

A study on employee welfare schemes and their influence on organizational commitment and employee retention at Suguna foods

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Abstract

Employee welfare has become a part of modern human resource management because companies are realizing that employee well-being can affect commitment, satisfaction, productivity, and retention. In industries that require a lot of labor, such as food processing and poultry, welfare practices can be especially important because workers might work in environments under pressure and have different job needs. This study examines employee welfare schemes. How they affect organizational commitment and employee retention at Suguna Foods. The study uses a qualitative, descriptive, and exploratory approach based on information that is already available. The information comes from documents that are open for everyone to see: company policies, official company information, and academic articles on employee welfare, organizational commitment, perceived organizational support, work-life balance, and employee retention.

This study considers employee welfare in parts such as health and safety workplace protection, employee support being inclusive giving people power, training and development, and caring about employees. Organizational commitment is seen through the continuing and normative parts as described by Meyer and Allen. Employee retention is viewed as the outcome for the organization when employees want to stay. Suguna Foods says it values empowering employees, treating them with respect, being diverse, being innovative, and having a workplace. Its written policies also show that it cares about workplace protection and employee issues. The research shows that welfare and support from the organization can help employees feel good, be emotionally attached, and want to stay. However, this study does not say there is a cause-and-effect link at Suguna Foods because there was no data from employees directly. The study says that welfare programs should not just be seen as things the law requires or money given but as human resource activities that can make the relationship between employees and the organization stronger and help keep employees. The study suggests a welfare plan that includes health and safety, career growth, recognition, help with work-life balance, ways to solve problems, communication, and involving employees.

Keywords: Employee Welfare; Organizational Commitment; Employee Retention; Human Resource Management; Employee Well-Being; Suguna Foods; Perceived Organizational Support

1. Introduction

People are an important part of any company because how well the company works depends a lot on the knowledge, skills, motivation, commitment, and loyalty of the workers. In a world where businesses are competing, companies need to find good workers and create a place where workers want to stay. Employee welfare has therefore become a part of Human Resource Management.

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Employee welfare is about the things a company offers, such as services, benefits, and working conditions that help employees feel good physically, mentally, socially, and financially. Welfare can include health and safety medical help, social security, time off ways to balance work and life training, help for workers ways to complain, protection at work, recognition, and other good habits. Good welfare can show that workers are important to the company and not just people who help make things.

The link between welfare and organizational commitment is very important. Organizational commitment is the way workers feel about their company. Meyer and Allens model of three parts looks at commitment as emotional, continuing, and normative. Emotional commitment is about feeling close to the company. Continuing commitment is about thinking it would be hard to leave the company. Normative commitment is about feeling that it is right to stay with the company.

Employee retention is closely tied to how a worker feels committed to the company. Workers who feel good about the company and think the company supports them might be more likely to stay. Previous studies have shown that how committed a worker feel's is important for whether they want to leave and how likely they are to stay.

This study is about Suguna Foods Private Limited, a company known in India's poultry and food industry. Suguna Foods says it values quality, health, nutrition, and people who help the company empower workers by being diverse, respectful, and innovative, and by having a place where everyone feels included. The company also states that it wants to create a place where workers can share their ideas and grow.

This study is important because it examines employee welfare from two perspectives in a company like Suguna Foods. One is how workers feel about the company. The other is how well the company keeps its workers. Thus, this study looks at how welfare activities can help both of these in theory and in practice.

1.1. Background of the Study

Suguna Foods is part of the poultry and food industry and has a wide group of people involved, such as workers, farmers, suppliers, distributors, and retailers. The company states that it works in a network and that it focuses on quality, health, nutrition, and training. It also states that workers are part of the group of people who help the company and that training is important to maintain quality and clean standards.

The company sway of working provides a background for looking at employee welfare. Suguna Foods talks about respecting and treating people with dignity, being diverse and including everyone, empowering workers, being innovative, and being responsible to the community. Its way of working also says that it wants a place where workers can speak up and grow.

Workplace protection is another part of welfare. Suguna Foods has a rule against harassment that covers workers and has a group to handle complaints, so there is a way to deal with problems in the workplace. These kinds of things are important for welfare because feeling safe and being treated with respect are parts of a good working relationship.

The company also has a rule for monitoring behavior. This gives a way for workers and others to report if they see something like cheating, abuse of power, breaking the rules, or other issues. Such rules can make workers feel that the company supports safe working conditions.

These ways of working are a start for looking at welfare as a human resource issue. Just having these rules does not mean workers are happy with them or that they directly make workers stay. How well the rules work depends on how much workers know about them, how easy it is to use them, how fair they are, how they are used, how well they are explained, and how workers feel about them.

1.2. Problem Statement

When workers leave, it can create problems for the company, such as the need to find new workers, train new people, lose productivity, break up work teams, and lose important knowledge. In industries that require workers to know a lot and have experience, keeping workers is especially important.

Traditional ways to take care of workers have often focused on following the law, providing money, and basic places to work. Now, more and more human resource management looks at worker welfare as a bigger experience that includes health, safety, feeling good, growing in a job, being recognized, balancing work and life, being included talking with others, and getting support from the company.

The main question is whether taking care of workers in a company can help make workers more committed and more likely to stay. This is especially important for Suguna Foods because the company says it values empowering workers, treating them with respect, and being diverse and growing the company.

Another problem is that company rules about taking care of workers do not always show what the workers think about those rules. Therefore, it is necessary to examine how taking care of workers and staying with the company are connected, while also seeing the difference between the company written policies and what workers actually feel.

Research Objectives

This study had the following goals:

- To look at what employee welfare programs mean. Why they are important in modern Human Resource Management.
- To find out the ways in which Suguna Foods takes care of its workers and the help that is available for workers.
- To examine how taking care of workers and being committed to the company are connected, based on what other studies have found.
- To examine how taking care of workers and being committed to the company can help workers stay with the company.

1.3. Research Questions

This study addresses the following questions:

- RQ1: What are the main parts of taking care of workers that are important for Suguna Foods?
- RQ2: How can taking care of workers affect workers' commitment to the company?
- RQ3: How can taking care of workers help them stay with the company?
- RQ4: What role can commitment to the company play in taking care of workers and keeping them connected?
- RQ5: In what ways can taking care of workers help make them more committed and more likely to stay at Suguna Foods?

2. Review of Literature

2.1. Employee Welfare

Employee welfare refers to the things a company offers, such as services and ways of working that help workers feel better in their jobs and lives. Modern welfare goes beyond what the law requires. It can include being healthy, feeling good, having support from others, being safe at work, being financially secure, growing in a job, balancing work and life, and having a voice.

Studies on worker benefits have examined how they are connected to how workers feel and act, such as being happy with the benefits, feeling committed to the company, doing a good job, missing work, and leaving. This shows that taking care of workers should not just be seen as something that costs money but as a way to help the company.

From a company perspective, taking care of workers can show that the company cares. When workers feel that the company values them and looks after their well-being, they can feel more connected to the company.

2.2. Organizational Commitment

Meyer and Allens Model of Three Parts is one of the ways to understand how much workers are committed to the company. The model has three parts:

- Commitment: Feeling close to the company and being part of it.
- Continuance commitment: Thinking it would be hard to leave the company.
- Normative commitment: feeling that it is the right thing to stay with the company.

For taking care of workers, affective commitment is very important. Programs that take care of workers can make workers feel that the company is good and fair, which can help them feel closer to the company and have an emotional connection.

2.3. Employee Organizational Commitment

The literature suggests that organizational support and employee well-being are connected to commitment. A longitudinal study by Panaccio and Vandenberghe found a relationship between perceived organizational support and employee well-being, with affective organizational commitment playing a mediating role.

Similarly, research examining support for employee health has investigated its relationship with affective commitment, intention to remain, and job performance. The findings highlight the importance of health support and suggest that employee outcomes can operate through organizational commitment.

This evidence supports the argument that welfare practices may influence commitment not through the material value of benefits but through the perception that the organization genuinely cares for employees.

2.4. Employee Welfare and Retention

Retention refers to an organization's ability to maintain its workforce and reduce employee turnover. Welfare practices can influence retention by increasing satisfaction, reducing workplace stress, improving perceived support, and strengthening employee's psychological connection with the organization.

Work-life balance policies provide an example. Research reviewing the context has identified work-life balance policies and programs as an important area associated with organizational outcomes and employee retention.

Employee commitment is also a retention-related factor. Longitudinal research has found that organizational commitment is related to job satisfaction and intention to leave, reinforcing the importance of commitment in retention management.

2.5. Research Gap

The existing literature provides evidence concerning employee welfare organizational support, commitment, well-being, and turnover. However, much of the research examines these variables across general organizational populations or sectors rather than focusing specifically on the welfare–commitment–retention relationship within Suguna Foods.

Furthermore, available organizational information primarily describes policies, values, and organizational practices rather than employee-level perceptions. Therefore, this study contributes a company-focused documentary analysis while recognizing the need for future primary research to statistically test the proposed relationships.

3. Conceptual Framework

The conceptual framework proposed in this study is as follows:

3.1. Employee Welfare Schemes → Organizational Commitment → Employee Retention

3.1.1. Independent Variable: Employee Welfare Schemes

The study considered the following dimensions:

- Health and safety
- Workplace protection
- Employee assistance and support
- Training and development
- Work-life balance
- Recognition & Rewards
- Employee participation and communication
- Job security and social security
- Inclusive workplace practices
- Grievance and complaint mechanisms

3.1.2. Mediating Variable: Organizational Commitment

- Affective commitment
- Continuance commitment
- Normative commitment

3.1.3. Outcome Variable: Employee Retention

- Intention to remain
- Reduced turnover intention
- Organizational attachment
- Long-term employment orientation
- Willingness to recommend the organization as a workplace

3.2. Proposed Hypotheses

- H1: Employee welfare schemes are positively associated with commitment to the organization.
- H2: Employee welfare schemes are positively associated with employee retention.
- H3: Organizational commitment is positively associated with employee retention.
- H4: Organizational commitment mediates the relationship between employee welfare schemes and employee retention.
- H5: Different dimensions of employee welfare have different levels of influence on organizational commitment and employee retention.

4. Research Methodology

4.1. Research Design

This study follows a descriptive and exploratory qualitative research design. It uses information to understand the relationship between employee welfare, organizational commitment, and employee retention.

4.2. Nature of Data

The study used only data. No primary employee survey or interview data were used. Therefore, no claims are made regarding employee perceptions based on a sample.

4.3. Sources of Data

Secondary information was obtained from the following sources:

- Suguna Foods official website and information
- Published organizational policies
- Company culture and employee-related information
- Relevant academic journal articles
- Research literature on employee welfare
- Research literature on organizational commitment
- Research literature on employee retention
- Relevant HRM literature

Suguna Foods official information was used to understand its publicly stated employee-oriented values and organizational practices.

4.4. Method of Analysis

This study uses analytical and conceptual synthesis. Information was organized around five themes:

- Employee welfare and well-being
- Organizational support
- Organizational commitment
- Employee retention

- Strategic HR implications

4.5. Scope of the Study

This study focuses on employee welfare and its theoretical and strategic relationship with commitment and retention at Suguna Foods. The study does not attempt to measure employee satisfaction, commitment scores, turnover rates, or statistical relationships because employee-level primary data were unavailable.

5. Results and Discussion

5.1. Welfare as an Expression of Organizational Support

Employee welfare can communicate an organization's attitude toward its workforce. When organizations provide working conditions, employee assistance, health and safety provisions, opportunities for development, and mechanisms for addressing employee concerns, employees may perceive that their organization values their contribution.

Suguna Foods publicly stated that culture emphasizes respect, diversity, empowerment, innovation, and a work environment in which employees can share views and grow within the organization. These values are consistent with a conception of employee welfare that extends beyond monetary benefits.

The implication is that welfare should be evaluated not by the number of schemes available but also by how employees experience them. A welfare scheme that exists formally but is poorly communicated or difficult to access may have a limited impact on commitment.

5.2. Health, Safety and Employee Well-being

Health and safety are components of employee welfare. Employees are more likely to perceive an organization when they believe that their physical and psychological well-being is protected.

Suguna Foods publicly emphasizes health, quality, nutrition, and training in relation to its operations. Its corporate philosophy also emphasizes care for stakeholders and employee development.

From a commitment perspective, employee well-being may strengthen attachment because employees can interpret organizational care as evidence that the employer values them as individuals. Research on support for employee health provides empirical support for examining the relationship between health support, affective commitment, intention to remain, and performance.

5.3. Workplace Dignity and Psychological Safety

Employee welfare also includes protection from harassment, discrimination, intimidation, and unfair treatment. A workplace where employees feel respected and psychologically safe is more likely to support organizational relationships.

Suguna Foods Anti-Sexual Harassment Policy extends to employees. Provides for an Internal Complaints Committee. Such mechanisms are relevant to welfare because employees need confidence that workplace concerns can be raised and addressed through an established process.

The strategic significance is that workplace protection can contribute to trust. When employees believe that organizational systems are fair and protective they may be more willing to identify with the organization and remain with it.

5.4. Employee Voice and Organizational Trust

Employee voice is a sometimes, overlooked welfare dimension. Employees who are able to communicate concerns provide suggestions and raise issues may develop greater confidence in the organization.

Suguna Foods published Vigil Mechanism Policy provides a mechanism for employees and other stakeholders to report concerns involving suspected misconduct, fraud, abuse of authority and policy violations.

Although the existence of such a mechanism does not itself establish commitment it represents an institutional structure that can support transparency and employee confidence.

5.5. Welfare, Commitment and Retention

The central argument of this study is that employee welfare may influence retention through commitment.

The relationship can be represented as:

Welfare Practices → Perceived Organizational Support → Organizational Commitment → Retention

When employees perceive that welfare provisions are meaningful, accessible, fair and consistently implemented they may develop perceptions of organizational support. Stronger support can encourage attachment and identification with the organization. Greater commitment may subsequently reduce the likelihood that employees actively seek employment.

Research on commitment and employee well-being supports the relevance of this relationship while studies of commitment and intention to leave further demonstrate the importance of commitment for retention management.

5.6. Importance of Work-Life Balance

Work-life balance has become increasingly important in employee retention. Employees face competing professional responsibilities and excessive work demands can negatively affect well-being.

Research reviewing the context has emphasized the relevance of work-life balance policies and programs to organizational outcomes and employee retention.

Therefore, a comprehensive welfare strategy at Suguna Foods should consider not traditional benefits but also flexible and supportive practices appropriate to employee job roles and operational requirements.

5.7. Welfare and Employee Development

Training and development can be viewed as both an investment and a welfare practice. Employees who receive opportunities to acquire skills may perceive greater organizational support and career potential.

Suguna Foods states that employees are trained to support quality and hygiene standards demonstrating the relevance of training within its ecosystem.

From a retention perspective development opportunities can increase employees perception that they have a future within the organization. Career growth can therefore strengthen both attachment and the willingness to remain.

5.8. Findings

Based on the secondary-data review and synthesis of the existing literature the study identifies the following findings:

- Finding 1: Employee welfare is broader than benefits.

Employee welfare encompasses health, safety, workplace dignity, employee support, career development, work-life balance, recognition, communication and organizational protection.

- Finding 2: Organizational support is a mechanism connecting welfare and commitment.

Welfare practices can influence how employees perceive care. Research indicates that perceived organizational support is meaningfully related to commitment and employee well-being.

- Finding 3: Commitment is strategically relevant to retention.

The literature demonstrates the relationship between commitment and intention to leave, making commitment an important mechanism for understanding employee retention.

- Finding 4: Suguna Foods publicly stated culture supports an employee-oriented perspective.

Suguna Foods highlights respect, diversity, empowerment, innovation, employee development and an inclusive work environment, as components of its culture.

- Finding 5: Workplace protection is a welfare dimension.

The company published Anti-Sexual Harassment Policy and Internal Complaints Committee mechanism demonstrate the existence of formal workplace protection structures.

- Finding 6: Employee voice and ethical reporting mechanisms are relevant to trust.

The Vigil Mechanism Policy provides an established mechanism for raising concerns regarding misconduct and policy violations.

- Finding 7: Welfare should be integrated with retention strategy.

The strongest strategic implication is that welfare should not be treated as a HR activity. It should be connected with employee engagement, commitment, career development organizational culture and retention.

- Finding 8: A causal relationship cannot be statistically established using the dataset.

Because the study uses data only it is not appropriate to claim that a specific welfare scheme causes higher commitment or retention at Suguna Foods. Primary employee-level research is necessary to establish relationships.

6. Suggestions and Managerial Implications

6.1. Develop an Integrated Employee Welfare Framework

Suguna Foods can integrate statutory, health, psychological, social, career and work-life welfare practices into a comprehensive employee welfare framework.

6.2. Strengthen Employee Health and Well-being

Regular health check-ups, occupational safety program, wellness initiatives, counselling support, awareness program and stress-management activities can strengthen employee being.

6.3. Improve Communication of Welfare Benefits

Employees should clearly understand what welfare schemes are available who is eligible and how benefits can be accessed. Communication can be provided through HR orientation, employee portals, notices, training sessions and periodic welfare awareness program.

6.4. Link Welfare with Career Development

Employee welfare should include opportunities for learning, training, skill enhancement, career progression, mentoring and internal mobility. Employees who see career opportunities within the organization may be more willing to remain.

6.5. Strengthen Employee Voice

Regular employee feedback mechanisms can help management understand whether welfare schemes are meeting employee needs. Periodic employee satisfaction surveys can provide evidence for improving welfare policies.

6.6. Strengthen Work-Life Balance

Where feasible organizations can explore appropriate leave flexibility, shift planning, employee support initiatives and family-friendly practices.

6.7. Strengthen Recognition and Appreciation

Recognition programs can communicate appreciation and enhance employee psychological connection with the organization. Both monetary and non-monetary recognition can be considered.

6.8. Monitor Retention Indicators

HR should regularly monitor turnover rate, absenteeism, employee tenure, internal mobility, exit interview themes and employee engagement indicators to determine whether welfare investments are achieving their outcomes.

6.9. Conduct Periodic Welfare Audits

A welfare audit can evaluate whether policies are accessible fairly implemented communicated effectively and aligned with employee expectations.

6.10. Build a Stronger Evidence-Based HR System

Future HR decisions should be supported by employee-level data. Suguna Foods could conduct surveys measuring welfare satisfaction, perceived organizational support, affective commitment, continuance commitment, normative commitment, job satisfaction and intention to remain.

6.11. Theoretical Implications

The study contributes to HRM research by positioning employee welfare as a support mechanism rather than merely a set of benefits.

The proposed framework can be explained through Social Exchange Theory. When employees perceive that the organization invests in their being and treats them fairly, they may feel an obligation to reciprocate through positive attitudes and continued contribution.

The framework can also be interpreted through Meyer and Allens Three-Component Model of Organizational Commitment. Welfare practices may contribute particularly to commitment when employees perceive genuine organizational care.

The proposed model therefore links welfare, perceived support, commitment and retention in a manner that can be tested empirically in studies.

Practical Implications

- For HR managers the findings emphasize that employee welfare should be viewed as an investment in human capital.
- For Suguna Foods welfare initiatives can be aligned with the organizations stated values of respect, diversity, empowerment, innovation and employee development.
- For employee's effective welfare practices can improve the quality of the employment relationship by providing support, safety, development opportunities and organizational recognition.
- For management retention should not depend exclusively on salary and monetary incentives. A broader employee experience involving culture, support, career growth, well-being, fairness and employee voice is likely to be more sustainable.

Limitations of the Study

- First, it is based exclusively on data and therefore does not include direct employee perceptions.
- Second, the study does not use a questionnaire or employee sample. Consequently, statistical techniques such as correlation, regression, factor analysis or structural equation modelling have not been applied.
- Third, available organizational information may describe policies and organizational intentions but may not fully represent how employees experience or evaluate those policies.
- Fourth, the study focuses specifically on Suguna Foods. Therefore, its findings should not automatically be generalized to every organization in the Indian food-processing or poultry sector.

Finally, the proposed relationships between welfare, commitment and retention require empirical validation.

6.12. Future Scope of the Study

Future researchers can extend this study by conducting a survey among employees of Suguna Foods.

A questionnaire can be developed using a five-point Likert scale to measure:

- Satisfaction with welfare schemes
- Health and safety
- Work-life balance
- Training and development
- Compensation and benefits
- Recognition
- Employee participation
- Perceived organizational support
- Affective commitment
- Continuance commitment
- Normative commitment
- Intention to remain
- Turnover intention

A sized employee sample could then be analyzed using descriptive statistics, Cronbach alpha, correlation, regression and mediation analysis.

The proposed future model can be statistically tested as:

Employee Welfare → Perceived Organizational Support → Organizational Commitment → Employee Retention

Such research would provide evidence regarding the magnitude and significance of the relationships proposed in this article.

7. Conclusion

Employee welfare has evolved from a welfare-oriented function into a strategic component of Human Resource Management. Organizations that invest in employee well-being, safety, dignity, development, work-life balance, communication and support can potentially strengthen the quality of the employment relationship.

This study examined employee welfare schemes and their influence on commitment and employee retention at Suguna Foods using secondary data. The analysis indicates that welfare practices can theoretically contribute to commitment by strengthening employee's perceptions of organizational support, fairness, care and value. Organizational commitment in turn is closely relevant to employee retention because employees with organizational attachment may demonstrate a greater willingness to continue their employment.

Suguna Foods publicly stated culture emphasizes employee empowerment, respect, diversity, innovation, inclusion and employee growth. Its published workplace policies additionally demonstrate mechanisms for addressing sexual harassment and organizational concerns. These practices provide an organizational context for examining welfare and retention.

However, the study also emphasizes the distinction between documented welfare practices. Demonstrated employee outcomes. The existence of policies does not by itself prove that employees experience commitment or remain longer. Such claims require employee-level data.

Therefore, the principal conclusion is that employee welfare should be integrated into a strategic retention framework. For Suguna Foods continued attention to health and safety employee voice, workplace dignity, career development, recognition, work-life balance and transparent communication can potentially strengthen commitment and support employee retention. Future primary research should test these relationships quantitatively. Identify which specific welfare dimensions have the strongest influence on employee commitment and retention.

Compliance with ethical standards

Disclosure of conflict of interest

No conflict of interest to be disclosed.

Statement of Ethical Approval

This study was conducted using only publicly available secondary data from published literature and official organizational sources. Therefore, ethical approval was not required.

Statement of Informed Consent

Not Applicable. This study did not involve human participants, interviews, surveys, or the collections of personal data.

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