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**IMPACT OF EMPLOYEE WELFARE MEASURES TOWARDS THE JOB SATISFACTION**  
**(A Study with reference to Tamilnadu State Transport Corporation (TNSTC) Villupuram Division)****Ms. E. Vino**

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**Abstract**

The present research study was conducted to find out the impact of welfare measures towards the job satisfaction with reference to Tamilnadu State Transport Corporation (TNSTC) Ltd., Villupuram. Analytical research study was adopted to collect employee's insights on the employee welfare facilities and job satisfaction through a structured interview schedule consist four sections by adopting multi-stage sampling technique. The collected data were subjected to analysis using some statistical tools such as, percentage analysis; Karlpearson correlation was used in this study to find out meaningful solution to the research problems of the study. The result indicates that, employees demonstrate overall positive job satisfaction, monetary rewards, interpersonal relationships and work-life balance are key strengths. In addition, working conditions, training require focused improvements, family benefits, medical, financial and employee benefits influence specific satisfaction dimensions medical are the most impactful welfare component for overall job satisfaction. The relationship between welfare benefits and interpersonal relationships is complex and requires careful management.

**Key Words:** Employee welfare measures, Job satisfaction Resource Management, Reward, Recognition, promotion, Rewards, Monetary, Non Monetary, working condition.

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**1. INTRODUCTION**

The success of a business concern determined by the way it is taking care of employees' welfare and job satisfaction provided by the employers, the employee welfare measures increases their continue performance improvement which fulfills all the interest personally and professionally. Meanwhile, the main purpose of an organization is to satisfy the employees by providing conducive working environment and offering monetary and non monetary supports to employees. Employee welfare measures play a pivotal role to derive employee job satisfaction simultaneously, the job satisfaction is elicit the employee performance and organizational performance.

**2. CONCEPT OF EMPLOYEE WELFARE MEASURES AND JOB SATISFACTION****2.1. Employee welfare measures**

In the present business scenario, employee welfare facilities play a vital role in the job satisfaction and enhancing the potentials of employees to fulfill the needs and requirements of the jobs assigned to them as well as to move upward them in the employees' career ladder. Employee welfare measures are the facilities, service and benefits provided by the employer or an organization, in addition to wages, to ensure employees' physical, mental and social well being and to improve their working as well as living conditions. These measures may include health and safety provisions, medical facilities, canteen services, housing, transportation, recreation, insurance and other social security benefits.

**2.2. Job satisfaction**

Job satisfaction refers to the feeling of contentment; fulfillment or positive emotional response an employee has toward their job and work environment. Job satisfaction is the measurable level of an employee's positive or negative attitudes towards their job, evaluated through factors such as pay, working conditions, supervision, promotion opportunities and workplace relationships. When an organization provides welfare measures such as good working conditions, health and safety facilities, medical benefits, canteen, housing, transport and social security benefits employees feel cared for and valued. This leads to high moral, greater motivation, reduce stress and increased loyalty among the employees. As a result, employee welfare measures play an important role in improving job satisfaction.

**3. REVIEW OF LITERATURE AND RESEARCH GAP****3.1. Review of Literature**

**Gajapathy (2024)** has studied about the initiatives and programs known as employee welfare measures in an effort to guarantee the general welfare facilities, job satisfaction and quality of life of their workforce. The goal of these actions is to establish a work environment that supports social emotional and physical well-being. Organizations may cultivate a motivated, healthy, and devoted employee via the implementation of efficacy of welfare measures resulting in sustained success and sustainability.

**Paul Dhinakaran, and Rajarajan (2022)** the employee welfare measures used by Public Sector Transport Corporation are clarified by research on employees' welfare measures in the organization. The many employee welfare measures that are given to the employees are analyzed in this study. It draws attention to how the employees force views the several welfare programs offered by Tamil Nadu State Transport Corporation, as well as how satisfied they are with them overall.

**Nanda and Panda (2021)**, they put into practice enhanced welfare programs that enhance working conditions and, as a result, raise productivity. The company provides a range of welfare benefits to its staff in an effort to maintain good working relationships. These benefits include insurance policies, medical allowances, death relief funds, housing and transit facilities, recreation groups, excursions, and more. Both the departments and the space are maintained in excellent shape. Furthermore, the business has flawlessly implemented safety processes, demonstrating the ideal implementation of worker welfare, health, and safety.

**Neha Rathore and Manish Tanwar (2017)** have conducted a comprehensive review of literature to understand the existing body of knowledge with respect to the effect of employee welfare in service industries and the researchers found that still there is gap for offering a well structured theoretical model for the better implementation of welfare measures in service industries.

**Syed and Sri Vani Vidyahari (2016)** have conducted empirical research study to examine the employee welfare measures at Southern Power Distribution Company of Andhra Pradesh with the primary objective to explore awareness and satisfaction of employee welfare measures of the organization. The researchers made an attempt to collect information from 101 employees working in the organization by adopting questionnaire method of survey. The result indicates that, work experiences do not have significant relationship with employee welfare measures and welfare measures have significant positive effect on employee satisfaction.

**Sabarirajan, Meharajan, Arun (2010)** the present paper investigation issues of “A study on the various welfare measures and their impact on QWL provided by the Textile Mills with reference to Salem District, Tamil Nadu, India” 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 retain the employees and their quality of work life.

### 3.2. Research Gap

Although several studies have examined the relationship between employee welfare measures and job satisfaction in general organization contexts, there is a noticeable lacunas in the perception of employee welfare facilities provided by transport sectors and their impact on the job satisfaction across different demographic groups within the Transport sector to satisfy the employees in the working conditions for developing a more equitable and effective achievement of organizational goals. Moreover there are limited focusing specifically on public sector transport undertaking in India, particularly in regional divisions like the Tamilnadu State Transport Corporation (TNSTC) Villupuram. In addition few studies have explored the unique welfare concerns of bus drivers, conductors, and support staff in TNSTC, such as irregular work hours, safety issues, and employee benefits specific to this workforce, and how these factors influence their job satisfaction levels. This highlights the need for focused research on welfare measures in TNSTC and their specific impact on job satisfaction among its employees.

### 4. NEED AND SCOPE OF THE STUDY

The present study becomes important because of it focuses to analyze effectiveness of employees' welfare facilities and job satisfaction of the employees of the TNSTC, Villupuram Ltd., the study will be enlightened to the improvement of employee welfare facilities so as to increase the employees' job satisfaction.

### 5. STATEMENT OF THE PROBLEM

The success of the Indian transport industry largely depends on skilled and productive employees and their performance. The transport sector plays a vital role in the economic development of the nation and provides direct and indirect employment to a large section of population. To support employees, the Tamilnadu State Transport Corporation (TNSTC), Villupuram division Ltd., offers various welfare facilities. When employees are satisfied with these welfare measures, they tend to be more satisfied with their jobs which are also ultimately leads to improve performance and higher productivity. However, after the implementation of economic reforms and modernizations of the transport sector, existing vacancies have not been adequately filled, increasing the workload of current employees are deputed with appointment of temporary employees (Daily wage basis). This situation makes it essential for employers to strengthen welfare measures and provide sufficient support to maintain employee satisfaction.

In recent decades, employee welfare measures and job satisfaction have become important indicators of employees' standard of living and are crucial for maintaining a healthy relationship between employers and employees. The government also plays a significant role in formulating and implementing welfare policies for employees' socio-economic development. Since welfare measures directly influence job satisfaction, it is necessary to examine the relationship between different dimensions of employee welfare and the perceived job satisfaction of employees. Therefore, this study focuses on analyzing the welfare measures and job satisfaction of employees of Tamil Nadu State Transport Corporation (TNSTC), Villupuram Division Ltd., and offers suggestions to enhance welfare facilities and improve overall job satisfaction.

### 6. OBJECTIVES OF THE STUDY

- To analyze the demographic profile of employees in Tamilnadu State Transport Corporation TNSTC Ltd., Villupuram.
- To analyze the impact of employees' welfare facilities towards job satisfaction of employees' in Tamilnadu State Transport Corporation TNSTC Ltd., Villupuram.
- To suggest suitable measure to inculcate the performance management system among employees.

### 7. RESEARCH HYPOTHESES

In order to test hypothesis for the collected and analyzed data, the following hypothesis was formulated.

- **H<sub>0</sub>:** The perception level of employees towards the various types of welfare facilities do not influenced the employees' job satisfaction.

### 8. METHODOLOGY

#### 8.1. Research Design

The main purpose of the present study is to analyze the impact of employees' welfare facilities on the job satisfaction among the employees' of TNSTC, Villupuram division. In order to analyze the impact of demographic profile and Job profile of the employees, perception level of employees taken in to consideration. Thus, the descriptive research design is adopted to achieve the research objectives.

#### 8.2. Population and Sample

The population of interest comprised all the employees of TNSTC, Villupuram division was taken as population for this study because the Transport sector rendering services to the general public as the public services rendered by the Government of Tamilnadu. In order to collect the primary data from all the possible respondents in a population of universe, the Judgment Sampling method has been adopted. The researcher has collected the data from the sample of 175 respondents (Employees of TNSTC)

#### 8.3. Data Collection

To conduct the present study, both primary and secondary data sources were used. The primary data were collected from the respondents (Employees of TNSTC) by using a structured interview schedule to measure means score job satisfaction and employee welfare facilities provided by TNSTC Villupuram. Simultaneously, the secondary data were collected from published sources of books, journals magazines and previous research studies.

#### 8.4. Tool for data Collection

The tool for primary data collection is structured interview schedule and prepared with three parts, Part one consisted of demographic profile of the employees, part two consists job profile of Employees of TNSTC and part three contains 29 statements with respect to employee welfare facilities with five point Likert's scale from 1 strongly disagree to 5 strongly agree, and 25 statement with regard to job satisfaction constructed as statements with five point Likert scale 1 highly dissatisfied to 5 highly satisfied. A total of 200 interview schedules were distributed to the employees at various level 185 were returned and only 175 were fully completed and were considered to analyze data and responses given by 175 respondents (Employees of TNSTC).

#### 8.5. Validity and reliability

Reliability (Cronbach's Alpha value) is used to test if particular techniques would yield the same results if applied repeatedly to the same object under the same conditions (Mouton, 2002). In order to test the reliability and validity of the developed tool, Cronbach's Alpha reliability test was applied and to determine internal consistency of the tool, it gives the alpha value for all the 29 variables (Welfare Facilities) is (0.821>0.7) and 43 variables (Job Satisfaction) is (0.891>0.7) as alpha coefficient values 0.7 or more is considered acceptable and hence the data collection tool is more reliable to executed this study.

**8.6.Data Analysis**

The data were collected as quantitative in nature by using 5 point Likert’s scale the data was ranked by ordinal scale. The data were processed and analyzed using SPSS version 25 for windows and appropriate statistical techniques like descriptive statistics, arithmetic mean used to measure level of job satisfaction towards the employee welfare facilities have applied, Karlpeason coefficient of correlation test also applied to analyze the impact of various types of employee welfare facilities towards the job satisfaction among the employees of TNSTC, Villupuram Ltd.,

**9. LIMITATIONS OF THE STUDY**

- The present study is confined to the TNSTC Villupuram Ltd., Division only
- Number of sample limited to 175 respondents (Employees of TNSTC)
- The present study is also assumed that there is no respondent’s bias.

**10. RESULT AND DISCUSSION**

**10.1.Demographical Profile**

**Table – 1: Demographic and Job Profile of the Employees (N=175)**

Variable Description	N	%
<b>1. Age of the Respondents</b>		
20 - 30 Years	37	21.1
31 -40 Years	65	37.1
41-50 Years	45	25.7
51 -60 Years	28	16.0
<b>Total</b>	<b>175</b>	<b>100.0</b>
<b>2. Gender of the Respondents</b>		
Male	110	62.9
Female	65	37.1
<b>Total</b>	<b>175</b>	<b>100</b>
<b>3. Marital Status</b>		
Married	131	74.9
Unmarried	36	20.6
Destitute/widow	08	04.6
<b>Total</b>	<b>175</b>	<b>100</b>
<b>4. Family Members</b>		
1-3 Members	62	35.4
4-6 Members	110	62.9
Above 6 Members	03	1.7
<b>Total</b>	<b>175</b>	<b>100</b>
<b>5. Nativity of the Respondents</b>		
Metropolitan	44	25.1
Urban	95	54.3
Semi Urban	36	20.6
<b>Total</b>	<b>175</b>	<b>100</b>
<b>6. Educational Qualification</b>		
SSLC	10	5.7
HSC	31	17.7
ITI/Diploma Holder	33	18.9
Graduates	42	24.0
Post-Graduates	19	10.9
Professional	27	15.4
Others	13	7.4
<b>Total</b>	<b>175</b>	<b>100</b>

Variable Description	N	%
<b>7. Monthly Income</b>		
Less than Rs.25,000	24	13.7
Rs.25,001 to Rs.35,000	38	21.7
Rs.35,001 to Rs.45,000	35	20.0
Rs.45,001 to Rs.55,000	33	18.9
Rs.55,001 to Rs.65,000	19	10.9
More than Rs.65,000	26	14.9
<b>Total</b>	<b>175</b>	<b>100</b>
<b>8. Department</b>		
Technical	43	24.6
Operation	63	36.0
Human Resource	22	12.6
Stores and Spares	22	12.6
Commercial	25	14.3
<b>Total</b>	<b>175</b>	<b>100</b>
<b>9. Job Status</b>		
Managerial	21	12.0
Supervisor	15	8.6
Clerical	40	22.9
Checking officer	22	12.6
Conductor	32	18.3
Driver	35	20.0
Others	10	5.7
<b>Total</b>	<b>175</b>	<b>100</b>
<b>10. Experience of Service</b>		
Below 5 years	14	8.0
6-10 years	48	27.4
11-15 years	23	13.1
16-20 years	18	10.3
21-25 Years	40	22.9
Above 25 Years	32	18.3
<b>Total</b>	<b>175</b>	<b>100</b>

**Majority (37.1%)** of respondents are aged **31–40 years**, indicating a **predominantly mid-career workforce**. Only **16%** are aged above 50 to 60 years, suggesting a smaller senior-age group nearing retirement (retirement age 60 years as per state government norms). Being the transport sector, the workforce is **male-dominated (driver, conductors and mechanical staff)**, with **62.9% males** and **38.1% females**.

A large majority (**74.9%**) of employees are **married**, suggesting family responsibilities play a role in employment stability. Most employees (**62.9%**) belong to families with **4–6 members**, pointing toward **nuclear or small joint families**. More than **54.3%** of employees are from **urban areas**, while **25.1%** are from metropolitan regions and **20.6%** are from semi-urban areas reflecting **urban-centric employment**.

Regarding educational qualification **24%** are **graduates** and **18.9%** are **ITI/Diploma holders**. **Majority of respondents earns between Rs.25, 001 and Rs 35,000 and balanced income distribution, with a notable 14.1% earning above Rs.65, 000.**

**Operations** department has the highest representation (**36%**), followed by **Technical (24.6%)**, and **Commercial (14.3%)**. **Clerical roles** dominate at **22.9%**, followed by **Drivers (20%)** and **Conductors (18.3%)**. **Managerial** and **Checking Officers** each make up **12% respectively**, while **Supervisors** account for **8.6%**. A mix of experienced and mid-level staff **27%** have **6–10 years** of service. Only **8%** have less than **5 years** of experience, showing **low new employee inflow** and a **stable, long-serving workforce**.

**10.2.Analysis of Employee job satisfaction towards welfare measures provided by Tamil Nadu State Transport Corporation Ltd., Villupuram.**

Employee welfare is a critical component in ensuring workforce satisfaction, motivation, and productivity. In the context of public sector organizations such as the Tamil Nadu State Transport Corporation Ltd., Villupuram, the provision of adequate welfare facilities is essential not only for employee well-being but also for maintaining operational efficiency and service quality. This section presents an analysis of the mean score perception of employees regarding various welfare facilities offered by the Corporation. The data collected from employees has been statistically analyzed to understand their level of satisfaction and the effectiveness of the welfare measures implemented. The insights derived from this analysis will help identify areas of strength and those requiring improvement, ultimately contributing to better human resource management within the organization.

**Table – 2: Measurement of Employee Job Satisfaction Level among the Employees of Tamil Nadu State Transport Corporation Ltd., Villupuram**

S.No	Job Satisfaction Dimension	Variable	Descriptive Statics		Job Satisfaction Level
			Freq.	%	
1	Nature of Job	My job is challenging one	78	44.60	Highly Satisfied
		My present job is as per my ability, qualification and experience	75	42.85	Satisfied
		I could enhance my skill in doing the job	101	57.71	Satisfied
		My job satisfies my aspiration	138	78.85	Highly Satisfied
		I feel that I have better prospects in this job	132	75.43	Highly Satisfied
		I have enough freedom in my job	107	61.14	Highly Satisfied
		I feel proud of working here	85	48.57	Satisfied
		<b>Average</b>		<b>58.45</b>	<b>Satisfied</b>
2	Working Condition	Working environment is satisfactory	70	40.00	Satisfied
		Working hours are satisfactory	99	56.57	Satisfied
		I have sufficient workload in my job	109	62.28	Highly Satisfied
		My work place is clean and noise free	80	45.71	Satisfied
		My work is risky and dangerous	48	27.42	Satisfied
		<b>Average</b>		<b>46.39</b>	<b>Satisfied</b>
3	Training/Skill Development	My job has helped me to learn some skills	69	39.42	Satisfied
		Government arranges for adequate training facilities to me	101	57.71	Satisfied
		My efficiency increased through training programme	125	71.42	Highly Satisfied
		<b>Average</b>		<b>56.18</b>	<b>Satisfied</b>
4	Monetary Rewards	Salaries and perquisites of employees are attractive considering their job responsibilities, qualifications and skills.	147	84.00	Highly Satisfied
		I am satisfied with the festival bonus/batta/commission paid to me	133	76.00	Highly Satisfied
		Comparing the salary for similar jobs in other similar unit (Private), I feel my pay is better	97	55.42	Highly Satisfied
		All the monetary benefits of the employees are released without any delay	128	73.14	Highly Satisfied
		Reward system for good work	110	62.85	Highly Satisfied
		Over time benefit is satisfactory	151	86.29	Highly Satisfied
		Retirement benefits are satisfactory	160	91.43	Highly Satisfied
		<b>Average</b>		<b>75.59</b>	<b>Highly Satisfied</b>
5	Non Monetary Rewards	I have been getting promotion as per my qualification and experience	133	76.00	Highly Satisfied
		The promotional policy is logic and made on merit basis	134	76.57	Highly Satisfied
		The government plans for career development at regular intervals	119	68.00	Highly Satisfied
		The present transfer policy is employee friendly	147	84.00	Highly Satisfied
		I feel that I have good prospects of advancement in my job	83	47.42	Satisfied
		Working on holiday is duly rewarded	109	62.29	Highly Satisfied
		<b>Average</b>		<b>69.05</b>	<b>Highly Satisfied</b>
6	Safety and Security	Employer provide safe and sound working condition	132	75.43	Highly Satisfied
		The TNSTC stands to safeguard the interest of the employees	139	79.43	Highly Satisfied
		I feel that I have Job security	100	57.14	Satisfied
		<b>Average</b>		<b>70.67</b>	<b>Highly Satisfied</b>
7	Leave and Working Hours	Working hours are suitable and adjustable	142	81.14	Highly Satisfied
		I am satisfied with the time allowed for overtime work	127	72.57	Highly Satisfied
		Employees are eligible for all types of leave CL/EL.ML and RL etc	144	82.29	Highly Satisfied
		Leave days and leave procedures are on par with other employees	129	73.71	Highly Satisfied
		<b>Average</b>		<b>77.43</b>	<b>Highly Satisfied</b>
8	Relationship with Colleagues	I have good relationship with all my colleagues	148	84.57	Highly Satisfied
		I have cordial relationship with my superior	146	83.42	Highly Satisfied
		There is a high team spirit in the work group	115	65.71	Highly Satisfied
		<b>Average</b>		<b>77.90</b>	<b>Highly Satisfied</b>
9	Relationship with Union	I am satisfied with the labor union activities	93	53.14	Satisfied
		My problems are properly solved by the union	145	82.86	Highly Satisfied
		There is good relationship among the union members	103	58.86	Satisfied
		Union – TNSTC/Government relationship is cordial	123	70.29	Highly Satisfied
		The union safeguards the interest of the employees	82	46.86	Satisfied
		<b>Average</b>		<b>62.40</b>	<b>Highly Satisfied</b>

*Source: Computed from primary data*

The table shows that the frequency distribution was done to measure the job satisfaction level among the employees towards the welfare facilities provided by TNSTC Ltd., Villupuram. The data collected from 175 respondents' put forward insight into across the several dimensions of employee job satisfaction such as nature of job, working conditions, training/skill development, monetary and non-monetary rewards, safety and security, leave and working hours, relationship with colleagues and labor union. Starting with 'nature of job', the average satisfaction level is 58.45 percentages, which falls under satisfied; this indicates that employees are generally satisfied with nature of their job, though there is still scope for improvement to reach consistently highly satisfied. With regard to 'working conditions', the average satisfaction level is 46.39, which fall under satisfied; this indicates that employees are moderately satisfied with their working conditions. While the overall perception is positive, there is room for improvement in certain aspects of working environment. It implies that targeted improvements are environmental comfort and workplace facilities, overall satisfaction in this dimension could increase from satisfied to highly satisfy. Further, the average satisfaction level on the 'training/skill development' is 56.18 percentages of employees have satisfied. This indicates that employees are generally satisfied with training and skill development opportunities, though there is still scope to strengthen learning experiences to reach highly satisfaction level on the training and skill development. By increasing practical learning opportunities and expanding structured training programs, overall satisfaction in this dimension can be elevated from satisfaction to highly satisfied.

With regard to the dimension, monetary rewards, the average satisfaction level 75.59 percent which indicates highest satisfaction level. This indicates that employees are highly satisfied with monetary rewards of the organization. The financial compensation appears to be a major strength contributing positively to the overall job satisfaction. Thus, the compensation system of an organization is a major motivating factor and a key contributor to the employees' job satisfaction and retention in the same organization.

Employees are highly satisfied with non monetary rewards provided by TNSTC, as the average satisfaction level is 69.05 percent. This indicates that employees are highly satisfied with promotion policies, career advancement and opportunities. Overall, non-monetary rewards serve as an important motivational factor alongside monetary rewards contributing significantly to the employees' job satisfaction and retention. Employees are highly satisfied with safety and security as the average satisfaction level is 70.67 percent, this indicates that employees are feeling secure and protected in their workplace. Safety and security is measures appear to be strong aspects of the organization, contributing positively to overall job satisfaction. Employees are highly satisfied with dimensions of leave and working hours as the average satisfaction level is 77.43 percent. This implies that leave and working hours appears to be one of the strong contributions to overall job satisfaction and shows that effective leave management, flexible working hours significantly enhances the employee morale, supports employee well-being, work-life balance and job satisfaction. The employees were highly satisfied with the dimension relationship with colleagues as the average satisfaction level is 77.90 percent which falls under highly, these shows that employees experience very positive interpersonal relationship at the work place. Healthy relationships with colleagues and superior significantly contribute to overall job satisfaction and organizational harmony. Team spirit is strong but can be further enhanced through team-building initiatives play a vital role in maintaining high job satisfaction levels within the organization.

The average satisfaction level is 62.40 which indicate that employees are highly satisfied with union related activities. Similarly, 70.29 percent of employees have expressed high satisfaction with the cordial relationship between the union and the Tamilnadu State Transport Corporation (TNSTC)/Government, indicating confidence in institutional cooperation. The findings reveal that employees have a generally positive perception of their relationship with the union.

**10.3. Analysis of Correlation between the Employee welfare facilities and job satisfaction of employees in Tamil Nadu State Transport Corporation Ltd., Villupuram**

Understanding the relationships between different types of employee welfare facilities is essential for effective resource allocation and policy development. This section explores the correlations between the various welfare measures provided by Tamil Nadu State Transport Corporation Ltd., Villupuram and employee job satisfaction to identify how these welfare facilities are enhance the employee job satisfaction. By analyzing the statistical correlations, insights can be gained into whether improvements in one area of welfare may influence job satisfaction or effectiveness in others, thereby aiding in more strategic and integrated welfare planning.

**Table – 3: Correlation between the Employee welfare facilities and job satisfaction of employees in Tamil Nadu State Transport Corporation Ltd., Villupuram**

Dependent Variables		Independent Variables	
Dimension	Employee Job Satisfaction	Dimension	Description of
Y1	Nature of Job	X1	Work place
Y2	Working Condition	X2	Daily Needs
Y3	Training/Skill Development	X3	Medical Facilities
Y4	Monetary Rewards	X4	Financial Supports
Y5	Non-Monetary Rewards	X5	Employee Benefits
Y6	Safety and Security	X6	Family Benefits
Y7	Leave and Working Hours		
Y8	Relationship with Colleagues		
Y9	Relationship with Union		

Pearson correlation values show the strength and direction of the relationship between Independent variables (X<sub>1</sub>...X<sub>6</sub>) and Dependent variables (Y<sub>1</sub>...Y<sub>9</sub>) while significant 2 -tailed test) shows statistical significance (p-value) typically P<0.05 Statically significant p>0.05 not significant.

**Table – 4: Karlpearson Correlation Coefficient**

		WORPLACE (X1)	DAILY NEEDS (X2)	MEDICAL FACILITIES (X3)	FINANCIAL BENEFITS (X4)	EMPLOYEE BENEFITS (X5)	FAMILY BENEFITS (X6)
NATURE OF JOB (Y1)	Pearson Correlation	.106	.089	.127	-.048	-.037	.319**
	Sig. (2-tailed)	.164	.239	.094	.529	.623	.000
	N	175	175	175	175	175	175
WORKING CONDITIONS (Y2)	Pearson Correlation	-.029	-.021	-.067	-.040	.028	.485**
	Sig. (2-tailed)	.701	.784	.375	.600	.713	.000
	N	175	175	175	175	175	175
TRAINING/ SKILLS AND DEVELOPMENT (Y3)	Pearson Correlation	-.060	-.013	-.085	.101	.099	.572**
	Sig. (2-tailed)	.430	.867	.266	.186	.192	.000
	N	175	175	175	175	175	175
MONETARY REWARDS (Y4)	Pearson Correlation	.129	.108	.166*	.113	.003	-.016
	Sig. (2-tailed)	.089	.155	.029	.135	.973	.837
	N	175	175	175	175	175	175
NON-MONETARY REWARDS (Y5)	Pearson Correlation	.073	.087	.073	.004	-.004	-.063
	Sig. (2-tailed)	.336	.252	.338	.956	.961	.406
	N	175	175	175	175	175	175
SAFETY AND SECURITIES (Y6)	Pearson Correlation	-.126	-.044	-.109	.170*	.178*	.110
	Sig. (2-tailed)	.097	.561	.149	.025	.019	.147
	N	175	175	175	175	175	175
LEAVE AND WORKING HOURS (Y7)	Pearson Correlation	-.031	.001	-.013	.076	.142	.082
	Sig. (2-tailed)	.681	.991	.864	.316	.060	.281
	N	175	175	175	175	175	175
RELATIONSHIP WITH COLLEAGUES (Y8)	Pearson Correlation	-.111	-.114	-.084	-.040	-.091	-.216**
	Sig. (2-tailed)	.143	.134	.270	.595	.233	.004
	N	175	175	175	175	175	175
RELATIONSHIP WITH UNIONS (Y9)	Pearson Correlation	-.142	-.086	-.098	-.105	.039	.097
	Sig. (2-tailed)	.061	.259	.199	.167	.608	.199
	N	175	175	175	175	175	175

It is clear and structured interpretation of Karl Pearson **correlation table** based on the Pearson correlation coefficients and significance levels provided.

*H<sub>0</sub>: Employee welfare facilities do not influence employees' job satisfaction.*

Job Satisfaction Dependent Variables	Significant Welfare Facilities Independent Variables	r-Value	P-Value	Null Hypothesis H <sub>0</sub>	Direction
Nature of Job (Y1)	Family Benefits (X6)	0.319	0.000<0.05	Rejected	Positive Correlation
Working Conditions (Y2)	Family Benefits (X6)	0.485	0.000<0.05	Rejected	Positive Correlation
Training/Skills (Y3)	Family Benefits (X6)	0.572	0.000<0.05	Rejected	Positive Correlation
Monetary Rewards (Y4)	Medical Facilities (X3)	0.166	0.029<0.05	Rejected	Positive Correlation
Safety & Securities (Y6)	Financial Benefits (X4)	0.170	0.025<0.05	Rejected	Positive Correlation
Safety & Securities (Y6)	Employee Benefits (X5)	0.178	0.019<0.05	Rejected	Positive Correlation
Relationship with Colleagues (Y8)	Family Benefits (X6)	-0.216	0.004<0.05	Rejected	Negative Correlation

**Nature of Job (Y1)**

There exists strong positive correlation between family benefits (X6) and nature of job (Y1) whereas the other welfare variables show weak, non-significant correlations  $p>0.05$ . Therefore, it implies that employees feel more satisfied with their job when the family benefits are adequately provided.

**Working Conditions (Y2)**

There exists a moderate positive correlation between family benefits (X6) and working conditions (Y2) whereas the other welfare variables show weak, non-significant correlations  $p>0.05$ . Therefore, the family benefits strongly enhance satisfaction regarding working conditions.

**Training/Skills and Development (Y3)**

The employee welfare facilities i.e. family benefits again shows highest positive correlation between training/skills and development (Y3) whereas the other welfare variables are weakly, non-significant correlations  $p>0.05$ . Therefore, the Training and development satisfaction improves with strong family welfare supports.

**Monetary Rewards (Y4)**

The employee welfare facilities i.e. medical facilities shows highest positive correlation between monetary rewards (Y4) whereas the other welfare variables are not significant  $p>0.05$ . Therefore, the availability of medical facilities is positively related to satisfaction with monetary rewards.

**Safety and Security (Y6)**

The employee welfare facilities i.e. financial benefits and employee benefits showed highest positive correlation between safety and security (Y4) whereas the other welfare variables are not significant  $p>0.05$ . Therefore, the financial and employee benefits are important for perceived safety and security at work.

**Relationship with Colleagues (Y8)**

There exists significant but negative correlation between family benefits (X6) and relationship with Colleagues (Y8) whereas the other welfare variables show weak, non-significant correlations  $p>0.05$ . Interestingly, stronger family benefits are slightly associated with lower satisfaction in colleagues relationships. This might indicate focus shifts or expectations mismatch.

From the above analyses it is evidenced that the family benefits are the most influential welfare facilities for overall job satisfaction in TNSTC Villupuram, followed by medical, financial and employee benefits for specific aspects. Some dimensions of employee job satisfaction like colleague relationships may be negatively impacted by certain benefits suggesting complex social dynamics.

**11. MAJOR FINDINGS**

**11.1.Measurement of Employee job satisfaction level**

- Employees are generally satisfied with the nature of job; scope exists to enhance job enrichment and role clarity to achieve higher satisfaction levels.
- Employees are moderately satisfied with working conditions; it also indicates need to create conducive working environment to the employees.
- The TNSTC employees are satisfied with training opportunities, structured and practical training components require to strengthen.
- It was found that, highest satisfaction dimension and the compensation system is a key motivating factor which is supporting employee retention.
- High satisfaction with promotion, recognition and career advancement opportunities it plays a significant role alongside monetary benefits.
- Employees feel secure and protected by strong safety measures and contributing positively to job satisfaction.
- Employees are highly satisfied with effective leave policies and working hours enhance work-life balance and employee morale.
- Employees experience highest interpersonal satisfaction with positive workplace relationships which promotes organizational harmony and teamwork.
- Employees are highly satisfied with union activities and strong engagement between employees and union bodies.
- Employees are highly satisfied with cordial relationship between TNSTC and the Government which ensures trust and institutional cooperation.

**11.2.Impact of Employee welfare facilities towards employee job satisfaction**

- Employees feel more satisfied with their job when the family benefits are adequately provided.
- The family benefits strongly enhance satisfaction regarding working conditions.
- The Training and development satisfaction improves with strong family welfare supports.
- The availability of medical facilities is positively related to satisfaction with monetary rewards.
- The financial and employee benefits are important for perceived safety and security at work.
- Stronger family benefits are slightly associated with lower satisfaction in colleagues relationships. This might indicate focus shifts or expectations mismatch.
- It is evidenced that the family benefits are the most influential welfare facilities for overall job satisfaction in TNSTC Villupuram, followed by medical, financial and employee benefits for specific aspects.

## 12. SUGGESTIONS

- The organization has to improve working conditions such as workplace infrastructure, sanitation facilities, rest areas and other basic amenities.
- Facilitate more practical and hands on training programs, conduct regular skill up-gradation workshops also implement structured career development plans.
- Employer has to introduce employee appreciation programs, offer transparent promotion policies and clear career progression paths.
- Strengthen family health coverage, educational assistance and dependent support schemes, and also provide family inclusive policies (scholarships, insurance extensions, emergency supports).
- Encourage collaborative work culture and peer engagement, monitor whether benefit structures unintentionally create perception gaps, conduct team-building and interpersonal skills workshop for the employees.
- The TNSTC will have to regular impact assessments with periodic correlation and regression analyses to measure welfare impact on job satisfaction identify emerging trends and adjust welfare policies accordingly.

## 13. CONCLUSION

The article entitled "Impact of Employee welfare measures towards job satisfaction – A study with reference to TNSTC Ltd., Villupuram division" reveals that the workers are positively perceived with the welfare measure provided to them. Employees are satisfied with the nature of their job, training opportunities, promotion policies, safety measures, union activities and the cordial relationship between TNSTC and the government. Notably, monetary rewards, leave policies, working hours and interpersonal relationships emerge as the strongest contributors to overall satisfaction, reflecting effective human resources practices and supportive organizational policies. However, moderate satisfaction with working conditions suggests the need for improvements in creating a more conducive and comfortable working environment.

The analysis of the impact of employee welfare facilities further reveals that family benefits play a pivotal role in influencing job satisfaction. Family welfare measures significantly enhance satisfaction related to the nature of job, working conditions and training development. Additionally, medical facilities positively influence satisfaction with monetary rewards, while financial and employee benefits contribute substantially to employees' perception of safety and security. Interestingly, the slight negative association between family benefits and colleagues relationships suggests the presence of complex social dynamics that require careful organizational attention. Hence, it is concluded that employee welfare facilities in particularly family benefits serve as critical determinants of job satisfaction in TNSTC Villupuram. While the organization demonstrates strong performance in compensation, work-life balance, safety and union relations, focused improvements in working conditions and balanced welfare implementation can further enhance overall employee satisfaction, organizational effectiveness and successful achievement of organizational goals.

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