposeful and improve their performance. Monetary welfare measures attract and motivate the employee and increase the productivity of the organization and promote industrial relations thereby maintaining industrial harmony.

Non-Monetary welfare measures

Non-monetary benefits includes medical facilities, leave travel concession, sponsorship for higher education scheme, membership of professional institutions scheme, children education allowance, reimbursement, cable TV expenditure scheme, recreational facilities.

Kuen - Hung Tsai, Kung Don Yu, Shih -yifu (2005) focuses on ascertaining the influence of employee benefit on firm production in the shipping industry. The study concludes that the employee benefits are a useful tool in attracting and retaining
the employees and it reduces the conflict among the employees and improves the quality of work life.

**Bark L Weathington, Allan P. Jones (2006)** examines the relationship between satisfaction and both monetary and non-monetary measures of benefits. The study reveals that the medical, insurance and retirement benefits may increase the employee's satisfaction in their respective jobs. The research finally concludes that the employee monetary benefits value interacts with benefit satisfaction influence an employee's economic satisfaction and continuance commitment to the organization.

**C A Arnolds, D J L Venter (2007)** investigates with rewards which motivate lower-level employees in manufacturing and clothes retail firm. The research draws attention to fringe benefits and conclusively proves that the most important individual motivation for employees is fringe benefits and rewards which mainly motivates the lower level of employees in the firm.

**Soon Yew, Ju. Laikuan, Kong, Zaliha Hj Hussain, Kamaruzaman Jeff (2008)** focuses on employee monetary and fringe benefit that influences organizational commitment. The researcher finally concludes mandatory and fringe benefits have a significant and positive relationship with organizational commitment. The study further proves that the employees who receive more fringe benefits seem to be more committed to the organization and their retention rate tends to be higher than the others.

**Dr. K.K. Singh KU, Anila Pathak (2009)** aimed at ascertaining the awareness and implementation status of the statuary welfare measures. The researcher states that the level of awareness among the workers is positively good. The study revealed that overall job satisfaction and labour welfare measures are in accepting as well as appreciative level.

**A. Sabarajan, T. Mehrajan, B.Arun (2010)** evaluates the employee's attitude regarding the welfare measures provided in the textile mills. The study shows the positive attitude towards the welfare measures provided by the mills. The researcher concludes that the quality of work life among the employees, their involvement in job increases resulting in increased productivity of an organization. The organization
maintains smooth relationship between workers and management, which leads to the attainment of organizing efforts.

**A. Sabarajan, T. Meharajan, B. Arun (2010)** focuses on the employee's attitude regarding the welfare measures provided in the textile mills. The study examined a positive attitude towards the mills. The researcher concludes that the quality of work life among the employees, their involvement in job increases resulting in increased productivity of an organization. The organization maintains smooth relationship between the workers and the management, which leads to the attainment of organizing efforts.

**Ranjit. L. (2010)** describes the influence of demographic factors of job satisfaction of textile mill workers. The study finds demographic factors and its influence on job satisfaction. The researcher concludes that welfare measures play an important role in an organisation.

**Mark Royal, Mel Stark (2010)** examines the impact of reward programs on employee engagement. The study reveals employee engagement with total reward, pay policies and programs. The study conclusively proves that the employee's rewarding engagement through incentives programs, encourage the employees to perform their jobs better and enhances satisfaction of work.

**Chukwunenye Ilanacho Okereke and Amgbare Daniel (2010)** examines staff welfare and organization's productivity. The theory presupposes social changes as an inevitable outcome of activities of societal elements, typified in the contrasting positions of the management and employees that could retard motivation and employee performance. It was proved that there was an absence of staff welfare in the council, which altogether reduce morale (job satisfaction) and efficiency in job performance.

**Saraswathi (2010)** examined that organization success is determined by the skills and motivation of the employees. The study revealed that the rewarding employee performance and career planning and employee welfare increase the employee's performance. Finally the study concludes that the employee’s motivation is closely related to rewards and welfare measures.
K.K. Singh, Ku.Anita Pathak (2010) focuses on awareness and implementation status of the statutory welfare measures. The study proves that the workers were aware of welfare measures and there was an improvement in the quality of work life. The researcher concludes that the labour welfare measures influences the employees to have job involvement and improve the quality of work life.

Chandrasekhar (2011) presents the theory of how the workplace environment impacts the employee morale, productivity and engagement, creating a work environment in which employees are productive and essential to increase profits in the organization. The study revealed that the workplace environment may increase the employee's involvement in their respective jobs and this may decrease the conflicts among the employees and employers. It was concluded that money does not play a major role in encouraging the workplace performance required in today's competitive business environment.

Swapna.P (2011) presents the theory which defines the efficiency by deducting the inefficiencies and finding out the method to eliminate the causes. The study was mainly focused with special reference to the welfare provisions. The purpose of the study was to improve the efficiency by deducting the inefficiencies and finding out the methods to eliminate the cause's specific benefits of the women workers.

Vijayamani (2011) focuses on employee engagement that affect the employee retention, productivity and loyalty. The study revealed the satisfaction of employees may increase the employee's involvement in their respective jobs. The study concluded that the level of employee engagement in the organization is quite a satisfactory employee welfare, explaining that the empowerment are interpersonal relationship which were found to be predictors of employee engagements.

Anupama Dullo Raina & M G Shah Nawaz (2011) examines the dimensions of organizational climate related to promotion, wages, benefits and company satisfaction. The study draws attention on wages and benefits. It emphasises that the most important factor is company satisfaction. Employee's satisfaction at the workplace in turn results in higher performance.
Ezigbo charity A court ogle Timinepere (2011) investigates the motivational implications of monetary and non-monetary rewards in a performance of manufacturing organization in Nigeria. The study reveals that monetary and non-monetary reward positively effects the performance. The researcher concluded that monetary and non-monetary rewards should be provided to stimulate an employee and subunit workforce behaviour for performance at the individual level.

Dr. Anitha (2011) aimed at analyzing the satisfaction level of employee's welfare measures and job security. The study concludes that the reward system and promotion will lead to effectiveness and efficiency in their work which leads to increased productivity.

Bhavani-Thamil Selvam (2011) examines the level of success towards its labour welfare measure in the manufacturing sector at Tamilnadu, to examine the impact of labour welfare measures on industrial relations of the employees. The study focuses on welfare measures provided by the organization. The study finally concluded that the employees of the organization are satisfied with the welfare measures provided by their organization which in turn improves the industrial relation.

Ashatu Hussein (2011) focuses on employee’s awareness of the availability and perceptions of the fringe benefit packages offered by local and foreign-owned companies in Tanzania. The study shows the findings that employees in foreign-owned companies had positive perceptions of the fringe benefits. The researcher concludes the study that the awareness and perception of employees are satisfied with the fringe benefits provided by the organization.

Vijaya Banu & M.J. Ashifa (2011) measures the employee attitude, perception and level of satisfaction. The researcher concludes that the individual and family welfare measures helps the employees to have job involvement and reduce conflict among the employees. It highlights the perceptions and level of satisfaction of the employees.

Dr. Chandrasekar (2011) analyses the workplace environment and denotes the factors that creates impact on employee morale, productivity and engagement which creates a healthy work environment in which employees become more productive. This essential factor helps to increase profit in the organization. The study revealed that the
work place environment may increase the employee's involvement in their respective jobs and this may decrease the conflicts among the employees and employers.

**Asiya Chandhay, Roohi Iqbal (2011)** frames a clear picture of satisfaction level of various employee welfare measures among the Indian Railway employees. The study is based on primary data which is obtained from 500 employees. The researcher used simple average mean, percentage and Z-test. The researcher concludes that the welfare measures pull the employees to job involvement and improve the quality of work life.

**Zaherawati Zakaria, Naz Ni Noordin, Zaliha Hj Hussin Mohd Zool Mohamed (2011)** puts forward the employee’s perception towards the transparency of a rewarding practice. The study reveals the perception of employees that may increase the employee’s involvement in their respective jobs. The study conclusively proves that the employees are satisfied with the rewards and policies provided by the organization.

**A.M Gaurav, Prahlad Krishna Mudalkar (2011)** focuses on welfare facilities provided to the employees. The study focuses on faculties of canteen housing, medical care and education assistance for employees are better in private sugar factory as compared to the cooperative sugar factory. The researcher concludes that private sectors have provided better facilities to their employees as compared to co-operative sectors.

**Geeta Rana, Poofa Garg and Renu Rastogi (2011)** examines the effect of distribution of rewards, promotion, training and development opportunities. The study concludes that the employee's perception is positively related to managerial effectiveness and rewards, promotion and opportunities.

**Asiya Chaudhay, Roohi Iqbal (2011)** highlighted that the employees have been an important factor of production. This paper is devoted to studying the effects of welfare measures on employee's satisfaction in Indian Railways. The main reason behind the study is that employees are the only active factor of production, which can employ another factor of production in the best possible manner. The main aim of the employees' welfare is to establish and maintain the relationship at all levels of
management by giving satisfactory conditions of employment and also provide fairly for their requirement.

**Tze San long and Boon Heng Teh (2012)** examines the relationship between reward system and financial performance. The study evaluated most of the manufacturing firms and have provided information on both monetary and non-monetary rewards. Finally the study concludes that intrinsic rewards is the vital factor to motivate job performance and for increased employee involvement in their jobs.

**D.Nageshwar Rao & K.Jyothimai (2012)** focuses on the employee's attitude regarding the welfare measures provided in coal mines industry. The study reveals that the perception of employees may increase the employee's involvement in their respective jobs and this may decrease the conflict among the employees and employer. Finally the study was concluded that the employees of coal mines are satisfied with welfare measures and this increased their retention rates in the organisation.

**M.Sekar, M. Shunmuga Sundaram, and A. Subburaj (2012)** analyses the different health and welfare measures that are perceived by the workers. It reveals the expectations and satisfaction of the workers regarding the various health and welfare measures provided by the textile industries. This study concludes that most of the workers having good perception about the health and welfare measures provided by the spinning mills have two-tier safety committee, safety instruction and training, safety audit and regular testing measures followed in their organisation.

**Walter (2012)** brings out the functional theory of labour welfare which suggests that welfare can be used to secure, preserve and develop efficiency and productivity of labour. The study have shown the employee welfare services play significant role in the performance and training which will improve their competency skills

**Jebamalairaja, R.Pichumani (2012)**, revealed different interpretation from country to country and from time to time. Different factors like value system, social institutions, a degree of industrialization and the general level of social and economic development obtaining in a country at a particular time determine the contents of labour welfare. The study puts forward that labour welfare measures enable workers to live a richer and a more satisfactory life and it contributes to the productivity of labour and
efficiency of the enterprise. It also enhances the standard of living of workers by indirectly reducing the burden on their purse.

Geetha, R. Shenbagasuriyan, K. Senthilrajan (2012) focuses on the effectiveness of quality work life and safety welfare measures in Dharani Sugar and Chemicals Ltd. The study revealed that the employee welfare may increase employee's satisfaction and reduce conflicts among the employees. Finally the study concludes that the effectiveness of quality work life towards Dharani Sugar and Chemicals Ltd employees to have job satisfaction and improve the quality of work life.

Shanmuga Sundaram, Subburaj Sekar (2012) evaluated health and welfare measures in Tamilnadu Spinning Mills Ltd. The study finds the level of satisfaction of employees and labour welfare offered by the company. The study finally concludes that medical facilities may be improved by the company for the satisfaction of the workers. The employees of the company are very much satisfied with the welfare measures provided by the company.

Anuradha Verma, Meenakshi Malhotra and Monica Bedi (2012) studied the relationship between HR practice and job satisfaction in selected IT companies. The study defines the dimensions of job satisfaction, such as, information, variety and pay, fringe benefits and growth dimension. The study emphasizes on higher pay, more freedom and job security creates job satisfaction. Finally, concludes that overall job satisfaction is related with pay.

Ramanigopal.C.S & G. Palaniappan (2012) examined that in BHEL-EDN, certain measures have been taken to promote safety and health management formulation of safety and health policy, formulation of separate safety cell, formulation of certification by chemical and metallurgical testing center. The study concluded that the company has given maximum effort and dedication to implement the labour laws and regulations and it has succeeded in implementing effective safety and health management.

Jayanthe K. Kumar. Ashok & Manju V. (2012) focuses on industrial relation to reduce the level of absenteeism. The study revealed that the satisfaction level of employees may increase and reduce absenteeism. Finally, concludes that the employees
of the Salem Steel Plant are satisfied with their welfare measure provided by the organization.

Khawaja Jehazeb, Prof. Mazen. F. Rasheed, Anwar Rasheed (2012) aims to examine the impact of reward and motivation using a perceived amount of reward on job satisfaction in both public and the private sector. The researcher concludes that the reward has positive significance on motivation and job satisfaction. The reward best rates the organizational goals, boost employees motivation to perform a job better and enhance satisfaction with their job.

Murly and Abinav (2012) entitled a study on critical factor for healthy physical work the canteen facility and welfare facility provided by the industry. The study reused the private unit employees are frequent visitors to the canteen rather than public union employees. The study concludes that the canteen facility plays an important role in employee performance.

Charles Kombo Okiuga (2012) reveals that reward and employee retention are vital in the manufacturing sectors. The study indicates that the reward has an influence employee retention to a great extent. The study concludes that promotion, training, salary and rewards encourages the employee's job involvement and retain the employee in the organisation.

Samuel Obino Mokaya & Jackylene Wegoki Gitari (2012) established the effect of workplace and recreation on employee performance. The study focuses that the workplace recreation has a positive influence on employee performance. By recreation facilities to employees, an organisation can help to boost the productivity of employees by meeting their physical and psychological needs which in turn reduces the rate of absenteeism, sick leave and medical costs. This translates to more working hours by the healthy employees due to improved concentration, leading to improved organizational efficiency and profitability.

Devina Upadhyay & Anu Gupta. (2012) aims to ascertain the influence of welfare measures on a job as well as the organization. The study revealed that motivation gives employee satisfaction and impact of welfare measures on employee
morale. The researcher concludes that for the employees to have job involvement in the workplace it is necessary to increase employee morale and employee satisfaction.

**P. Gurusamy & J.Princy. (2012)** the article focuses on workers are satisfied with the welfare facilities provided by the textile industries. The study is based on the primary and secondary data. The researcher used both simple percentage and chi-square analysis. Data was collected from 200 employees. The researcher concluded that the welfare measures pull the employees to have job satisfaction and improve quality of work life.

**M.Rama Satyanarayan & Dr. R.Jaya Prakash Reddy (2012)** investigates on measuring the satisfaction level of employees about labour welfare measures in KCP limited. The researcher concluded that the employee welfare measures reduce conflicts between the employees. The employees of cement industries are satisfied with the welfare measures provided by the organization.

**Chitra M. Shelar, R.G. Phadatare. (2013)** throws light on the impact of welfare measures on the performance of employees and productivity of industries. The researcher concludes that the employee welfare measure pulls the employees to increase employee's morale and improves industrial relation and productivity of the industrial units and improve lifestyle of the employee in an organisation.

**Martha Harunavamwe & Herbert Kanengoni (2013)** investigates the effect of monetary and non-monetary reward on motivation in the retail industry. The study reveal that the non-monetary rewards play an important role and it motivates the employee's job involvement. Finally the study concludes that the monetary and non-monetary rewards motivate the employees and improves industrial relation and productivity.

**Kola Jaahnavi (2013)** relates to monetary reward benefits for an employee who gives the outstanding performance at his workplace. The study reveal that the non-monetary rewards may increase the employee’s involvement in the respective jobs. Finally the study concludes that the non-monetary benefits have more impact rather than monetary benefits.
Neelam Bari, Uzma Anf, Almas Shoaib (2013) highlights the impact of non-financial rewards on employee attitudes at the workplace. The study created a model proving that the extrinsic rewards motivate the employee attitudes and performance. Finally the study concludes that the study reveals non-financial rewards effect to increase productivity and profitable growth of an organisation.

M.Senthil Kumar, Dr. G. Vedanthadesikan (2013) analyses the welfare facilities provided by the State Transport Corporation. This study measures welfare schemes like the house loan, gratuity are highly satisfied by the employees. The researcher finally concludes that the study reveals employees of Transport Corporation who are satisfied with welfare measures provided by the Corporation.

Dr. K. Lavanya Latha (2013) focuses to know the satisfaction level of employees towards their job facilities and working condition in manufacturing industries. The study reveals that employees are satisfied with salary and incentives. The study conclusively proves that remuneration increases the employee's involvement and outstanding performance in the organisation.

Kalpana. K.Deshmukh & Poonam Aswani. (2013) suggests proposal for a work-life balance, the program is actually viewed by women employees in private sector. The study revealed that the perception of women employees may increase the employee involvement in their respective jobs. Finally the study concludes that the employee's welfare towards the provision of childcare welfare programs are particularly positive and help to resolve their difficulties of balancing work and childcare.

Payam Gohari, Akram Ahmadloo, Majid Bakhitari Borujenik, Seyed Jafar Hosseininpour (2013) examines the relationship between financial, non-financial rewards and employee performance. The study reveals that the pay, bonus, fringe benefits, promotion is one hand and employee performance on the other hand. The research concludes that the financial and non-financial rewards gives the employees not only industrial peace but also generates profits successively.
Shagufta Sarwar & James Abugre (2013) emphasizes the relationship between reward and dimensions of job satisfaction. The study reveals that the reward induced positive job satisfaction to the employees. The researcher concludes that higher reward leads to higher satisfaction to the employees.

Minakshi Garg, Pardeep Jain (2013) aims at ascertaining the influence of evaluating labour welfare measures in cotton textile. The study proves that the majority of the employees are aware of statutory welfare facilities. The study finally explores the labour welfare measures which will increase the worker's efficiency and productivity.

C.Balaji (2013) suggests that ascertaining the influence of employee welfare measures on a job as well as an organization. The researcher concludes that there is positive relationship between reward and motivation. Welfare measures pull the employee to have job involvement, job satisfaction and increase productivity.

Poonam Salaria, Sumit Salaria (March.2013) created a model at ascertaining the influence of employee welfare measures for auto sector companies. The researcher concludes that the welfare measures pulls the employee to job involvement, job satisfaction and awareness about the welfare measure.

S.Samarthakani, Dr.R.Srinivasan (2013) focuses on Labour welfare legislation, statutory measures in the industry to make progress the industrial climate. The study revealed the overall job satisfaction and labour welfare measures are in accepting as well as appreciative level.

Selvi (2013) determines the level of satisfaction of employees on the welfare measures. The researcher concludes that the welfare measures pull the employees to have involvement in their respective jobs and this may decrease conflicts among the employees and employers.

D. Suthamathi & Dr. P. Devanesan (2013) examined the study on the perception of the employees towards labour welfare measures in the steel plants in Salem district. The researcher concludes that the welfare measures control and reduces stress, improving the standard of the canteen sports and recreational facilities,
reasonable benefits for dependents and adequate production incentives to improve the standard of labour welfare measures in the steel plants.

**S. Reshma, Dr. B Asavaraj M. J. (2013)** aims at ascertaining the influence of the employee welfare measures of the job as well as organizations. The study revealed that the welfare measures highlight the employee's perception regarding the various statutory welfare measures provided by the organization. The study finally concludes that the employees are satisfied with welfare measures provided by the organization.

**K. Logasakthi & Raja Gopal (2013)** focuses the impact on the health, physical and mental efficiency alertness, morale and overall efficiency of the worker and thereby contributing to the higher productivity. This paper highlights the welfare measures were taken in the chemical industry, the employee's satisfaction level and to identify the overall quality of work life of the employees. The researcher concludes to have job satisfaction and job involvement the workplace and also it reduces the conflict among the employees and improves the quality of work life.

**Alkhaliel Adeeb Abdullah, Hooilaiwan (2013)** presents the theoretical and empirical evidence conceptually regarding the relationship between non-monetary incentives and job satisfaction influencing job performance. The study proposes that non-monetary profits increases job satisfaction significantly and positively influences job performance particularly when a variety of non-monetary incentives are used among satisfied employee in an organization.

**Veronica. K. Moochama (2013)** explores the link between employee benefits and job performance. The study established equal employee benefit influence job performance. The researcher concludes that employee benefits make the employee happy and satisfied, is a morale booster among the employee.

**Raj Kumar (2014)** aims at ascertaining the influence of motivation towards the enriching assets of the organization. The employee's attitude regarding welfare measures provided in Tidel Park, Chennai the application used to clearly review the study. The findings of the study revealed that the morale of the employees is expressed to boost by reducing stress among the employees. Finally, the researcher concludes that
the welfare facilities help to motivate and retain employees this ensures employee satisfaction results in increased efficiency.

Mrs. Jebaseelinovaleena (2014) aims at ascertaining the influence of employee's welfare measures on jobs as well as an organization. The study reveals that the employees satisfied with their safety and welfare measures provided by the organization. The researcher concludes that employee welfare measures pull the employees to have job involvement in the workplace and also reduce the conflict among the employees and improve quality of work life.

R Madhesh (2014) measures the employee's quality of work life regarding the welfare measures provided in the SIPCOT industries in Dharmapuri. The study revealed that the organization maintains the smooth relationship. The researcher finally concludes that the welfare measures provided by the organization pulls the employee's job involvement in the workplace and also increased production, reduces the conflict among the employees and improves the quality work life.

Organizational effectiveness

There is no doubt that now a day attracting and retaining talented employees is a crest priority for any organization because talented employees positively impact on the performance of organizations. Bateman & Strasser (1984) found some reasons for studying the loyalty and include "(a) behaviours, attitudes of employees, (b) employee's job and accountability and (c) performance of employees.

Chris Ajila and Aswonusi Abiola (2004) examines the influence of rewards on work performance. The study proves that the rewards that an individual receives are very much a part of the understanding of motivation that rewards cause satisfaction or employee to directly influence the performance of the employee. The researcher finally concludes that the employees are continually challenged to developing policies and procedures that will enable them to attract motivate retain and satisfy their employee.

Radhon the rose, Naresh Kumar, Halinda Abdullah, Goh Yeng ling (2008) provides some insight into the organizational culture and how it might assist in increasing organizational performance. The relationship between culture and
organizational performance. The study revealed that American and Malaysian MNC skewed towards a culture of individual low power distance, low uncertainty avoidance and femininity would have the higher mean score in an organizational performer. Finally, the research concludes significant in examining the relationship between culture and performance among multinational companies in the different business sector.

U I Mujeeb Ebtesham, Tabir Mashood Muhammad, Shaki Ahmad Muhammaad (2011) examines the relationship between components of organizational culture and performance. The study organizational performance management system create career paths for employees as well as grouping people who remain in the firm for a long enough time for a company culture to form. The researcher finally concludes that the study reveals organizational culture attracting and retaining a talented employee in the organization.

Farveh Farivor, Osveh Esmaeelinezhad (2012) examines the impact of the informal group on the organizational performance. The study proves that the informal group strongly improves organizational performance indirectly where the managers should consider them as a source of high energy. The researcher finally concludes positive effect of informal groups on organizational performance. The result identifies the level of organizational performance are essential to absorb investment, increase share value and employee high standard employees.

Idemobi Ellis, Onyeizgbe Chinedu U Akpunonu Evans O (2011) examines the extent to which compensation management can be used as the tool for company organizational performance in a typical public sector. This study seeks to ascertain the financial compensation that have significant relationship with employee performance in public service. The researcher finally concludes that to improve the performance of employees they should offer financial compensation that will be specially designed to link it with performance.

between strong culture and performance that help to improve positive impact on the employees.

**Rajnish Ratna, Kriti Khanna (2014)** analyses the relationship between learning organization and organizational performance. The researcher concludes that the organization invests more efforts in achieving the higher level of organizational performance, individual capacity and moving ability motivating them to develop their skill and balance between organization requirements and the individual needs which enhance organization performance efficiently and effectively. Monetary and non-monetary welfare measures plays an important role to improve industrial relation among the employees and increased the productivity of the organization leads to attaining organization efforts.

**Summary**

After evaluating both national and international literature, the researcher identified three schools of thoughts namely monetary, non–monetary welfare measures and their subsequent relations with the organizational effectiveness. Many reviews argued that the welfare measures of employees aimed to specify and solve the grievances of employees and also to offer the high level of job satisfaction. These literatures never address the relationship between monetary and non–monetary welfare measures with the organizational effectiveness. In fact the organizational effectiveness is a combination of both employee efficiency as well as the organizational efficiency within the work environment. Therefore the present research addresses its analytical principles to establish the empirical evidence for the relationship between monetary and non - monetary welfare measures with the organizational effectiveness. Nevertheless, research also intends to verify the influence of personal variables and organizational variables over the employee's perception on monetary and non – monetary welfare measures.