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Employee Awareness and Satisfaction towards Welfare Measures: An Empirical Study on Ramco Cement Limited., Kolaghat Grinding Unit, West Bengal

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ABSTRACT

Employee's welfare refers to "the efforts which are provided by the employer for the good life worth of its employees". Employee welfare means to provide an employee the basic minimum standards of healthy and congenial working environment and living a worthy life. If the workforce be satisfied with the measures then only such humanitarian assistance is fruitful in its real meaning. Organizations provide welfare facilities to their employees to keep their motivation levels high enough. The employee welfare schemes broadly fall in to two categories: *Intra-mural*, provided within the work place and is governing by the specified laws on the other hand *Extra-Mural*, provided beyond the work place. Intra-Mural is the compliance of employee's health, safety and welfare. Extra-Mural schemes differ from organization to organization and from industry to industry. This paper contributes the in-depth analysis of both Intra-Mural and Extra-Mural and its impact on employee satisfaction in Cement industries of a unit in West Bengal and recommendations for further improvement for deficiencies if any.

Keywords— Employees, Welfare Measures, Statutory measures, Non-Statutory Measures, Employee Satisfaction, Satisfaction levels, Organization, Performance, Efficiency of employee, Benefits, Manufacturing industry, Service sectors.

1. INTRODUCTION

In an organization, manufacturing or service provider, the animate constituent human resource or manpower, an indispensable factor, constitutes the most vital corner stone of its output. The very much effectiveness, even the existence of the organization, greatly depends on the performance and behavior of this animate component. It is a great task of the management how to procure the optimum efficiency and effectiveness of the employee. Organizations' can increase its seamless outputs by identifying, procuring, utilizing and nourishing the manpower.

At the beginning of the industrial revolution manpower was regarded as a commodity like material, machines etc. Gradually this concept has been changed, especially since the middle of the last century a gulf change of attitude of the management towards the workers has been developed. With the pace of time the business organizations realized that a motivated, able and willing manpower can only bring the optimum success of the organization and for that they should be physically fit, contended in mind and psychologically been satisfied.

The task is very difficult and challenging as there is varying characteristics and behavior of the human beings. In this modern democratic era, it is quite complicated because of ever-changing situation and environment as well as continuous increasing expectations of human beings. An appropriate and adequate employee welfare measures can bring the situation favorable. Considering the importance of human resources 'Labour Laws' and other related laws had been enacted by the Welfare States for the greater interest of the toiling classes. The objective is to make them happy and thereby they can realize the meaning of life. Apart from statutory provisions, now-a-days, voluntarily the organizations provide a good number of welfare measures to its employee as a mark of benevolent gesture. All these measures provide the work forces a better, developed and worthy life, help them to overcome the mechanical monotony feel a bona fied member of the organization. A well-balanced and adequate welfare measures significantly reduced the harmful effect widespread industrialization and urbanization.

A typical characteristic of human beings that their want is unlimited and if one is satisfied another creep into surface. So management has to take judicious decisions which type and how much voluntary welfare facilities they will provide to the employees to obtain their optimum level of satisfaction. Management has to provide such type of welfare measures to their employees which may directly relating to their working periphery as well as their social life. Apart from wage/salary, various forms of direct or indirect financial incentives can boosted up the employees efficiency, integrity and morale. Thereby the organization maximizes production/productivity and minimizes employee turnover or unrest.

In our country, in the post Independence era, The Factories Act, 1948, has given emphasis on the proper safeguards of the workers/employees in the area of health, safety and welfare. The term 'Employee Welfare' has different significance and interpretations in different country, region, and area or even in different industry within same region. However, the basic theme of these activities, statutory or voluntary, is to provide an employee the basic minimum standards of working environment and living a worthy life. If the workforce be satisfied with the measures then only such humanitarian assistance is fruitful in its real meaning.

According to the Oxford Dictionary it is an effort to make life worth living for workmen. These efforts have either some statute framed by the welfare state or some local custom and or collective agreement or unilaterally by the benevolent employer.

The Encyclopedia of Social Science described it as voluntary efforts of the employers to establish within the existing industrial system, working and sometimes living and cultural conditions of the employees, beyond the mandatory requirement of law or the customers of the industry and the conditions of the market.

In its report of the International Labor Organization (ILO) describe the employee welfare as such services, facilities or amenities provided by the employer, in which a person perform in the healthy and congenial surroundings which is conducive for good health and high morale.

The report of the committee, constituted by the Ministry of Labour, Employment and Rehabilitation, Govt. of India on Labor Welfare In 1969, described employee welfare are such services, facilities & amenities as, "Adequate canteen, rest & recreation, sanitary & medical facilities, arrangement of transportation facilities to & from workplace & for the accommodation of the workers employed at a distance from their homes & such other services, amenities & facilities including social measures, which contribute for the improvement of working condition of the employees".

From the various definitions of Employee Welfare, the following inferences can be derived:

- It provides a better life to the employees and improves the well beings too.
- It also builds a physically strong and mentally contended work force.
- It enables the employee to live in a richer and more satisfactory life.
- It reduces the mechanical monotony.
- As it is a financial and non-financial or civic and humanitarian assistance, it certainly boosts up morale of the employees'.
- Proper implementation can neutralize the harmful effects of large scale industrialization.

2. EMPLOYEE WELFARE SCHEMES

Providing of employee welfare facilities are within the working periphery – intramural and beyond the working area – extramural.

2.1 Statutory Welfare Measures

A good number of welfare measures adopted in **The Ramco Cement Ltd., Kolaghat Grinding Unit**, by the employer, for the overall physical comfort and mental satisfaction of the employees. These facilities are specified by the Factories Act,1948, prominent among them are, subsidized food canteen, drinking water, latrines & urinals, rest rooms, first aid & primary treatment, safety measures, retirement benefits etc.

2.2 Voluntary Welfare Measures

Apart from the statutory measures, company also provides a variety of facilities as a mark of humanitarian assistance to keep the employees physically fit and agile and mentally contended to aim at establishing good industrial relations. These are transport facility to & from work place, cultural and games & sports facilities, vocational training for technical skill development, education facilities for wards, extended medical facilities, emergency loan facility etc.

3. REVIEW OF LITERATURE

Noted author Prof. Arun Monappa (1989) referred that employee welfare program is the concern for improving the socio-economic condition of the employees. It also based on the principles of humanitarianism or internal social responsibility to provide some basic amenities which make the life of the employees' worthy. He also pointed that such activities, statutory benevolent, must build a sense of loyalty within the employees towards their organization.

According to the renowned author K. Aswathappa (2003) employee welfare refers to taking care of the well-being of employees by the employers, within the work place, for betterment of their socio-economic life. He has also pointed that it recognizes a unique place of the worker in the society, minimizing social evils as well as motivating and retaining the workforce in the organization.

Dr. Usha Tiwari, 2014 (AIMRJRM, Vol.3, Issue : 11, Nov. 2014) had published a research study on "Employee Welfare Facilities and its Impact on Employees Efficiency at Vinda Telelinks Ltd., Rewa(MP), India". The computed average mean score

and percentage score on overall 22 selected items of the study 66%. It means the VTL, Rewa provides various statutory and non-statutory welfare facilities to the employees following State and Central Govt. Rules and Regulations and the employees are satisfied on it. It is commendable. Appropriate and adequate welfare facilities have a positive impact on employee satisfaction. The researcher also mentioned that there is some scope for further improvement of these facilities. The study also reiterated that for the enhancement of efficiency, effectiveness and overall productivity, welfare facilities has to be improved to accomplish the organizational goals.

P.C. Sai Babu *et. al.* (2016) highlighted that implementation of labour welfare measures is an integrated and strategic function. The important task of this function is to provide realistic terms & condition, good working condition and fair wage. This measure comprises statutory and non-statutory provisions as prescribed under the legislation formulated by the nation. The study has also concluded that the employees have a strong perception and a satisfaction level towards the welfare measures which have already been adopted in the sample organization.

Dr. P. Bhujanga (2017) refers the employee welfare is a collective effort by the employers, trade unions, government and non-governmental agencies. The primary objective of this effort is the well-being of the employees', recognize their social status and minimizing social evils. The study also emphasized that doing well for the employees will help to retain and motivating them to procure their utmost commitment towards the organization. The study also indentified that the area/causes of employees' displeasures and accordingly management to take corrective actions to rectify those and help to improve the overall productivity.

Yashmin Softa *et.al* (2017) in the study of Employee Welfare Measures in the Star Light Hosiery Mills, Ludhiana, regarded the workers are the main assets of the company. To make the assets physically and mentally satisfied agile the employer should have to take all necessary steps towards appropriate welfare measures. The study has pointed out that all the welfare measures have impacted heavily on employee efficiency and it had appeared good in this organization. The suggested that some improvement in different parameters of the welfare measures has to be taken into account for more effectiveness of the employees. These are retirement benefits, working conditions and drinking water facilities. In view of the researchers all these measures can help to enhance employee morale and increase their productivity.

Dr. Shaikh Tabassum Hameed (2018), the study has revealed that most of the employees are satisfied with the welfare facilities provided by the organization. They are in the opinion that the company has taken a constructive approach towards the various welfare schemes. The study also found that maximum number of respondents are satisfied with monetary benefits like salary, an advance/loans etc. provided by the organization. They also feel satisfaction on various other welfare measures like safe working conditions, hygienic conditions of the canteen, training imparted for skill development and leave facilities. The researcher is in opinion that benefits and welfare facilities to be implemented to increase morality and motivation of the employees which make them loyal get committed to the organization.

S. Jayanthi *et.al* (2019) pointed out that effective & efficient workforce is the strength of any successful organization. Management should emphasize on certain policies and procedures which could improve the welfare and industrial safety procedures in the organization. These measures also play an important role in the manufacturing industry. The study indicated that for achieving goals of the company, employee welfare plays an important role. So the company has to pay due attention for providing optimum facilities to its employees. The study concluded that the welfare measure, in the sample organization, done through perfect analysis and interpretation, is satisfactory.

4. NEED FOR THE STUDY

Productivity of an organization largely depends upon the role, attitude and efficiency of its employees. Physically fit and healthy and mentally contented and happy manpower can only be the driving force to achieve the optimum level of productive efficiency. The selected industry, Cement Industry, regarded one of the most vital infrastructure industries. Our country is in a front position (2nd largest) in the global race in terms of production as well as consumption of cement. Cement industry is a labour-intensive industry; consequently the prosperity of this industry largely depends upon the enhanced efficiency of its work force. Poor and inappropriate working conditions not only affect the production, but it also increased the frustration and ill health, decrease the vitality of the employees. There is no significant study in this area on the said unit of the cement industry in West Bengal. So the study, 'Employee Awareness and Satisfaction towards Welfare Measures: An Empirical Study on Ramco Cement Ltd., Kolaghat Grinding Unit, West Bengal', will make a genuine endeavor in this perspective which is not explored until this study.

5. OBJECTIVE OF THE STUDY

The main purpose of this research study is to describe and analyze the results and to assess the impact of various welfare measures on the employee commitment. The objectives of the study are :

- To identify various welfare measures, statutory and non-statutory, available in this organization,
- to ascertain the level of awareness of welfare measures among the employees,
- to find out the welfare measures are in adequate and proper,
- to identify the impact of welfare measures on overall satisfaction of the employees, and
- to draw out suggestions for the improvement of industrial relations by providing appropriate and adequate welfare facilities.

6. HYPOTHESIS

The welfare measures (Statutory and Non-statutory) adopted in the organization have a significant impact on employee's job satisfaction.

7. RESEARCH METHODOLOGY

An in-depth and systematic study on a particular topic or subject or some defined area of investigation is termed as research process. This process is backed by defining the area of study, collection of data (Primary and Secondary), compilation of collected data, interpretation and presentation of relevant results. This study is also based on the collection of data i.e., primary and secondary on 7 nos. each of selected statutory and non-statutory welfare parameters. But it principally depends upon the primary data.

7.1 Data collection

- a. Primary Data: These data collected first time and in original form through the response of a structured questionnaire, personal interview of cross section of employees, field survey and on-spot observation.
- b. Secondary Data: Collected from different authentic source, viz. Company records, Government report, Official websites, Company magazines etc.

7.2 Sample Size for the Study

The organization has strength of 435 personnel including contractual employees. The sample size of the study consists of 70 employees judiciously chosen from different department, category and age group.

7.3 Statistical Tools used for Analysis

After data collection through printed questionnaire from individual respondents, it is classified, tabulated and compiled for analysis. Percentage Analysis, use of Bar Diagram and Presentation of Report were the activities involved in the process.

8. DATA ANALYSIS AND INTERPRETATION

8.1 Awareness Survey of Statutory Welfare Schemes

(Sample size : 70, Results in percentage form)

Table: 1

Sl. No.	Welfare facilities		No. of Respondents	Percentage
01	Rest Rooms	Yes	63	90
		No	07	10
02	Drinking Water	Yes	67	96
		No	03	04
03	Subsidized Food Canteen	Yes	70	100
		No	00	00
04	First Aid Appliances	Yes	70	100
		No	00	00
05	Urinals & Latrines	Yes	70	100
		No	00	00
06	Safety Measures	Yes	65	97
		No	05	07
07	Retirement Benefits	Yes	70	100
		No	00	00

8.2 Awareness Survey of Non-Statutory Welfare Facilities

(Sample size : 70, Results in percentage form)

Table: 2

Sl. No.	Welfare facilities		No. of Respondents	Percentage
01	Housing	Yes	00	00
		No	70	100
02	Extended Medical Facilities	Yes	63	90
		No	07	10
03	Educational Facility for ward	Yes	49	70
		No	21	30
04	Recreational Facilities	Yes	56	80
		No	14	20
05	Vocational Training	Yes	61	87
		No	09	13
06	Emergency Loan Facility	Yes	67	96
		No	03	04
07	Transport Facility	Yes	70	100
		No	00	00

8.3 Level of satisfaction

Level of Satisfaction of the respondents towards the various statutory welfare measures available in the organization. (Likert's 5 point scale used)

8.4 Statutory welfare measures

(Field data collected from a sample size of 70)

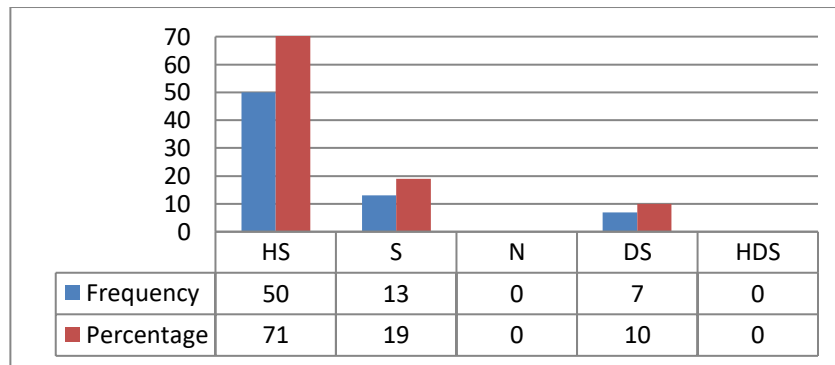
Table: 3

Welfare Parameter	Highly satisfied		Satisfied		Neutral		Dissatisfied		Highly Dissatisfied	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
1. Rest Rooms	50	71%	13	19%	00	00	07	10%	00	00
2. Drinking water	60	86%	05	7%	02	3%	03	4%	00	00
3. Canteen	61	87%	07	10%	00	00	02	3%	00	00
4. First aid appliances	60	86%	10	14%	00	00	00	00	00	00
5. Latrine & Urinals	50	71%	14	20%	00	00	06	9%	00	00
6. Safety measures	55	79%	05	7%	00	00	05	7%	05	7%
7. Retirement Benefit	63	90%	07	10%	00	00	00	00	00	00

Rest Room

Table: 4

Parameter	Frequency	Percentage
Highly Satisfied	50	71%
Satisfied	13	19%
Neutral	00	00
Dissatisfied	07	10%
Highly Dissatisfied	00	00
TOTAL :	70	100%



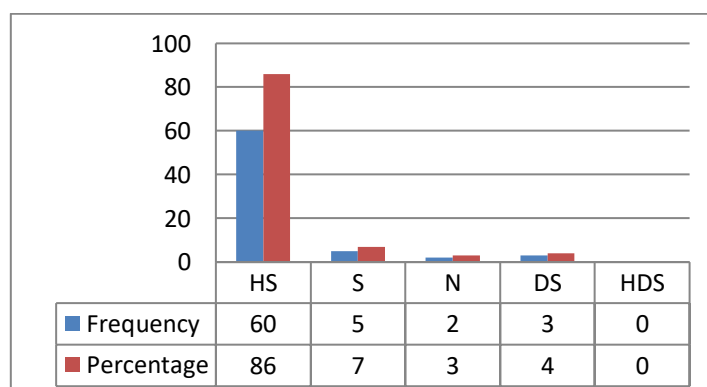
Interpretation: From the above Table and Bar Diagram it is noted that 50 nos. (71%) of sample are ‘Highly Satisfied’, 13 nos. (19%) ‘Satisfied’, while 7 nos. (10%) are ‘Dissatisfied’ about the said facility provided by the organization.

Drinking Water

Table: 5

Parameter	Frequency	Percentage
Highly Satisfied	60	86%
Satisfied	05	7%
Neutral	02	3%
Dissatisfied	03	4%
Highly Dissatisfied	00	00
TOTAL :	70	100%

Interpretation: Regarding the Drinking Water facility a large number of respondents, 60 (or 86%) are ‘Highly Satisfied’, 5 nos. (or 7%) are ‘Satisfied’, 02 nos. (or 3%) remain ‘Neutral’ while 3 nos. (or 4%) responded ‘Dissatisfied’.

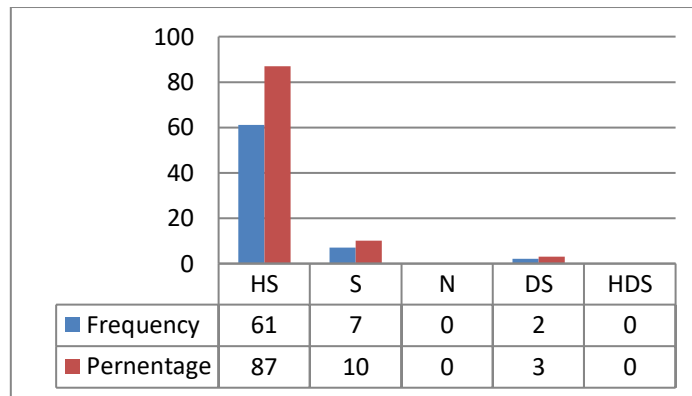


Canteen

Table: 6

Parameter	Frequency	Percentage
Highly Satisfied	61	87%
Satisfied	07	10%
Neutral	00	00
Dissatisfied	02	3%
Highly Dissatisfied	00	00
TOTAL :	70	100%

Interpretation: In response to the facility of subsidized food canteen 61 nos. (or 87%) are ‘Highly Satisfied’, 7 nos.(or 10%) are ‘Satisfied’ while 2 nos. (or 3%) became ‘Dissatisfied’.

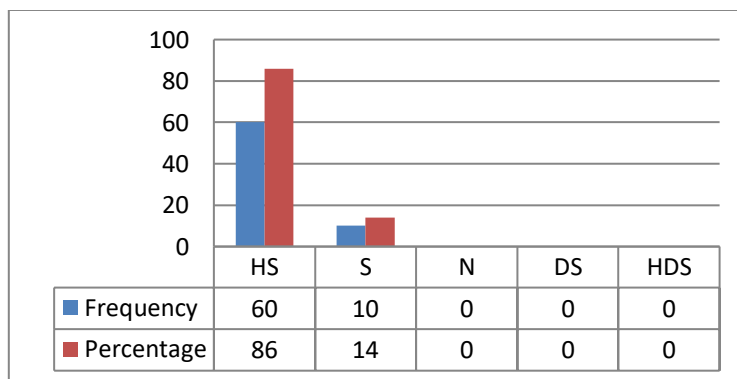


First aid appliances

Table: 7

Parameter	Frequency	Percentage
Highly Satisfied	60	86%
Satisfied	10	14%
Neutral	00	00
Dissatisfied	00	00
Highly Dissatisfied	00	00
TOTAL :	70	100%

Interpretation: The collected and tabulated data in the above table for First Aid Appliances 60 nos. (or 86%) respondents are ‘Highly Satisfied’ and 10 nos. (or14%) are ‘Satisfied’.

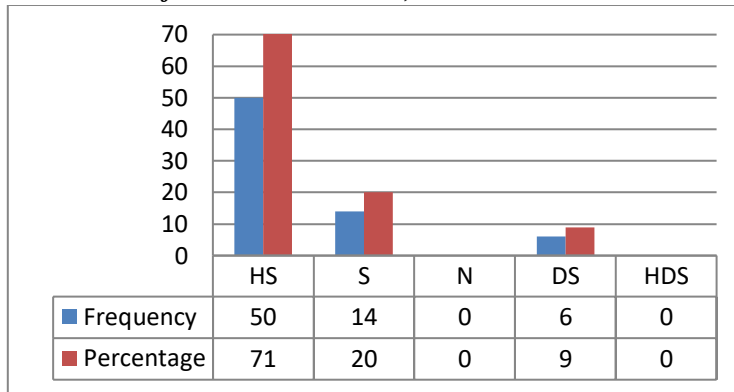


Latrine & Urinals

Table: 8

Parameter	Frequency	Percentage
Highly Satisfied	50	71%
Satisfied	14	20%
Neutral	00	00
Dissatisfied	06	9%
Highly Dissatisfied	00	00
TOTAL :	70	100%

Interpretation: From the above table it is noted that amongst the respondents, 50 nos. (or 71%) are ‘Highly Satisfied’, 14 nos. (or 20%) are ‘Satisfied and 6 nos. (or 9%) responded as ‘Dissatisfied’.

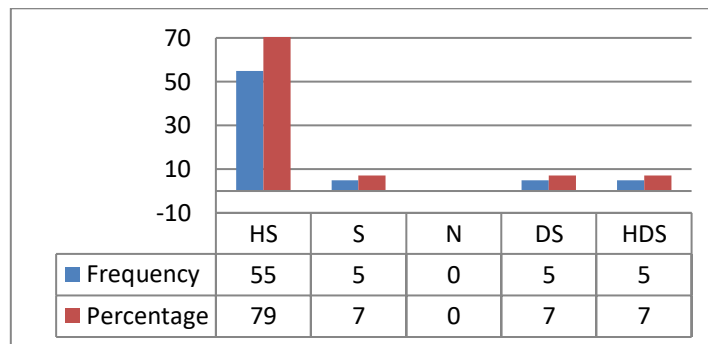


Safety Measures

Table: 9

Parameter	Frequency	Percentage
Highly Satisfied	55	79%
Satisfied	05	7%
Neutral	00	00
Dissatisfied	05	7%
Highly Dissatisfied	05	7%
TOTAL :	70	100%

Interpretation: Regarding Industrial Safety Measure in this unit, 55 nos. (Or 79%) responded as ‘Highly Satisfied’, 5 nos. (Or 7%) are ‘Satisfied’. On the other hand 5 nos. each (or 7% each) respondents are ‘Highly Dissatisfied’ and ‘Dissatisfied’.

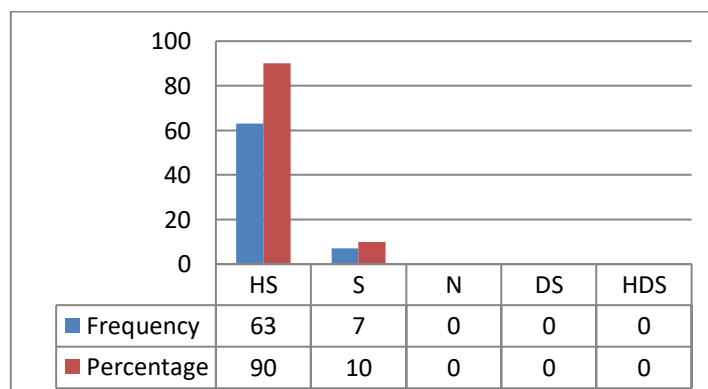


Retirement Benefits

Table : 10

Parameter	Frequency	Percentage
Highly Satisfied	63	90%
Satisfied	07	10%
Neutral	00	00
Dissatisfied	00	00
Highly Dissatisfied	00	00
TOTAL :	70	100%

Interpretation: As good as 63 nos. (90%) of the respondents are in favor of ‘Highly Satisfied’ and 7 nos. (or 10%) are ‘Satisfied’ while giving response to the Retirement Benefit the organization giving to the employees.



8.5 Non-Statutory Welfare Measures

Table: 11

Welfare Parameter	Highly satisfied		Satisfied		Neutral		Dissatisfied		Highly Dissatisfied	
	freq	%	freq	%	freq	%	freq	%	freq	%
1. Housing	00	00	00	00	00	00	00	00	70	100%
2. Extended medical facilities	60	86%	07	10%	00	00	00	00	03	4%
3. Educational facilities for ward	28	40%	14	20%	21	30%	07	10%	00	00
4. Recreational facilities	35	50%	20	29%	10	14%	05	7%	00	00
5. Vocational Training	63	90%	07	10%	00	00	00	00	00	00
6. Emergency loan facility	60	86%	07	10%	03	4%	00	00	00	00
7. Transport facilities	63	90%	07	10%	00	00	00	00	00	00

Housing

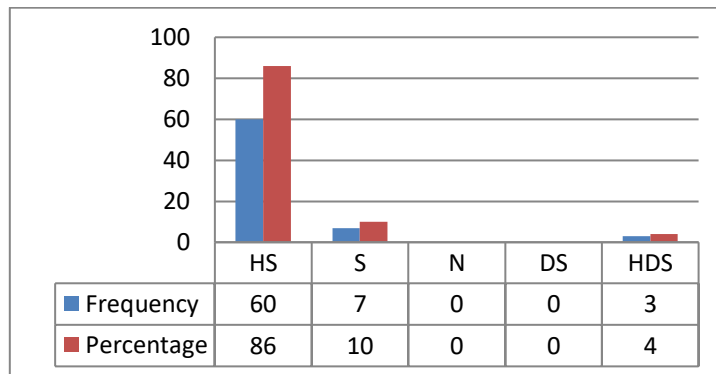
All respondents (70 or 100%) are stated that no such facility is available here and consequently all are ‘Highly Dissatisfied’ regarding this non-statutory welfare parameter.

Extended medical facilities

Table : 12

Parameter	Frequency	Percentage
Highly Satisfied	60	86%
Satisfied	07	10%
Neutral	00	00
Dissatisfied	00	00
Highly Dissatisfied	03	4%
Total	70	100%

Interpretation: A large number of respondents, 60 nos. (Or 86%) are highly satisfied about ‘Extended Medical Facilities’ provided by the organization, 7 nos. (Or 10%) are satisfied. On the other hand 3 nos. (Or 4%) are expressed ‘Highly Dissatisfied’ in this regard.

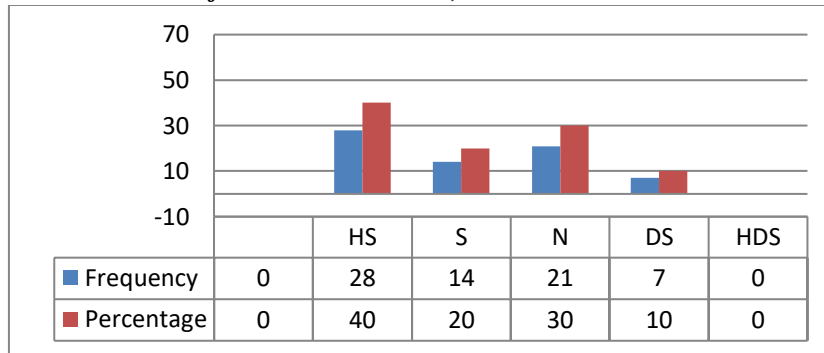


Educational Facilities for Ward

Table: 13

Parameter	Frequency	Percentage
Highly Satisfied	28	40%
Satisfied	14	20%
Neutral	21	30%
Dissatisfied	07	10%
Highly Dissatisfied	00	00
Total	70	100%

Interpretation: In this area of non-statutory welfare facilities 28 nos. (Or 40%) are ‘Highly Satisfied’, 14 nos. (Or 20%) are ‘Satisfied’, 21 nos. (Or 30%) remain ‘Neutral’ and 7 nos. (Or 10%) expressed as ‘Dissatisfied’.

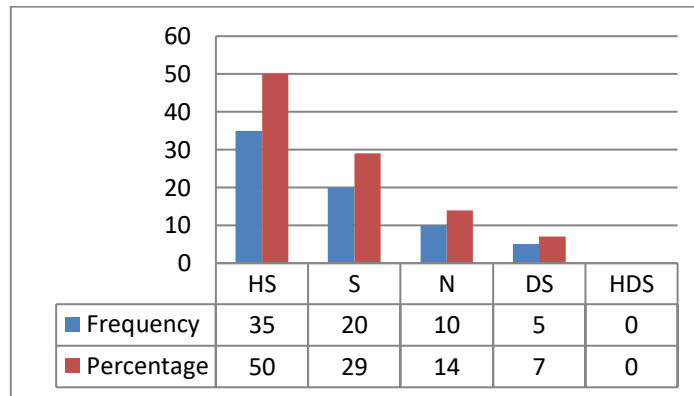


Recreational Facilities

Table: 14

Parameter	Frequency	Percentage
Highly Satisfied	35	50%
Satisfied	20	29%
Neutral	10	14%
Dissatisfied	05	7%
Highly Dissatisfied	00	00
Total	70	100%

Interpretation: The above table pointed that among the respondents 35nos. (Or 50%) responded with ‘Highly Satisfied’, 20 nos. (Or 29%) ‘Satisfied’, 10nos. (Or 14%) remain ‘Neutral’ and rest 5 nos. (Or 7%) were ‘Dissatisfied’.

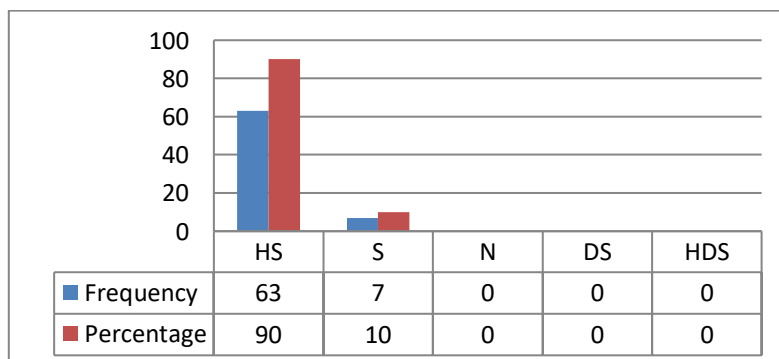


Vocational training

Table : 15

Parameter	Frequency	Percentage
Highly Satisfied	63	90%
Satisfied	07	10%
Neutral	00	00
Dissatisfied	00	00
Highly Dissatisfied	00	00
Total	70	100%

Interpretation: Regarding the Vocational Training facilities, 63 nos. (Or 90%) are ‘Highly Satisfied’ and remaining 7nos. (Or 10%) responded as ‘Satisfied’.

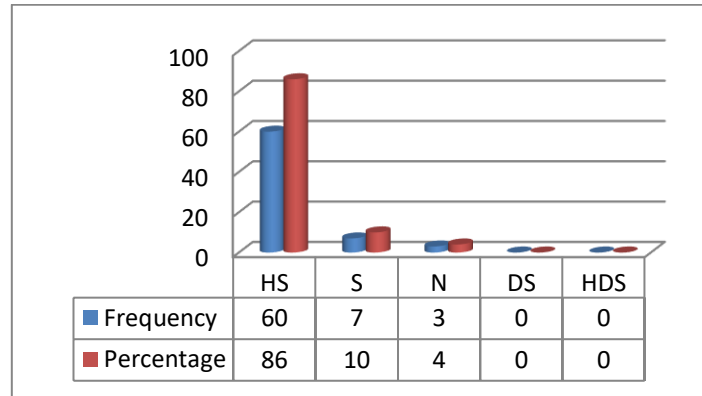


Emergency Loan Facility

Table: 16

Parameter	Frequency	Percentage
Highly Satisfied	60	86%
Satisfied	07	10%
Neutral	03	4%
Dissatisfied	00	00
Highly Dissatisfied	00	00
Total	70	100%

Interpretation: From the above table it is noted that 60 nos. or 86% respondents are ‘Highly Satisfied’ and 7 nos. or 10% are ‘Satisfied’ with this facility, while 3nos. or 4% remain ‘Neutral’ in their opinion.

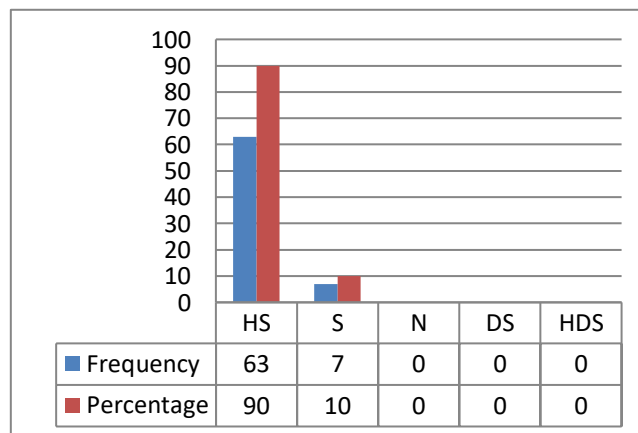


Transport Facilities

Table : 17

Parameter	Frequency	Percentage
Highly Satisfied	63	90%
Satisfied	07	10%
Neutral	00	00
Dissatisfied	00	00
Highly Dissatisfied	00	00
Total	70	100%

Interpretation: The above table shows that regarding Transport Facilities, to and from work place, 63 nos. (Or 90%) are ‘Highly Satisfied’ and remaining 7nos. (Or 10%) responded as ‘Satisfied’.



9. LIMITATIONS OF THE STUDY

- Due to constraints of time and busy schedule of the employees the study could not cover wider area of the working field and more detail.
- Bias response might also be reflected from the respondents.
- Respondents may not give correct data/information due to fear psychosis.
- Some data relating to office confidentiality keep hidden in the questionnaire by the respondents due to rules and regulations of the company.
- Response may differ from actual feeling because a section of respondents is reluctant to provide relevant or accurate information.

10. FINDINGS

In this study to collect field data from the sample, a structured questionnaire has been developed by the researcher. 14 nos. of selected parameter of employee welfare facilities are used in the questionnaire (7 each from statutory and non-statutory welfare measures). On the basis of the data collected, following are the findings of the study.

- Management has sincerely adopted various statutory and non-statutory welfare measures for the employees.
- All employees, irrespective of their category or employment status, are bringing under the umbrella of employee welfare.
- Overall findings on selected seven parameters of **statutory** employee welfare measures:
 - a. 81% of the overall respondents are 'Highly Satisfied',
 - b. 12% shown 'Satisfied' response on available facilities,
 - c. 6% respondents are 'Dissatisfied' on various parameters of welfare measures adopted in the organization,
 - d. Maximum of 86%, 87%, 86%, 71%, 71%, 79% and 90% respondents are in the opinion of 'Highly Satisfied' regarding the Drinking Water, Subsidized Food Canteen, First Aid Appliances, Latrine & Urinal facilities, Rest Rooms, Safety Measures and Retirement Benefits respectively and
 - e. Minimum of 10%, 4%, 3%, 9% and 7% of the respondents are 'Dissatisfied' on various welfare facilities provided by the organization, these are Rest Rooms, Drinking Water, Subsidized Food Canteen, Latrine & Urinal and Safety Measures respectively.
- On the other hand in the case of **non-statutory** welfare measures :
- Seven, among the existing welfare measures, have been selected for getting feedback from the respondents.
 - a. 63% of overall respondents are 'Highly Satisfied' on selected welfare parameters,
 - b. 12.7% of the respondents are merely 'Satisfied',
 - c. 2.5% given their opinion as 'Dissatisfied',
 - d. 14.9% of respondents are 'Highly Dissatisfied' with the selected non-statutory welfare measures,
 - e. 100% or all respondents of the sample are 'Highly Dissatisfied' on Housing facility. There is no company provided accommodation for the employees, and
 - f. In the case of Extended Medical Benefit, Vocational Training for skill development, Emergency Loan Facility and Transport Facility respectively 86%, 90%, 86% and 90% of respondents are 'Highly Satisfied' with the existing measures.

11. SUGGESTIONS/RECOMMENDATIONS

Based on the analysis of collected data and observation it can be inferred that most of the employees are aware of and satisfied with the existing welfare measures provided by the organization. Following are the suggestions/recommendations to the management to further strengthen these measures to promote psychologically healthy work environment and healthy industrial relations.

1. Company should provide residential accommodation for the employees coming from distant places by constructing residential quarters at a nearby area.
2. Quality of foodstuff should be developed and range of items to be increased. Hygiene and cleanliness to be maintained in the food canteen.
3. Supply point of purified drinking water should be increased for more availability.
4. Employee's Co-operative Credit Society should be established for the purchase of essential goods at a reasonable and fair price by the employees.
5. Monetary allowance should be provided to all eligible employees to support the educational expenses of their ward. Soft-term loan has to be provided for higher studies of the employees' and or their ward.
6. First aid treatment facilities should be strengthened equipped with full time doctor, more Para-medical staff, oxygen facility and much more modern treatment facility.
7. Physical fitness facilities to be provided for the employees by establishing gymnasium, and other indoor games facilities.
8. Family of the employees to be encouraged for taking part in various sports & recreational activities sponsored by the organization.
9. Comprehensive medical checkup including vaccination should be organized regularly once in a month to keep the employees physically fit and thereby reducing absenteeism.
10. De-addiction camp, counseling should be organized regularly for the better welfare of the employees

12. CONCLUSIONS

The study on employee welfare measures and awareness and satisfaction level of the employees' at Ramco Cement Ltd. Kolaghat Grinding Unit is satisfactory. The study reveals that the company provided a wide range of welfare facilities, statutory and non-statutory, to the employees in consonance with the rules and regulations laid down by the State and Union Government. To make the employee satisfied, the authority is required to provide appropriate and adequate welfare facilities, within the work place and or beyond the work place, to all section of employees which will increase the seamless productivity in terms of quality and quantity. At the end of the study it can be concluded that the prevailing welfare measures provided to the employees are quite satisfactory and laudable, but still there are few segments needs to be improved. Efficient and effective manpower is the key strength of any organization and the organizational goals can be accomplished through enhanced efficiency and effectiveness of the entire human resource of the unit. It is imperative to keep the manpower physically fit and mentally satisfied to draw out their optimum efficiency and to achieve organizational goals.

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