

# Study of Awareness of Welfare Schemes and Working Conditions at Ashok Leyland, Pantnagar, Uttarakhand

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**ABSTRACT:** Employee welfare is some kind of investment key for the success and progress of any organization. Employees are the biggest assets in any organization. These assets must be properly nurtured and their efforts have to be harnessed so as to obtain maximum productivity. Labour welfare measures are important aspects in their regard. Motivated and satisfied employees can help to make the organization competitively more value added and profitable. To avail the benefits it is required that employees must be aware about the welfare schemes running in their organization. The present study is an attempt to find out the awareness about the welfare schemes and the satisfaction level in the working conditions provided by the Ashok Leyland Limited company to its employees. A self-structured questionnaire has been used to gather the data. It was found that employees are generally satisfied irrespective of their gender. However, the satisfaction level decreases from top to bottom.

**Keywords;** Employee welfare, job satisfaction, working conditions, statutory and non-statutory welfare schemes.

## I. INTRODUCTION

The employee welfare measures constitute an important factor in raising productivity in association with other factors of production including an efficient management. Generally, the productivity of an industry increases in two ways; one direct and other indirect. The direct way aims at increasing productivity through technological improvements, systematic planning of work, and technical knowhow. All these improvements fall in the sphere of management. The indirect way relates to the elimination of wastages in employee, material and time, which arise from defective planning of work, imperfect employee policy, low wage rates, and inadequate non-wage benefits. The

harmful effects of these factors reflect in strikes, low productivity etc.

The welfare measures are inevitable to any organization where workers are involved. Organizations provide welfare facilities to their employees to keep their motivational levels high. Employees have no feeling about their organizations, if they think that their organizations are not caring about them (Garger 1999). Welfare activities influence the sentiments of the workers. When workers feel that the employers and the state are interested in their happiness, their tendency to grouse and amble steadily disappears.

An organization's responsibility to its employees extends beyond the payment of wages for their services. The employee's welfare, off and on the job within the organization is a vital concern of the employer. Providing a safe and healthy environment is a pre-requisite for any productive effort. A widely accepted assumption is that better workplace environment motivates employees and produces better results. Awan and Tahir (2015) concluded that working environment is helpful in increasing employees' level of productivity. Thiruvengatraj and Thangapandian in 2017 studied that Employee satisfaction level of welfare facilities means to take care of wellbeing of workers by employers, trade unions and governmental agencies. Welfare facilities help in motivating and retaining employees in the organization.

The employee welfare schemes can be classified into two categories;

- i. Statutory welfare schemes
- ii. Non-statutory welfare schemes

### i. Statutory welfare schemes

The statutory schemes are those schemes that are compulsory to provide by an organization as compliance to the laws governing employee health and safety. It constitutes those provisions

of welfare work which are provided in different Factory Acts and it is obligatory on the part of the employers to observe these provisions. These welfare facilities are covered under the following Acts namely; Factories Act (1948), Workmen's Compensation Act (1923), Maternity Benefits Act (1961, with latest amendments), Employees' State Insurance (ESI) Act (1948), Employees' Provident Fund and Miscellaneous Provisions Act (1952), Dock Workers Act (safety, health and welfare) (1986), Mines Act (1962), Payment of Gratuity Act (1972), Employees' Pension Scheme (1995) and Sexual Harassment of Women at Workplace Act 2013. The statutory welfare schemes include the following provisions;

1. **Drinking Water:** At all the working places safe hygienic drinking water should be provided.
  2. **Facilities for sitting:** In every organization, especially factories, suitable seating arrangements are to be provided.
  3. **First aid:** First aid appliances are to be provided and should be readily assessable so that in case of any minor accident initial medication can be provided to the needed employee.
  4. **Latrines and Urinals:** A sufficient number of latrines and urinals are to be provided in the office and factory premises and are also to be maintained in a neat and clean condition.
  5. **Canteen facilities:** Cafeteria or canteens are to be provided by the employer so as to provide hygienic and nutritious food to the employees.
  6. **Spittoons:** In every work place, such as warehouses, store places, in the dock area and office premises spittoons are to be provided in convenient places and same are to be maintained in a hygienic condition.
  7. **Lighting:** Proper and sufficient lights are to be provided for employees so that they can work safely during the night shifts.
  8. **Washing places:** Adequate washing places such as bathrooms, washbasins with tap and tap on the stand pipe are provided in the port area in the vicinity of the work places.
  9. **Changing and rest rooms:** Adequate changing rooms with lockers are to be provided for workers to change their cloth in the factory area with proper sanitation.
- ii. Non-Statutory welfare schemes**

The non - statutory schemes differ from organization to organization and from industry to industry. Non – statutory may include the following schemes:

1. **Health Care :**Some of the companies provide the facility for extensive health check-up.
2. **Flexi-time:** The main objective of the flexitime policy is to provide opportunity to employees to work with flexible working schedules.
3. **Training Programs:** Various assistant programs are arranged like training, counseling service so that employees or members of their immediate family can get counseling on various matters.
4. **Medi-claim Insurance Scheme:** This insurance scheme provides adequate insurance coverage of employees for expenses related to hospitalization due to illness, disease or injury or pregnancy.
5. **Employee Referral Scheme:** In several companies, employee referral scheme is implemented to encourage employees to refer friends and relatives for employment in the organization.
6. **Harassment Policy:**To protect an employee from harassment of any kind, guidelines are provided for proper action and also for protecting the aggrieved employee.
7. **Maternity & Adoption Leave –** Employees can avail maternity or adoption leaves. Paternity leave policies have also been introduced by various companies.

In fact, it was the Labour Investigation Committee, who for the first time in India brought to the light the significance to improve the welfare measures for workers in the social and economic life of the country. It emphasized the need, not only for the extension of welfare measures which were till then confined only to a few urban centers, to cover workers in large numbers of industries namely mines, plantation and communications, but also focused the attention of the Government to the urgent need of laying down a definite minimum standard of welfare to be observed by employers in different industries.

#### Company Profile

Ashok Motors was found and incorporated in 1948 by Raghunandan Saran, an Indian freedom fighter to assemble and manufacture Austin cars from England. The company had its headquarters in RajajiSaalai, Chennai with the plant in Ennore. British company Motors joined in 1954 with equity participation, changing the name of the company to Ashok and started manufacturing commercial vehicles. The annual revenue of the company was USD3.2 billion in 2016-2017. The Ashok Leyland Ltd. is 2<sup>nd</sup> largest commercial vehicle manufacturer in India, 4<sup>th</sup> largest manufacture of

buses in the world and 10<sup>th</sup> largest manufacturer of trucks globally. With the corporate office located in Chennai, its manufacturing facilities are spread across the country namely Ennore (Tamil Nadu), Bhandara (Maharashtra), Hosur (two units), Alwar (Rajasthan) and Pantnagar (Uttarakhand).

Ashok Leyland Ltd. has maintained its profitable track record for 60 years. Ashok Leyland also has manufacturing units spread across the globe with a bus manufacturing facility in Ras Al Khaimah (UAE), one at Leeds, United Kingdom and a joint venture with the Alteams Group for the manufacture of high-pressure die-casting extruded aluminum components for the automotive and telecommunications sectors. Ashok Leyland launched India's first electric bus and Euro 6 compliant truck in 2016. In the same year company announced to set up assembly factories in Bangladesh, West Africa and East Africa and to increase its global footprint by planning to export one out of every three vehicles produced in India over the next 4-5 years. The company plans to increase this share to 30-35% in the next five years and targeted expansion strategy in 5 geographic clusters. In 2019, the company was awarded the AON Best Employers for India award. Ashok Leyland has a product range from 1T GVW (Gross Vehicle Weight) to 55T GTW (Gross Trailer Weight) in trucks, 9 to 80-seater buses, vehicles for defense and special applications, and diesel engines for industrial, genset and marine applications. In 2019, Ashok Leyland claimed to be in the top 10 global commercial vehicle makers.

Despite the pandemic corona in June 2020 company has launched its new range of modular trucks, AVTR, that came with i-Gen6 BS-VI technology. With the launch of the new LCV, BadaDost, in September 2020 and an expertise in electric buses, Ashok Leyland proposed ambitious plans to become a significant player in the global market with a diverse portfolio of vehicles. The company has claimed to have new buses in its pipeline that will help strengthen their product portfolio in SAARC, Middle East, Africa and ASEAN markets. Ashok Leyland with its subsidiary, Optare, plans to consolidate its hold in markets such as the UK, other European countries, Australia and New Zealand. To easily achieve the goal company has to develop efficiency and productivity and reduce the strike like threats so it is necessary to provide essential tools to the employees. This might include training, information and motivational tools. Bonus, incentives, health and education are some common benefits in welfare schemes.

In 2010, Ashok Leyland has set up a plant with trend – setting technologies at SIDCUL area Pantnagar, in Uttarakhand. Covering over 189 acre, the plant is also its largest manufacturing facility with 49.42 acre of built – up area with an annual capacity of 70,000 vehicles. The plant also produces aggregates such as engines, gear-boxes and axles. Highly efficient plant is an integrated axle machining and assembly facility. It represents best-in-class industrial architecture. A benchmark in efficient operations, it is also the first plant to win the prestigious Deming Prize. For the first time in India, CNC flexible roll forming technology was introduced in this plant.

## II. STATEMENT OF THE PROBLEM

Pantnagar is a town in Uttarakhand and is famous for having the first agricultural university of India. The Integrated Industrial Estate, Pantnagar of the State Industrial Development Corporation of Uttarakhand Limited (SIDCUL) has also worked with the automobile companies, like Ashoka Leyland, Bajaj Motors Ltd, Delphi TVS Diesel System, and TATA MOTORS Ltd., setting up their manufacturing units.

For the purpose of the study an automobile industry is chosen. The Ashok Leyland is one of the biggest industries in automobiles in India. There are many workers in this company facing a lot of problems regarding their jobs, so researcher worked upon the problems faced by the employees because it may suggest about the welfare of the employees as well as the concerned policies and procedures of government for the employees. Commercial Vehicle manufacturing has a great scope in India. Around five years back, vehicle manufacturing company was just a means by which companies could save costs. Only a few activities were outsourced. This study helps the company to understand more on the drawbacks of the current labour welfare system and enabling workers to improve the condition strategy that can be followed for all kinds of candidates.

## III. REVIEW OF LITERATURE

**Factory act 1948**, defines the word welfare as 'efforts to make life worth living for workmen. Welfare activities in an organization provided motivational effect on the attitude of employees towards work. Statutory welfare schemes are mandatory in nature without which the establishment has no right to exist. At the same time there are so many other schemes which are not mentioned in the act like play ground, wash room, cafeteria, medical centres, theaters, schools and crèche etc. Statutory measures provide effect

on the attitudes of employees, non-statutory facilities satisfy the needs of the employees, which can improve their working life and family life. Researchers have worked on different dimensions. A brief account of review of relevant literature is presented.

**Goyal (1995)** studied the awareness of labour welfare facilities. Her study analyzed the impact of labour welfare measures on job satisfaction in the six cotton textile industries in Punjab belonging to the private, public, and co-operative sectors. The findings of the study revealed that the majority of the workers were satisfied with their jobs with respect to retirement benefits, recreational facilities, medical benefits, and housing facilities. The percentage of satisfied workers was the highest in the private sectors and minimum in the public sectors.

**Agnihotri (2002)** conducted a study on labour welfare and found that job satisfaction and the different dimensions of welfare facilities were significantly related. **Kumar and Yadav (2002)** examined the labour welfare schemes in the eight State government and private sector sugar factories of the Uttar Pradesh. The workers ranked the four labour welfare schemes according to their importance, which fell in the following order housing scheme, medical scheme, education and recreation schemes. The results revealed that the workers in government factories have less satisfaction from welfare schemes compared to those in private factories.

Report of **National Commission on Labour (2002)**, Government of India, made recommendations in the area of labour welfare measures which include social security, extending the application of the Provident Fund, gratuity and unemployment insurance etc.

**Kumar (2003)** Studied the awareness, utilization and satisfaction of labour welfare and social security. The result revealed that on the awareness aspect of the Factories Act (1948), workers in the private sectors were relatively more aware of the existence of the Factories Act compared to workers in the public sectors. On the aspect of implementation the proportion of workers satisfied with the provision of the Act was relatively more in the public sector than private sectors.

**Kaliyamurthy and Devi (2012)** attempted to investigate the satisfaction levels of employees about labour welfare measures provided by the organization on the basis of responses of sample respondents. They suggested that productivity-linked annual bonus need to be implemented effectively to motivate the employees

further. Also, it is required to increase the quantity of provisions in the cooperative stores.

**Prasad (2014)** determined the specific attributes of employee satisfaction towards the welfare measures in a sugar industry. He concluded that the welfare measures are more important for every employee, without welfare measures employee cannot work effectively in the organization. The company can concentrate on the other non-statutory measures to boost the employee morale.

**Anamika and Kumar (2016)** analyzed that welfare measures enrich the employees standard of living and satisfactory level. A research project by **Raja and Kumar (2016)**, at Ashok Leyland Ltd. office in Chennai pointed out that training programs were provided to all the employees and the programs are beneficiary to employees and as well as the organization.

**Massoudi and Hamdic (2017)** examines the relationship between the workplace physical conditions and employee's productivity. The research uses qualitative approach, the data was collected from a questionnaire distributed to 50 employees working in four foreign banks in the Kurdistan Region of Iraq. The result will show that There is a relationship between office environment and productivity of employees. Satisfaction of Employees towards overall Workplace Environment leads to productivity.

**Aruna and Seetha (2019)** concluded that labour welfare measures prove to be an important factor when compared to the other factors in the organization. When these measures are not provided to the fullest extent the worker's self-interest and motivation decreases and their dedication to the work may declines. So, the task of the Personal Manager becomes challenging and it imposes him to introduce the various employee welfare measures in the organization.

It is clear that numerous researchers have done the welfare analysis for different customers and for different locations. Ashok Leyland Ltd. is one of the largest private sector company in India. The vision and mission statements of company is focus on becoming top leaders in the commercial market with reasonable price. Ashok Leyland Group's over 12,000 employees are guided by the slogan "aapkijeethamarijeet". To achieve it company is welfare oriented. Changing economic and social factors have made the concept of safety and welfare measures are very relevant for research and analysis. Uttarakhand is a small hilly state and it has the different geographical conditions, the inhabitants have a different cultural and economical aspects thus may have different needs. Therefore,

the main goal of this study is to measure the awareness and impact of welfare schemes on the employees at Ashok Leyland, SIDCUL, Pantnagar, Uttrakhand.

#### IV. OBJECTIVES OF THE STUDY

Following are the specific objectives of the present study

- To know intellectual improvement of employees
- To build stable work forces
- To make employees lives good
- To know the satisfactory level of the workers on welfare facilities
- To improve health and social status of employees and family

Finally, the main objective of the study is to awareness of welfare facilities and the working conditions in Ashok Leyland Limited, Pantnagar.

#### V. RESEARCH METHODOLOGY

**Research Design:** A research design is the arrangement or conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose. It includes survey and fact finding enquiries of different kinds. Considering the suitability of the research design the study adopts descriptive research design. The main characteristics of this method are that the researcher has no control over the variables; it can only report what has happened or what is happening.

**Sample Population:** The population under consideration in this study consists of 80 employees of Ashok Leyland Limited (ALL), Pantnagar Plant. This includes all levels of hierarchy, from managers to operators of different departments of the plant. Non-Probability method is used for selecting the samples from the population.

#### Tools for Data Collection:

Data refers to information or facts. It includes facts, qualitative and quantitative information.

**(a) Primary data collection process:** Self structured questionnaire method is adopted to collect the required data for the present study at ALL, SIDCUL, Pantnagar. Man to man interaction/ oral conversation method is also used for more validity and reliability of data.

**(b) Secondary data collection process:** An extensive review of secondary data related to the study is taken into consideration. For this purpose, annual report of company, company website, Journals, magazines and books is consulted and analyzed.

#### Tools for Data Analysis:

In the study, tools for data analysis is based on percentage analysis. Percentage refers to a special kind of ratio. Percentage analysis test is done to find out the percentage of the response of the respondents. In these tools various percentage are calculated in tables and presented by the way of pie- chart and bar- diagram in order to have better understanding of the analysis.

$$\text{Percentage}(\%) = \frac{\text{Number of Respondents}}{\text{Total Number of Respondents}} \times 100$$

#### VI. RESULTS AND INTERPRETATION

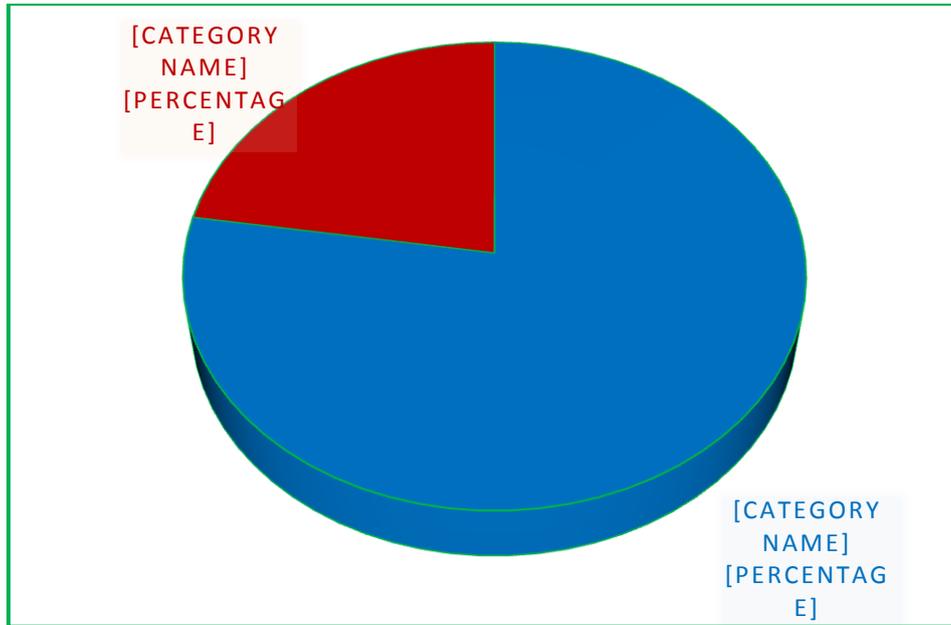
##### Characteristics of sample respondents

The present study was conducted on the sample drawn from the employees working in ALL, SIDCUL, Pantnagar. The distribution of sample respondents on the basis of different characteristics i.e., gender, educational qualification, organizational hierarchy and age. The different characteristics of respondents is given in Table 3.1.

Table 1: Number of respondents on the basis of different characteristics

S. No.	Characteristics of the Respondents	Groups	No. of Respondents
1	Gender	Male	62
		Female	18
2	Educational Qualification	Intermediate	30
		Diploma/ITI	22
		BTech	19
		MTech /MBA Graduate	09
3	Organizational Hierarchy	Manager	08
		Engineer	26

		Operator	46
5	Age	18-30 Years	39
		31-45 Years	22
		46-59 Years	19

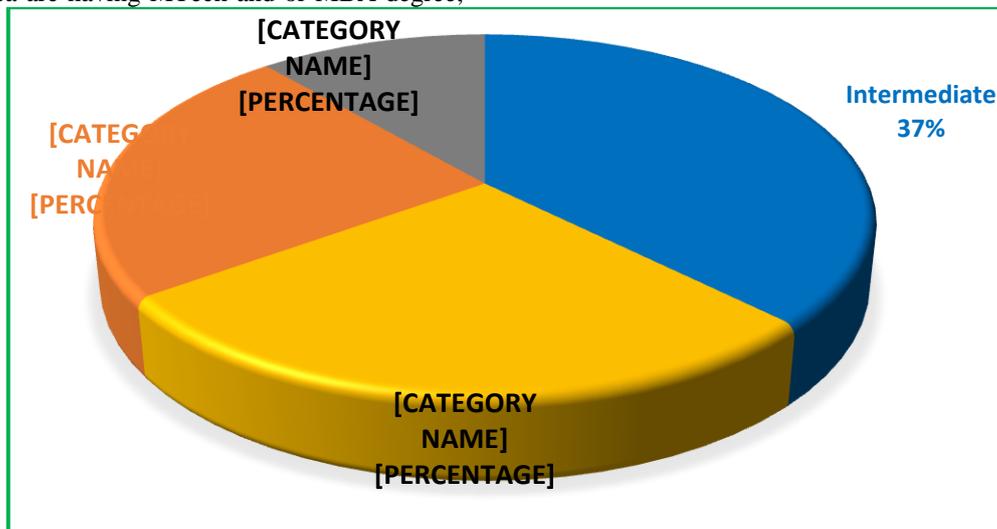


**Figure 1: Gender wise distribution of the employees in ALL, Pantnagar**

From the results presented in the Table 1 and Figure 1, it is observed that the percentage of male employees is far greater than female employees. There are 77% male (68) and 23% female (18) employees in ALL, Pantnagar.

The results in the Table 1 and Figure2 shows that 11% employees working in ALL in the study area are having MTech and or MBA degree,

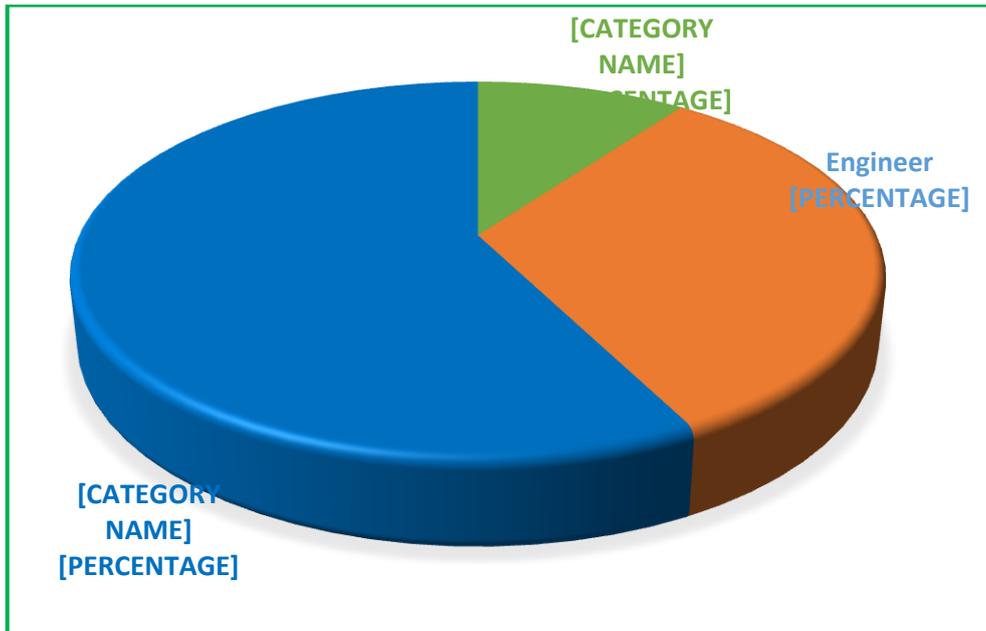
24% employees are Bachler in technology (BTech), 28% employees are having diploma engineering or I.T.I. certificates and, 37% are intermediate. As per nature of the company, maximum employees are possessing intermediate or undergraduates while only 35% have higher professional degrees.



**Figure 2: Educational wise distribution of the employees in ALL, Pantnagar**

Organizational hierarchy wise analysis reveals that in ALL, 10% employees are working as manager level i.e., at top level including assistant/senior managers, managers, deputy managers, in various departments of production, quality, R & D, dispatch, sales etc., 32% are in

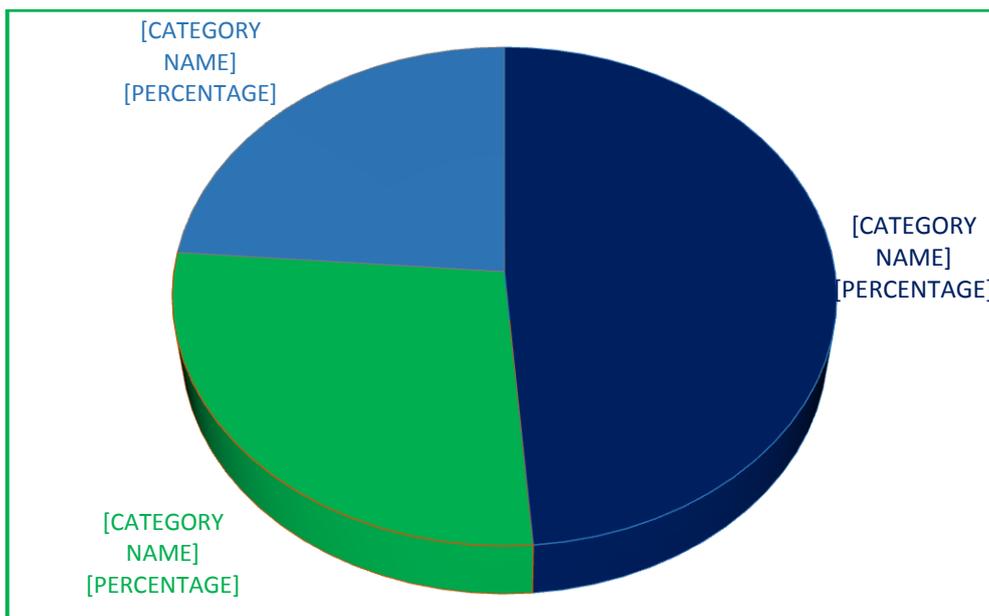
middle level i.e, engineers/senior officers, assist engineers/supervisors etc., and 58% employees are working as operator level. It is the lower level employees working as line operators, machine operators, electricians etc., (Table 1 and Figure 3).



**Figure 3: Organizational hierarchy of the employees in ALL, Pantnagar**

Finally, the age wise distribution of sample population working in ALL, Pantnagar is presented in Table 1 and Figure 4, which shows that 49% employees are working in 18-30 years age

group, 27% are working in 31-45 years age group, and 24% employees are working in 46-59 years age group.



**Figure 4: Age group wise distribution of the employees in ALL, Pantnagar**

Table 2 gives very clear picture of the awareness level of the employees at ALL, Pantnagar. 83.7% employees are known about

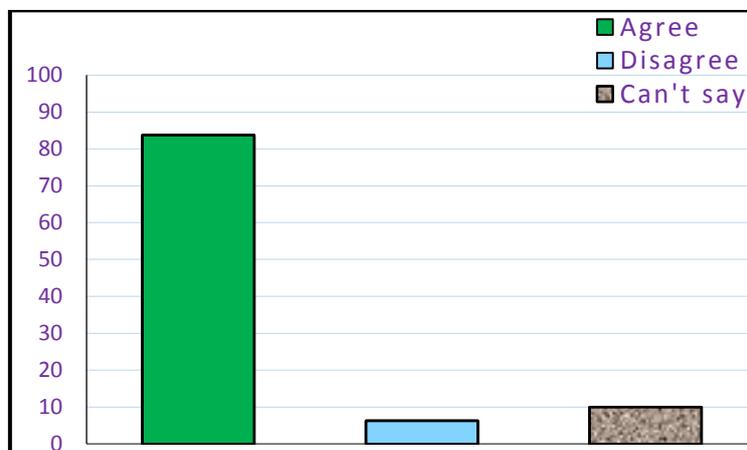
welfare facilities, 6.3 % are unknown, and 10 % are undecided about the welfare facilities provided by company to them.

**Table 2: You are aware about welfare facilities.**

S. No..	Characteristics of the Respondents	Groups	No. of Respondents	Response					
				Agree		Disagree		Can't say	
				No.	%	No..	%	No.	%
1	Gender	Male	62	55	88.7	03	4.8	04	6.5
		Female	18	12	66.7	02	11.1	04	22.2
		<b>Total</b>	<b>80</b>	<b>67</b>	<b>83.7</b>	<b>05</b>	<b>6.3</b>	<b>08</b>	<b>10.0</b>
2	Educational Qualification	Intermediate	30	23	76.7	06	20.0	01	3.3
		Diploma/ITI	22	17	77.3	03	13.6	02	9.1
		BTech/BE	19	18	94.7	01	5.3	00	0.0
		MTech/MBA	09	09	100.0	00	0.0	00	0.0
		<b>Total</b>	<b>80</b>	<b>67</b>	<b>83.7</b>	<b>05</b>	<b>6.3</b>	<b>08</b>	<b>10.0</b>
3	Organizational Hierarchy	Manager	08	08	100.0	00	0.0	00	0.0
		Engineer	26	23	88.5	01	3.8	02	7.7
		Operator	46	36	78.2	05	10.9	05	10.9
		<b>Total</b>	<b>80</b>	<b>67</b>	<b>83.7</b>	<b>05</b>	<b>6.3</b>	<b>08</b>	<b>10.0</b>
5	Age	20-30Years	39	29	74.4	03	7.7	07	17.9
		31-45 Years	22	21	95.5	00	0.0	01	4.5
		46-60 Years	19	17	89.5	02	10.5	00	0.0
		<b>Total</b>	<b>80</b>	<b>67</b>	<b>83.7</b>	<b>05</b>	<b>6.3</b>	<b>08</b>	<b>10.0</b>

Male employees are more aware about welfare facilities in comparison to female employees. As the qualification and as the hierarchy of employee decreases the degree of awareness also falls down. It reflects that the quantity of awareness decreases due to the reduction of professional and educational qualification. Age group (31-45 years) is

comparatively more alert about welfare facilities than other age groups. Middle age group employees due to domestic and social liabilities are more conscious about welfare schemes and have potential for individual development in the company. The responses of respondents is show in bar - diagram, Figure 5.



**Figure 5: Responses related to Table 2**

The group wise response is compared in the bar- diagram shown in Figure 6.

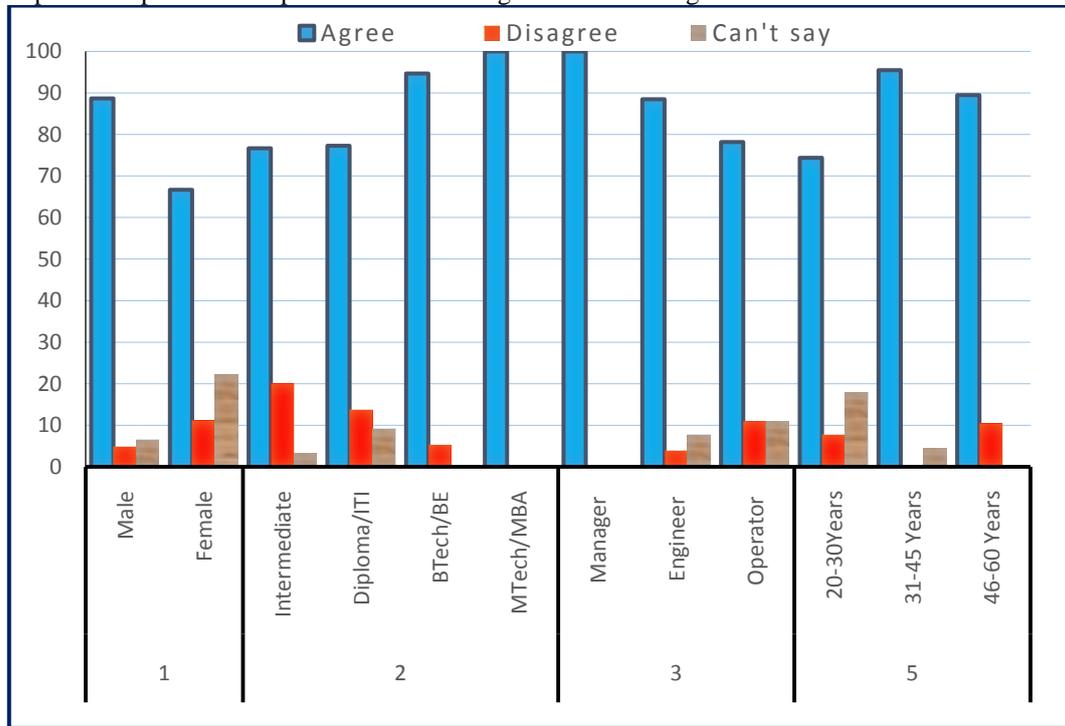


Figure 6: Group wise response

Better working conditions signifies the overall working environment which is the location where the task is completed. It involves working hours, job profile, urinal, sanitation, proper hazard free job operation, canteen, housing and transport facilities etc. The response of better working conditions for employees in ALL, Pantnagar, is analyzed in Table 3 and shown by bar – diagram in Figure 7.

Total 78.8 % are agree while 12.5 % are disagree. Male and female respondents are almost similar in their opinion about working conditions and the female employees are less disagree. It indicates that ALL is determined to offer a safe and comfortable working environment for all its employees irrespective to their gender. This fact

is also strengthened by ALL annual sustainable report 2018-19.

The operators and the young age employees are more unsatisfied with the working conditions due to higher task oriented job, sometimes risky and noisy atmosphere in the workshops and having low experience and familiarization with company's atmosphere. Employee in managerial hierarchy are fully satisfied with the working conditions as they are capable of handling any unwanted stress or task activity as company preferably upgrading and trained them in time to time. Old age employees are more satisfied due to the compromising situation having fewer choices. The group wise response of all respondents are shown in bar diagram, Figure 8.

Table 3: Better working conditions for employees

S. No.	Characteristics of the Respondents	Groups	No. of Respondents	Response					
				Agree		Disagree		Can't say	
				No.	%	No.	%	No.	%
1	Gender	Male	62	49	79.0	08	12.9	05	8.1
		Female	18	13	72.2	02	11.1	03	16.7
		<b>Total</b>	<b>80</b>	<b>62</b>	<b>78.8</b>	<b>10</b>	<b>12.5</b>	<b>08</b>	<b>10.0</b>
2	Educational Qualification	Intermediate	30	20	66.7	04	13.3	06	20.0
		Diploma/ITI	22	16	72.7	04	18.2	02	9.1

		BTech/BE	19	17	89.5	02	10.5	00	0.0
		MTech/MBA	09	09	100.0	00	0.0	00	0.0
		<b>Total</b>	<b>80</b>	<b>62</b>	<b>78.8</b>	<b>10</b>	<b>12.5</b>	<b>08</b>	<b>10.0</b>
3	Organizational Hierarchy	Manager	08	07	87.5	01	12.5	00	0.0
		Engineer	26	23	88.5	02	7.7	01	3.8
		Operator	46	32	69.6	07	15.2	07	15.2
		<b>Total</b>	<b>80</b>	<b>62</b>	<b>78.8</b>	<b>10</b>	<b>12.5</b>	<b>08</b>	<b>10.0</b>
5	Age	20-30Years	39	27	69.2	06	15.4	06	15.4
		31-45 Years	22	18	81.8	03	13.6	01	4.5
		46-60 Years	19	17	89.4	01	5.3	01	5.3
		<b>Total</b>	<b>80</b>	<b>62</b>	<b>78.8</b>	<b>10</b>	<b>12.5</b>	<b>08</b>	<b>10.0</b>

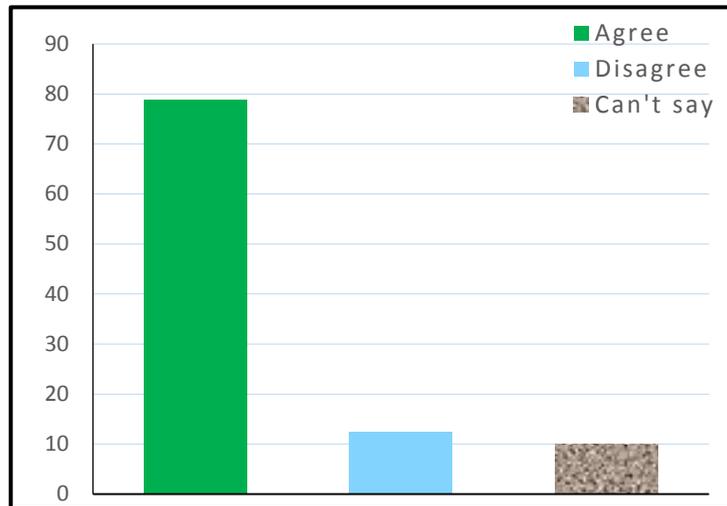


Figure 7: Responses related to Table 3

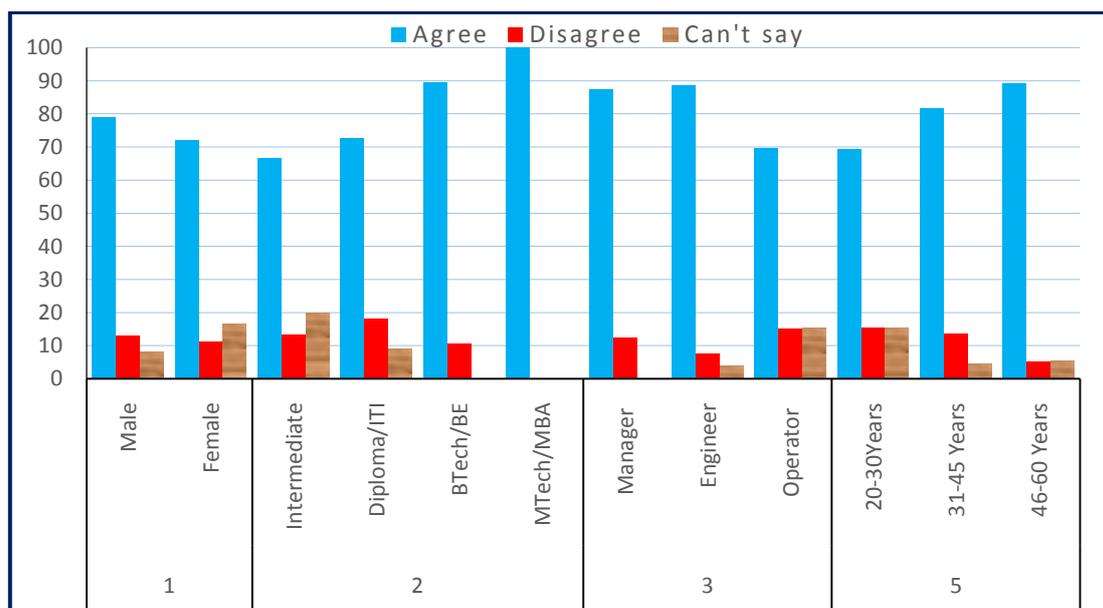


Figure 8: Group wise response

## VII. CONCLUSION

Welfare includes various services, benefits and facilities offered to employees by the employer. From the study, it is concluded that majority of the employees are satisfied with the working environment and the welfare facilities provided by the company irrespective to their gender. It indicates that the company provides a safe and comfortable working environment for all its employees. However, the satisfaction level decreases from top to bottom. Employees having higher qualification have higher satisfaction level. Due to the fewer new job availability and compromising situation the old age employees are more satisfied with the working conditions. It is suggested that management should improve the labour welfare policies and its implementation to all hierarchy levels.

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