

STUDY ON THE EMPLOYEE WELL-BEING AND PRODUCTIVITY”WITH SPECIAL REFERENCE TO CUMI (BONDED DIVISION) AT HOSUR

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Abstract:

In today's competitive industrial environment, employee well-being has emerged as a crucial determinant of organizational productivity and sustainability. This study investigates the relationship between employee well-being and productivity within the context of the CUMI Bonded Division, a key player in the manufacturing sector. The research aims to evaluate various dimensions of well-being—physical, emotional, social, and occupational—and their influence on job performance, engagement, and organizational commitment. The study offers valuable insights for HR managers and corporate leaders aiming to align employee well-being with strategic business outcomes, particularly in manufacturing environments.

Keywords: Employee well-being, productivity, job satisfaction, workplace support, stress management, work-life balance, motivation, training effectiveness, health and safety, CUMI Bonded Division.

1. INTRODUCTION

Carborundum Universal Limited (CUMI) is a part of the Murugappa Group, a leading industrial conglomerate in India. Established in 1954, CUMI is a pioneer in the manufacture of abrasives, ceramics, electro minerals, and refractories. The company has a strong presence in over 50 countries and serves various industries, including automotive, steel, aerospace, and power.

RESEARCH BACK GROUND

The manufacturing sector in India plays a pivotal role in economic development, contributing significantly to GDP, employment, and exports. Within this sector, the abrasives industry—especially the bonded abrasives segment—forms a crucial part of the value chain in metalworking, construction, and fabrication industries. Carborundum Universal Limited (CUMI), a leading player in this space, operates its Bonded Division to manufacture a wide range of precision-engineered abrasive products that cater to diverse industrial applications.

Carborundum Universal Limited :

Carborundum Universal Limited (CUMI) was established in 1954 as a joint venture between the Murugappa Group, the Carborundum Company (USA), and the Universal Grinding Wheel Company (UK). The company was founded to manufacture high-quality abrasives for industrial applications in India. Over the decades, CUMI expanded its product portfolio to include electro minerals, ceramics, refractories, and super abrasives. It became a pioneer in introducing advanced materials and manufacturing technologies in India.

IDENTIFIED PROBLEM

Employee well-being and productivity are critical factors in determining the success of an organization, yet many manufacturing firms struggle to balance operational efficiency with workforce well-being. At CUMI Bonded Division, ensuring employee satisfaction while maintaining high productivity levels presents a complex challenge. Despite efforts to implement employee-centric policies, there remains a gap in understanding the direct impact of these initiatives on workforce performance and overall organizational success.

OBJECTIVES OF THE STUDY

To analyze the relationship between employee well-being initiatives and productivity in CUMI Bonded Division.

To evaluate the effectiveness of existing well-being programs in enhancing employee engagement and job satisfaction.

To identify key factors that contribute to workplace stress and their impact on employee performance.

2. REVIEW OF LITERATURE

Chandrakala and Sudha (2018) - Employee well-being and job performance in industrial units in Tamil Nadu. Quantitative study using Likert-scale questionnaires. Emotional support, stress management training, and performance feedback were critical for sustaining productivity. Bakker et al. (2019) - Applied the Job Demands-Resources (JD-R) model to analyze how sufficient job resources reduce burnout and enhance efficiency. Patel and Rana (2019) - Ergonomics and Employee Efficiency: A Study in the Indian Engineering Industry. Highlighted that poor physical setups increase fatigue and reduce concentration. Ergonomic interventions improved employee energy and productivity levels. Van den Broeck et al. (2021) - Identified autonomy, competence, and relatedness as key psychological needs that positively influence job satisfaction. Jones et al. (2022) - Researched emotional intelligence as a tool for managing workplace stress and enhancing team dynamics. Rohilla, A. (2022) : Employee Well Being, Stress Levels and Job Satisfaction of Employees Working in the Health and Manufacturing Sector. Found a strong link between employee well-being and job satisfaction, especially during the COVID-19 pandemic. Stress management and supportive work environments were essential for improved productivity. Williams & Brown (2023) - Examined the benefits of flexible work arrangements in high-demand industries and their impact on mental health. Chandola & Zhang (2023) - Investigated mental health interventions in the workplace and their role in reducing absenteeism while boosting productivity. Medina-Garrido, J. A., Biedma-Ferrer, J. M., & Ramos-Rodriguez, A. R. (2023) : Relationship between Work-Family Balance, Employee Well-Being and Job Performance. Access to flexible work arrangements and family support positively influenced employee well-being and enhanced performance. Marecki (2023) – Investigated the impact of work-life balance on employee productivity and well-being, concluding that organizations with strong work-life balance strategies experience higher employee engagement and efficiency. Rufeng, L., Nan, Z., & Jianqiang, Z. (2023) : Impact of Employee Well-Being on Organizational Performance in Workplace. Demonstrated that happier and healthier employees contributed directly to improved performance in the manufacturing sector. Lundqvist, D., & Wallo, A. (2023) : Leadership and Employee Well-Being and Work Performance when Working from home a Systematic Literature Review. Identified leadership behaviors like trust, support, and feedback as key factors promoting employee well-being and work performance in remote and hybrid work settings. Bai, A., & Vahedian, M. (2023) : Beyond the Screen: Safeguarding Mental Health in the Digital Workplace Through Organizational Commitment and Ethical Environment. The study explores how strong organizational commitment and an ethical work environment can mitigate digital stress (nomophobia) and enhance employee well-being in digitally intensive workplaces. Ambhore, S. (2023) : Exploring Psychological Well-Being in the Business and Economics Arena: A Bibliometric Analysis. Highlighted a rising

global interest in the psychological aspects of employee well-being and its implications for workplace productivity. Nguyen & Ramirez (2024) - Assessed the effectiveness of mindfulness programs in lowering stress and increasing employee engagement. Elufioye et al. (2024) – Reviewed modern HR practices for promoting employee well-being, emphasizing the importance of flexible work arrangements, mental health programs, and supportive leadership. Dongre (2024) – Studied the role of employee well-being across mental, physical, emotional, and economic aspects, identifying key factors like working hours, compensation, and workplace safety. The research showed that well-being initiatives directly improve productivity and reduce turnover. Sumarno, S., et al. (2024) : *Fostering Employee Well-Being: The Impact of Work-Life Balance Policies on Organizational Productivity*. Work-life balance policies significantly contributed to employee well-being, which in turn led to increased productivity and reduced absenteeism. Murphy, K. A. (2024) : *Assessment of Employee Well-Being on Organisational Effectiveness & Productivity: A Literature Review*. Emphasized the role of leadership, culture, and family-friendly policies in driving employee well-being and improving organizational performance. Gupta, & Sharma (2024) - Examined the role of workplace conditions in shaping employee well-being. Factors such as working hours, fair compensation, and workplace safety were identified as crucial in determining employee satisfaction and productivity. The study concluded that organizations that prioritize employee welfare experience higher performance and reduced turnover. Johnson, Patel, & Singh (2024) - The review of modern HR strategies designed to enhance employee well-being. The research found that comprehensive health programs, mental health support, and leadership initiatives create a positive work environment that fosters productivity and satisfaction. Companies that invest in well-being programs benefit from increased employee retention and organizational success. Schulte, B. (2024) - In the podcast episode "Why working on holiday could make you worse at your job," Schulte discusses how constant connectivity and lack of true rest lead to burnout and reduced productivity. Martinez Montes, C., et al. (2024) : *Qualifying and Quantifying the Benefits of Mindfulness Practices for IT Workers*. Mindfulness interventions improved mental health and productivity, suggesting value in implementing similar programs in high-pressure work environments. Price, M. (2024) - In "Happy Economics," Price positions employee happiness as a crucial factor that harmonizes profitability with workplace growth, asserting that prioritizing employee welfare leads to higher productivity. Bhoir, M., & Sinha, V. (2024) - In "Employee Well-being Human Resource Practices: A Systematic Literature Review and Directions for Future Research," the authors review advances in HR practices dedicated to employee well-being and propose a consolidated framework. Rogelberg, S. (2025) - Recent research by Rogelberg reveals that unproductive meetings can cause "meeting hangovers," negatively affecting employee focus, motivation, and productivity. Rogelberg suggests that employees should focus on productive venting sessions with colleagues to develop strategies for managing future meetings and improving resilience, thereby enhancing productivity. ZipHealth Research (2025) - A study by ZipHealth suggests that "sex days"—paid days off for intimacy—can boost employee productivity and workplace loyalty, highlighting the importance of addressing personal well-being in the workplace. Additional findings by ZipHealth reveal that promoting sexual wellness initiatives could redefine workplace wellness programs, enhancing mental health, productivity, and loyalty. Taylor & Peterson (2025) - Explored long-term well-being strategies, finding that companies investing in well-being initiatives report improved retention and innovation. McKinsey Health Institute (2025) – Reported that organizations prioritizing employee health see significant improvements in productivity, reduced absenteeism, and higher employee engagement. Ravirajan, K., & Sundarajan, A. (2025) : *Enhancing Workplace Productivity and Well-Being Using AI Agent*. Explored how AI-based systems can support employees' mental health and encourage productive work habits.

Selvanayagam, A., Venkatakrishnan, S., & Ramkumar, N. (2025) : *The Role of Hybrid Work Models in Enhancing Employee Well-Being, Productivity, and Job Satisfaction*. Hybrid work models enhanced employee satisfaction and well-being, resulting in higher job performance and work-life integration. American Psychological Association (2025) – Conducted the Work and Well-being

Survey, revealing that 92% of employees value organizations that support their emotional and psychological well-being, leading to higher retention and better workplace performance.

RESEARCH GAP

Despite the growing recognition of employee well-being as a critical factor in enhancing productivity, there is a noticeable lack of empirical studies specifically focused on manufacturing sectors in India, particularly in specialized industrial units like the CUMI Bonded Division. While numerous studies have explored well-being in service industries and IT sectors, the unique work environment, physical demands, and psychological stressors prevalent in manufacturing settings remain under-researched. The CUMI Bonded Division, involved in the production of bonded abrasives, presents a distinct industrial environment characterized by rigorous physical labor, exposure to heat and dust, and repetitive tasks. These conditions can significantly impact both physical and mental well-being, which in turn may influence employee morale, absenteeism, and overall productivity. However, there is a lack of detailed investigation into how well-being initiatives (such as health and safety measures, work-life balance policies, and mental health support) correlate with performance metrics in this specific context. Moreover, existing literature often generalizes well-being factors without considering the division-specific operational structures and cultural dynamics at CUMI. There is an evident gap in understanding how tailored interventions in a high-performance manufacturing environment can influence worker output, job satisfaction, and retention. Addressing this gap is essential to develop evidence-based strategies that align with the operational goals and human resource policies of the Bonded Division. This study aims to bridge this gap by assessing the relationship between well-being and productivity in the CUMI Bonded Division, identifying division-specific stressors, and evaluating the effectiveness of existing well-being programs.

3. RESEARCH METHODOLOGY

Research methodology refers to the systematic approach adopted to conduct the study and achieve its objectives. This section outlines the methods used to gather, analyze, and interpret data related to employee well-being and productivity in the CUMI Bonded Division. The aim is to understand the real-time workplace challenges faced by employees and how these factors influence their performance and satisfaction. A combination of primary and secondary data sources, quantitative techniques, and statistical tools have been employed to ensure the reliability and validity of the findings. The methodology is designed to provide a structured framework for data collection, respondent selection, measurement scale development, and data analysis to draw meaningful conclusions and actionable insights.

TYPE OF PROJECT :

Descriptive Research Project : Focuses on describing the current status of employee well-being and productivity using factual data collected through surveys and observations .

Field-Based Project : Involves direct data collection from employees within the actual work environment, making it practical.

Human Resource Management Project : Addresses HR-related aspects like employee welfare, motivation, work-life balance, and productivity enhancement.

TARGET RESPONDENTS :

The target respondents for this study are the employees working in the CUMI Bonded Division across various departments such as production, quality control, maintenance, and operations.

The sample includes both skilled and semi-skilled workers, supervisors, and support staff who are directly or indirectly involved in the manufacturing processes.

Their insights are vital in understanding the actual workplace conditions, well-being levels, and how these affect their productivity.

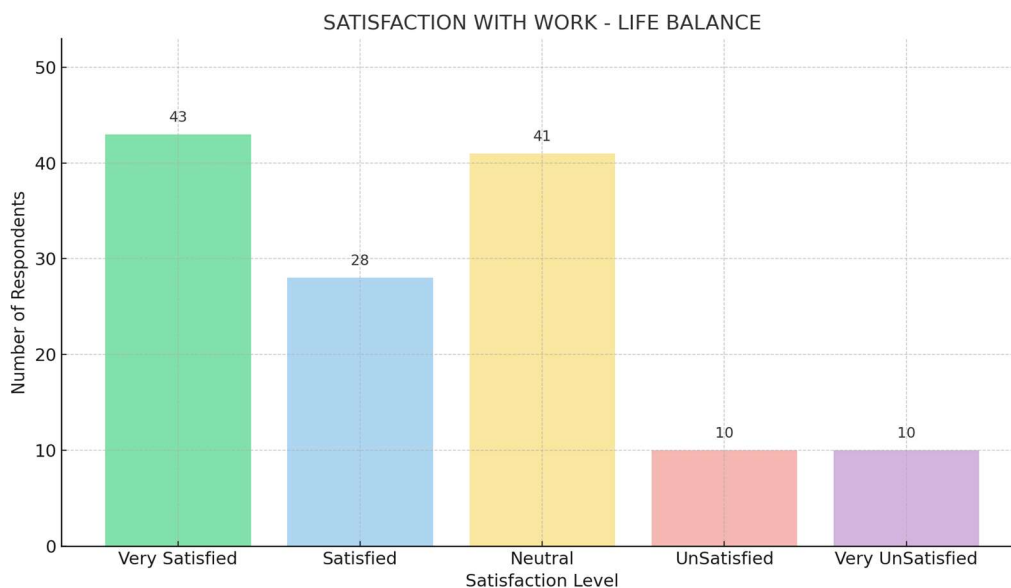
LIMITATION OF THE STUDY

The study may have relied on a limited number of respondents, which may not fully represent the entire workforce of the CUMI Bonded Division. The findings are based on self-reported questionnaires, which may be subject to personal biases, exaggeration, or social desirability responses from employees. The research was conducted within a specific timeframe, which may not capture seasonal variations or long-term trends in employee well-being and productivity. Since the study is confined to the Bonded Division of CUMI, the results cannot be generalized to other divisions or organizations within the Murugappa Group. The study may not have considered external factors like economic conditions, personal issues, or societal influences that could also affect employee well-being and productivity.

4. DATA ANALYSIS AND INTERPRETATION

TABLE : 1.SATISFACTION WITH WORK - LIFE BALANCE WISE RESPONDENTS.

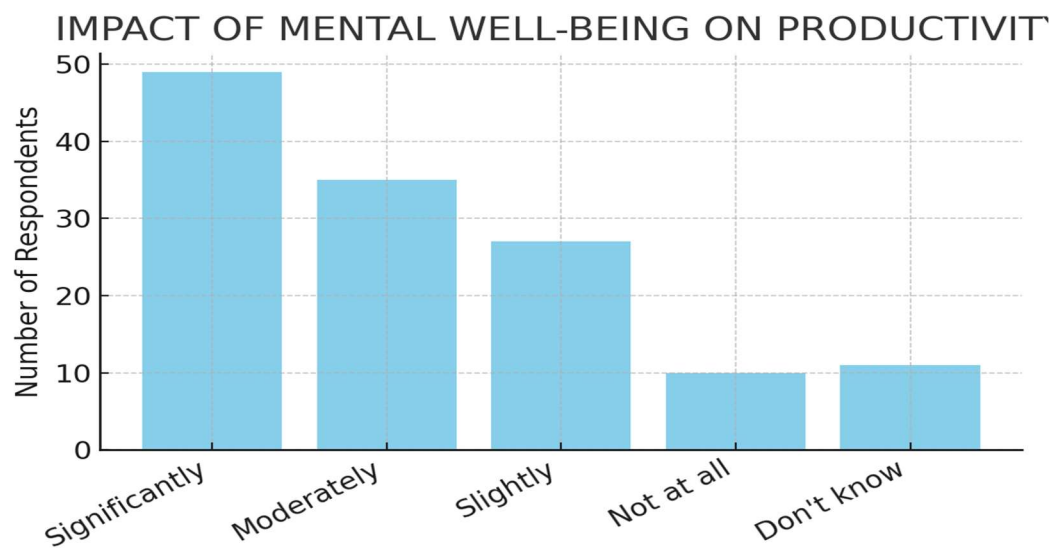
SATISFACTION WITH WORK - LIFE BALANCE	NUMBER OF RESPONDENTS	PERCENTAGE
Very Satisfied	43	32.6
Satisfied	28	21.2
Neutral	41	31.1
UnSatisfied	10	7.6
Very UnSatisfied	10	7.6
Total	132	100



INTERFERENCE : A good portion of respondents are either very satisfied (32.6%) or neutral (31.1%) about their work-life balance. Only a small percentage feel dissatisfied. This suggests general contentment but with room for improvement.

TABLE : 2.IMPACT OF MENTAL WELL - BEING ON PRODUCTIVITY WISE RESPONDENTS.

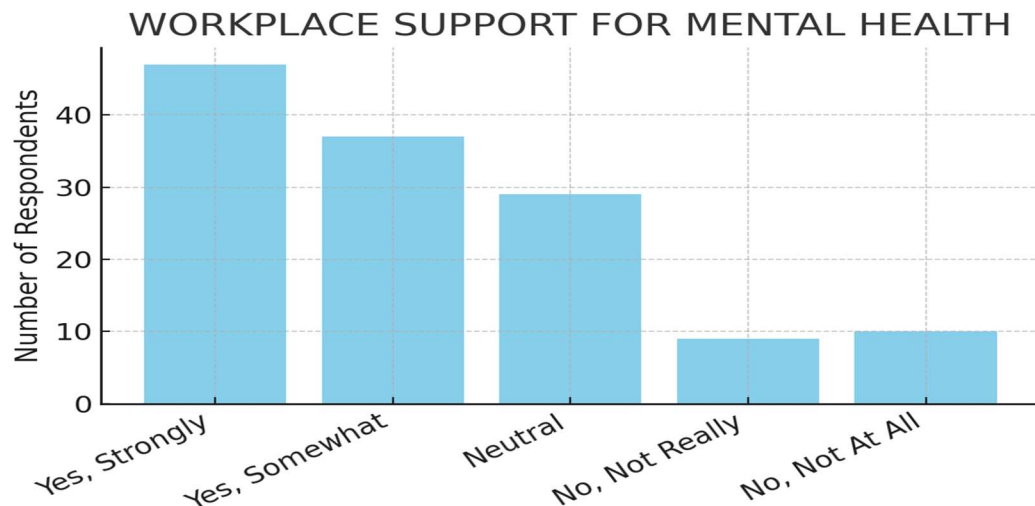
IMPACT OF MENTAL WELL - BEING ON PRODUCTIVITY	NUMBER OF RESPONDENTS	PERCENTAGE
Significantly	49	37.1
Moderately	35	26.5
Slightly	27	20.5
Not at all	10	7.6
I Don't know	11	8.3
Total	132	100



INTERFERENCE : A significant portion (37.1%) believe mental well-being significantly affects productivity. Others see moderate (26.5%) or slight (20.5%) impact. This reflects employee awareness of mental health’s role in performance.

TABLE : 3.WORKPLACE SUPPORT FOR MENTAL HEALTH AND WELL-BEING WISH RESPONDENTS.

WORKPLACE SUPPORT FOR MENTAL HEALTH AND WELL-BEING	NUMBER OF RESPONDENTS	PERCENTAGE
Yes , strongly	47	35.6
Yes ,Somewhat	37	28.0
Neutral	29	22.0
No , Not Really	9	6.8
No , Not At All	10	7.6
Total	132	100



INTERFERENCE : A good number of employees (35.6%) feel strong support for mental health, while 28% feel some support. However, 14.4% feel unsupported. While efforts exist, more consistent and visible support systems can improve employee confidence and trust.

SUMMARY OF FINDINGS

1. Most of the respondents are male (66.7%).
2. Most of the respondents are in the age group of 56 and above (26.5%).
3. Most of the respondents are Production Workers (37.1%).
4. Most of the respondents have more than 10 years of experience (31.1%).
5. The majority of the respondents hold a Diploma qualification (39.4%).
6. Most of the respondents feel physically healthy and energetic either sometimes (31.1%) or always (30.3%).
7. A majority of the respondents are either very satisfied (32.6%) or neutral (31.1%) with their work-life balance.
8. A large portion of respondents experience stress very frequently (40.2%), indicating high stress levels among employees.
9. A significant number of respondents rarely take breaks during the workday (39.4%).
10. A majority of respondents believe that mental well-being impacts their productivity significantly (37.1%) or moderately (26.5%).
11. A large proportion of respondents stated that their concerns and grievances are always (39.4%) addressed.
12. A majority of respondents feel motivated to perform well most of the time (35.6%) or always (31.8%).
13. Most respondents reported being either very satisfied (37.9%) or satisfied (28.0%) with their jobs.
14. Half of the respondents (50.8%) reported getting only 5–6 hours of sleep per night.
15. A significant number of respondents rarely (34.8%) get time to relax and unwind during the week.
16. A majority of respondents feel their workplace supports mental health either strongly (35.6%) or somewhat (28.0%).
17. The majority of employees (39.4%) rate their ability to manage work-related challenges and stress as "Very well," though a significant portion (19.7%) feel their ability is only "Average" or lower.

18. A significant portion of employees (29.5%) reported having social interactions that promote happiness and connection "Rarely," while 24.2% interact "Every day," indicating varied levels of social engagement at work.

19. The biggest challenge affecting productivity, according to employees, is the "Lack of training" (40.9%), followed by "Stress and fatigue" (26.5%), highlighting key areas that need attention to improve productivity.

20. A majority of employees (49.2%) are "Very Satisfied" with career development and growth opportunities, while 18.2% are "Satisfied," indicating generally positive perceptions, though 14.4% expressed dissatisfaction.

21. A majority of employees (47.0%) believe that workplace rules and disciplinary actions are applied "Always" fairly, while 22.7% think it happens "Most of the time," suggesting a generally positive view, but 14.4% feel fairness is lacking at times.

22. A significant portion of employees (32.6%) reported taking sick leave "Always" due to work-related health issues, while 22.7% take it "Sometimes," indicating that work-related health concerns are a common reason for absenteeism.

23. Almost half of the employees (47.0%) believe there are "Always" opportunities for career growth in the CUMI Bonded Division, while 22.0% are neutral, suggesting a generally positive perception, though 13.7% feel there are limited or no opportunities.

24. Nearly half of the employees (49.2%) consider management to be "Very Transparent" regarding employee-affecting decisions, while 20.5% see it as "Somewhat Transparent," suggesting a generally positive view of transparency, though 13.6% feel it lacks transparency.

25. A majority of employees (54.5%) would recommend the CUMI Bonded Division as a workplace, while 34.1% are unsure, and 11.4% would not recommend it, indicating overall satisfaction but some reservations.

SUGGESTION

Promote a healthy work-life balance to reduce stress and improve employee morale. Regularly assess employee well-being through surveys and feedback to identify and address concerns early. Provide mental health support and counseling services to help employees manage stress and emotional challenges. Ensure a safe and hygienic work environment to foster physical well-being and reduce absenteeism. Recognize and reward employee efforts to boost motivation and job satisfaction. Encourage regular breaks and ergonomic workspaces to prevent physical strain and fatigue. Offer career development opportunities, including training and skill-building programs, to enhance employee engagement. Promote open communication between management and employees to build trust and a supportive culture. Monitor workload distribution to prevent burnout and ensure fair treatment among team members. Implement wellness programs such as fitness activities, health check-ups, and awareness workshops to support holistic well-being. Foster teamwork and collaboration to enhance a sense of belonging and collective productivity. Link employee well-being initiatives with productivity goals to achieve sustainable organizational growth.

5. CONCLUSION

The study on employee well-being and productivity in the CUMI Bonded Division reveals a strong correlation between a supportive work environment and enhanced performance. Employees who experience higher levels of well-being — including mental, physical, and emotional health — demonstrate increased job satisfaction, motivation, and commitment. This, in turn, translates into improved efficiency, reduced absenteeism, and lower turnover rates. The research also shows that initiatives such as wellness programs, stress management training, work-life balance policies, and effective communication channels contribute significantly to employee well-being. Furthermore, a positive organizational culture, fair treatment, and opportunities for personal and professional growth

are key drivers of productivity. In conclusion, promoting well-being is not only a moral imperative but also a strategic advantage that enhances overall organizational success.

DIRECTIONS FOR FUTURE RESEARCH

Conduct longitudinal studies within CUMI Bonded Division to evaluate how sustained well-being initiatives impact employee productivity over time. Compare well-being and productivity metrics between the Bonded Division and other divisions of CUMI to identify division-specific challenges and strengths. Explore the role of departmental leadership in influencing employee stress levels, motivation, and performance. Investigate the impact of specific workplace factors such as shift patterns, ergonomics, and workload on employee health and efficiency. Assess the effectiveness of existing training and development programs in enhancing both well-being and career satisfaction. Include qualitative methods like interviews or focus group discussions with employees to gain deeper insight into well-being concerns unique to the Bonded Division. Examine the correlation between absenteeism due to health issues and workplace conditions to suggest preventive measures. Study the influence of peer support and team dynamics on emotional well-being and collaborative productivity..

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