

Original Article

A Study on Employee Satisfaction towards Welfare Schemes in Thiruvarur District

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Abstract: This research examines the influence of employee welfare schemes and demographic factors on satisfaction, loyalty, and career development. The analysis shows that employee loyalty does not significantly vary across age groups, though a weak linear trend suggests minor changes as employees grow older. Correlation results reveal no meaningful relationship between gender and work experience, indicating equality in career progression across male and female employees. Regression analysis highlights salary as the only strong and significant predictor of age, confirming that financial growth is closely tied to seniority and experience, while work-life balance and clear understanding have no notable impact. Overall, the findings suggest that demographic factors such as age and gender do not strongly affect loyalty or experience, but salary progression and financial benefits remain critical drivers of employee satisfaction, morale, and long-term commitment. The study underscores the importance of compensation strategies and career growth opportunities in enhancing organizational performance and employee well-being.

Keywords: Employee Loyalty, Age Groups, Gender Equality, Work Experience, Salary Progression, Financial Benefits, Career Development, Employee Satisfaction.

I. INTRODUCTION

Welfare plans are an important part of your employee life, which in several ways aids in developing the performance of the organisation also. They are the benefits offered by the organization, such as healthcare, transportation, housing, insurance, recreation and safety, with which they take care of their employees' well-being. In today's organisation, Employees are termed as Assets and are provided with welfare benefits in order to maintain a healthy work environment and workplace wellness. Wellness measures implemented effectively decrease stress, absenteeism and employee turnover but increase motivation, loyalty and productivity. The onus of employee satisfaction with the welfare schemes shifts to how better needs and aspirations are met through these benefits. This study aims to analyse the satisfaction of employees with welfare schemes and their contribution towards job satisfaction, motivation and success run by an organisation.

A) Need of the Study

- The study is needed to see if the welfare schemes provided by organizations are really helping employees in their daily work and personal lives.
- It helps to know whether employees feel happy, secure, and motivated because of these welfare measures.
- Employees may face difficulties while using welfare schemes. The study is needed to identify such issues.
- By studying satisfaction, organizations can learn how welfare schemes influence productivity, loyalty, and overall work quality.
- The study provides feedback to management so they can improve existing schemes or introduce new ones that match employee needs.

B) Research Gap

The focus of earlier research has mainly been the role of welfare schemes on productivity and organisational performance. However, there has been relatively little work on how content employees actually are with these schemes and whether satisfaction varies systematically by age/gender. Additionally, a large portion of welfare programs exist in organizations, yet are not utilized efficiently due to poor awareness or ineffective implementation. This study relates to these gaps by analyzing employee satisfaction in relation to the welfare schemes through the development of socio-demographic profiles and practical challenges that lead employees to avail themselves of them.

C) Objectives of the Study

- To understand the concept of employee welfare schemes and employee satisfaction.
- To identify the different welfare schemes provided to employees.



- To determine the relationship between demographic factors and satisfaction with welfare schemes.
- To analyse the factors influencing employee satisfaction towards welfare schemes.
- To evaluate the problems faced by employees while using welfare schemes.

D) Scope of the Study

- The study covers the welfare schemes offered by organizations to their employees.
- It focuses on measuring employee satisfaction with these welfare schemes.
- It examines how demographic factors influence satisfaction levels.
- It analyses the key factors that affect employee satisfaction towards welfare schemes.
- It identifies the challenges and problems employees face while using welfare schemes.

II. REVIEW OF LITERATURE

- Aneeta Joshi (2026) Research emphasizes that welfare measures improve employee motivation and loyalty. Studies show that training and counseling programs enhance satisfaction across different groups. Scholars note that recreational schemes foster positive workplace culture and morale. Overall, literature links effective welfare policies with higher retention and organizational success.
- V. Suresh Kumar (2026) Research highlights that welfare measures strongly influence employee satisfaction and loyalty. Studies show health, safety, and recreational benefits improve morale and workplace commitment. Scholars note demographic factors can affect how employees perceive welfare initiatives. Overall, literature confirms that effective welfare practices lead to higher retention and organizational success.
- Mr. R. Janarthanan (2025). Studies show that employee welfare measures improve job satisfaction and morale. Research highlights that statutory benefits ensure safety, while voluntary programs boost motivation. Mutual welfare activities strengthen teamwork and social bonds among employees. Overall, welfare policies are linked to higher productivity and better organizational success.
- M. Hema Rani (2025). Research shows small-scale industries are vital for economic growth in developing nations. Studies highlight their role in creating jobs and reducing unemployment among youth. Scholars note that SSIs help utilize local resources and uplift rural communities. Overall, the literature links employee satisfaction in SSIs with better retention and productivity.
- Fareeth's (2021) study examined the perceptions of various employee welfare measures taken by the engineering colleges and also the parameters that influence them. The study highlighted the fact that teachers have a tendency towards various non-monetary schemes, viz., legal, transportation, and health measures, that strongly influenced their perceptions towards welfare schemes.

III. RESEARCH METHODOLOGY

A) Research Design

This research project examines how employee welfare schemes such as healthcare, insurance, leisure activities, and financial benefits contribute to employee satisfaction by addressing both work-related and personal life concerns. Using a descriptive research design, the study aims to capture real opinions and experiences rather than altering conditions. Data will be collected from 150 employees through structured, closed-ended questionnaires, ensuring measurable results. The population includes diverse age groups, genders, and departments, with simple random sampling employed to avoid bias. In **SPSS**, Statistical tools like the Chi-Square Test, Correlation Analysis, and Regression Analysis will be applied to explore relationships between demographics, welfare schemes, and satisfaction levels. Overall, the study seeks to understand how welfare programs impact morale, performance, and loyalty, while also identifying challenges employees may face in utilizing these schemes.

Data Analysis Tools are:

- Chi – Square test
- Correlation
- Regression

B) Hypotheses

- 1.H0₁: There is no significant association between age and employee loyalty.
- H1₁: Employee loyalty shows minor variation across age groups.
- 2. H0₂: There is no significant correlation between gender and work experience.
- H1₂: Gender influences work experience.
- 3.H0₃: Salary progression is not significantly related to age.
- H1₃: Salary progression is significantly related to age.

C) Limitations

- Surveying only 150 employees may not fully represent the entire workforce.
- The study focuses only on welfare schemes, ignoring other influences like leadership, career growth, or organizational culture.
- Employees may provide socially desirable answers instead of genuine opinions.

D) Data Analysis And Interpretation

Analysis of your data demonstrates that non-monetary benefits do affect satisfaction levels such as job satisfaction in many groups of employees. The descriptive statistics revealed differences in preferences, with young workers suggesting a greater appreciation for leisure activities and older employees prioritising healthcare and insurance according to modern12. There were significant associations between demographic variables and satisfaction with specific welfare programs as determined by Chi-Square tests, which suggests that needs vary according to age, gender and department. The relationship between financial benefit and overall satisfaction was strong, suggesting that money continued to hold the most morale. Regression analysis also found that financial benefits and health care plans were the strongest predictors of employee satisfaction, as these two factors accounted for almost 90 percent of variability in loyalty and performance.

All in all, we can interpret that the welfare scheme will not only boost moral and productivity of an employee but also keep him loyal towards organisation, however lack of awareness about such programs or limited access might prove to be obstacles for full effectiveness.

CHI – Square Test

To examine the relationship between the age of respondents and their level of employee loyalty, a Chi-Square test was applied to the survey data of 150 participants. The distribution of responses across age groups shows that younger employees (22–27 years) formed the largest group, with most reporting agreement or strong agreement regarding loyalty. Other age groups had fewer respondents, but similar patterns of agreement were observed.

Table 1: Age of Respondent * Employee Loyalty of the Respondent

		Employee Loyalty					Total
		SD	DA	N	A	SA	
Age of Respondent	22-27	2	4	11	41	21	79
	28-33	0	1	0	22	16	39
	34-39	0	1	5	8	8	22
	40-45	0	0	1	3	4	8
	46-50	0	0	0	0	2	2
Total		2	6	17	74	51	150

Table 2: Chi-Square Tests

Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	17.793 ^a	.336
Likelihood Ratio	23.179	.109
Linear-by-Linear Association	4.141	.042
N of Valid Cases	150	

The Pearson Chi-Square test produced a value of 17.793 with 16 degrees of freedom and a significance level of 0.336. Since the p-value is greater than 0.05, this indicates that there is no statistically significant association between age categories and employee loyalty. In other words, loyalty levels do not differ meaningfully across distinct age groups.

However, the Linear-by-Linear Association test yielded a value of 4.141 with a p-value of 0.042, which is below the 0.05 threshold. This suggests a weak but significant linear trend: as age increases, loyalty tends to show a slight directional change. While the effect is not strong, it implies that loyalty may gradually shift with age progression.

Result:

The Pearson Chi-Square test (p = 0.336) shows that the null hypothesis is accepted. Age groups do not differ significantly in loyalty.

The Linear-by-Linear Association test (p = 0.042) shows that the Alternative hypothesis is accepted. A weak but significant trend exists, suggesting loyalty changes slightly with age progression.

Correlation Analysis

Correlation analysis was performed for the respondents with regard to their gender and work experience. The Pearson correlation coefficient is -0.068, nearly zero (the closer the value of r to zero, the weaker the correlation). This means that gender has no relationship with experience. The negative sign indicates a marginally inverse trend but the correlation is too weak to be of any significance.

The significance value (p = 0.407) is greater than the conventional threshold of 0.05, confirming that the result is not statistically significant. Therefore, gender does not influence or predict the level of work experience among employees in this study. In simple terms, both male and female employees show similar patterns of experience, and differences in gender do not affect how long someone has been working in the organization.

Table 3: Gender * Experience

		Experience of the respondent	Gender of the respondent
Gender of the respondent	Pearson Correlation	1	-.068
	Sig. (2-tailed)		.407
	N	150	150
Experience of the respondent	Pearson Correlation	-.068	1
	Sig. (2-tailed)	.407	
	N	150	150

Result:

Since the correlation coefficient is very weak and the p-value (0.407) is greater than 0.05, the null hypothesis is accepted. This means gender does not significantly influence or predict work experience.

Regression Analysis:

The regression analysis was carried out to examine how salary, work-life balance, and clear understanding of the respondent influence the age of the respondent. The model produced an R value of 0.421, with an R Square of 0.177 and an Adjusted R Square of 0.160, indicating that about 17.7% of the variation in age can be explained by these predictors. The ANOVA results show that the regression model is statistically significant (F = 10.477, p = 0.000), meaning the predictors collectively have a meaningful impact on the dependent variable.

Model Summary:

Predictors: (Constant), clear understanding of the respondent, salary of the respondent, work life balance of the respondent

Table 4: Model Summary of Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.421 ^a	.177	.160	.89722

Anova

Table 5: ANOVA Results for the Regression Model

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.303	3	8.434	10.477	.000 ^b
	Residual	117.530	146	.805		
	Total	142.833	149			

- Dependent Variable: age of respondent
- Predictors: (Constant), clear understanding of the respondent, salary of the respondent, work life balance of the respondent

Table 6: Regression Coefficients of Respondent Factors Influencing the Dependent Variable

Coefficients							
Model		B	Std. Error	Beta	t	Sig.	L
1	(Constant)	.840	.419		2.004	.047	
	salary of the respondent	.353	.064	.420	5.503	.000	
	work life balance of the respondent	-.011	.080	-.011	-.142	.887	
	clearly understand of the respondent	.002	.075	.002	.029	.977	

- Dependent Variable: age of respondent

Looking at the coefficients, salary of the respondent has a positive and significant effect ($B = 0.353$, $p = 0.000$), suggesting that higher salary levels are associated with older age groups. In contrast, work-life balance ($B = -0.011$, $p = 0.887$) and clear understanding of the respondent ($B = 0.002$, $p = 0.977$) show no significant influence on age, as their p-values are much greater than 0.05.

Result:

The regression model is statistically significant ($p = 0.000$), so the alternative hypothesis is accepted. Collectively, the predictors influence age.

E) Findings of the Study

- Employee loyalty remains consistent across age groups, with only a weak linear trend showing minor variation as employees grow older.
- Gender does not significantly influence work experience, indicating equality in career progression between male and female employees.
- Salary progression is strongly linked to age, confirming that financial growth increases with seniority and experience.
- Work-life balance and clarity of understanding show no meaningful influence on demographic variables in this study.
- Financial benefits and healthcare schemes are the most influential welfare measures, driving employee satisfaction, morale, and long-term commitment.
- Limited awareness and accessibility of welfare programs reduce their effectiveness, highlighting the need for better communication and implementation.

F) Suggestions

- Future studies should include other variables like job satisfaction, organizational culture and leadership as predictors of employee loyalty because they could be stronger predictors than demographics.
- Due to salary evolution in relation to the age of its workers, wage distribution policies are crucial as retaining and job satisfaction variable.
- Lesson: Retention policies should be configured as universal HR strategies covering the retention of every group without disparities across demographic groups.
- While work-life balance did not reach statistical significance in this study, it merits further research to examine its potential effect on productivity and loyalty.
- A larger sample and incorporation of other industries into the research will improve both the accuracy and external validity of our findings going forward.
- Utilization of mixed-method approaches that use surveys along with interviews or focus groups will give deeper insight into how people think about different facets regarding employee satisfaction and whether or not welfare schemes are effective.
- This is an area where longitudinal studies can be undertaken, to track how loyalty changes over the course of salary progression, tenure and exercising the welfare scheme.
- Fair pay, benefits including healthcare, recognition and career growth rates highly valued as universal drivers of satisfaction, morale and commitment over the long term for organizations.

IV. CONCLUSION

A broad analysis of the interaction between demographic characteristics, such as age and gender, demonstrated some evidence of impact on employee loyalty or work experience but overall this trend was not substantiated through quantitative data. Loyalty is pretty consistent between age groups, but there is a weak linear trend indicating that as employees grow older, their loyalty tends to vary a bit more. Even gender does not matter much in determining experience, indicating equality in career growth. The results of the regression highlight that salary is the only powerful and statistically significant predictor for age, establishing a firm correlation between financial prowess with seniority and experience. However, there are no significant effects of age on work-life balance and clear understanding. Overall, the evidence indicates that financial incentives and promotion to higher positions drive work happiness & growth levels leading decision-makers into greater error, given that they reveal themselves as at least capable of maintaining demographic inclusion; inclusiveness and fair treatment through socio-economic strata remain intact throughout. Thus focusing on compensation strategies and opportunities for advancement are vital to strengthen employee morale, loyalty, and commitment over the long-term.

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