

Original Paper

Impact of Employee Welfare Facilities on the Job Satisfaction

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Abstract

Employee welfare entails everything from services, facilities and benefits that are provided or done by an employer for the advantage or comfort of an employee. It is undertaken in order to motivate employees and raise the productivity levels. The study aims to find out how job satisfaction depends on employee welfare at Hema Engineering Limited. The descriptive research design has been used to find out whether the employees are aware about the welfare policies of the organization and their opinion on various welfare policies, which they like the most and which they want to get changed for their better future. A survey was conducted with the help of a structured questionnaire at HEL. Data analysis has been done on SPSS. The sample size was 57. Non-Probability Sampling technique has been used. HEL management understands the importance of welfare in the life of the employees and therefore provides them with lots of allowances, high pay scale and other employee benefits. This in return helps HEL to get best out of their employees. HEL has integrated processes which are followed for availing the welfare benefits by the employees. HEL provides a lot of benefits to the employees even after they get separated from the organization. Thus the employees and their families feel secure and motivated. Most of the employees are satisfied and happy with most of the policies at the workplace, especially medical benefits and child allowance. HEL is capable of attracting the best pool of talent and is also able to retain them through their attractive welfare policies.

Keywords

Employment security, motivation, retention, productivity, working condition, organizational culture

1. Introduction

Employee welfare is defined as “efforts to make life worth living for workmen”. “Employee welfare is a comprehensive term including various services, benefits and facilities offered to employees & by the employers”.

Welfare includes anything that is done for the comfort and improvement of employees and is provided over and above the wages. Welfare helps in keeping the morale and motivation of the employees high so as to retain the employees for longer duration. The welfare measures need not be in monetary terms only but in any kind/forms. Employee welfare includes monitoring of working conditions, creation of industrial harmony through infrastructure for health, industrial relations and insurance against disease, accident and unemployment for the workers and their families.

The very logic behind providing welfare schemes is to create efficient, healthy, loyal and satisfied labor force for the organization. The purpose of providing such facilities is to make their work life better and also to raise their standard of living.

1.1 Need of Employee Welfare

The businesses need government assistance exercises to release their social obligation, raise the representatives spirit utilize the work power all the more viably and to decrease work with laborers and to stay away from government assistance offices other than evacuating disappointment help to create dependability in laborers towards the association. Government assistance may help limit social shades of malice, for example, liquor addiction, betting, prostitution and illicit drug use. Government assistance may make amicable modern relationship.

Welfare facilities rise the organizations' costs however in the event that it is done accurately, it has gigantic advantages for both business and representative. Under the standards of worker government assistance, if a representative feels that the administration is concerned and thinks about him/her as an individual and not similarly as another representative, he/she will be more dedicated to his/her work. Different types of government assistance will help the representative of money related weights while government assistance exercises break the repetitiveness of work.

A representative who feels acknowledged will be more satisfied, fulfilled and more beneficial. This won't just lead to higher efficiency yet in addition fulfilled clients and henceforth benefit for the organization. A fulfilled representative will likewise not go searching for other openings for work and thus a business will get the opportunity to keep the best abilities and record lower worker turnover.

Bosses get steady work power by giving government assistance offices. Laborers check out their occupations and work with a sentiment of association and support. Worker government assistance estimates increment the efficiency of association and advance sound mechanical relations in this way keeping up modern harmony.

2. Literature Review

Towler et al. (2014) when pioneers demonstrated help for preparing through their activities, students were bound to see their pioneers as putting a higher need on preparing. Pioneer practices anticipated learner need to prepare, on the grounds that students accepted their pioneers set a higher need for preparing. The pioneer practices that were significant for students' need to prepare were optional practices, not those pioneer practices commanded by the association. Learner view of pioneer need was all the more emphatically prescient of students' need to prepare for learners with less inspiration to move of preparing. Patro (2020) the arrangement of government assistance offices improves the relations among the workers and the administration of an association. These arrangements support the fitness levels and estimation of the workers. The harmony between employees' quality of life at the working environment and home is essential, as representatives are the mainstays of any association. The focal point of any association in embracing the government assistance plans is to make sure about the workforce by giving an appropriate workplace and limiting its risky impact on the representatives' work life. The essential motivation behind representative government assistance is to enhance the lives of workers and to keep them cheerful and led. The arrangement of workers' government assistance might be viewed as an astute venture as these would get a gainful return the type of more prominent proficiency. Nanjundeswaraswamy et al. (2019) Worker work fulfillment was altogether connected with every one of the five government assistance drives (Medical offices, Transport offices, First guide offices, Canteen offices and Recreational offices). The discoveries of this investigation recommend that associations need to comprehend the components influencing work fulfillment so as to build their representatives' activity fulfillment and to oversee turnover, expectation to stop and non-attendance as the connects of disappointment.

Pratibha et al. (2018) center around distinguishing the connection between HRM practices and its linkage with deals development according to little scope enterprises. The discoveries of the investigation demonstrate that the model displays a solid match with the information and shows that there is a huge effect of HRM rehearses on deals development of little scope enterprises. Jain (2016) the discoveries uncovered that general representatives were happy with existing government assistance offices; remittances, clinical offices, nature of work life, wellbeing and security. Additional time stipends and container offices were the two principle regions where enhancements are required. Tadesse (2017) the examination uncovered that the respondents indicated their moderate fulfillment on both intramural government assistance measures and extramural government assistance measures. As to fulfillment likewise they have demonstrated their moderate fulfillment both in natural and outward as employment fulfillment measures. The connection examination results have indicated that intramural and extramural representative government assistance measures had a powerless however positive relationship with work fulfillment. It tends to be inferred that lesser consideration was given for worker government assistance measures by endeavors as considered for the current investigation.

Saqib et al. (2015) results indicated that cooperation was adversely corresponded with unmistakable and immaterial prizes and emphatically related with authoritative responsibility. Further outcomes demonstrated that substantial and elusive prizes significantly affected the authoritative responsibility. In addition, interceding job of community has likewise been demonstrated. Hassett (2012) research on the human asset side of mergers and acquisitions has commonly underscored the human asset "issues" identified with mix, for example, low inspiration, expanded disappointment, low duty and execution, stress, administration and force battles, and high worker turnover. In any case, there is meager exploration on hierarchical responsibility with regards to acquisitions. However, in view of earlier examination, hierarchical duty is significant regarding representative maintenance, promise to change and post-procurement execution. De Gieter and Hofmans (2015) the discoveries represent that to have the option to completely comprehend the basic connection among remunerations and worker results, researchers need to receive an individual distinction point of view and strategy. Sen and Bhattacharya (2001) the revelations entangle both association specific segments, for instance, the CSR issues an association focuses on and the idea of its things, and individual-specific factors, for instance, customers' near and dear assistance for the CSR issues and their overall feelings about CSR, as key authorities of buyers' responses to CSR. The results moreover highlight the mediating some portion of purchasers' perspective on consistency between their own specific characters and that of the association in their reactions to its CSR exercises. Even more especially, the makers find that CSR exercises can, under explicit conditions, lessen customers' desires to buy an association's things.

Dauids et al. (2014) the consequences of the investigation exhibit the significance of preparing pertinence and preparing adequacy in move of preparing. Results demonstrated that significance; the degree instructional classes were identified with member's working environment exercises and expert turn of events, emphatically impacts move of preparing. Viability, preparing highlights which encouraged members to procure information and aptitudes, likewise has an altogether positive impact in move of preparing. Inspiration to take an interest and learning-helpful work environment includes likewise have a positive impact in move of preparing. Dahlsrud (2008) the assessment shows that the current definitions are to an enormous degree perfect. As such it is contemplated that the perplexity isn't such an extraordinary sum about how CSR is described, as about how CSR is socially worked in a specific setting. Mackey (2007) the examination exhibits that heads in exchanged on an open market firms may finance socially competent activities that don't increase the current estimation of their

affiliation’s future cash streams yet still lift the market estimation of the firm.

3. Research Methodology

3.1 Objectives of the Study

- To relieve workmen from industrial fatigue and to improve intellectual, cultural and material conditions of living of the workers.
- To study how job satisfaction depends on employee welfare.

3.2 Research Design

The descriptive research design has been used to find out whether the employees are aware about the welfare policies of the organization and their opinion on various welfare policies, which they like the most and which they want to get changed for their better future. A survey was conducted with the help of a structured questionnaire which helped in collecting the feedback of the employees at Hema Engineering Limited (HEL). Data analysis has been done on SPSS software.

3.3 Hypotheses

Following are the four hypotheses of the study:

- (A) H0: There exists a significant positive relationship between Job Satisfaction and Work Related Issues
- (B) H0: There exists a significant positive relationship between Job Satisfaction and Cafeteria Facilities
- (C) H0: There exists a significant positive relationship between Job Satisfaction and Allowances
- (D) H0: There exists a significant positive relationship between Job Satisfaction and Welfare Policies

3.4 Sample Size

57 Employees.

3.5 Sampling Technique

Non-Probability Sampling technique has been used.

4. Data Analysis and Interpretations

Q1. You are aware of various welfare policies of the organization.

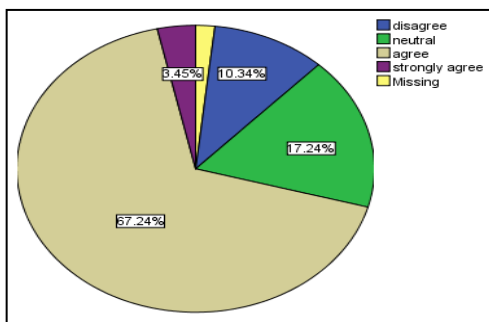


Figure 1. Awareness of Welfare Policies

Interpretations: About 67% of the respondents are aware of welfare policy and about 10% feel that they are not aware of the welfare policies of the organization.

Q2. Communication about the welfare policies of the organization is very transparent.

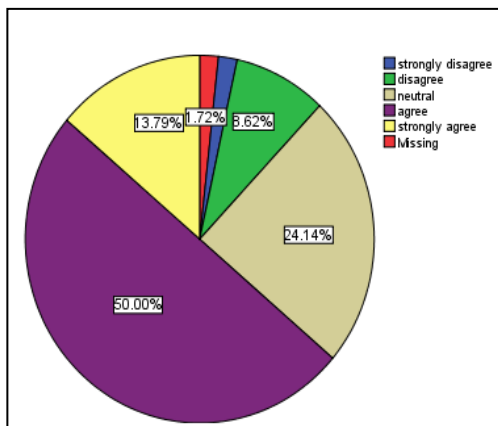


Figure 2. Communication about Welfare Policies

Interpretations: The information about the welfare policies is transparent, about 63% of the respondents agree on this. These are the only sources from which employees can know about the welfare policies.

Q3. Procedure for availing the welfare benefits of the organization is very easy.

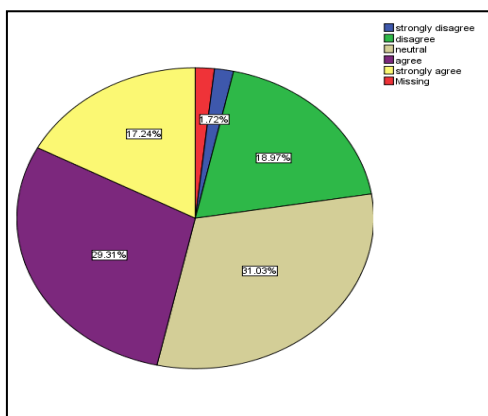


Figure 3. Procedures for Availing Welfare Policies

Interpretations: The most of the respondents, i.e., about 46% feel that the procedures for availing the welfare benefits are easy and about 31% of the respondents even feel that the procedures are very easy. There are hardly 20% of the respondents who think that the procedures are difficult.

Q4. Give your opinion on the following statements about the organization:

- a) Children education allowance provided by the organization is enough.

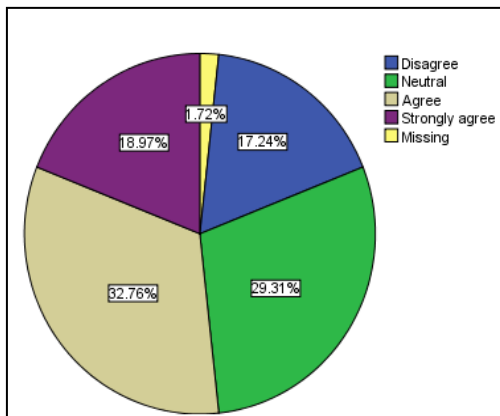


Figure 4. Different Opinions about Children Education Allowance

Interpretations: The most of the respondents, i.e., about 17% feel neutral, about 32% of the respondents strongly agree, about 19% of the respondents agree and hardly 17% of the respondents don't stand by the statement that children education allowance provided by the corporation is enough. Many Employees hesitated about giving comments in case of strong disagreement about the statement but few mentioned that the allowance is very less in comparison with the education cost getting expensive at a rate of around 20% annually. The other point of disagreement is that children education policy doesn't cover up children pursuing correspondence courses.

b) Conveyance on Tour facility provided by the organization is good.

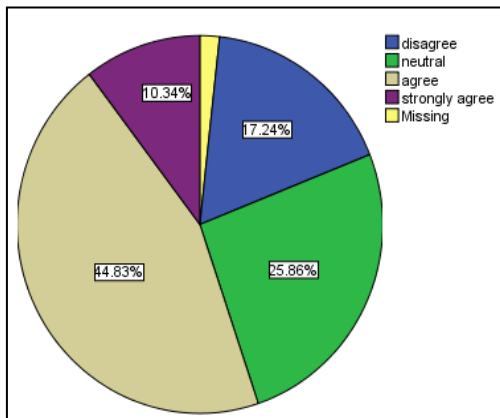


Figure 5. Different Views on Tour Facility

Interpretations: Out of 57 respondents, about 44% agree with the statement that conveyance on tour facility provided by the organization is good, about 10% of the respondents strongly agree and about 25% of the respondents are neutral about the statement. Only about 17% of the respondents disagree with the statement.

c) Leave Facilities of the organization are good.

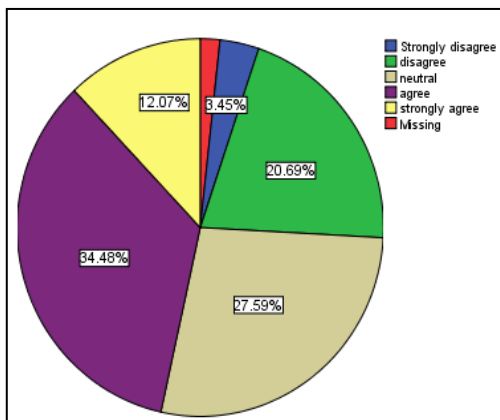


Figure 6. Different Opinions about Leave Facilities

Interpretations: Most of the respondents i.e. about 34% are satisfied with the leave facilities which the organization is providing. About 12% of the respondents strongly agree with the statement. Only about 3% of the respondents are not withstanding the statement.

d) Medical facilities of the organization are good.

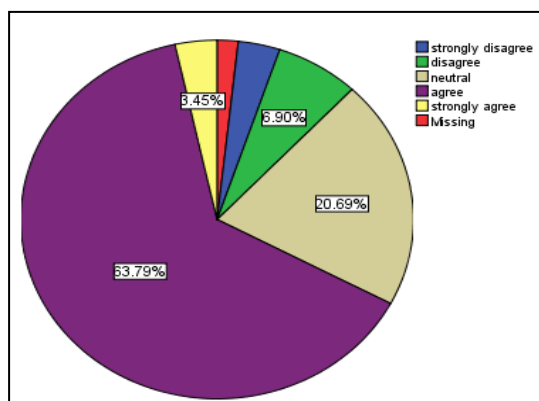


Figure 7. Different Opinions on Medical Facilities

Interpretations: Medical facilities of the corporation are most liked policies which are very much visible from the answers given by the respondents. About 63% and about 3% of the respondents strongly agree and agree respectively with the statement. Only about 6% of the respondents disagree with the above statement.

e) Professional skills updating facility of the organization is good.

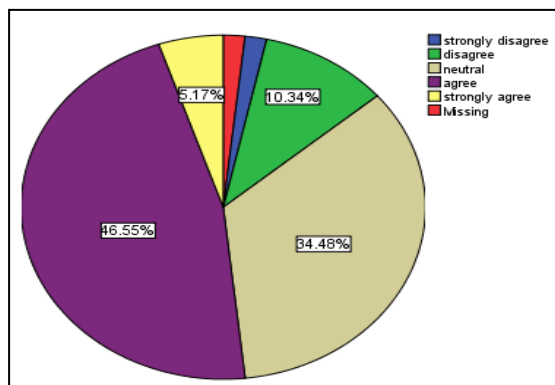


Figure 8. Different Opinions about Professional Skills Updating

Interpretations: For this statement the respondents have varying opinions. Major portion of the sample have shown their agreement and neutrality while there are fewer respondents who have rated this statement in extremities.

- f) Night halt/Over time allowance provided by the organization is enough.

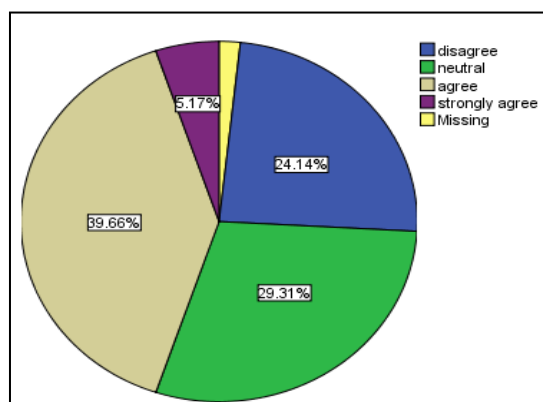


Figure 9. Different Opinions about Night Halt/Over Time

Interpretations: Even in case of this statement the employees have varying opinions. Mostly respondents are centered on neutrality and agreement with the statement. The extremities are less chosen by the respondents in this case too.

- g) Shift allowance provided by the organization is enough.

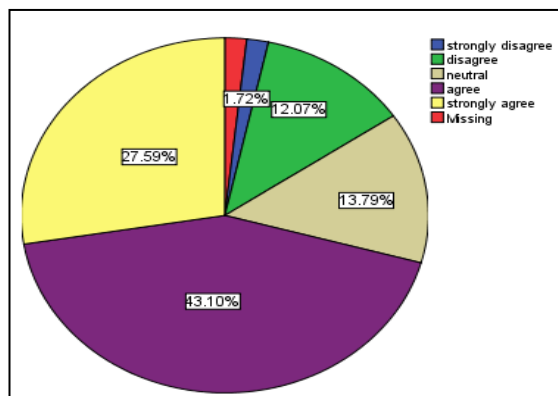


Figure 10. Different Opinions about Shift Allowance

Interpretations: Shift allowance of the organization is also liked in comparison to other policies. Most of the respondents, i.e., about 43% agree with the statement that shift allowances paid to them are enough.

h) Dependency facilities of the organization are good.

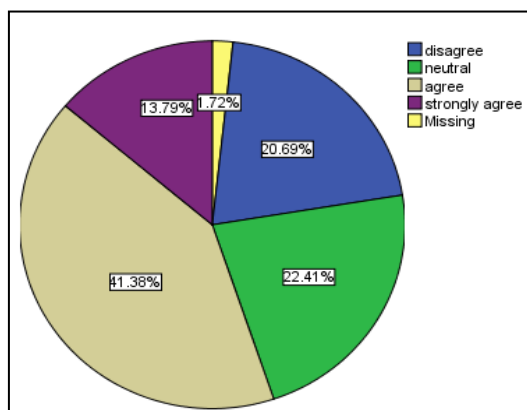


Figure 11. Opinions about Dependency Facilities

Interpretations: Dependency facility is also one of the appreciated facilities of the organization. About 78% of the respondents agree, strongly agree and are neutral with the statement. The employees are happy that the policy has a wide coverage for their dependents.

Q5. Allowances are paid on time by the organization.

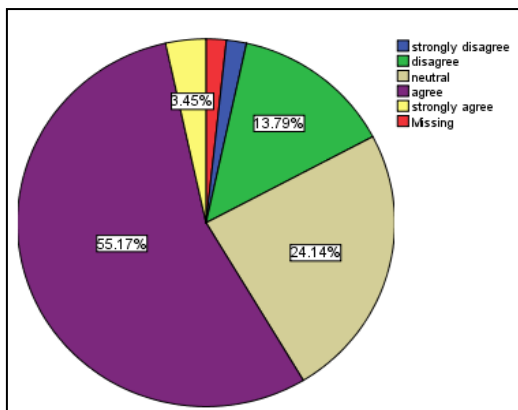


Figure 12. Opinions on Allowances Paid Timely

Interpretations: The employees stand united in saying that there is no delay at all in payment of the allowances. In fact it came as a surprise when the employees said that the process hardly takes 2-3 days to get their allowances passed.

Q6. Discrepancy in the allowances being paid to various categories of employees is very low.

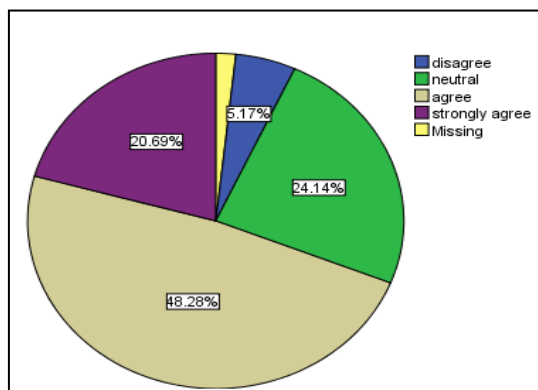


Figure 13. Different Opinions on Discrepancy in Allowances

Interpretations: When the employees were asked about the discrepancy in allowances, then majority of respondents have shown their agreement with the statement that there is low discrepancy in the allowances paid to them at various categories of the employees.

Q7. Welfare policies of the organization are updated regularly.

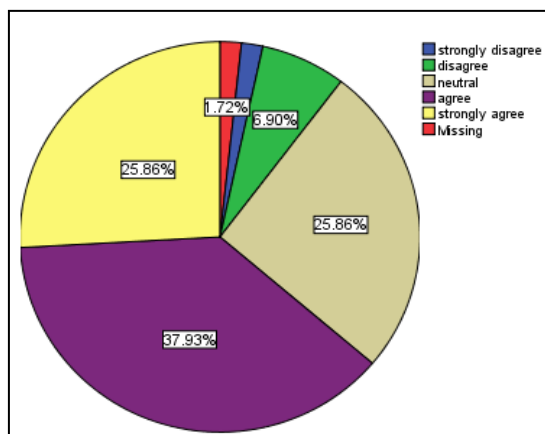


Figure 14. Opinions on Updating Welfare Policies

Interpretations: Most of the respondents feel that the policies are updated regularly and a major percentage out of them feels that it is done in a progressive manner. Only about 8% of the respondents say that the welfare policies are rarely updated.

Q8. What are your views on the cafeteria facilities on the following grounds?

a. Food quality

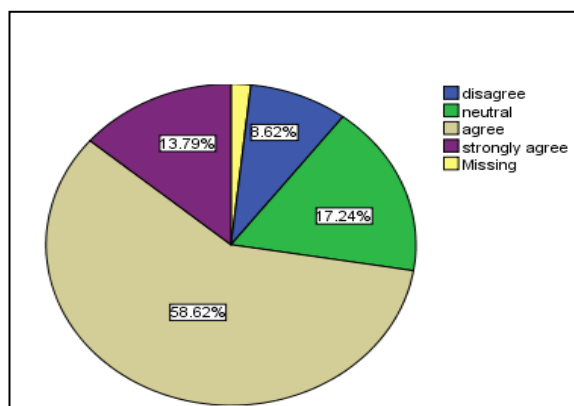


Figure 15. Different Opinions on Cafeteria Food Quality

Interpretations: About 58% of the respondents are satisfied with the cafeteria food quality and about 8% of the respondents disagree with the statement that cafeteria food quality is good.

b. Services

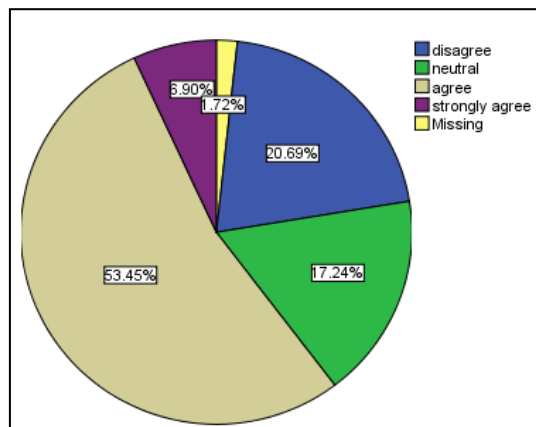


Figure 16. Different Opinions on Cafeteria Services

Interpretations: This is the major area in which cafeteria of the organization needs improvement as majority of the respondents expressed their dissatisfaction about it. About 20% of the respondents were dissatisfied with the service provided in the cafeteria.

c. Hygiene

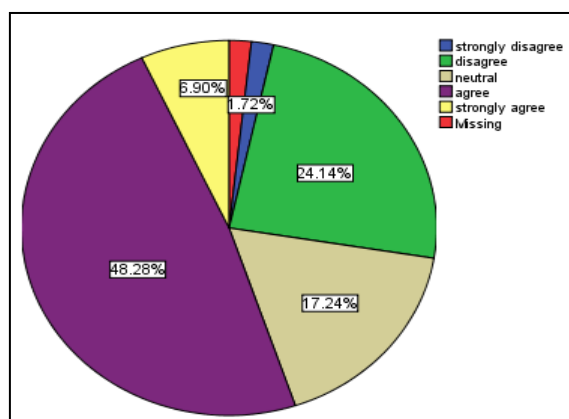


Figure 17. Different Opinions on Cafeteria Hygiene

Interpretations: The level of hygiene is mostly satisfactory. But few of the respondents, i.e., about 7% are strongly dissatisfied by the hygiene in the cafeteria.

d. Price

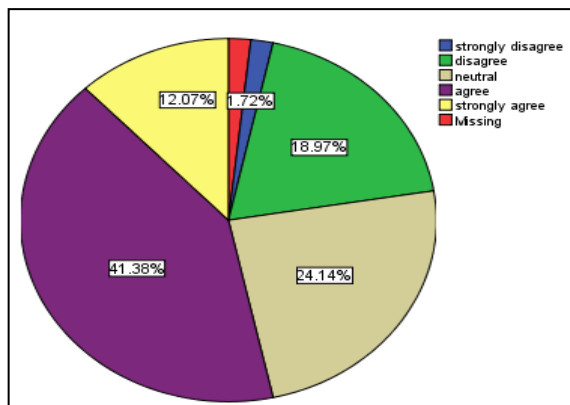


Figure 18. Different Opinions on Cafeteria Food Prices

Interpretations: About 53% of the respondents are satisfied with the prices charged in the canteen while only a few of the respondents i.e. about 12% are strongly dissatisfied with the prices charged.

Q9. Your family feels happy about the welfare policies of your organization.

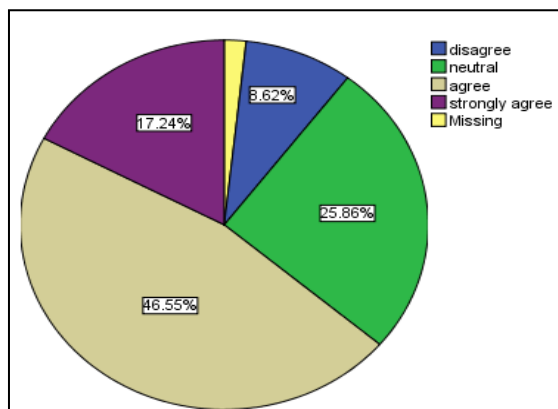


Figure 19. Different Opinions on Family Feelings about Welfare Policies

Interpretations: Most of the families, i.e., about 6 % are happy with the welfare policies of the organization.

Q10. In case of any work related issues/problems; you normally approach to your immediate boss.

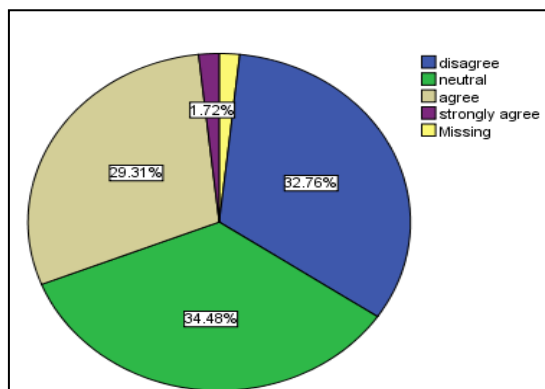


Figure 20. Different Opinions about Reporting Person in Work Related Problems

Interpretations: In case of any work related issues/problems, about 34% of the respondents normally approach their immediate boss and about 32% of the respondents strongly disagree with the statement that they approach their immediate boss in case of any work related problems.

Q11. The organization has an active and effective system of handling the grievances of their employees.

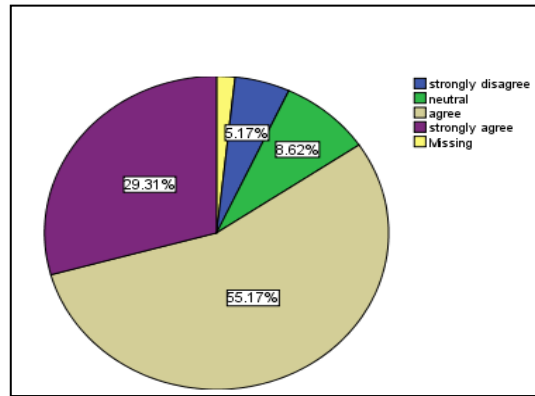


Figure 21. Different Opinions on Grievances Handling System

Interpretations: About 84% of the respondents feel that the organization has an active and effective system of grievance handling.

Q12. I feel secured with the welfare policies in my organization.

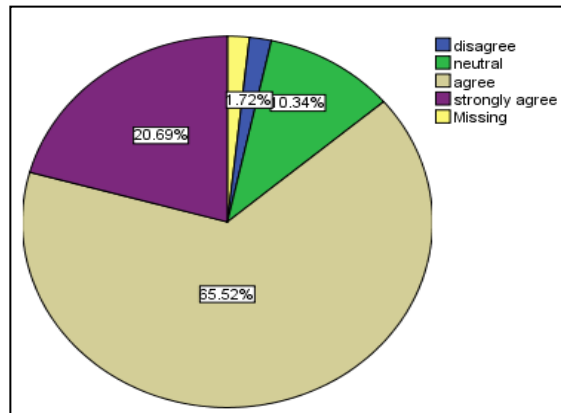


Figure 22. Different Opinions on Feeling of Security with the Welfare Policies

Interpretations: About 86% of the respondents said that they feel secure with the welfare policies of the organization.

Q13. The company values its individual employees.

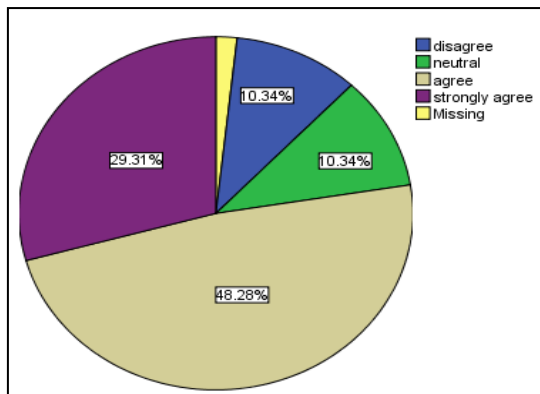


Figure 23. Different Opinions on Employees Are Valued

Interpretations: About 87% of the respondents said that the organization takes care of them and they are valued at the workplace.

Q14. Company’s benefits and requirement information is clearly communicated.

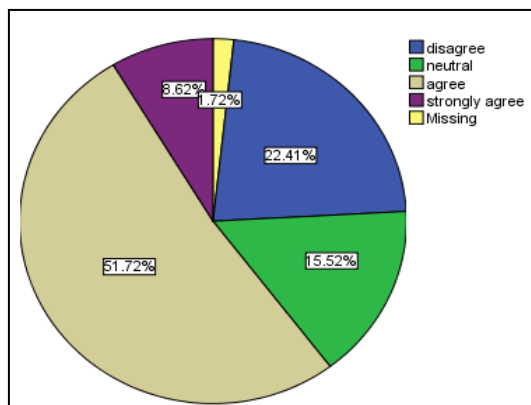


Figure 24. Different Opinions on Company’s Benefits and Requirements

Interpretations: About 60% of the respondents of the organization said that there is a clear communication about company’s benefits and requirements.

Q15. You are involved in quality work.

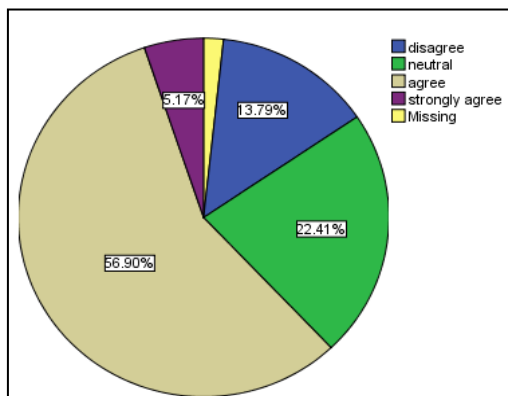


Figure 25. Different Opinions on Involvement in Quality Work

Interpretations: About 63% of the respondents said that they are involved in quality work at the workplace.

Q16. You feel recognized and appreciated at work.

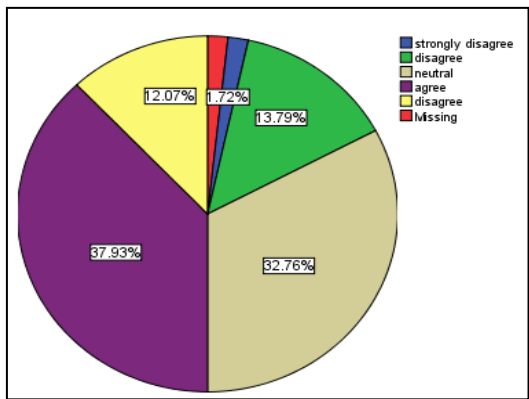


Figure 26. Different Opinions on Recognition and Appreciation at the Workplace

Interpretations: About 38% of the respondents said that they feel recognized and appreciated at the workplace. While about 25% of the respondents said that they don’t feel recognized and appreciated at the workplace.

5. Interpretations of SPSS Output

5.1 Reliability Test

Table 1. Reliability Test

Reliability Statistics	
Cronbach’s Alpha	N of Items
0.91	26

Interpretations: The alpha coefficient for 26 items used in the study is .910, suggesting that the items have relatively high internal consistency. So it is considered as “acceptable” as per the Alpha coefficient value.

5.2 Correlations

Table 2. Correlation between Job Satisfaction and Work Related Issues

		JSMEAN	WRMEAN
JSMEAN	Pearson Correlation	1	.508**
	Sig. (2-tailed)		.000
	N	57	57
WRMEAN	Pearson Correlation	.508**	1
	Sig. (2-tailed)	.000	
	N	57	57

Note. Interpretations: A significant positive relationship exists between Job Satisfaction and Work Related Issues. This finding was significant; therefore Hypothesis (A) H0 was supported.

Table 3. Correlation between Job Satisfaction and Cafeteria Facilities

		JSMEAN	CFMEAN
JSMEAN	Pearson Correlation	1	.740**
	Sig. (2-tailed)		.000
	N	57	57
CFMEAN	Pearson Correlation	.740**	1
	Sig. (2-tailed)	.000	
	N	57	57

Note. Interpretations: A significant positive relationship exists between Job Satisfaction and Cafeteria Facilities. This finding was significant; therefore Hypothesis (B) H0 was supported.

Table 4. Correlation between Job Satisfaction and Allowances

		JSMEAN	ALLOMEAN
JSMEAN	Pearson Correlation	1	.767**
	Sig. (2-tailed)		.000
	N	57	57
ALLOMEAN	Pearson Correlation	.767**	1
	Sig. (2-tailed)	.000	
	N	57	57

Note. Interpretations: A significant positive relationship exists between Job Satisfaction and Allowances. This finding was significant; therefore Hypothesis (C) H0 was supported.

Table 5. Correlation between Job Satisfaction and Welfare Policies

		WPMEAN	JSMEAN
WPMEAN	Pearson Correlation	1	.749**
	Sig. (2-tailed)		.000
	N	57	57
JSMEAN	Pearson Correlation	.749**	1
	Sig. (2-tailed)	.000	
	N	57	57

Note. Interpretations: A significant positive relationship exists between Job Satisfaction and Welfare Policies. This finding was significant; therefore Hypothesis (D) H0 was supported.

5.3 Regression

Table 6. Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.843 ^a	.711	.689	.32874

Note. Interpretations: Job Satisfaction has a positive significance along with an impact of 71% on the 26 items used in the study comprising of Work Related Issues, Cafeteria Facilities, Allowances, and Welfare Policies.

6. Findings

Based on the study conducted at HEL the following findings have been noted:

- HEL management understands the importance of welfare in the life of the employees and therefore provides them with lots of allowances, high pay scale and other employee benefits. This in return helps HEL to get best out of their employees.
- HEL has integrated processes which are followed for availing the welfare benefits by the employees. A few of the employees feel that it is complicated and time taking process.
- HEL knows how important it is to maintain relationship not only with employees who are serving the organization but also not to forget the contribution of the employees who have served the organization. HEL provides a lot of benefits to the employees even after they get separated from the organization. Thus the employees and their families feel secure and motivated.
- HEL is even taking care of the welfare of the dependants of the employees seriously and is providing them with many benefits.
- Most of the employees are satisfied and happy with most of the policies at the workplace, especially medical benefits and child allowance.
- Welfare is definitely one of the most important motivational factors which help the organization to retain the best talent and also be at par with the private and other players in the

market.

- HEL is capable of attracting the best pool of talent and is also able to retain them through their attractive welfare policies.
- A significant positive relationship exists between Job Satisfaction and Work Related Issues, Job Satisfaction and Cafeteria Facilities, Job Satisfaction and Allowances, & Job Satisfaction and Welfare Policies.

7. Recommendations

Following are the few recommendations for improving the welfare policies at HEL:

1) Medical facility can be improved by:

- Arranging frequent visits of the medical specialists at the workplace.
- Introducing Ayurvedic medical facilities.

2) Professional skills/updating can be improved by:

- Improved maintenance of the infrastructure.
- More emphasis on computer education.
- Emphasizing on time management.

3) Management can try to get best out of their employees by:

- Proper redressing of complaints and grievances of the employees at the workplace.
- Awarding/Rewarding extra to employees for doing extra ordinary efforts.
- Improving the working conditions and by overlooking the relations of superiors and subordinates.

8. Conclusion

HEL management understands the importance of welfare in the life of the employees and therefore provides them with lots of allowances, high pay scale and other employee benefits. This in return helps HEL to get best out of their employees. Most of the employees are satisfied and happy with most of the policies at the workplace. HEL provides a lot of benefits to the employees even after they get separated from the organization. Thus the employees and their families feel secure and motivated. HEL management can improve their employees' efficiency by rewarding the employees for their extra ordinary efforts and by a proper system of redressing of employees' complaints and grievances at the workplace.

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