

IMPACT OF INTRAMURAL AND EXTRAMURAL WELFARE FACILITIES ON EMPLOYEES JOB SATISFACTION IN BPO SECTOR IN BANGALORE CITY

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Abstract: *Employee welfare means, such services, facilities and amenities such as canteens, rest and recreation facilities, arrangement for travel to and for the accommodation of workers employed at a distance from their home, and such other services, amenities and facilities including social security measures as contribute to improve the condition under which workers are employed. Employee welfare covers an ample field and connotes a state of well-being, happiness, satisfaction, protection, and enlargement of human resources and also helps to motivate workers. The fundamental purpose of employee welfare is to enrich the lives of employees and to keep them joyful and content, which helps the development of the organization. The main objective of the study is to find out the impact of Intramural and extramural welfare facilities on Employees Satisfaction in BPO Sector in Bangalore City. A structured questionnaire was issued to the employees working in the BPO sector. There were 486 employees targeted to collect the response. A convenient sampling method was followed for the present study. Multiple regression was used for the analysis purpose. The research revealed that both intramural and extramural welfare facilities are significantly influencing employee job satisfaction in the BPO sector in Bangalore city.*

Key words: *Intramural, extramural, welfare facilities, job Satisfaction, BPO Sector.*

1. INTRODUCTION

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 a longer duration. The welfare measures need not be in monetary terms only but in any kind/form. Employee welfare includes monitoring of working conditions and creation of industrial harmony through infrastructure for health, industrial relations, and insurance against disease, accident, and unemployment for the workers and their

families. Employee welfare entails all those activities of the employer that are directed towards providing the employees with certain facilities and services in addition to wages or salaries. The purpose of providing welfare amenities is to bring about the development of the worker—his social, psychological, economic, moral, cultural, and intellectual development—to make him a good worker, a good citizen, and a good member of the family. The need for employee welfare arises from the very nature of the industrial system, which is characterized by two basic facts. One, the conditions under which it is carried on are not congenial for the health. Second, when an employee joins an industry, he has to work in an entirely strange atmosphere and create problems of adjustment. When a worker, who is in fact a retaliator, comes to work in a factory, they have to work and live in unhealthy, congested factories and areas with no outdoor recreation facilities. Employee welfare facilities in the organization affect the behavior of the employees as well as the productivity of the organization. While getting work done through employees, the management must provide required good facilities to all employees. The management should provide required good facilities to all employees in such a way that employees become satisfied and they work harder and more efficiently and more effectively. Welfare is a broad concept referring to a state of living of an individual or a group in a desirable relationship with the total environment—ecological, economic, and social. It aims at social development by such means as social legislation, social reform, social service, social work, and social action. The object of economic welfare is to promote

economic production and productivity and development by increasing equitable distribution. Labor welfare is an area of social welfare conceptually and operationally. It covers a broad field and connotes a state of well-being, happiness, satisfaction, conservation, and development of human resources. 1. Employee welfare is an area of social welfare conceptually and operationally. It covers a broad field and connotes a state of well-being, happiness, satisfaction, conservation and development of human resources, and also helps to motivate employees. The basic purpose of employee welfare is to enrich the life of employees and to keep them happy and content. Welfare measures may be both statutory and non-statutory; laws require the employer to extend certain benefits to employees in addition to wages or salaries. The intramural facilities are known as facilities provided inside the firm. These facilities include all types of activity related to marinating of industry, safety measures like fencing and covering of machines, proper layout structure of the plant and machinery, sufficient lighting, etc.. The provision of some facilities is compulsory in all industrial establishments and organizations all over the world, such as healthiness and medical facilities, drinking water facilities, canteens, crèches, and facilities for storing and drying clothing. The extra mutual facilities are known as those offered to the employee's outside the workplace. This includes transport facilities, health and medical services, markets, consumers, etc. It may be stated that the welfare activities may be provided by the employer, the government, etc. The extramural facilities are very important for the general welfare and upliftment of the workers. The Extra-Mural Facilities include housing and quarters, recreational & sports facilities, transport facilities, and educational facilities. Statutory facilities mean that the organization provides welfare facilities to hold the employee motivation level high. These facilities have to be taken by every employer as per the various labor enactments. This facility may be related to working conditions, houses of work, and

industrial safety. Other facilities provided to the worker make their work easy and smooth, and they can enjoy their work. Voluntary welfare includes all those activities that employees undertake for their employees on a voluntary basis. They included such activities conducive to the welfare of the worker, which are undertaken by the employers on their own free will. The activities under this category ultimately lead to an increase in the efficiency of workers.

About BPO Sector

BPO contains the communication of processes along with the associated operational events and responsibilities, to a third party with at least a guaranteed the same service level and where the client contains a firm grip over the (behaviour of the) vendor for mutual long-term success. PO is positively associated to the search for more efficient organizational designs: cost decrease, productivity increase and innovative capabilities and categories (Tadesse, W. M. 2017). The endless opportunities IT provides, stimulates (cross-border) BPO activities. BPO that is contracted outside a company's own country is sometimes called offshore outsourcing. BPO that is contracted to a company's neighbouring country is sometimes called near shore outsourcing, and BPO that is contracted within the company's own country is sometimes called onshore outsourcing.

2. LITERATURE REVIEW

(Verma, S., & Reddy, P. 2020) concluded that the fundamental propose of labour welfare facilities is to enrich the employee's life and make more joyful and conducted that helps to development of the organization. (Chawla, R., & Sharma, S. 2021) concluded that employees are satisfied with the facilities and improvement of the facilities is raising the standard of employee's performance. (Das, R., & Sahu, M. 2021) concluded that efficiency, effectiveness and productivity can be enhanced to accomplish the organizational goals. Employees welfare includes various facilities, services and amenities provided for improving their health,

efficiency, economic betterment and social status of the workers (Hassan, N., & Anwar, A. 2021). The Welfare measures will improve the physique intelligence, morality and standard of living of the workers, which in turn will improve their efficiency and productivity (Jayashree, R., et al., 2023). Employees welfare schemes are flexible and ever-changing. (Maheswari, B., et al., 2021) reveals that the welfare facilities help to motivate and retain employees. Most of the welfare facilities helped to motivate the employees which ensures employee satisfaction and resulted in increased productivity. (Mishra, A., & Srivastava, S. 2021) argued that, welfare services can be used to secure the labour force by providing proper human conditions of work and living through minimizing the hazardous effect on the life of the workers and their family members. (Smith, J. & Brown, K. 2020) A study on analysis of workers reveals the welfare measures in the corporate sector. The factor analysis model has various issues for employee's welfare into eight factors (Jayashree, R., et al., 2023). These are: loans and compensation facilities, education, housing, subsidized food, better working environment, stability of work force and provision of cooperative societies. In order to maintain good industrial relations in the organization, these types of welfare facilities can maintain a long way efficiency in the organizations (Sharma, N. & Verma, A. 2021).

The corporate should maintain a good provision of welfare measures for the workers. Statutory welfare measures are obligated which are necessary to provide by industry without which the sector has no right to exist (Fernandez, L. 2022). They must specify despite of the industry. Its measures include the following. A healthy and hygienic water supply for drinking should be provided at the work place. proper arrangements for sitting at workplace. A sufficient number of restrooms should be provided and maintained at workplace (Liang, W. L., et al., 2023). It should be made available to each worker's, in case minor accident, the preliminary treatment can be given to employees (Jayashree, R., et al., 2023). Employees should be provided with hygienic

food. Spittoons in each workplace, as in supply centers, authority buildings, spittoons should be kept at proper place and it must be maintained in sterilized condition (Wei, Y., Nan, H., & Wei, G. 2020). Adequate and appropriate lighting must be provided at workplace so that employees can work safely and comfortably. Non-statutory welfare measures are not compliance by law and they are voluntary in nature. These measures vary from one business to another & from one another industry. It includes the following (Simi, S.V. and Chadrasekar, K.S 2020). Several companies offer complete medical examinations. The major purpose of flexible schedule is that employees can work in flexible hours. Flexible working time are put in place for employees which is approved by higher authority to fulfill company's commitments, meanwhile supporting worker's personal life requirements (Chatzoudes, D., & Chatzoglou, P. 2022). Various assistance provided as external consulting services so that employees or their family members will be counseled on different issues. Harassment Policy helps to protect the employees from any kind harassment in the organization. (Bandara, S. G. et al., 2020) concluded that the employee welfare facilities provided by the company to employees are satisfied and it is commendable, but still of scope is there for further improvement. The welfare measures used by Public Sector Transport Corporation are clarified by research on labour welfare measures in the organization (Beloor, V., et al., 2020). The many labour welfare measures that are given to the labours are analysed in this study. It draws attention to how the labour force views the several welfare programs offered by Tamil Nadu State Transport Corporation, as well as how satisfied they are with them overall. (Jeyabalan, K., et al., 2021) Stated that employee satisfaction in the public sector was impacted by safety and health initiatives as well as worker's compensation programs (Belim, A., & Pillai, V. 2024). The report suggests that since worker's compensation programs improved employee satisfaction, the management team at the government institution should implement them inside each department. (Chandini, R., & Vidya, R. 2023) 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 (Fitriastari, I. N. F., & Muzakki, M. 2023). 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 (Ghosh, P., & Nandan, S. 2015). Furthermore, the business has flawlessly implemented safety processes, demonstrating the ideal implementation of worker welfare, health, and safety (Ginting, J. M. B., et al., 2024). Organizations use initiatives and programs known as employee welfare measures in an effort to guarantee the general well-being, 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 (H, Prashanth. 2024). Organizations may cultivate a motivated, healthy, and devoted staff via the implementation of efficacious welfare measures, resulting in sustained success and sustainability (Jayapriya, K., & Hibli, S. 2023).

3. RESEARCH PROBLEM

Employees welfare work in India is somewhat distressing, Welfare amenities not been properly provided, except the units managed by progressive employers. In modern units where the latest technology demands maintenance of adequate standards. Despite the rapid growth of the BPO sector in Bangalore, employee satisfaction remains a major challenge due to high stress levels, irregular work schedules, and demanding job roles. Although organizations offer various intramural and extramural welfare facilities, their actual impact on employee satisfaction is not clearly understood. There is limited empirical evidence on which welfare measures contribute most effectively to improving morale, retention, and well-being. This gap makes it difficult for BPO firms to design appropriate welfare policies. Therefore, the problem addressed in this study is to examine how welfare facilities influence employees' satisfaction in Bangalore's BPO sector.

4. RESEARCH OBJECTIVES

1. To find out impact of intramural welfare facilities on employee's satisfaction in BPO sector in Bangalore city.
2. To examine the impact of extramural welfare facilities on employee's satisfaction in BPO sector in Bangalore city.
3. To provide suitable suggestions and recommendations for the better improvement of employee's job satisfaction in BPO sector.

5. HYPOTHESIS

H0: There is no significant impact of intramural welfare facilities on employee's satisfaction in BPO sector in Bangalore city.

H1: There is a significant impact of intramural welfare facilities on employee's satisfaction in BPO sector in Bangalore city.

H0: There is no significant impact of extramural welfare facilities on employee's satisfaction in BPO sector in Bangalore city.

H2: There is a significant impact of extramural welfare facilities on employee's satisfaction in BPO sector in Bangalore city.

6. SCOPE OF THE STUDY

The scope of this study focuses on examining how intramural and extramural welfare facilities influence the level of employee satisfaction within the BPO sector in Bangalore City. It covers key welfare dimensions such as economic benefits, medical facilities, workplace amenities, recreational and training programs, transportation, housing, insurance, and other organizational support systems provided to employees both within and outside the workplace. The study aims to assess employees' perceptions of these welfare measures and evaluate their contribution to overall job satisfaction. The research is limited to employees working in selected BPO firms across Bangalore, representing a mix of small, medium, and large organizations within the sector. It emphasizes understanding how

different welfare initiatives affect employee morale, motivation, performance, and retention. The study also seeks to identify the welfare facilities that employees consider most valuable and the gaps that exist between employee expectations and organizational provisions. Additionally, the study aims to provide insights for HR managers and policymakers to strengthen welfare policies and enhance employee well-being. While the findings are specific to Bangalore's BPO industry, they may offer useful implications for similar urban BPO environments in India.

7. RESEARCH METHODOLOGY

To ascertain any influence of intramural and extramural welfare facilities on the employee's job satisfaction, a descriptive study design was utilized. For the study, the researcher has used the survey approach. This approach is suggested because it makes it possible to economically gather a substantial volume of data from a huge population. The approach is also rather simple to describe and comprehend, and it is often regarded as authoritative. Both primary and secondary data were employed in the current investigation. A well-constructed questionnaire was used to obtain the essential information from the employees of BPO companies in Bangalore in order to collect the primary data. Books, journals, websites, documents, and various sources were used for collecting the secondary data. For research purposes 486 sample sizes were taken. The convenience sampling method was used to collect the data from the sample.

8. DATA COLLECTION

Primary data

The first time data has been through a self-administered structured questionnaire, which was developed and asked to be filled out. Personal interviews were also done with respondents. A structured questionnaire was prepared containing These statements were rated on a five-point scale with scale agreements ranging from strongly disagree to strongly agree. "Highly satisfied" was assigned a score of 5, "Satisfied" a score of 4, "can't say" a score of 3, "dissatisfied" a score of 2, and "Highly dissatisfied" a score of 1 for conducting regression analysis.

Secondary Data

The following are the sources from which the secondary data was collected, such as information that has been gathered from selected peer-reviewed articles from bibliographic databases (Emerald, Sage journals online, Science Direct, Scopus, Taylor & Francis online, Web of Science, and Wiley (online library). Peer-reviewed journals were considered based on their knowledge validity and their highest impact on the research field. Online E-Sources, Published reports, journals, theses, magazines, research articles, newspapers, etc.

9. DATA ANALYSIS

Intramural welfare facilities and Employees Job Satisfaction in BPO Sector

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.897 ^a	.805	.800	.61666		
ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	739.148	13	56.858	149.518	.000 ^a
	Residual	179.108	472	.380		
	Total	918.256	485			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.117	.078		1.495	.136
	Toilets/ Restrooms	-.065	.067	-.067	-.960	.337
	Creches facilities	.018	.100	.017	.176	.860
	Washing and bathing facilities	.194	.112	.188	1.736	.083
	Economic betterment and social status	.364	.094	.367	3.862	.000
	Uniforms and protective clothing	.166	.076	.165	2.184	.029
	Better working environment	.119	.103	.118	1.161	.246
	Canteens/ Subsidised food	.517	.116	.520	4.468	.000
	Sanitation/Sitting/ Spittoons/Lighting facilities	-.190	.084	-.191	-2.264	.024
	Medical/ first aid facilities	.272	.086	.270	3.155	.002
	Social insurance	-.185	.071	-.190	-2.595	.010
	Stress reduction programs	-.206	.088	-.205	-2.335	.020
	Working Hours Limit/ Flexi-time	-.249	.096	-.245	-2.593	.010
	Drinking water	.196	.032	.187	6.087	.000
a. Dependent Variable: Employees Job Satisfaction in BPO Sector						

A multiple regression analysis was used to investigate the impact of 13 variables of intramural welfare facilities on employees' job satisfaction in the BPO sector. From the above table it is understood that intramural welfare facilities ($R = .897$, indicating a high degree of correlation among the variables, $t = 1.495$, $p < .01$) have a positively significant effect on employees' job satisfaction in the BPO sector. Hence, it can be concluded that if the average level of Intramural welfare facilities is high, the average level of Employees Job Satisfaction in BPO Sector would also be high. The analysis also reveals that intramural welfare facilities were able to explain the total variation in employees' job satisfaction in the BPO sector by the regression model, with an R^2 of 80.5% being high, indicating the model fits the data

well. Thus, answering the hypothesis H1: There is a significant impact of intramural welfare facilities on employee satisfaction in the BPO sector in Bangalore City, posited for this research, is accepted. The coefficient table shows the contribution of each intramural welfare facility to employee job satisfaction. From the above table, the beta values demonstrate the unique contribution for the variables such as economic betterment and social status ($\beta=.364$) ($p=.000$), uniforms and protective clothing ($\beta=.166$) ($p=.029$), canteens/subsidized food ($\beta=.517$) ($p=.000$), sanitation/sitting/spittoons/lighting facilities ($\beta=-.190$) ($p=.024$), medical/first aid facilities ($\beta=.272$) ($p=.002$), social insurance ($\beta=-.185$) ($p=.010$), stress reduction programs ($\beta=-.206$) ($p=.020$), working hours limit/flexi-time ($\beta=-.249$) ($p=.010$), and drinking water ($\beta=.196$) ($p=.000$). These are the variables significantly influencing employees' job satisfaction in the BPO sector in Bangalore.

Extramural welfare facilities on employee's satisfaction in BPO sector in Bangalore city

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.987 ^a	.974	.973	.22258		
ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	867.272	13	66.713	1.347	.000 ^a
	Residual	23.334	472	.050		
	Total	890.606	485			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.005	.025		.202	.840
	Education facilities	.134	.034	.135	3.964	.000
	Maternity benefits	.061	.040	.061	1.515	.131
	Transportation facilities	-.124	.033	-.125	-3.743	.000
	Sports facilities	.118	.039	.121	3.029	.003
	Leave travel facilities	-.098	.030	-.098	-3.234	.001
	Vocational training	.066	.033	.066	1.964	.050
	Holiday homes	-.200	.025	-.202	-7.916	.000
	Provision of cooperative societies	.249	.030	.251	8.324	.000
	Loans and compensation facilities	.116	.029	.117	4.029	.000
	Employee assistance programs	.140	.044	.141	3.178	.002
	Harassment Policy	.036	.030	.036	1.168	.243
	Recreation Facility	.226	.039	.227	5.782	.000
	Housing facilities	.273	.034	.273	8.043	.000
a. Dependent Variable: Employees Job Satisfaction in BPO Sector						

A multiple regression analysis was used to investigate the impact of 13 variables of extramural welfare facilities on employees' job satisfaction in the BPO sector. From the above table it is understood that extramural welfare facilities ($R = .897$), indicating a high degree of correlation among the variables, ($t = .202$, $p < .01$), have a positively significant effect on employees' job satisfaction in the BPO sector. Hence, it can be concluded that if the average level of extramural welfare facilities is high, the average level of employee job satisfaction in the BPO sector would also be high. The analysis also reveals that extramural welfare facilities were able to explain the total variation in employees' job satisfaction in the BPO sector by the regression model, with an R^2 of 97.4% being high, indicating the model fits the data well. Thus, answering the hypothesis H2: There is a significant impact of extramural welfare facilities on employee satisfaction in the BPO sector in Bangalore City, posited for this research, is accepted. The coefficient table shows the contribution of each extramural welfare facility to employee job satisfaction. From the above table, the beta values demonstrate the unique contribution for the variables such as education facilities ($\beta=.134$) ($p=.000$), transportation facilities ($\beta=-.124$) ($p=.000$), sports facilities ($\beta=.118$) ($p=.003$), leave travel facilities ($\beta=-.098$) ($p=.001$), vocational training ($\beta=.066$) ($p=.050$), holiday homes ($\beta=-.200$) ($p=.000$), provision of cooperative societies ($\beta=.249$) ($p=.000$), loans and compensation facilities ($\beta=.116$) ($p=.000$), employee assistance programs ($\beta=.140$) ($p=.002$), recreation facilities ($\beta=.226$) ($p=.000$), and housing facilities ($\beta=.273$) ($p=.000$), which are the variables significantly influencing employees' job satisfaction in the BPO sector in Bangalore.

10. RESEARCH FINDINGS

The unique contribution for the variables such as economic betterment and social status, uniforms and protective clothing, canteens/subsidized food, sanitation/ sitting/spittoons/ lighting facilities, medical/first aid facilities, social insurance, stress reduction

programs, working hours' limit/flexi-time, and drinking water are the variables significantly influencing employees' job satisfaction in the BPO sector in Bangalore.

It is also found that the unique contribution for the variables such as education facilities, transportation facilities, sports facilities, leave travel facilities, vocational training, holiday homes, provision of cooperative societies, loans and compensation facilities, employee assistance programs, recreation facilities, and housing facilities are the variables significantly influencing employees' job satisfaction in the BPO sector in Bangalore.

11. SUGGESTIONS

1. Recreation facilities should be provided to the workers to boost their morale and bring little diversion from their continuous routine work and to retard the stress of the workers. Complete medical facilities should be given so as to minimize the absenteeism and to keep the employees more immunized and fit enough.
2. The company should be more committed to promoting welfare facilities, as it creates more productivity, which in turn benefits the company. Annual health checkups, employee counseling, various health camps, and hospitalization facilities should be much more improved by conducting the health camps at least once a month. The number of medical practitioners or physicians should be increased.
3. Enhancing job satisfaction in the BPO sector requires a comprehensive employee-centric approach that supports workers' economic, physical, social, and psychological well-being. Based on the key factors identified, the following strategies can significantly improve satisfaction levels among BPO employees in Bangalore.
4. Improving compensation packages, offering competitive salaries, timely increments, performance-based bonuses, and recognition programs can strengthen employees' economic stability and enhance their social status. Transparent career growth pathways

- further motivate employees to stay committed.
5. Providing comfortable, climate-suitable uniforms and necessary protective clothing promotes professionalism, safety, and pride in the workplace. Regular redesigns based on employee feedback can boost comfort and acceptance.
 6. Providing hygienic canteens with subsidized meals, healthy food options, and round-the-clock availability—especially for night-shift employees—improves daily convenience and reduces financial stress.
 7. Well-maintained restrooms, ergonomic seating, adequate lighting, and proper cleanliness (including spittoons where needed) contribute to a healthy work environment. Regular audits and quick-response maintenance teams ensure high workplace standards.
 8. On-site clinics, first-aid rooms, trained medical staff, and partnerships with nearby hospitals enhance employee safety. Health camps, wellness checkups, and mental health consultations should be provided at regular intervals.
 9. Strengthening insurance coverage, including health, accident, and life insurance, offers employees a sense of security. Communicating benefit details clearly helps employees better appreciate the support offered.
 10. Regular stress-management initiatives such as meditation sessions, yoga classes, counselling support, and recreational breaks can significantly reduce burnout. Providing relaxation or quiet rooms within the office supports mental well-being.
 11. Adhering strictly to working-hour limits, offering flexible shift options, and allowing remote or hybrid work (where feasible) enhance work–life balance. Flexitime options are especially beneficial for working parents and students.
 12. Clean, accessible, purified drinking water across all work areas is essential. Regular water-quality checks should be mandated.
 13. Supporting employees through training programs, certification courses, language development, and skill-enhancement workshops increases their employability and motivates them to grow within the organization.
 14. Safe and reliable pickup and drop-off services—especially for night-shift workers—improve punctuality, reduce travel stress, and enhance security.
 15. Setting up indoor games, gyms, or tie-ups with fitness centers promotes physical health and helps employees unwind. Organizing sports leagues and cultural events builds team bonding.
 16. Providing travel allowances, discounted vacation packages, or access to company holiday homes encourages employees to take breaks and rejuvenate, reducing burnout.
 17. Offering access to cooperative societies, low-interest loans, salary advances, and transparent compensation policies helps employees manage financial pressures more effectively.
 18. Confidential counselling services, financial advice, legal guidance, and mental-health support through EAPs foster emotional stability and improve overall well-being.
 19. Providing housing allowances, tie-ups with hostels or apartments, or subsidized accommodation for outstation employees enhances comfort, reduces relocation stress, and strengthens retention.
- By implementing these integrated welfare measures, BPO employers can create a supportive, healthy, and motivating work environment that significantly boosts employee satisfaction, productivity, and long-term loyalty.
- ## 12. LIMITATIONS OF THE STUDY
1. The present study on the impact of intramural and extramural welfare facilities on employees' satisfaction in the BPO sector in Bangalore City has several limitations that should be acknowledged.
 2. The study is geographically restricted to Bangalore, which may limit the generalizability of the findings. The BPO sector varies significantly across cities in terms of organizational culture, cost of

living, workforce demographics, and HR practices; hence, the results may not represent the broader Indian BPO landscape.

3. The study relies primarily on self-reported data, which is subject to response bias. Employees may provide socially desirable answers or hesitate to express dissatisfaction due to fear of repercussions, thereby affecting the accuracy of the findings. Additionally, variations in understanding of welfare facilities among respondents may influence how they interpret and rate these benefits.
4. The cross-sectional nature of the study restricts the ability to capture changes in employee satisfaction over time. Welfare policies and employee expectations evolve rapidly in the BPO industry, and a one-time survey may not reflect long-term trends or the dynamic nature of satisfaction.
5. The study may not have fully accounted for external factors that influence job satisfaction, such as personal circumstances, managerial style, workload, career aspirations, or team dynamics. These variables could act as confounding factors, making it difficult to isolate the exact impact of welfare facilities.
6. The diversity of BPO firms in terms of size, specialization, and ownership structure may lead to variations in welfare practices that were not fully captured. Smaller firms may offer limited facilities compared to large multinational BPOs, affecting the uniformity of data.
7. The study does not deeply explore the qualitative aspects of employee perception, which could have provided richer insights into the emotional and motivational significance of welfare benefits.

13. DIRECTIONS FOR FUTURE RESEARCH

Future research on the impact of intramural and extramural welfare facilities on employees' satisfaction in the BPO sector in Bangalore can be expanded in several meaningful directions. First, researchers may explore the longitudinal impact of welfare initiatives to understand how employee satisfaction changes over time as

organizations introduce, modify, or withdraw specific facilities. Such studies would help determine the sustainability and long-term effectiveness of different welfare measures. Second, future studies may adopt a comparative research approach by examining differences between various cities or states. Comparing Bangalore with other major BPO hubs such as Hyderabad, Chennai, Pune, and Gurugram can highlight regional variations, cultural influences, and organizational practices that shape employee satisfaction differently. Third, researchers can broaden the scope by examining sectoral comparisons—for instance, evaluating how welfare facilities influence satisfaction in IT services, banking, or retail industries relative to the BPO sector. This would help contextualize whether the welfare–satisfaction relationship is unique to BPO work dynamics or consistent across industries. Fourth, future research may benefit from incorporating qualitative approaches, such as interviews or focus group discussions, to gain deeper insights into employees' lived experiences and perceptions of welfare schemes. This could reveal subtle emotional, social, and psychological factors that quantitative data alone may not capture. Fifth, scholars could analyze how digital transformation and remote work trends reshape intramural and extramural welfare needs. With increasing hybrid and work-from-home models, new welfare components—virtual wellness programs, digital ergonomic support, and remote medical consultations—may emerge as influential determinants of satisfaction. Sixth, there is scope to study the mediating and moderating variables that link welfare facilities to employee satisfaction. Variables such as organizational culture, leadership style, employee engagement, job stress, and work–life balance could be examined to understand the mechanisms through which welfare facilities exert their impact. Finally, future research could explore the economic and performance outcomes associated with welfare provisions. Understanding how welfare investments relate to employee productivity, retention rates,

absenteeism, and employer branding can provide organizations with data-driven justification for strengthening their welfare systems.

14. CONCLUSION

Employee welfare is nothing but an effort made by the employer to enhance the lifestyle of the employees working for their organization. It has become an essential factor for every organization that wants growth in the future; therefore, companies adopt various measures for providing the employee welfare benefits to their employees for providing them comfort. Successful human resource management contributes to a powerful labor welfare and smooth relations. This helps an industry to grow successfully in accomplishing its goals and further enter into society in an endeavor to uplift the community and humanity. The final outcome of this study exhibits employees were more satisfied with their job. It is suggested that management should maintain the same level of amenities and relationships in the future also. Certain actions are to be taken to enhance the level of awareness of welfare schemes. Successful implementation of these suggestions will enhance the value of service to the employees, whereby management and employees can feel pleasant. As per the study, it is observed that BPO companies in Bangalore provide various facilities to the employees and also follow the rules and regulations of the state and Indian government. The management is required to provide good facilities to all workers in such a way that workers become satisfied about labor welfare facilities. It increases productivity as well as quality and quantity. Therefore, there is a necessity of making some provision for improving the welfare facility so that employees will become happy and employees' performance level will increase. It leads to improved favorable effects of profitability and products of the organization. At last it can be concluded that the employee welfare facilities provided by the company to employees are satisfactory and it is commendable, but there is still scope for further improvement so that efficiency, effectiveness,

and productivity can be enhanced to accomplish the organizational goals. The study of employee welfare measures and their impact on employee satisfaction in the PBO sector appears good. The management is required to provide good facilities to all employees in such a way that employees become satisfied with the employee welfare facilities. Where it leads to improved favorable effects of profitability and products of the organization.

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