

THE IMPORTANCE AND PERFORMANCE ANALYSIS OF EMPLOYEE WELFARE PROGRAM CASE STUDY AT PT. PLN (PERSERO) REGION SULUTENGGGO

ANALISIS PENTINGNYA DAN KINERJA PROGRAM KESEJAHTERAAN KARYAWAN
STUDI KASUS: PT. PLN (PERSERO) WILAYAH SULUTENGGGO

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ABSTRACT

In the workplace, employees can greatly affect the entire business performance. So, many business companies must provide a program that can increase the work quality of their employee, one of them is Employee Welfare. The objectives in this research is to know importance and performance of employee welfare program in PT.PLN. Results base on Importance Performance Analysis, which are: Health care, compensation, increase regular salary rankings, promotion position, and compensation retirement are located in quadrant I (high importance low performance), Leave and residential allowance for employees are located in quadrant II (high importance high performance), Absent work permit, aid for employee decease, aid for office accident, aid for damages goods and property are located in quadrant III (low importance low performance), Periodical basic salary increase, increase salary rank of devotion, substitute residential facilities, loan assistance home ownership, transportation allowance, and awards are located in quadrant IV (low importance high performance).

Keywords: Importance and Performance Analysis, Employee Welfare.

ABSTRAK

Di tempat kerja, karyawan dapat mempengaruhi kinerja seluruh bisnis. Jadi, banyak perusahaan bisnis harus menyediakan program yang dapat meningkatkan kualitas kerja karyawan mereka, salah satunya adalah Kesejahteraan Karyawan. Tujuan dalam penelitian ini adalah untuk mengetahui pentingnya dan kinerja program kesejahteraan karyawan di PT.PLN. Hasil berbasis Importance Performance Analysis, yaitu: Kesehatan, kompensasi, meningkatkan peringkat gaji reguler, promosi kerja, dan kompensasi pensiun terletak di kuadran I (tinggi pentingnya kinerja rendah), Cuti dan tunjangan perumahan bagi karyawan berada pada kuadran II (kepentingan tinggi kinerja tinggi), Izin kerja absen, bantuan untuk kematian karyawan, bantuan untuk kecelakaan kantor, bantuan untuk kerusakan barang dan properti yang terletak di kuadran III (kepentingan rendah kinerja rendah), Kenaikan gaji pokok berkala, meningkatkan peringkat gaji pengabdian, pengganti fasilitas perumahan, bantuan pinjaman kepemilikan rumah, tunjangan transportasi, dan penghargaan yang terletak di kuadran IV (kepentingan rendah kinerja tinggi).

Kata kunci: motivasi intrinsik, motivasi ekstrinsik, produktivitas karyawan

1. INTRODUCTION

Research Background

Improving competitiveness is getting more important in business nowadays to become sustainable. Increased competitiveness can be seen from any perspective, one of that is the ability and the quality of the employees. In the workplace, employee became one of the priority assets, because employees can greatly affect the entire business performance. So, many business companies must provide programs that can make the work quality of their employee increase and also increase business performance. Most of large companies have several programs for their employees. Employee benefits programs can be provided both material and nonmaterial. Many large companies are successful because of the role of their employees are very good and high quality because the company gives them certain programs that can motivate and make them thrive. Provision of employee welfare programs is very meaningful and beneficial for the company and employees. Employee welfare administration is useful for creating harmonious relations between the company and employees, increase employee morale, work discipline, and the attitude of employee loyalty to the company. While the company can increase work productivity, work efficiency work effectiveness, and increase profits. Employee benefits programs is very important in order to realize the goal of the company, but the employee welfare program should be prepared based on existing regulations, based on the principle of fairness and feasibility, and based on the ability of the company.

State electricity company (PLN) as the state-owned enterprises (BUMN) in Indonesia, provides electricity throughout Indonesia. State electricity company (PLN) has thousands of employees who should be managed. To retain employees to become more develop and keep them loyal, PT. PLN through human resource management provides an employee welfare program in the form of facilities and employees rights.

Therefore, there is a direct relationship between Employee Development and Employee Performance. As when employees would be more developed, they would be more satisfied with the job, more committed with the job and the performance would be increased. When employee performance would increase, this will lead to the organization effectiveness (Champathes, 2006). Therefore, this study will examine how important is an employee welfare program until it can affect the performance of their jobs.

Research Objectives

Based on the given problem in the previous section, the purpose of this research is conducted with three main objectives, which are:

1. To know the importance of employee welfare program in PT. PLN Sulutenggo.
2. To know the performance of employee welfare program in PT. PLN Sulutenggo.

Theories

Human Resources Management

According to Wilton (2013), human resource management (HRM) is the term commonly used to describe all those organisational activities concerned with recruiting and selecting, designing work, training and developing, appraising and rewarding, directing, motivating and controlling workers. In other words, HRM refers to the framework of philosophies, policies, procedures and practices of the management on the relationship that exists between employer and workers.

Employee Welfare

According to Venugopal P, *et al.*, (2011), 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 means such as social legislation, social reform, social service, social work, social action. The object of welfare economics is to promote economic production and productivity and through development by increasing equitable distribution. Labour 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. Sindhu (2012) states that employee welfare measures increase the productivity of organization and promote healthy industrial relations there by maintaining industrial peace. Organizations provide welfare facilities to their employees to keep their motivation levels high. Organizations also provide many such statutory and non statutory welfare facilities to maintain satisfactory level of their employee.

Importance of Employee Welfare

Shah, P (2015) states that 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. According to Reenu and Panwar (2013), employee welfare entails all those activities of employer which are directed towards providing the employees with certain facilities and services in addition to wages or salaries. 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.

Factors that influence employee welfare

Organization's Policy on Benefits: According to Kimanzi, *et al.* (2013), the HR policy in an organization provides the guidelines on how people should be managed in an organization. The policy may cover areas including recruitment, placement, training, promotions and remuneration among others. The policy also specifies the various types of benefits to be provided to employees as well as provide guidelines on how employee benefits programs should be implemented. Employee benefits policy should define organizational strategy for attracting and retaining quality staff. Dessler (1996) states that a good policy ought to ensure benefits are aligned with the organizational goals and objectives as well as with employer and employee needs. Progressive organizations usually align their benefits policy with the HR strategy whose main pillar is to attract and retain quality employees.

Availability of Resources: According to Armstrong (2010), the implementation of employee benefits requires significant amount of financial, physical and human resources. The financial resources are a crucial factor that influences the successful implementation of employee benefits in any organization. The benefits cost money to implement and without adequate finances the organization plan to roll out employee benefits program will remain a pipe dream. According to Mondy and Noe (2004), employee benefits generally cost about 30 percent of organizational compensation. This means employees receive this money indirectly through benefits such as medical insurance cover, training for career development, leave of absence, bonus and social security among others. The organization must pay for these facilities and that is why financial resources is a major factor in implementing employee benefits programs.

Effective Communication on Benefits: According to Armstrong (2010), there is strong need for management to communicate to employees the policy and procedure on benefits, the benefits available and the criteria for eligibility. Holloway (1997) states that effective communication is

the process by which information is exchanged and understood by two or more people usually with intent to motivate or influence behavior. Communication ensures transparency and accountability in implementing employee benefits program. The employees and their representatives need to understand the benefits package in its totality. Individual employees should be explained how the benefits have been determined and how they relate to their job performance. They ought to know the value of the benefits so they are aware of their total remuneration. In addition, employees need to be convinced that the system of benefits is fair and impartial. Proper and timely communication of employee benefits will enhance employee appreciation and increase their commitment to the organization.

Government Policy on Employee Benefits: According to Nzuve (2010), the government can intervene with a policy to obligate employers to provide certain benefits to employees. The government can for instance use the national assembly to legislate laws that enforce payment of the benefits. The law will make it mandatory for employers to pay certain benefits to the employee.

2. METHODS

Type of Research

Type of this research is quantitative research. Aliaga and Gunderson(2002) states that quantitative research is explaining phenomena by collecting numerical data to be analysed using mathematically based methods (inparticular statistics).

Place and Time of Research

The place of this research is in Manado City. The questionnaire distributed to PT. PLN that located in Jl. Bethesda, Manado. This research starts from May – June 2015 (2 Months).

Conceptual Framework

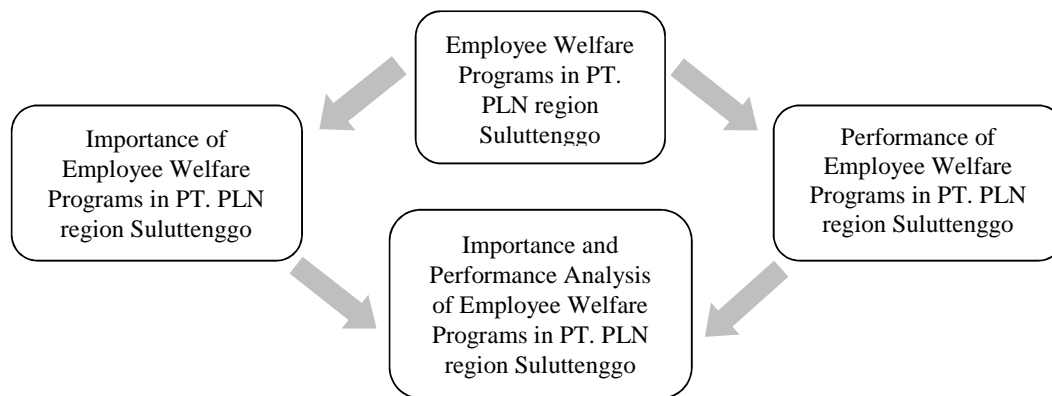


Figure 1. Conceptual Framework
Source: Literature review, 2015

Populations and Sample

The population of this research is regular employee in PT. PLN region Suluttenggo in Manado which is 182 employees. Sample of this research is the employee of PT. PLN region Suluttenggo as many as 126 respondents (accordding to slovin formula).

Data Collection Method

Primary data is data originated by the researcher specifically to address the research problem. The researcher will get primary data from the result of questionnaires. Questionnaires will be distributed to respondents, so they can respond directly on the questionnaire. There are two sections in the questionnaire that should be filled in by the respondents. The first section asked about respondent's identities and the second section asked about things that related with the variables.

Data Analysis Method

Validity and Reliability Test

In this study, there are 126 questionnaires with 34 questions that the results have been collected and have been tested with using validity and reliability test with the SPSS application. Validity is using Correlation index in Pearson Product Moment and Reliability is using Alpha Cronbach.

Importance-Performance Analysis

Tjiptono (2011), this technique was first proposed by Martilla and James in (1977) in their article "Importance-Performance Analysis", published in the Journal of Marketing. In this technique, the respondents were asked to rate the level of importance and performance of the company, then the value of the average level of importance and performance is analyzed on Importance-Performance Matrix, in which the x-axis represents the performance while the y-axis represents the importance. Then the results will be obtained in the form of four quadrants according to the image below:

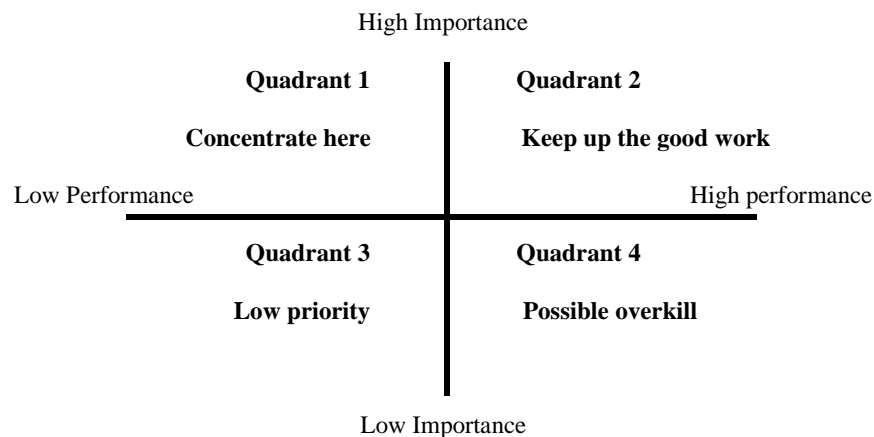


Figure 2. The original IPA framework.
Source J. Martilla and J. James (1977)

1. Quadrant I (High Importance/Low Performance) is labelled Concentrate Here. Attributes that fall into this quadrant represent key areas that need to be improved with top priority.
2. Quadrant II (High Importance/High Performance) is labelled Keep up the good work. All attributes that fall into this quadrant are the strength and pillar of the organisations, and they should be the pride of the organisations.
3. Quadrant III (Low Importance/Low Performance) is labelled Low Priority. Thus, any of the attributes that fall into this quadrant are not important and pose no threat to the organisations.

4. Quadrant IV (Low Importance/High Performance) is labelled as Possible Overkill. It denotes attributes that are overly emphasized by the organisations; therefore, organisations should reflect on these attributes, instead of continuing to focus in this quadrant, they should allocate more resources to deal with attributes that reside in quadrant I.

3. RESULTS AND DISCUSSION

Validity Test Result

By comparing correlation index in Pearson Product Moment with significance level of 5%, it can be seen a research instrument is valid or not. If probability of correlation is less than 0.05 (5%) then the research instrument is stated as valid.

Table 3.1 Correlations

		Avr_Imp	Avr_Perf	Avr_Imp_Perf
Avr_Imp	Pearson Correlation	1	,642**	,898**
	Sig. (1-tailed)		,000	,000
	N	126	126	126
Avr_Perf	Pearson Correlation	,642**	1	,901**
	Sig. (1-tailed)	,000		,000
	N	126	126	126
Avr_Imp_Perf	Pearson Correlation	,898**	,901**	1
	Sig. (1-tailed)	,000	,000	
	N	126	126	126

** . Correlation is significant at the 0.01 level (1-tailed).

Source: Data Processed, 2015- IBM SPSS 21

Table 5.2 shows that the correlation index is greater than 0.3 and below the significance level of 5% therefore, the data is considered as valid.

3.2 Reliability Test Result

The reliability test in this research uses Cronbach Alpha. A result of a reliability test generated by using statistical software SPSS. According to Sekaran (2003:311), the interpretation of Cronbach Alpha is less 0.6 indicates unsatisfactory internal consistency or consider than the data is unreliable, 0.7 indicates that the data is acceptable, and 0.8 indicates good internal consistency or consider that the data resulted is reliable.

Table 3.2 Reliability Statistics

Cronbach's Alpha	N of Items
,839	36

Source: Data Processed, 2015 – IBM SPSS 21

Table 5.1 shows that the result of Alpha Cronbach is 0.839. The result of Alpha Cronbach is higher than the standard 0.6 which means the data is reliable.

3.3 Importance and Performance Analysis Result

The result are based on questionnaires that are collected from respondents. This results below are tabulated by microsoft excel. Table 3.3 result are based on data average scale of importance and performance. The average value of importance and performance set up the employee welfare program in four quadrants (figure 3.1). This table consist of employee welfare, importance mean, performance mean, quadrant.

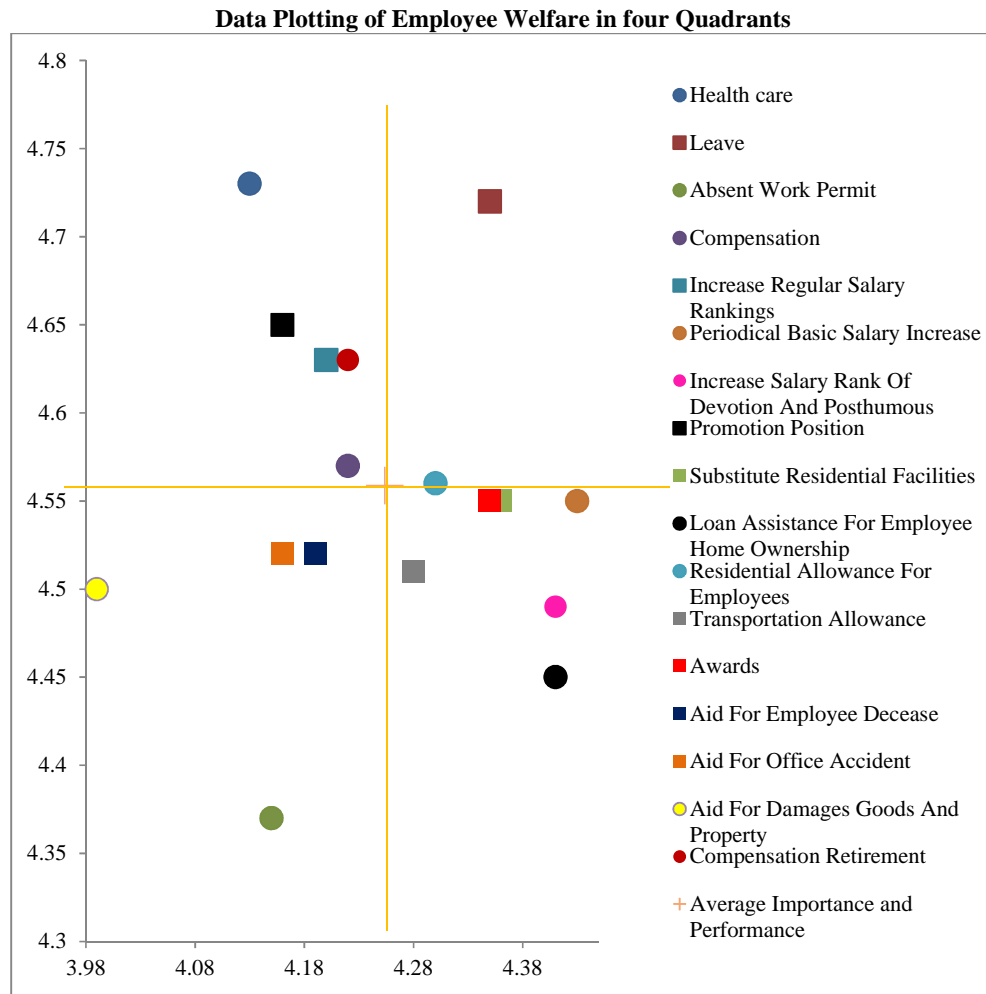


Figure 3.1

Figure 3.1 shows that health care, compensation, increase regular salary rankings, promotion position, and compensation retirement are located in quadrant I. Quadrant I is labelled as “concentrate here” that means high importance but low performance. So, this group of quadrant I are very important to employees, but level of performance is low. This group need to be concern about the performance because this group is important for employee welfare.

Leave and residential allowance for employees are located in quadrant II. Quadrant II is labelled “keep up the good work” that means high importance and high performance. So, Leave and residential allowance for employees are very important to employees also gives a high performance to employees.

Absent work permit, aid for employee decease, aid for office accident, aid for damages goods and property are located in quadrant III. Quadrant III is labelled as “low priority” that means quadrant III is low importance also low performance. So, as a low priority this group, managers of employee welfare should not be over concern anymore about the performance because this group are not important for employees.

Periodical basic salary increase, increase salary rank of devotion and posthumous, substitute residential facilities, loan assistance for employee home ownership, transportation allowance, and awards are located in quadrant IV. Quadrant IV is labelled as “possible overkill” that means low importance and high performance. Managers should not to focus on this group because it has low importance which is low priority.

Table 3.3

Employee Welfare	Importance (Y)	Performance (X)	Quadrant
Health care	4,73	4,13	I
Leave	4,72	4,35	II
Absent Work Permit	4,37	4,15	III
Compensation	4,57	4,22	I
Increase Regular Salary Rankings	4,63	4,20	I
Periodical Basic Salary Increase	4,55	4,43	IV
Increase Salary Rank Of Devotion And Posthumous	4,49	4,41	IV
Promotion Position	4,65	4,16	I
Substitute Residential Facilities	4,55	4,36	IV
Loan Assistance For Employee Home Ownership	4,45	4,41	IV
Residential Allowance For Employees	4,56	4,30	II
Transportation Allowance	4,51	4,28	IV
Awards	4,55	4,35	IV
Aid For Employee Decease	4,52	4,19	III
Aid For Office Accident	4,52	4,16	III
Aid For Damages Goods And Property	4,5	3,99	III
Compensation Retirement	4,63	4,22	I
<i>Average value</i>	4,559	4,254	

Source: Data Processed, 2015

Table 3.3 shows the result of data analysis that are collected from respondents. Importance (Y) shows average importance analysis according to likert scale of employee welfare, Health care is the highest mean of Importance (y=4,73), while absent work permit are the lowest mean of Importance (y=4,37). Performance (X) shows average Performance analysis in likert scale of employee welfare, periodical basic salary increase is the highest mean of Performance (x=4,39), while compensation retirement is the lowest mean of Performance (x=3,91). The average value of importance is 4,559 and the average value of performance is 4,254.

Discussion

This part summarizes the result of analysis as shown in figure 5.5. The figure shows four quadrant. It is clear that quadrant II shows the best result that any indicator lies in this quadrant showing highest importance and performance. The result shows that leave is the indicator that obtained highest importance status based on the data. It means that respondents view leave as the most important indicator of welfare program of the company. After working for a long time in a year, it will be so important for an employee to have a chance for leaving the daily work in the office and enjoys any other activity outside the office. The importance of leave is shows supported by

the company policy to give good attention to make the program of leave to be realize with a high performance. Basically employees must have free time outside of work such as vacation, maternity leave, or personal reasons. In PLN, leave is an employee rights. Residential allowance for employees is have high performance and overall have high importance too, that conclude this program also important to employee welfare.

Second is quadrant one that are consist of five indicator which are health care, promotion position, increase regular salary rankings, compensation retirement, and compensation. Health care is the highest indicator of importance average value but health care has a low performance because employee doesn't satisfied this health care program. Health care is high importance for employees because it is a primary need. This program have a low performance because employee doesn't satisfy this program. Health care program doesnot get support by the company as shown by its low performance. Since employees views health care as a very important indicator of welfare program which means employees will be satisfied by a good health program, company needs to give attention and support for the program to be realized. A good health care program that gives satisfaction to employees will carefully influence positively employee work performance. Promotion position have a high importance but lack performance. Promotion position is a very important program for employees to motivate their productivity levels. With the promotion position, employees can develop the ability over and over to achieve the desired position. Promotion position has a lack performance due to lack of attention from companies in this program so that employees are not satisfied with the performance of this program. Increase regular salary ranking have a high importance because this program can motivate employee performance. Retirement compensation is a very important program for employees who will be retiring. Pensioner very depend on this program because the company will provide compensation to retired employees died. This compensation are not satisfied by employee due to several factors which are the company cannot fulfill the number of funds to implement the program, or the occurrence of errors so that pensioners do not receive compensation. The last indicator is compensation that has lower importance than any four programs in quadrant one. Compensation also plays an important role on the needs of employees. In addition to the general requirements, the employee also has the desire which is basically an additional requirement or tertiary. These additional requirements are often not satisfied because the basic salary is only used for basic needs. So, additional wage compensation as very important for the employees to meet all needs. There is four programs that relating to the financing provided by the company, these programs are not satisfied by employee could be lack of funds or lack of coordination processing company funds.

Third is quadrant four that are consist of six indicators which are awards, substitute residential facilities, periodical basic salary increase, transportation allowance, increase salary rank of devotion and posthumous, loan assistance for employee home ownership. This quadrant are labelled "possible overkill" because this quadrant is low importance but have a high performance. The programs that spotted in this quadrant are consider to shut down because those programs are not useful to employee welfare. Otherwise, company should concentrate more on quadrant one instead of this quadrant. Awards, substitute residential facilities, and periodical basic salary increase are three indicators that have highest importance on quadrant four, those indicators almost reach quadrant two. Awards program is still considered less influential on employee welfare because of low importance. Instead of periodical basic salary increase, employee are more concerned on increase regular salary ranking because periodical basic salary more profitable to employees who already have a high position while the increase regular salary ranking are affect generally. Substitute residential facilities also low importance than residential allowance for employees, this occur because substitute residential facilities specifically granted to employees who were transferred whereas residential allowance for employee are granted for every each employee. Transportation allowance low importance because this allowance are specifically granted to employee who donot have personal transportation as well as transportation provided

by company. Increase salary rank of devotion and posthumous and loan assistance for employee home ownership are lower importance than other indicators in quadrant four. These two indicators is highly recommended to be terminated from employee welfare programs because the performance is high but low importance.

The last is quadrant three that are consist four indicators which are absent work permit, aid for employee decease, aid for office accident, and aid for damages goods and property. This quadrant is labelled as “low priority” because have a low importance also low performance. Absent a work permit is a program that is considered less important to the welfare of employees. Aid for employee decease, aid for office accident, and aid for damages goods and property are an assistance programs from the company for each of the criteria in the form of money. These three support programs are still considered low importance based on result.

According to the theory on chapter two, in general meaning employee welfare have a positive impact on employee performance and increase productivity of organization. Organizations provide welfare facilities to their employees to keep their motivation levels high. Based on previous results, average of importance value is high, this result indicate that employee welfare programs in PT. PLN Sulutenggo have a positive impact to employee performance. So, it can be concluded that this results are matched to the theory. Otherwise, the performance seems not as expected because most of indicators that have high importance are running low performance. Availability of resources can be factors that affect the low performances.

After conducting all the data processed, finally researcher can show the relationship between this research to the previous research in chapter two. At all results, the importance average of all programs is 4,559 which is high level, then this all programs are concern important to employees. According to previous researches in generally means, employee welfare facilities provided by the company are so important for their employees in order to increase performance, employee welfare, and effectiveness of the organization. This research is supported the previous research result which is employee welfare programs are important to employees welfare.

Overall, it can be concluded that there is five indicators that need to increase their performance (health care, compensation, increase regular salary rankings, promotion position, and compensation retirement), two indicators that have to keep their performance (leave and residential allowance for employees), six indicators that recommended to shut down (periodical basic salary increase, increase salary rank of devotion and posthumous, substitute residential facilities, loan assistance for employee home ownership, transportation allowance, and awards), and four indicators that not contribute at all (absent work permit, aid for employee decease, aid for office accident, aid for damages goods and property).

4. CONCLUSIONS AND RECOMMENDATION

Conclusion

The conclusions drawn from this research are as follows:

1. Employee welfare programs that are high importance and low performance “concentrate here” : Health care, compensation, increase regular salary rankings, promotion position, and compensation retirement.
2. Employee welfare programs that have a high importance and high performance “keep up the good work”: Leave and residential allowance for employees.
3. Employee welfare programs that have a low performance and low importance “low priority”: Absent work permit, aid for employee decease, aid for office accident, aid for damages goods and property.

4. Employee welfare programs that have a high performance and low importance “possible overkill”: Periodical basic salary increase, increase salary rank of devotion and posthumous, substitute residential facilities, loan assistance for employee home ownership, transportation allowance, and awards.

Recommendation

The recommendation are:

1. Health care, compensation, increase regular salary rankings, promotion position, and compensation retirement are high importance for employees but running low performance. Especially for health care programs there is need a good coordination with hospital about the policy or other activity that can make a problems. Another programs are base on compensation which is PLN must make better improvement about the process in compensation management. However, availability of these five facilities received least attention from PLN. It was clear that PLN should ensure employee commitment to achieving organizational goals in order to create a win-win situation. Besides, PLN should engage innegotiating with their employee about the obstacles that decrease the program performance. These five programs represent key areas that need to be improved with top priority, So this five programs need to boost up their performance in order to achieve welfare.
2. Leave and residential allowance for employees are high importance also high performance. These two programs are labelled “keep up the good work”, therefore management should maintain these programs to keep their performance because it is the most important and already high level of performance. Since the performance followed the high importance, it should be maintained and strengthened to further improve on quality of the welfare program in PLN management.
3. Absent work permit, aid for employee decease, aid for office accident, aid for damages goods and property are labelled “low priority” because it not important for employee and also low performance. These programs are concern to be remove on employee welfare programs because it is unimportant for employee, except management of employee welfare trying to make innovation or to increase the value of these programs so, employee see the importance of these programs.
4. Periodical basic salary increase, increase salary rank of devotion and posthumous, substitute residential facilities, loan assistance for employee home ownership, transportation allowance, and awards are in the last quadrant which are labelled possible overkill. These six programs are not important but have a high performance. Therefore, organisations should reflect on these attributes, instead of continuing to focus in these programs, they should allocate more resources to deal with attributes in quadrant I which is Health care, compensation, increase regular salary rankings, promotion position, and compensation retirement. An overemphasis performance in program that were deemed non-important, showing the necessity to allocate more resources to the “concentrate here” quadrant. Managers must focus on the information and decide what to do next.
5. Therefore, that company need to conduct a further internal research, in terms of the review will increase or maintain the level of performance of employees at a level that is in line with expectations the company to support the company in achieving its goals. Do not rule out the possibility the company to be able to open up reviewing studies from external parties in reviewing the increase in employee productivity. It needs a periodic assessment of the performance and achievements of employees as a measure giving proper remuneration for them.

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