



Employee Welfare Measures and Quality of Work Life: An Empirical Study of the Manufacturing Sector in Andhra Pradesh and Telangana

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Abstract- The present study examines the relationship between employee welfare measures and the Quality of Work Life (QWL) in the manufacturing sector, with specific reference to selected organizations in the states of Andhra Pradesh and Telangana. The study is based on primary data collected from a sample of 275 employees using a structured questionnaire. It seeks to assess the extent to which various welfare measures influence employee satisfaction and their overall perception of quality of work life. The data were analysed using descriptive statistical techniques, correlation analysis, and hypothesis testing to evaluate the significance of the relationship between welfare measures and QWL. The findings of the study indicate that employee welfare measures play a crucial role in enhancing quality of work life and contribute positively to employee satisfaction. The study underscores the importance of effective welfare policies in improving employee well-being and organizational performance in the manufacturing sector.

Keywords- Quality of work life, Employee welfare measures, Job satisfaction.

I. Introduction

Employee welfare measures include a wide range of initiatives and facilities provided by organizations to enhance the physical, mental, social, and economic well-being of employees, beyond the scope of regular wages and statutory compensation. These measures include health and safety provisions, medical facilities, housing, transport, recreational activities, and social security benefits, which collectively contribute to a supportive work environment. Quality of Work Life (QWL) is a multidimensional concept that reflects employees' overall experiences at the workplace and includes factors such as job satisfaction, working conditions, work-life balance, occupational safety, interpersonal relationships, and opportunities for skill development and career advancement.

Previous empirical studies have consistently demonstrated that effective employee welfare measures lead to improved employee morale, higher levels of job satisfaction, increased productivity, and reduced absenteeism and turnover. Consequently, organizations that prioritize employee welfare are more likely to foster a motivated workforce and achieve sustainable organizational performance.



Objectives of the Study

- To examine the level of employee satisfaction with the welfare measures provided by their organizations.
- To assess employees' perceptions of QWL in the selected manufacturing firms.
- To determine the relationship between employee welfare measures and QWL
- To test the hypotheses formulated to evaluate the impact of employee welfare measures on QWL.

Need for the Study

The manufacturing sector is a major contributor to employment and economic growth in Andhra Pradesh and Telangana. Employee welfare measures play a vital role in improving employee satisfaction, productivity, and Quality of Work Life. However, issues such as poor working conditions, safety risks, and work-life imbalance continue to affect employees in this sector. Limited empirical studies have examined the relationship between employee welfare measures and QWL in the manufacturing sector of these states. Therefore, this study is undertaken to analyse employee satisfaction with welfare measures and their impact on QWL

Scope of the Study

The study is limited to selected manufacturing organizations in Andhra Pradesh and Telangana. It examines employee welfare measures and their influence on QWL among 275 employees using primary data collected through a structured questionnaire. The analysis is restricted to descriptive statistics, correlation, and hypothesis testing. The findings are based on employees' perceptions at a specific point in time and are not intended for comparison across other sectors or regions.

Research Methodology

- Research Design

A descriptive research design was employed to collect primary data using a structured questionnaire, which was administered to employees across various manufacturing firms in Andhra Pradesh and Telangana

Sample Size & Sampling Technique

The study was conducted on a sample of 275 employees working in selected manufacturing organizations.

A stratified random sampling method was employed to ensure that employees from different departments and job levels were adequately represented, providing a more accurate and comprehensive understanding of employee perceptions regarding welfare measures and Quality of Work Life.

Data Collection

Primary data were collected through a structured questionnaire, which included items on employee welfare measures and aspects of Quality of Work Life. Secondary data were gathered from relevant books, journals, reports, and official organizational records to support and complement the primary data.

Limitations

- The study is cross-sectional and may not capture long-term changes.



- It focuses only on selected firms and may not represent the entire manufacturing industry.

II. Review of literature

Anitha and Sridharan (2022) investigated the impact of welfare measures on the quality of work life in the IT sector in Chennai. Their results confirmed that welfare facilities were positively associated with employees' happiness and QWL, highlighting the role of human resource practices in improving workplace outcomes.

Quality of Work Life itself has been widely discussed in the literature. Yadav and Khanna (2025), in a comprehensive review, emphasized that dimensions such as job satisfaction, organizational commitment, reward and recognition, work environment, work life balance, and welfare facilities are critical components shaping QWL across sectors.

Albar, Hamidah and Susita (2025) reported that improved QWL—particularly through work–life balance and career development opportunities—strengthens emotional and behavioural engagement, leading to better retention and performance

III. Theoretical Framework

The study is based on the relationship between employee welfare measures and Quality of Work Life. Employee Welfare Measures include initiatives beyond statutory requirements, such as health and safety, medical facilities, housing, transport, recreation, and social security, which improve employee satisfaction and engagement (Human Relations Theory, Mayo, 1933).

Quality of Work Life reflects overall employee well-being, including job satisfaction, work–life balance, safety, relationships, and growth opportunities (Walton, 1975). The study assumes that better welfare measures positively impact QWL, in line with Maslow's Hierarchy of Needs (1943). Employee welfare measures are treated as independent variables, and QWL as the dependent variable, analysed using correlation and regression to examine their relationship and impact.

IV. Hypotheses

Alternative Hypothesis (Ha)	HYPOTHESIS STATEMENT
1	There is a significant difference between the mean level of employee satisfaction and the standard/expected level of satisfaction
2	There is a significant relationship between employee welfare measures and Quality of Work Life



3	Employee welfare measures have a significant impact on employees' Quality of Work Life in manufacturing organizations
Null Hypothesis (Ho)	HYPOTHESIS STATEMENT
1	There is no significant difference between the mean level of employee satisfaction and the standard/expected level of satisfaction
2	There is no significant relationship between employee welfare measures and Quality of Work Life
3	Employee welfare measures do not have a significant impact on employees' Quality of Work Life in manufacturing organizations

V. Data Analysis and Interpretation

Table-1: Gender-wise Classification of Employees

Sl. No	Category	Resonances	Per cent age (%)
1	Male	165	60.0
2	Female	110	40.0
Total			100%

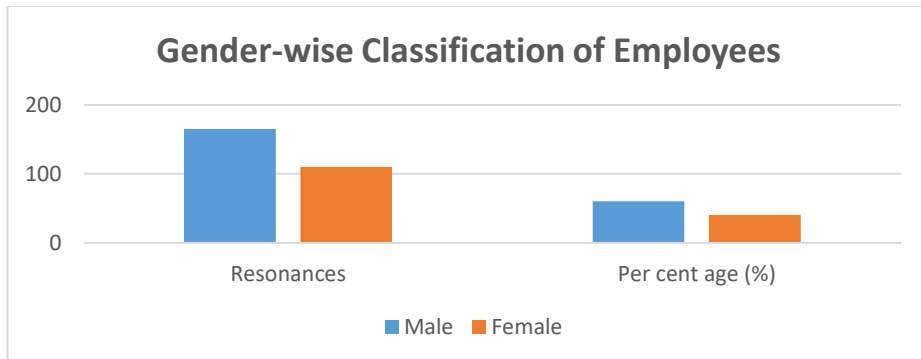


Figure-1: Gender-wise Classification of Employees

Interpretation: The data shows a higher representation of males (60%) compared to females (40%) in the studied group.

Table-2: Gender-wise Classification of Employees

Sl. No	Category	Resonances	Per cent age (%)
1	Below 30	110	40.0
2	31-45	95	34.5
	46 above	70	25.5
Total			100%

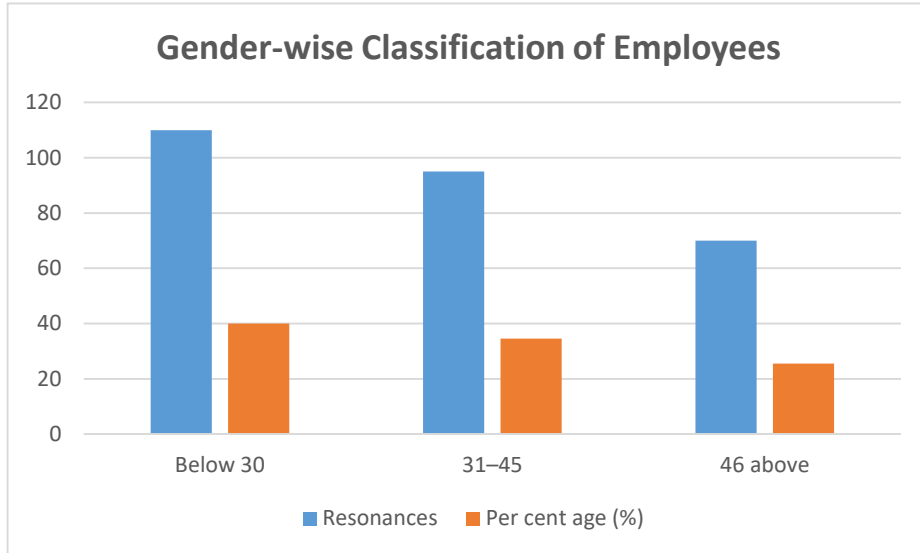


Figure-2: Gender-wise Classification of Employees

Interpretation: The majority of participants are under 30 years old, while representation decreases with increasing age.

Table-3: Welfare Measures Satisfaction

Welfare Measure	Mean Score	Std. Dev
Medical Facilities	4.02	0.81
Safety Measures	3.78	0.92
Canteen Services	3.45	1.05
Transport Support	3.22	1.15
Childcare/Family Benefits	2.98	1.20

Table-3: Quality of Work Life Score

QWL Dimension	Mean Score	Std. Dev
Job Satisfaction	3.89	0.88
Work-Life Balance	3.61	0.97
Growth & Development	3.40	1.02
Working Conditions	3.75	0.90



VI. Hypothesis Testing

Pearson's correlation coefficient was used to examine the relationship between welfare measures and employee-related outcomes. The results, presented in Table 6.1, indicate a moderately strong and positive correlation between Welfare Measures and Quality of Work Life (QWL) ($r = 0.62$, $p < 0.01$). This statistically significant relationship suggests that improved welfare measures are associated with higher perceived quality of work life among employees.

Further, a positive and significant correlation is observed between Welfare Measures and Job Satisfaction ($r = 0.58$, $p < 0.01$), indicating that favourable welfare practices contribute to increased job satisfaction. The significance level ($p < 0.01$) for both variables confirms that these relationships are not due to chance, thereby supporting the proposed hypotheses.

Although the findings establish significant associations, it is acknowledged that correlation does not imply causation, and further analysis is required to determine causal relationships.

VII. Hypothesis Results

Hypothesis Statement	r value	p value	Null Hypothesis(Ho) Accept/Reject
There is a significant positive relationship between welfare measures and QWL	0.62,	< 0.01	Rejected
Welfare measures significantly influence job satisfaction	0.58	< 0.01	Rejected

Findings

The study, based on responses from 275 manufacturing employees in Andhra Pradesh and Telangana, reveals that the workforce is predominantly male (60%) and largely within the productive age group below 45 years (74.5%).

Employees expressed higher satisfaction with medical facilities and safety measures, indicating organizational emphasis on health and safety.

However, transport support and childcare/family benefits recorded comparatively lower satisfaction levels, highlighting gaps in family-oriented welfare provisions.

Regarding Quality of Work Life (QWL), job satisfaction and working conditions were rated favorably, while career growth opportunities and work-life balance showed moderate perceptions.

Correlation analysis confirms a significant positive relationship between employee welfare measures and QWL ($r = 0.62$, $p < 0.01$), as well as between welfare measures and job satisfaction ($r = 0.58$, $p < 0.01$). The rejection of null hypotheses at the 1% significance level provides strong empirical support for the positive role of welfare measures in enhancing employee outcomes.



VIII. Suggestions

Manufacturing organizations should strengthen family-oriented welfare measures, particularly childcare and family benefits, to improve work–life balance. Enhanced transport facilities may help reduce commuting stress and improve employee satisfaction.

Greater emphasis should be placed on training and career development programs to address moderate perceptions of growth opportunities. Organizations should continue to maintain strong health and safety standards while integrating welfare policies into the broader HR strategy. Periodic assessment of employee perceptions is recommended to ensure welfare initiatives remain responsive to evolving employee needs.

IX. Conclusion

The study empirically establishes a significant positive relationship between employee welfare measures and Quality of Work Life (QWL) in the manufacturing sector of Andhra Pradesh and Telangana. Based on data from 275 employees, the findings confirm that effective welfare provisions enhance employees' job satisfaction and overall work life quality.

Employees expressed higher satisfaction with health and safety-related welfare measures, while lower satisfaction with transport and family-oriented benefits indicates the need for more inclusive welfare policies. The results further show that welfare measures are significantly associated with both QWL and job satisfaction, leading to the rejection of the null hypotheses at the 1% level of significance.

In conclusion, the study highlights that well-structured employee welfare measures are vital for improving employee well-being, productivity, and sustainable organizational performance. The findings provide valuable insights for policymakers and management and offer scope for future research on causal relationships across sectors and regions.

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