

An Analytical Study of Health, Safety and Welfare Practices in Public Hospitals of Bidar District

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ABSTRACT

This study examines the impact of Health, Safety, and Welfare (HSW) practices on HRM effectiveness in public hospitals of Bidar district. It focuses on how employee well-being initiatives influence organizational performance and workforce efficiency. A structured questionnaire was used to collect data from 50 respondents. The study applies statistical tools such as mean, standard deviation, correlation, and regression analysis. The results indicate a positive and significant relationship between HSW practices and HRM effectiveness. Safety measures and welfare facilities were found to improve employee satisfaction and productivity. Employee perception emerged as a key mediating factor influencing outcomes. The findings highlight the importance of a safe and supportive work environment in healthcare institutions. Strengthening preventive healthcare measures and institutional safety systems is recommended. The study concludes that effective HSW practices enhance HRM efficiency and overall organizational performance.

Keywords: Health and Safety, Welfare Practices, HRM Effectiveness, Employee Perception.

Introduction

In the modern healthcare environment, the role of Human Resource Management (HRM) has become increasingly significant in ensuring the effective functioning of hospitals. Among the various HR practices, Health, Safety, and Welfare (HSW) measures play a crucial role in enhancing employee well-being and organizational efficiency. Public hospitals, in particular, face unique challenges such as high patient load, limited resources, and stressful working conditions, which make the implementation of strong HSW practices essential. Health practices ensure the physical and mental well-being of employees, while safety measures protect them from occupational hazards and workplace risks. Welfare facilities, on the other hand, contribute to improving job satisfaction, morale, and overall quality of work life. Together, these factors create a supportive work environment that enables employees to perform their duties effectively.

In the context of Bidar district, public hospitals serve a large population and depend heavily on their workforce for delivering quality healthcare services. However, inadequate safety infrastructure and limited welfare initiatives may affect employee performance and retention. Therefore, it becomes important to examine how HSW practices influence HRM effectiveness in such settings. This study aims to analyze the relationship between HSW practices and HRM effectiveness, with a focus on employee perception as a mediating factor. By understanding these dynamics, the study seeks to provide insights for improving HR policies and strengthening healthcare management systems in public hospitals.

Objectives of the Study

The objectives of this study are:

- To analyze Health, Safety and Welfare practices.
- To evaluate their impact on HRM effectiveness.
- To suggest some measures to improve the HSW practices.

Review of Literature

The following literature focuses on HRM practices in healthcare settings.

Pfeffer (1998), in his work “Seven Practices of Successful Organizations” emphasized that human resources are the most critical source of sustainable competitive advantage. He identified seven key HR practices, including employment security, selective hiring, extensive training, information sharing, self-managed teams, high compensation, and reduced status distinctions. In hospital settings, these practices foster trust, teamwork, and accountability among employees, ultimately improving service quality and organizational performance.

Yang (2005), in his study on “HRM Practices and Total Quality Management (TQM),” established a strong link between HRM practices and successful implementation of quality management initiatives. The study revealed that HR dimensions such as communication, teamwork, and employee training are essential for continuous improvement. In hospitals, where patient safety and quality of care are critical, effective HRM practices enhance operational efficiency and patient satisfaction.

Armstrong (2009), in “Strategic and Coherent Approach to HRM” defined HRM as a strategic and coherent approach to managing an organization’s people. His framework integrates both employee well-being and performance-oriented practices. In healthcare institutions, this approach ensures alignment between HR policies and organizational goals. Practices such as training, performance management, and employee welfare contribute to building a competent, motivated, and committed workforce, thereby improving healthcare outcomes.

Sharma and Kaur (2019), have carried out work on “Workplace Safety Practices in Healthcare Institutions” focused on the importance of safety measures in hospitals. Their study highlighted that effective safety measures, including infection control, use of protective equipment, and emergency preparedness, significantly reduce occupational hazards. A safe working environment not only protects employees but also enhances their confidence and productivity, leading to better service delivery.

Gupta and Mehta (2020), in “Welfare Measures and Employee Satisfaction in Public Hospitals” examined the role of welfare practices in improving employee satisfaction. The study found that welfare facilities such as medical benefits, rest areas, and counseling services play a vital role in enhancing employee morale and job satisfaction. The absence of such facilities can lead to stress and decreased performance, making welfare practices essential for a productive workforce.

Theoretical Framework of the Study

The theoretical framework of this study explains the relationship between Health, Safety, and Welfare (HSW) practices and Human Resource Management (HRM) effectiveness, with employee perception acting as a mediating factor. This framework is grounded in established management and motivation theories, which highlight the importance of employee well-being in improving organizational performance, particularly in healthcare institutions.

Dimensions of Health, Safety and Welfare Practices in Healthcare

• Provision of Protective Equipment

Protective equipment refers to essential safety tools such as masks, gloves, and protective clothing that safeguard employees from workplace hazards and form a fundamental requirement in occupational safety management. In healthcare institutions, especially hospitals, employees are frequently exposed to infectious diseases and high-risk environments such as operation theatres and emergency wards. The availability and proper use of protective equipment help in minimizing the risk of infection transmission and occupational hazards. It also ensures a safe working environment for employees while protecting patients from cross-contamination. Therefore, provision of protective equipment is a critical component of safety management in hospitals.

- **Monitoring of Occupational Health Hazards**

Monitoring of occupational health hazards involves identifying, assessing, and controlling risks present in the workplace to ensure employee safety. In general, it helps in reducing accidents and maintaining a healthy work environment. In hospitals, employees are exposed to biological hazards, chemicals, radiation, and other risks associated with medical procedures. Continuous monitoring helps in preventing infections, injuries, and long-term health complications among healthcare workers. It also supports compliance with safety regulations and improves overall workplace safety. Thus, effective hazard monitoring is essential for maintaining a safe hospital environment.

- **Periodic Health Check-ups**

Periodic health check-ups refer to regular medical examinations conducted to assess the health status of employees and detect any occupational diseases at an early stage. In general, such check-ups contribute to employee well-being and productivity. In hospitals, healthcare professionals are exposed to infectious diseases, high stress levels, and long working hours, making regular health monitoring essential. These check-ups help in early diagnosis and prevention of health issues, ensuring that employees remain fit for their duties. They also contribute to reducing absenteeism and improving overall workforce efficiency. Hence, periodic health check-ups are vital in healthcare settings.

- **Welfare Facilities (Canteen, Restrooms, Water)**

Welfare facilities include basic amenities such as canteens, restrooms, and drinking water, which contribute to employee comfort and satisfaction. In general, these facilities improve working conditions and employee morale. In hospitals, where employees often work long and irregular shifts, the availability of adequate welfare facilities becomes crucial. Proper facilities help in reducing fatigue, maintaining hygiene, and improving the overall work environment. They also enhance employee satisfaction and productivity. Therefore, welfare facilities play an important role in supporting healthcare staff.

- **Emergency Procedures**

Emergency procedures refer to predefined actions and plans designed to handle unexpected situations such as accidents, disasters, or critical incidents. In general, they ensure quick response and minimize damage during emergencies. In hospital settings, emergencies such as fire outbreaks, patient crises, or pandemics require immediate and effective response mechanisms. Well-defined procedures help in protecting both patients and staff while ensuring continuity of services. Regular drills and preparedness further strengthen these systems. Thus, emergency procedures are essential for safety and operational efficiency in hospitals.

- **Safety Instructions Display**

Display of safety instructions involves providing visible guidelines and information to employees regarding safe working practices. In general, it enhances awareness and helps in preventing workplace accidents. In hospitals, clear instructions related to hygiene, infection control, waste disposal, and use of equipment are extremely important. These instructions guide employees in maintaining safety standards and reducing risks. Proper display also ensures that even new staff members can follow safety protocols easily. Hence, safety instruction displays contribute significantly to maintaining a safe hospital environment.

- **Awareness Programs on Health and Safety**

Health and safety awareness programs are training initiatives aimed at educating employees about workplace risks and safe practices. In general, these programs enhance knowledge, skills, and safety consciousness among employees. In hospitals, regular training is essential to keep staff updated on infection control measures, handling of medical equipment, and emergency response procedures. Such programs improve employee confidence and reduce the likelihood of accidents. They also promote a culture of safety within the organization. Therefore, awareness programs are crucial for effective safety management in healthcare institutions.

- **Health Insurance Coverage**

Health insurance coverage refers to the provision of financial protection to employees against medical expenses arising from illness or injury. In general, it enhances employee security and satisfaction. In hospitals, where employees face higher health risks due to exposure to diseases and

stressful work conditions, insurance coverage becomes particularly important. It ensures that employees receive timely medical care without financial burden. This also increases employee loyalty and reduces stress. Thus, health insurance is a vital welfare measure in healthcare organizations.

- **Maintenance of Welfare Facilities**

Maintenance of welfare facilities involves ensuring that amenities such as restrooms, canteens, and drinking water facilities are kept clean, functional, and hygienic. In general, proper maintenance enhances usability and employee satisfaction. In hospitals, poor maintenance can lead to hygiene issues and increase the risk of infections. Regular inspection and upkeep are necessary to maintain a safe and healthy environment for both staff and patients. Well-maintained facilities also reflect organizational efficiency and care for employees. Therefore, maintenance of welfare facilities is essential in healthcare settings.

- **Safety Committee**

A safety committee is a formal group responsible for monitoring, evaluating, and improving workplace safety practices. In general, it ensures compliance with safety regulations and addresses employee concerns. In hospitals, safety committees play a crucial role in implementing infection control policies, monitoring safety standards, and managing risks. They act as a bridge between management and employees in addressing safety issues. Regular meetings and evaluations help in improving safety practices continuously. Hence, the presence of an active safety committee is vital for effective safety management in hospitals.

Concept of HRM Effectiveness

HRM effectiveness refers to the ability of human resource practices to achieve organizational goals through efficient management of employees. It is reflected in improved employee productivity, higher job satisfaction, increased retention, and stronger organizational commitment. In healthcare institutions, effective HRM ensures that staff perform efficiently, leading to better patient care and service delivery.

Relationship between HSW Practices and HRM Effectiveness

HSW practices have a direct and positive impact on HRM effectiveness. When employees feel safe, healthy, and supported, their motivation and performance levels increase. A safe work environment reduces absenteeism and workplace stress, while welfare facilities improve morale and job satisfaction. This positive environment encourages employees to contribute more effectively towards organizational goals.

Role of Employee Perception as a Mediating Variable

Employee perception plays a crucial role in determining the effectiveness of HSW practices. Even well-designed policies may not yield desired outcomes unless employees perceive them as beneficial and supportive. Positive perception enhances motivation, trust, and commitment, thereby strengthening the relationship between HSW practices and HRM effectiveness.

Theoretical Foundations

The framework is supported by key management theories. Maslow's Hierarchy of Needs emphasizes that safety and physiological needs must be satisfied before higher-level motivation can be achieved. Herzberg's Two-Factor Theory identifies safety and welfare as hygiene factors that prevent dissatisfaction. The Human Relations Theory highlights that employee well-being and supportive work environments lead to improved productivity and organizational success.

Research Methodology

This study adopts a descriptive and analytical research design to examine the impact of Health, Safety, and Welfare (HSW) practices on HRM effectiveness in public hospitals of Bidar district. The research is based on primary data collected from 50 respondents, including healthcare staff such as doctors, nurses, and administrative employees, using a convenience sampling method.

Data is collected through a structured questionnaire designed to measure variables related to HSW practices, employee perception, and HRM effectiveness. The responses are measured using a 5-point Likert Scale, ranging from Strongly Agree (5) to Strongly Disagree (1).

For data analysis, statistical tools such as Mean and Standard Deviation are used to understand the average responses and variability, while Correlation and Regression analysis are applied to examine the relationship and impact of HSW practices on HRM effectiveness.

Hypothesis of the Study

The Following Hypothesis was formulated for the purpose of study

H₀: Health, Safety and Welfare practices have no significant impact on HRM effectiveness.

H₁: Health, Safety, and Welfare practices have a significant impact on HRM effectiveness.

Data Analysis and Interpretation

Data analysis is an essential stage of the research process as it converts raw information into meaningful findings for drawing valid conclusions. In this study, the data collected from respondents through a structured questionnaire were systematically analyzed to examine the impact of Health, Safety, and Welfare (HSW) practices on HRM effectiveness in public hospitals of Bidar district. The responses, measured using a Likert scale, were quantified and analyzed using statistical tools such as Mean and Standard Deviation to understand the overall trend and consistency of opinions. Further, Correlation and Regression analyses were applied to identify the relationship and measure the impact of HSW practices on HRM effectiveness. This analysis helps in interpreting how employee perceptions of workplace health, safety, and welfare contribute to improved organizational performance.

• Distribution of HSW Responses

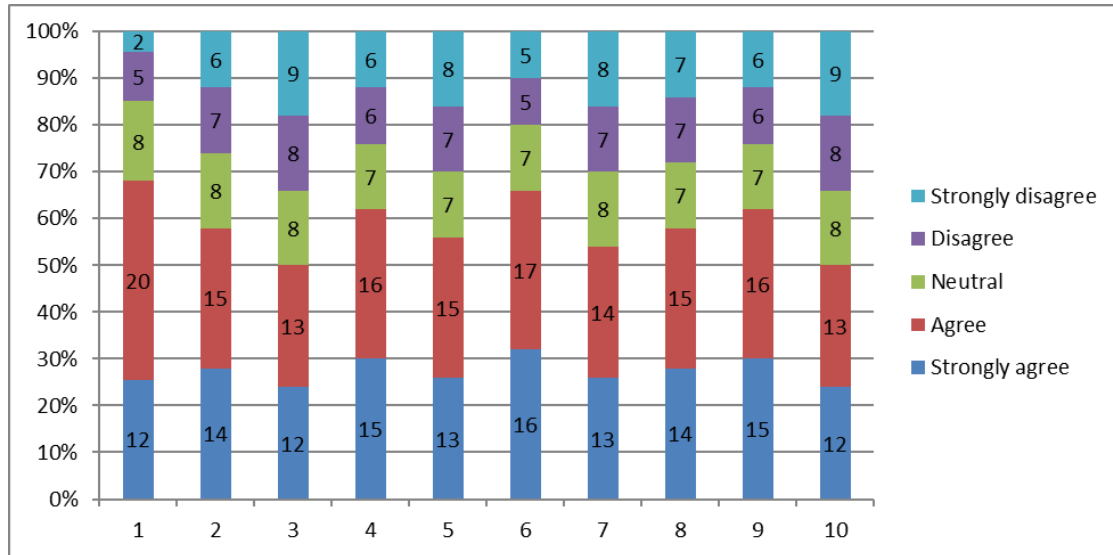
The below table presents the distribution of responses collected from 50 hospital employees regarding various aspects of Health, Safety and Welfare (HSW) practices. The responses are categorized into five levels: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree. This classification helps in understanding employees' perceptions toward different HSW practices implemented in public hospitals.

Table 1: Distribution of Responses on Health, Safety, and Welfare Practices among Hospital Employees

S. No.	Variable / Statement	SA (5)	A (4)	N(3)	DA(2)	SD(1)	Total
1	Provision for Protective Equipment	12	20	8	5	2	50
2	Monitoring of occupational health Hazard	14	15	8	7	6	50
3	Periodic Health Check-ups	12	13	8	8	9	50
4	Welfare Facilities (Canteen, Rest room, Washroom)	15	16	7	6	6	50
5	Emergency Procedures	13	15	7	7	8	50
6	Safety Instructions Display	16	17	7	5	5	50
7	Awareness Programs on health and Safety	13	14	8	7	8	50
8	Health Insurance Coverage	14	15	7	7	7	50
9	Maintenance Welfare Maintenance	15	16	7	6	6	50
10	Safety committee	12	13	8	8	9	50

Source: Primary Data

The analysis of the table indicates that a majority of respondents have expressed positive perceptions towards Health, Safety, and Welfare practices, as reflected in higher frequencies under Agree and Strongly Agree categories. Safety Instructions recorded the highest level of agreement with 16 respondents selecting Strongly Agree and 17 selecting Agree, totaling 33 out of 50 respondents, followed closely by Protective Equipment with 32 positive responses and Welfare Facilities with 31 positive responses, indicating strong implementation of basic safety and welfare measures. Insurance Coverage and Welfare Maintenance also show relatively good performance with around 29 to 31 positive responses, while Hazard Monitoring reflects moderate effectiveness with 29 positive responses but also noticeable disagreement from 13 respondents. Emergency Procedures and Awareness Programs indicate moderate agreement with 28 and 27 positive responses respectively, suggesting partial effectiveness. In contrast, the lowest levels of agreement are observed in Health Check-ups and Safety Committee, each with only 25 positive responses and a comparatively higher number of 17 respondents expressing disagreement, highlighting significant gaps in preventive healthcare and institutional safety mechanisms. Overall, while most practices show moderate to good perception, the findings emphasize the need to strengthen weaker areas to enhance overall HRM effectiveness in public healthcare institutions.



Graph 1: Distribution of Responses on Health, Safety, & Welfare Practices among Hospital Employees

• Mean and Standard Deviation

The table presents the descriptive statistics of various Health, Safety, and Welfare (HSW) practices based on respondents’ perceptions. The mean values indicate the average level of agreement, while the standard deviation (SD) reflects the variability in responses.

A higher mean suggests better implementation or satisfaction with the respective practice. The analysis helps identify strong and weak areas in safety and welfare management.

Table 2: Mean and Standard Deviation of Health, Safety and Welfare Practices

S. No	Variable	Mean	SD
1	Provision for Protective Equipment	3.82	1.08
2	Monitoring of occupational health Hazard	3.50	1.02
3	Periodic Health Check-ups	3.20	1.10
4	Welfare Facilities (Canteen, Rest room, Washroom)	3.56	0.98
5	Emergency Procedures	3.36	1.05
6	Safety Instructions Display	3.66	0.94
7	Awareness Programs on health and Safety	3.32	1.08
8	Health Insurance Coverage	3.48	1.00
9	Maintenance Welfare Maintenance	3.54	0.97
10	Safety committee	3.20	1.12

Source: Compiled From SPSS

The analysis of the table reveals that the highest mean score is observed for Protective Equipment (Mean = 3.82, SD = 1.08), indicating that respondents perceive the availability and use of protective gear as satisfactory and well-implemented. Similarly, Safety Instructions (Mean = 3.66, SD = 0.94) and Welfare Facilities (Mean = 3.56, SD = 0.98) also record relatively higher mean values along with lower standard deviations, suggesting a strong level of agreement among respondents and effective implementation of these practices.

Further, moderate mean values are observed in Hazard Monitoring (Mean = 3.50), Insurance Coverage (Mean = 3.48), and Emergency Procedures (Mean = 3.36), indicating an average level of performance with noticeable scope for improvement. Awareness Programs (Mean = 3.32, SD = 1.08) also fall within the moderate range, reflecting a fair level of awareness but with some variation in responses.

On the other hand, lower mean scores are recorded for Health Check-ups (Mean = 3.20) and Safety Committee (Mean = 3.20), highlighting these as comparatively weaker areas that require greater

attention and strengthening. Overall, the standard deviation values across variables range from 0.94 to 1.12, indicating moderate variability in responses, which suggests that while opinions differ to some extent, they are not highly inconsistent.

- **Correlation Analysis**

The following table presents the correlation between Health, Safety, and Welfare practices and HRM effectiveness in public healthcare institutions. It shows the strength and direction of the relationship between these variables using the correlation coefficient ρ .

Table 3: Correlation between Health, Safety and Welfare Practices and HRM Effectiveness

Variables	Correlations(r)
Health, Safety and welfare	0.68

Source: Compiled From SPSS

The correlation analysis reveals a strong positive relationship between Health, Safety, and Welfare (HSW) practices and HRM effectiveness, as indicated by the correlation coefficient value of $r = 0.68$. This suggests that improvements in health, safety, and welfare practices are associated with higher levels of HRM effectiveness in public healthcare institutions. The positive relationship indicates that as employee perceptions of safety and welfare improve, their performance and satisfaction also increase.

- **Regression Analysis**

The following table presents the results of the regression analysis examining the impact of Health, Safety, and Welfare practices on HRM effectiveness. It shows the extent to which these practices predict changes in HRM outcomes using beta and significance values.

Table 4: Regression Analysis of Health, Safety and Welfare Practices on HRM Effectiveness

Variables	Beta	Significance
Health, Safety and welfare	0.52	.0001

Source: Compiled From SPSS

The regression analysis indicates that Health, Safety, and Welfare practices have a significant impact on HRM effectiveness, with a beta value of **0.52** and a significance level of $p = 0.001$, which is less than 0.05. This confirms that HSW practices are a strong predictor of HRM effectiveness. The positive beta value suggests that an increase in safety and welfare measures leads to a corresponding improvement in HR outcomes such as employee satisfaction, productivity, and organizational performance.

- **Hypothesis Result**

Since the significance value ($p = 0.001$) is less than 0.05, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted. This indicates that Health, Safety, and Welfare practices have a significant impact on HRM effectiveness.

Findings

The following findings are derived from the analysis of data relating to Health, Safety, and Welfare practices and their impact on HRM effectiveness in public healthcare institutions.

- The overall mean score of 3.46 indicates that health, safety, and welfare practices in public healthcare institutions are implemented at a moderate level, suggesting that while basic safety measures are in place, there is considerable scope for strengthening preventive and institutional mechanisms.
- The highest mean score recorded for protective equipment (3.82) reflects that hospitals are relatively effective in providing essential safety resources, which indicates compliance with basic occupational safety standards.
- The comparatively lower mean scores for health check-ups and safety committees (3.20 each) highlight a significant gap in preventive healthcare practices and formal safety monitoring systems within hospitals.
- The moderate standard deviation values across variables indicate variability in implementation, suggesting that health and safety practices are not uniformly maintained across all healthcare institutions.

- The strong positive correlation ($r = 0.68$) between health and safety practices and HRM effectiveness demonstrates that improved safety and welfare measures significantly enhance employee satisfaction and organizational performance.
- The regression analysis ($\beta = 0.52$, $p < 0.05$) confirms that health, safety, and welfare practices are significant predictors of HRM effectiveness, emphasizing their critical role in achieving efficient human resource management in healthcare settings.

Suggestions

Based on the above findings, the following suggestions are proposed to improve Health, Safety, and Welfare practices and enhance HRM effectiveness in public healthcare institutions.

- It is recommended that healthcare institutions introduce regular and mandatory health check-up programs for employees to address the identified gaps in preventive healthcare and improve overall workforce well-being.
- Hospitals should establish and strengthen safety committees with clearly defined responsibilities to ensure systematic monitoring and effective implementation of safety practices across all departments.
- In order to reduce variability in implementation, standardized health and safety policies should be developed and uniformly applied across all public healthcare institutions.
- Management should enhance awareness programs and training initiatives related to occupational health and safety to build a strong safety culture among employees.
- Considering the significant impact of safety practices on HRM effectiveness, healthcare organizations should integrate health, safety, and welfare measures into their core HR strategies rather than treating them as supplementary functions.
- Adequate financial and infrastructural resources should be allocated by policymakers and hospital management to improve welfare facilities, safety systems, and employee support mechanisms for better organizational performance.

Conclusion

The present study concludes that Health, Safety, and Welfare practices play a vital role in determining the effectiveness of Human Resource Management in public healthcare institutions. The findings indicate a moderate level of implementation, with strong performance in areas such as protective equipment, safety instructions, and welfare facilities, while weaker areas like periodic health check-ups and safety committees require improvement. The statistical analysis confirms a significant positive relationship between safety practices and HRM effectiveness, highlighting their impact on employee satisfaction and performance. However, variations in responses suggest inconsistency in implementation across hospitals. Overall, strengthening preventive and institutional safety measures is essential for improving employee well-being and organizational efficiency. Thus, an integrated and proactive approach to health, safety, and welfare practices is crucial for achieving better HRM outcomes in healthcare settings.

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