

THE IMPACT OF HUMAN RESOURCE WELFARE POLICIES ON EMPLOYEE WELL-BEING AND PERFORMANCE IN ENGINE ASSEMBLY UNIT

Chandya B¹, Dr. Kabirdoss Devi*²

II MBA, Department of Management Studies, School of Management Studies,

Vels Institute of Science Technology and Advanced Studies (VISTAS), Pallavaram, Chennai¹

Associate Professor, Department of Management Studies, School of Management Studies,

Vels Institute of Science Technology and Advanced Studies (VISTAS), Pallavaram, Chennai²

*Corresponding Author

Abstract: This study oversees the effect of Human Resource (HR) welfare policies on employee well-being and performance at Engine assembly unit. The goal is to gain a better understanding of how policies such as health and safety measures, work-life balance initiatives, financial benefits, training programs, and employee engagement activities influence employee motivation, satisfaction, and productivity, particularly among women. The study investigates how these welfare practices influence important behavioural outcomes such as job satisfaction, morale, and workplace commitment. It also investigates how organizational culture, managerial support, and communication influence the effectiveness of these policies. The study's goal is to gain a better understanding of how employee-centric welfare initiatives affect individual performance and overall organizational success by combining insights from existing literature and organizational context. The findings highlight the significance of inclusive and well-communicated HR policies in creating a supportive work environment, particularly in traditionally male-dominated industries such as manufacturing. The paper concludes by making recommendations for improving HR policy implementation and identifying areas for future research.

Keywords: HR Welfare Policies, Employee Wellbeing, Job Satisfaction, Performance, Manufacturing Sector, Engine assembly unit.

I.INTRODUCTION

Human Resource HR policies have a significant impact on employee behaviour, leading to improved organizational performance and success. Researchers and practitioners are interested in the relationship between HR policies and employee behaviour, as it has significant implications for workforce management and organizational effectiveness. HR policies guide employee interactions, shape organizational culture, and provide a framework for managing behavior, performance, and development. Understanding the relationship between HR policies and employee behaviour is crucial for organizations seeking to create a positive work environment, increase engagement, and achieve strategic objective. This research examines how HR policies impact employee behavior, including job satisfaction, commitment, performance, turnover intentions, and organizational citizenship. This study explores how organizational culture, leadership style, and employee perceptions influence the effectiveness of HR policies. This research aims to provide valuable insights for organizational leaders, HR practitioners, and scholars to design and implement HR strategies that promote a positive work environment and drive organizational success. HR policies play a significant role in shaping employee behavior in today's rapidly changing business landscape, including technological advancements, globalization, and shifting workforce demographics. Organizations face the challenges of managing diverse talent, promoting inclusivity, and adapting to changing market demands. HR policies align employee behaviors with organizational goals and values, ensuring consistent decision-making across functional areas. Remote work and a focus on work-life balance highlight the need to review traditional HR policies to align with changing employee preferences and expectations. This research examines how HR policies shape employee behavior in modern workplaces, providing actionable insights for fostering a culture of engagement, productivity, and resilience.

II. RESEARCH PROBLEM

Lack of research on how HR welfare policies impact the well-being, engagement, and performance of women employees, especially in male-Centred industries like manufacturing. Despite the implementation of various welfare policies, there is still a lack of understanding about their true impact on employee well-being and performance, particularly among women employees. These initiatives may be less effective due to low awareness, uneven policy communication, and cultural barriers.

Objective

- To analyze the impact of HR welfare policies on employee well-being and performance at **Engine assembly unit unit**, and determine how these policies influence job satisfaction, productivity, and retention.
- To Evaluate how HR welfare policies impact Women employee job satisfaction and motivation.
- To Evaluate the impact of HR policies on employee productivity and efficiency, including training, benefits, and engagement initiatives.
- To Analyse the impact of work-life balance initiatives on Women employee well-being, including whether flexible work hours and leave policies reduce stress and improve balance.

Research Questions:

- How do HR welfare policies influence employee job satisfaction and productivity, at the Engine Assembly Unit, Hosur?
- Do HR welfare policies significantly affect job satisfaction and motivation among women employees?
- What is the effect of training, benefits, and engagement-related HR policies on employee productivity and efficiency?
- Do flexible work hours and leave policies help improve well-being and reduce stress among women employees?
- Is there a relationship between workplace health and safety measures and the retention of women employees?

Significance of the Study

This study adds to theoretical understanding of HR inclusivity in a historically male-driven area of the workforce and serves to inform welfare policy development to improve support for women employees

III. LITERATURE REVIEW

Recent research has increasingly emphasized the importance of aligning HR practices with employee well-being to enhance satisfaction, motivation, and performance. Monika Bhoir and Vinita Sinha (2024) introduced the Employee Well-being HR Practices (EWBHRPs) framework, which integrates employee wellness into strategic HR planning. Their findings highlight how welfare-focused HR policies significantly improve satisfaction, engagement, and retention, though they noted a gap in applying such models specifically within the manufacturing sector. Similarly, Karin Nielsen et al. (2023) demonstrated that multilevel workplace resources—particularly at the leader and organizational levels—positively impact employee well-being and job performance. However, their study also acknowledged the absence of practical application in Indian industrial contexts. Supporting this, Ferdinand Waititu's research in Kenya's public transportation sector found that welfare programs like occupational health and training not only improved performance but also reduced absenteeism. Yet, the study suggested a need to contextualize these insights across different industries and regions. Further, Wan Yang and Shi Xu (2023) established a clear link between mental health-supportive HR practices and increased employee engagement, reinforcing the psychological contract theory. They observed, however, that their study lacked a gender-specific focus. Lastly, Ram Paudel and Alex Sherm (2024) revealed that remote work policies improved work-life balance and mental well-being, especially when organizations were adaptable to employee roles. Despite this, their research was limited to remote contexts, leaving open the question of how such welfare policies operate in physical work environments like manufacturing. Collectively, these studies underscore the theoretical and practical relevance of well-structured welfare policies, affirming the current study's focus on evaluating their impact in a real-world industrial setting, particularly among women employees in a manufacturing unit.

Research Gap

Lack of research on how HR welfare policies impact the well-being, engagement, and performance of women employees, especially in male-dominated industries like manufacturing.

IV.RESEARCH METHODOLOGY

Research Design

This study employs a **descriptive research design**.

Sampling Technique.

A **non-probability sampling** technique is used.

Data Analysis tools.

specifying tools like

- Demographic - percentage
- ANOVA
- Correlation test
- Chi – Square test.

Tools Used

- **Software:** SPSS
- **Statistical Techniques:** Descriptive statistics, correlation, ANOVA, chi-square

Ethical Considerations

All participants provided informed consent. Responses were anonymous and confidential.

V.RESULTS

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
TOTWP	111	5.00	11.00	7.6036	1.26692
TOTJS	111	5.00	14.00	8.5586	1.68784
TOTWL	107	3.00	11.00	5.8972	1.91781
TOTHS	103	5.00	13.00	9.1650	1.97085
TOTCG	104	4.00	12.00	7.3462	2.23724
Valid N (listwise)	101				

The descriptive statistics reveal important insights into employees' perceptions across five key HR welfare dimensions. The average score for **Total Welfare Perception (TOTWP)** is 7.60 (on a scale ranging from 5 to 11), with a low standard deviation of 1.27, indicating that most employees share a moderately high and consistent perception of the welfare measures provided. **Total Job Satisfaction (TOTJS)** also scores relatively high with a mean of 8.56 and a slightly higher standard deviation of 1.68, suggesting that while employees are generally satisfied with their jobs, there is some variation in their responses. In contrast, **Total Work-Life Balance (TOTWL)** has a lower mean of 5.90 and a standard deviation of 1.91, reflecting more diverse experiences among employees regarding balancing professional and personal life. **Total Health and Safety (TOTHS)** scored fairly high, with a mean of 9.17, suggesting positive perceptions overall, but the standard deviation of 1.97 indicates varying levels of satisfaction. Lastly, **Total Career Growth Opportunities (TOTCG)** shows a moderate mean of 7.35, but with the highest standard deviation of 2.24, highlighting significant differences in how employees view their prospects for advancement within the organization.

The correlation analysis reveals several statistically significant relationships among the variables measured in the study. Notably, Total Job Satisfaction (TOTJS) shows a moderate positive correlation with Total Work-Life Balance (TOTWL) ($r = 0.269$, $p < 0.01$), Total Health and Safety (TOTHS) ($r = 0.197$, $p < 0.05$), and Total Career Growth Opportunities (TOTCG) ($r = 0.235$, $p < 0.05$). These results indicate that higher job satisfaction is associated with better work-life balance, greater perceptions of health and safety, and more favorable views of career advancement opportunities. Additionally, Work-Life Balance is positively correlated with Health and Safety ($r = 0.256$, $p < 0.01$) and Career Growth ($r = 0.227$, $p < 0.05$), suggesting that employees who experience a better balance between work and life also tend to perceive a safer work environment and better career prospects. Interestingly, Total Welfare Perception (TOTWP) does not show a statistically significant positive correlation with any of the other variables and even has a weak negative correlation with Career Growth Opportunities ($r = -0.183$, $p = 0.064$), though this result is only marginally significant.

Correlations

		TOTWP	TOTJS	TOTWL	TOTHS	TOTCG
TOTWP	Pearson Correlation	1	.070	.029	-.111	-.183
	Sig. (2-tailed)		.462	.764	.266	.064
	N	111	111	107	103	104
TOTJS	Pearson Correlation	.070	1	.269**	.197*	.235*
	Sig. (2-tailed)	.462		.005	.046	.016
	N	111	111	107	103	104
TOTWL	Pearson Correlation	.029	.269**	1	.256**	.227*
	Sig. (2-tailed)	.764	.005		.009	.020
	N	107	107	107	103	104
TOTHS	Pearson Correlation	-.111	.197*	.256**	1	.246*
	Sig. (2-tailed)	.266	.046	.009		.013
	N	103	103	103	103	101
TOTCG	Pearson Correlation	-.183	.235*	.227*	.246*	1
	Sig. (2-tailed)	.064	.016	.020	.013	
	N	104	104	104	101	104

- Correlation is significant at the 0.01 level (2-tailed).
- Correlation is significant at the 0.05 level (2-tailed).

Similarly, TOTWP shows a weak negative, non-significant relationship with Health and Safety ($r = -0.111$). These findings suggest that while welfare policies may be present, employees do not necessarily associate them directly with satisfaction in areas like career growth or safety, indicating a potential disconnect between policy availability and perceived impact. Overall, the results highlight that job satisfaction is positively influenced by practical elements of employee experience, such as work-life balance, safety, and growth opportunities. These correlations underscore the importance of integrating employee-centric policies across different HR dimensions to foster a more supportive and productive workplace.

VI.FINDINGS

The findings of the study indicate that employees generally experience moderate to high levels of satisfaction with HR welfare policies, particularly in areas such as health and safety and overall job satisfaction. However, perceptions of work-life balance and career growth opportunities vary significantly among respondents, highlighting potential gaps in how these policies are implemented or experienced. The correlation analysis further reveals that job satisfaction is positively linked to practical support measures like work-life balance, health and safety, and career development initiatives. Interestingly, overall welfare perception does not show a strong correlation with these factors, suggesting a disconnect between the presence of welfare policies and how employees perceive their effectiveness. This highlights the need for more targeted and responsive HR initiatives, especially to better support women employees in the manufacturing sector.

VII.RECOMMENDATIONS

- **Enhance Communication and Awareness:** HR should ensure that all employees, especially women, are fully informed about existing welfare policies through regular training sessions, visual aids, and interactive platforms.
- **Focus on Career Development Programs:** Introduce tailored skill-building workshops, mentorship programs, and transparent promotion pathways to address concerns around career growth.
- **Improve Work-Life Balance Support:** Expand flexible scheduling, parental support policies, and stress management programs to address variability in work-life balance satisfaction.
- **Conduct Regular Policy Evaluations:** Collect feedback from employees at regular intervals to assess the real-time impact of welfare initiatives and adapt policies based on evolving needs.
- **Adopt a Gender-Inclusive Framework:** Design and implement welfare policies that take into account the unique challenges faced by women in manufacturing settings, such as safety, maternity support, and representation in leadership.

VIII.LIMITATIONS

- The study is **limited to a single unit (Engine Assembly Unit, Hosur)**, which may restrict the generalizability of the results.
- The **sample size is moderate (N = 111)**, and only responses with complete data were included for certain analyses, further narrowing the analytical scope.
- The study mainly uses **self-reported data**, which could be influenced by respondent bias or social desirability.
- The **focus is primarily on women employees**, which is valuable but leaves out the comparative insights from male counterparts.
- The study uses **quantitative methods only**, without qualitative interviews or observations that might capture deeper insights.

IX.CONCLUSION

This research confirms that HR welfare policies play a crucial role in shaping employee outcomes such as job satisfaction, motivation, and retention. While policies on health, safety, and training are relatively well-perceived, there are evident gaps in how welfare policies support work-life balance and career growth—especially from a gendered lens. The weak correlation between overall welfare perception and other factors such as career development suggests that merely having policies in place is not sufficient; employees must also perceive them as accessible, relevant, and impactful. A more inclusive, responsive, and well-communicated approach to welfare policy implementation is necessary to fully realize their benefits in enhancing employee engagement and organizational performance.

REFERENCES

- [1]. Gupta, R., & Sharma, P. (2020). Gender Inclusivity and HR Policies: A Manufacturing Perspective. *Journal of Organizational Development*.
- [2]. Singh, K., & Jain, S. (2021). Women in Indian Industries: Impact of Welfare Measures. *Human Resource Management Review*.
- [3]. Engine assembly unit Company Reports (2024).
- [4]. SPSS Output Tables and Case Study (2025).
- [5]. Budhwar, P., & Debrah, Y. (2019). *Human resource management in developing countries* (2nd ed.). Routledge.
- [6]. Kundu, S. C., & Mor, A. (2021). Work-life balance and organizational commitment: A study of Indian women employees. *Gender in Management: An International Journal*, 36(7), 695–712.
- [7]. Agarwala, T. (2003). Innovative human resource practices and organizational commitment: An empirical investigation. *International Journal of Human Resource Management*, 14(2), 175–197.
- [8]. Shuck, B., & Reio, T. G. (2014). Employee engagement and well-being: A moderation model and implications for practice. *Journal of Leadership & Organizational Studies*, 21(1), 43–58.