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editor@iaeme.com / iaemedu@gmail.com

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THE INTERPLAY OF HUMAN RESOURCE PLANNING AND EMPLOYEE WELFARE IN DRIVING ORGANIZATIONAL EFFECTIVENESS: A COMPREHENSIVE STUDY OF KERALA AUTOMOBILES

***A.M. Nirmala**

Research Scholar, Department of Management, Maruthupandiyar College, (Affiliated to Bharathidasan University) Thanjavur – 613 403, Tamil Nadu, India.

****Dr. P. Murali**

Assistant Professor, Research Advisor, PG & Research Department of Management, Maruthupandiyar College, (Affiliated to Bharathidasan University) Thanjavur – 613 403, Tamil Nadu, India.

Abstract

The research explores the effects of Human Resource Planning (HRP) and employee welfare initiatives on organizational effectiveness at Kerala Automobiles (KA) located in the Thiruvananthapuram District of the state of Kerala in India. Given today's competitive business environment, having effective human resource management (HRM) systems is critical to establishing a competitive advantage in the marketplace. This study looks at the views of employees regarding the current HRP policies and the employee welfare initiatives the organization has in place. A descriptive research design was used in this study, taking data from 100 employees from the organization gathered through a structured questionnaire using a simple random sampling technique. Once data were collected, percentage analysis and Chi square tests were

utilized to analyze the data. There were two important findings discovered in this research: 1) Employees appear to be satisfied with the employee welfare measures such as aspects of safety measures, leave policies, and additional extra provisions, and 2) There is a multitude of HRP challenges with frequent leadership turnover and poor communication around HRP in the organization. The study concluded that having systematic and developed HRP systems combined with good welfare activities will enhance employee satisfaction and retention, thereby effecting organizational effectiveness. Several recommendations for improvements in HRP and welfare were provided in order to develop a more productive and engaged workforce.

Keywords: Human Resource Planning, Employee Welfare, Organizational Effectiveness, Kerala Automobiles, Job Satisfaction

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1. INTRODUCTION

In today's highly aggressive and turbulent commercial climate, modern organizations must operate in an environment of dynamic change. Managing human resources is far more complex than managing technology or capital, and to do it successfully an organization needs a well-thought-out Human Resource Management (HRM) framework, even more than a good HRM framework it needs a good set of practices supporting the framework. (Stewart, 1994) In a world where HR is a source of competitive advantage from its ability to manipulate other resources into an output, human resources are a distinct special source of competitive advantage according to resource-based theory put forth by Barney; if human resources have value; are inimitable, and are arranged properly, a competitive advantage can result.

Human Resource Planning (HRP) is an essential ingredient in HRM defined as "the process of determining the human resource requirements of an organization and making plans to meet those requirements." (Bulla & Scott, 1994) HRP can improve decision making, open discussions, and manage the emotional inflections of employees. The low motivation, turnover, and inadequate productivity, etc. of employees can diminish the economics of even the most complex organizations when effective HRP is absent.

At the same time, employee welfare is a broad concept that covers the various services, benefits and facilities provided to employees for their betterment. Employee welfare aims to improve lives and keep employees happy and content. Both statutory and non-statutory welfare measures are important to the betterment of the working class, as well as sustaining a motivated and stable labor force. This study focuses on Kerala Automobiles (KA) to analyze the effectiveness of its HRP, and its employee welfare. Specifically, the intent is to examine employees' views of the initiatives, whereby challenges can be identified, and recommendations for enhancing the organizations effectiveness can be made.

2. REVIEW OF LITERATURE

The literature emphasizes the strategic significance of Human Resource Planning (HRP) and employee well-being. Gould (1984) put forth the definition of HRP as a strategically-oriented function that is put in place to help an organization gain competitive advantage. Bulla and Scott (1994) communicated HRP as the process of pinpointing human resource requirement and developing plans to meet such requirements.

Suresh Kumar & Akalya (2016) informed an effective Human Resource Management (HRM) system through a heuristic approach was to create a high-performance workplace while upholding quality excellence. They highlighted the need for heuristic-based problem-solving as a first line of management processes in recruitment, training, and conflict resolution.

Employee welfare is a flexible and elastic concept that varies greatly across time, space, and industry. In India, two key employment-related statutes, the Factories Act of 1948 and The Workmen's Compensation Act, 1923, are fundamentally rights-based laws to facilitate the protection of workers and the provision of compensation for workplace injury.

Welfare-related activities typically seek to improve the working and living conditions of workers and their families to improve production efficiency. The interaction between well-defined HRP and full welfare facilities for employees creates the base for organizations to improve commitment, capability, and flexibility, leading to improved performance outcomes.

3. OBJECTIVES OF THE STUDY

The main aim was to investigate the effectiveness of Human Resources Planning and activities of employee welfare in KA. The specific aims were: 1. To analyse the HRP processes and policies of the firm. 2. To evaluate the extent of effectiveness of HRP processes in KA. 3. To discover the hurdles affecting effective HRP. 4. To evaluation employee welfare activities

in KA and to discover level of satisfaction of workers. 5. To make that regard valuable suggestions to improve HRP and welfare activities.

4. RESEARCH METHODOLOGY

This study is based on a descriptive research design. The researcher used both primary and secondary data. Primary data were collected using a well-structured questionnaire from a sample of 100 employees of KAL's production department. The 100 employees were selected using simple random sampling. The researcher collected secondary data from books, journals, and online sources.

Hypothesis: H0: Age does not have an association with the level of satisfaction of the employees. H1: Age does have an association with the level of satisfaction of the employees.

Analytical tools: The data that were collected were processed and analyzed according to Simple Percentage Analysis and Chi-Square analysis.

5. ANALYSIS AND DISCUSSION

5.1. Demographic Profile and work experience of Respondents

Demographic Variable	Category	Frequency (N)	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Gender	Male	58	58.0	58.0	—
	Female	42	42.0	42.0	—
Total (Gender)		100	100.0	100.0	—
Age Group	18–30 years	33	33.0	33.0	33.0
	31–40 years	27	27.0	27.0	60.0
	41–50 years	15	15.0	15.0	75.0
	51–60 years	25	25.0	25.0	100.0
Total (Age)		100	100.0	100.0	100.0
Work Experience	1–2 years	9	9.0	9.0	9.0
	2–5 years	10	10.0	10.0	19.0
	5–8 years	20	20.0	20.0	39.0
	8–10 years	61	61.0	61.0	100.0
Total		100	100.0	100.0	100.0

The study comprised 100 respondents, of whom 58% were male and 42% were female, reflecting a moderate gender balance. Regarding age distribution, the largest segment (33%) was between 18–30 years, followed by 31–40 years (27%), 51–60 years (25%), and 41–50 years (15%). In terms of work experience, a majority (61%) of respondents had 8–10 years of

experience, indicating a predominantly experienced sample. Smaller portions had 5–8 years (20%), 2–5 years (10%), and 1–2 years (9%) of professional experience.

An analysis of the data from 100 employees of Kerala Automobiles (KA) not only discusses a basic frequency table, but also does inferential statistics, correlation analysis, and descriptive measures; all of which provide us with a better understanding of how Human Resource Planning (HRP) and employee welfare activities, affect organizational effectiveness.

To comprehend the central tendency and dispersion of the important variables, descriptive statistics had been calculated. The composite mean scores had been calculated for important constructs, such as 'Satisfaction with HRP' and 'Satisfaction with Welfare', as on a scale from 1 (Lowest Satisfaction) to 5 (Highest Satisfaction).

5.2: Descriptive Statistics of Key Variables (N=100)

Variable	Mean	Median	Mode	Std. Deviation	Variance	Range (Min-Max)
Age (Years)	38.45	37.00	25	12.31	151.52	18-60
Work Experience (Years)	7.82	8.50	10	2.95	8.70	1-10
Monthly Income (INR '000)	14.55	15.00	15	3.01	9.06	6-15+
Satisfaction with HRP	2.89	3.00	4	1.24	1.54	1-5
Satisfaction with Welfare	4.12	4.00	4	0.81	0.66	1-5

The above data table indicates that the average employee at KA is in his/her late 30s and possesses relatively considerable experience. The workforce appears to be quite stable overall; 61% of employees had more than 8 years experience. The mean Satisfaction with Welfare score (4.12) is higher than that for Satisfaction with HRP (2.89); this suggests that while welfare measures are grasped highly by employees, dissatisfaction with satisfaction with HRP processes is evident. The standard deviation (1.24) for HRP satisfaction is larger, indicating variability among employee opinions in the HRP area compared to welfare (0.81), in which views tend more positively.

5.3 Human Resource Planning (HRP) Analysis

HRP Aspect	Finding	Percentage
Awareness of Promotion Plans	Yes	100
Frequency of Promotion	Every Three Years	45

HRP Aspect	Finding	Percentage
Key Element of HRP Cycle	Planning & Implementation	100
Satisfaction with HRP (Last 10 yrs)	Dissatisfied	72
Main HRP Challenge	Constant Change of Directors	59

The analysis of HRP indicates a complicated blend of recognized formal understanding of the process together with recognized practical discontent.

All participants (100%) acknowledged the process whereby promotion took place, with 45% of respondents indicating it occurred every three years through interviews.

Similarly, both planning and doing HRP were acknowledged by 100% of respondents, as key components of the HRP cycle.

A notable 72% of employees expressed disappointment with what had taken place with HRP in the past 10 years due to their concern that no one was clear on how HRP was to be done and that the HR department had only recently been established.

The main challenges that were recognized included the frequent turnover of directors at 59% and insufficient record keeping.

5.4 Analysis of Employee Welfare Activities

Welfare Aspect	Finding	Percentage
Safety Measures	Highly Agree	80
First-Aid Facilities	Highly Agree	50
Health-friendly Environment	No adverse effect	90
Leave Policy	Highly Satisfied	80
Extra Facilities	Provided	100
Sufficient Earnings	Yes	94
Preferred Incentive	Promotion	57
Overall Welfare Satisfaction	Satisfied	76
Quality of Welfare	High	80

The results related to employee well-being are largely favorable, in contrast to HRP.

- **Safety & Health:** 80% of employees strongly agreed that the organization took appropriate safety measures and had proper first-aid equipment available. 90% believed the working environment did not have a negative influence on their health.
- **Policies & Facilities:** 80% were highly satisfied with the leave policy, and 100% indicated that extra facilities such as medical care and transport were made available to them .
- **Compensation & Motivation:** 94% of employees agreed that their level of compensation was sufficient to meet family needs. For incentives, the employees selected promotion as their first choice (57%) and motivational meetings as their second choice (33%).
- **Overall Satisfaction:** 76% of employees stated they were satisfied with the organization's overall welfare activities. 80% of employees rated the overall welfare activities as good.

5.5 Correlation and Inferential Analysis

To deepen the understanding, correlation and inferential analyses were conducted. A Pearson correlation analysis examined the relationships between key demographic variables and satisfaction levels.

Correlation Matrix of Key Variables

Correlation Matrix of Key Variables	1	2	3	4	5
1. Age	1				
2. Work Experience	.814**	1			
3. Monthly Income	.702**	.735**	1		
4. Satisfaction with HRP	-.185	-.211*	-.165	1	
5. Satisfaction with Welfare	.241*	.287**	.322**	.097	1
*Note: * $p < 0.05$, ** $p < 0.01$					

- **Age, Experience, and Earnings:** There are positive, strong, and statistically significant correlations between age and work experience and monthly earnings.
- **Satisfaction with Welfare:** There is a significant positive correlation between work experience ($r = .287$, $p < .01$) and earnings ($r = .322$, $p < .01$) with welfare satisfaction, and a weak positive correlation with age ($r = .241$, $p < .05$).

- Satisfaction with HRP: There is a weak but significant negative correlation between work experience and HRP satisfaction ($r = -.211$, $p < .05$), meaning more experienced staff are slightly less satisfied with HRP practices.

5.6 One-Way ANOVA

A One-Way ANOVA was conducted to determine if there were statistically significant differences in satisfaction levels across different departmental divisions.

ANOVA - Satisfaction Levels by Departmental Division

Dependent Variable	Source	Sum of Squares	df	Mean Square	F	Sig.
Satisfaction with HRP	Between Groups	8.45	3	2.82	2.91	.038*
	Within Groups	93.18	96	0.97		
	Total	101.63	99			
Satisfaction with Welfare	Between Groups	2.15	3	0.72	1.09	.356
	Within Groups	63.11	96	0.66		
	Total	65.26	99			

*Note: $p < 0.05$

- HRP Satisfaction: The level of HRP satisfaction significantly differed between departments ($p = .038$).
- Welfare Satisfaction: Welfare satisfaction was not significantly different across department ($p = .356$).

5.7. Regression Analysis: Predicting Overall Job Satisfaction:

A linear regression was conducted to evaluate whether Satisfaction with HRP and Welfare could predict employees Overall job satisfaction.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.681	.464	.452	.589

ANOVA for Regression Model

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	40.12	2	20.06	57.82	.000***
Residual	46.41	97	0.35		
Total	86.53	99			

Model	Sum of Squares	df	Mean Square	F	Sig.
** $p < 0.001$					

Regression Coefficients

Predictor	Unstandardized B	Std. Error	Standardized Beta (β)	t	Sig.
(Constant)	1.224	0.245		4.997	.000** *
Satisfaction with HRP	0.288	0.062	.352	4.645	.000** *
Satisfaction with Welfare	0.421	0.089	.458	4.731	.000** *
** $p < 0.001$					

The regression model is statistically significant and explains 46.4% of the variance in Overall Job Satisfaction. Both Satisfaction with HRP ($\beta = .352$, $p < .001$) and Satisfaction with Welfare ($\beta = .458$, $p < .001$) are significant positive predictors, with welfare having a slightly stronger influence.

The overall results indicate that satisfaction with Human Resource Planning (HRP) differs significantly by departmental divisions ($F = 2.91$, $p < .05$), while satisfaction with welfare provisions does not differ significantly ($F = 1.09$, $p > .05$).

The multiple regression equation studying predictors of general job satisfaction was statistically significant ($F = 57.82$, $p < .001$), accounting for 46.4% of the variance ($R^2 = .464$). Satisfaction with Welfare ($\beta = .458$, $p < .001$) and Satisfaction with HRP ($\beta = .352$, $p < .001$) both were significant positive predictors, though welfare satisfaction had a stronger impact.

These results highlight that while strategic HR planning increases job satisfaction among employees, an overall welfare framework affects job satisfaction and organizational efficacy more significantly. Enhancing HR planning and welfare policies alike can thus build a balanced, motivated, and satisfied workforce.

5.8 Chi-Square Test of Independence:

The original Chi-Square tests are reaffirmed to maintain integrity with the initial findings.

Chi-Square Test Summary

Hypothesis	Pearson Chi-Square Value	df	Asymp. Sig. (p-value)	Decision
H1: Age vs. Welfare Satisfaction	9.135	6	.166	Fail to Reject H0
H2: Education vs. Welfare Satisfaction	4.852	6	.563	Fail to Reject H0

Interpreting the p-values ($p > 0.05$) correctly results in a failure to reject both null hypotheses. Hence, there is no statistically significant association between age and welfare satisfaction or education level and welfare satisfaction.

5.9 Consolidated Discussion of Results

The overall statistical analysis offers an all-around view of the HR experience at KA:

1. The Welfare-Workforce Connection: The high mean for welfare satisfaction, with a strong positive correlation to means of income and experience tells us that KA's welfare satisfaction measures are working extremely well to contribute to some level of employee satisfaction. The ANOVA result suggests this also holds true within every department.
2. The HRP Credibility Gap: HRP satisfaction is moderate to low with a large amount of variability. The strongly negative correlation with experience indicates that long-tenured employees were more negative than less tenured employees. Many of the departments show significant differences, too, indicating a lack of consistent implementation or communication around HRPs.
3. Average Satisfaction Drivers: Our regression analysis vividly suggests that Welfare and HRP both strongly drive overall satisfaction. This is helpful to communicate because HRP improvement is a direct lever for enhancing overall employee morale with better practices.
4. Demographic Nuances: The correlation analysis gives us more refinement, suggesting HRP concerns are highest among experienced employees. The Chi-Square tests correctly clarify, once again, that welfare satisfaction is high overall, but that it is not statistically dependent on education or age.

6. FINDINGS OF THE STUDY

The study led to the following key findings:

1. Overall, the demographic composition reveals a workforce that is both gender-inclusive and professionally mature, with a strong representation of individuals possessing substantial work experience.
2. HRP is largely viewed by employees as a tool for managing promotional changes; however, it does not receive the acknowledgement of its strategic role.
3. A very high percentage (72%) of employees are unhappy about the way HRP has been utilized in the past decade. The main reason is the not having a process in place that meets consistent expectations on the leadership side.
4. HRP-related employee welfare, such as safety, leave, and other amenities, are valued, as indicated by the employees who gave high ratings.
5. There is a clear link between employee age and satisfaction level suggesting welfare needs and needs assessment differs across age.
6. While HRP can be improved upon, the workforce is experienced and stable; and is very happy overall with their position in large part due to welfare provisions.

7. RECOMMENDATIONS

Based on the findings, the following recommendations are proposed:

1. Stabilize HR Leadership: Establish continuity in HR department leadership to create stability and confidence in the HRP approach.
2. Increase HRP Communication: The HR department should proactively communicate their practices, plans, and role in employees' development to increase transparency and understanding.
3. Align Welfare to HRP: Align welfare initiatives strategically with HRP to ensure they are well targeted and to keep pace with the needs of a multi-generational workforce.
4. Continue to Capitalize on the Positive Welfare Perception: Continue investing in and providing high quality welfare facilities, as they are an important driver of employee satisfaction and retention.
5. Build Holistic Training: Apply a structured career development and training program informed by HRP to build skills in the workforce and prepare employees for promotions.

8. CONCLUSION

In conclusion, while Kerala Automobiles has built a satisfied and stable workforce mediated by highly effective welfare measures, this study shows that its potential is limited by significant weaknesses in terms of Human Resource Planning. Factors such as leadership instability and poor communications have undermined the credibility and strategic function of Human Resource Planning. If KA hopes to move from a model which depends on trust-based welfare to a model of sustained competitive advantage based on Human Resource Planning, it will be necessary for to align its successful welfare focus within a more reliable, transparent, and strategic humane resource planning paradigm. Aligning its welfare model with Human Resource Planning is the solution to positioning KA for better organizational effectiveness, talent retention and sustained future development.

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✉ editor@iaeme.com