

Employee Perception towards Welfare Measures at IT Business Group, KELTRON, Thiruvananthapuram

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Abstract

This study investigates employee perception towards welfare measures at the IT Business Group, Kerala State Electronics Development Corporation Ltd. (KELTRON), Vellayambalam, Thiruvananthapuram. Using a descriptive research design, primary data were collected from 170 permanent employees through a structured questionnaire based on stratified random sampling. Statistical tools including percentage analysis, Spearman's Rank Correlation, and One-Way ANOVA were employed for analysis and hypothesis testing. The Spearman's Rank Correlation revealed a strong positive relationship between employee perception of welfare measures and job satisfaction ($r = 0.800$, $p < 0.01$). A very strong correlation was also found between gaps in welfare implementation and job satisfaction ($r = 0.871$, $p < 0.01$). ANOVA results indicate that employee perception does not differ significantly based on gender ($p = 0.287$), but does differ significantly based on age ($p = 0.036$), work experience ($p = 0.000$), and salary ($p = 0.000$). The study identifies allowances and benefits as the area most requiring improvement (43.53%), followed by canteen facilities (20.59%). The findings conclude that while employees are broadly satisfied with statutory provisions such as ESI, EPF, and maternity benefits, targeted improvements in allowances, canteen facilities, and recreational provisions can significantly enhance overall employee well-being and organizational commitment.

Keywords: Employee Perception, Employee Welfare Measures, Job Satisfaction, KELTRON.

Introduction

The modern organizational environment increasingly recognizes human resources as its most critical asset. Unlike physical or financial resources, human capital possesses the unique capacity for creativity, adaptability, and innovation. In a competitive, technology-driven economy, organizations must therefore invest strategically in employee welfare to sustain motivation, productivity,

and organizational commitment.

Employee welfare encompasses all services, facilities, and benefits provided by employers to enhance the working and living conditions of their workforce. These measures extend beyond the statutory minimum to include a holistic spectrum of physical, psychological, social, and economic support systems. Welfare measures are broadly categorized as statutory such as provident fund (EPF), employee state insurance (ESI), maternity benefits, and gratuity and non-statutory provisions such as canteen facilities, transportation, health programs, recreational facilities, and counselling services.

In knowledge-intensive industries such as information technology, where employees contend with demanding project deadlines, rapid technological change, and high-performance expectations, welfare programs are especially vital. For public sector enterprises like KELTRON, the interplay government mandated uniformity and the dynamic expectations of an IT workforce creates a unique environment for studying welfare perception.

Kerala State Electronics Development Corporation Ltd. (KELTRON), established in 1972, is a pioneering Government of Kerala enterprise with a legacy of over five decades in electronics manufacturing, IT services, and system integration. Its IT Business Group (ITBG), operational since 1999, serves government departments across Kerala and forms the specific focus of this study. Understanding how ITBG employees perceive the welfare measures available to them is critical to identifying gaps, improving policy implementation, and enhancing organizational effectiveness.

Review of Literature

A substantial body of literature underscores the pivotal role of employee welfare in shaping job satisfaction and organizational performance. Yuvashree N (2026) found that proper implementation of welfare measures significantly enhances the satisfaction and motivation of trainee employees, concluding that continuous evaluation of welfare policies is necessary to meet evolving workforce needs.

Krishnadas M.N (2026) established a strong positive correlation between welfare provisions and employee productivity in an automotive sector case study, emphasizing that health-related benefits are among the most influential factors in improving satisfaction. Similarly, Dharaneesh (2025) demonstrated in small-scale industries that welfare measures are essential for psychological well-being, with dissatisfied employees exhibiting higher absenteeism and reduced productivity.

Mary and Devi (2024) found that welfare schemes, including medical insurance, transportation, and canteen facilities, significantly influence employee morale and organizational loyalty. Saravanakumar (2024) confirmed through statistical analysis in the cement industry that adequate welfare provisions, particularly safety and health facilities, create a strong positive impact on job satisfaction.

Sabil et al. (2023) demonstrated a direct positive relationship between welfare measures and work productivity in service companies, while Anitha and Sridharan (2022) highlighted that welfare interventions are critical for managing workplace stress and enhancing quality of work life specifically in the IT sector. Chadha and Mishra (2021) provided a comprehensive conceptual framework showing that well-structured welfare strategies reduce absenteeism and labour turnover, contributing to long-term organizational sustainability.

Despite the richness of existing literature, a significant research gap persists. Most studies focus on establishing broad relationships between welfare and satisfaction, without critically evaluating the adequacy, accessibility, and fairness of measures from the employee's perspective.

Organization-specific analysis of public sector IT enterprises where bureaucratic structures coexist with technological dynamism remains underexplored. The present study bridges this gap through a focused empirical investigation at KELTRON’s IT Business Group.

Research Methodology

Objectives of the Study

- To study employee perceptions regarding the adequacy and usefulness of welfare measures.
- To identify gaps and challenges in the implementation of welfare measures.
- To suggest suitable measures for improving employee welfare practices at KELTRON.

Research Design and Sample

A descriptive research design was adopted to systematically describe the nature and extent of employee perceptions regarding welfare measures. The study population comprises 305 permanent and contract employees at ITBG, KELTRON. Applying Cochran’s finite population correction formula at a 95% confidence level ($Z = 1.96$, $p = 0.5$, $e = 0.05$), the sample size was determined to be 170 respondents. A stratified random sampling method was employed to ensure proportional representation across departments.

Statistical Tools

- Percentage Analysis for demographic profiling and descriptive analysis of welfare perception
- Spearman’s Rank Correlation to examine the relationship between welfare measures and job satisfaction, and between implementation gaps and job satisfaction
- One-Way ANOVA to test whether perception towards welfare measures differs significantly based on demographic factors (gender, age, experience, salary)

Hypotheses

H1: There is no significant relationship between employee welfare measures and job satisfaction.

H2: Gaps in welfare measures have no significant impact on employee job satisfaction.

H3: Employee perception towards welfare measures does not differ significantly based on demographic factors (age, gender, experience, salary).

Data Analysis and Interpretation

Table 1 Demographic Profile of Respondents (n = 170)

Variable	Category	Frequency	Percentage
Gender	Male	81	47.6
	Female	89	52.4
Age Group	20–25 years	6	3.5
	26–30 years	28	16.5
	31–35 years	34	20.0
	36–40 years	34	20.0
	41–45 years	68	40.0
Department	IIS	57	33.5
	ITP	37	21.8
	SWG	32	18.8
	Others (KSG, HR, Finance, Purchase)	44	25.9

Experience	0–2 years	15	8.8
	3–5 years	31	18.2
	9–11 years	59	34.7
	12–14 years	59	34.7
Monthly Salary	□10,000–□20,000	15	8.8
	□21,000–□30,000	55	32.4
	□31,000–□40,000	39	22.9
	□41,000–□50,000	30	17.6
		31	18.2

Source: Primary Survey

Table 1 presents the demographic profile of the 170 respondents. The workforce at ITBG, KELTRON is predominantly mid-career, with the 41–45 age group forming the largest segment (40%) and the majority of employees possessing 9–14 years of experience. The salary distribution reflects a mid-income workforce, with the largest group earning 21,000–30,000 per month.

Table 2 Employee Opinion on Welfare Measures (n = 170)

Welfare Measure	SA%	A%	N%	DA%	SDA%	Total
Health & Safety Measures	18.24	71.7	4.1	4.12	1.76	100
Working Hours & Leave Facilities	18.24	53.53	17.65	8.82	1.76	100
Medical Facilities	14.12	51.76	15.29	15.29	3.53	100
Allowances & Benefits	1.76	47.65	35.29	10.00	5.29	100
Canteen Facilities	2.35	35.29	43.53	15.29	3.53	100
Transportation Facilities	7.06	54.12	21.18	15.88	1.76	100
Recreational & Rest Facilities	1.76	38.24	37.06	17.06	5.88	100
Creche Facilities	6.47	61.18	22.94	5.88	3.53	100
Maternity Benefits	11.17	68.82	20.00	0.00	0.00	100
Working Environment	17.65	60.00	22.35	0.00	0.00	100
Management Support	15.88	52.35	23.53	6.47	1.76	100
Grievance Redressal	14.71	57.06	25.29	2.94	0.00	100
Overall Welfare Satisfaction	18.24	45.29	31.76	2.94	1.76	100

SA=Strongly Agree, A=Agree, N=Neutral, DA=Disagree, SDA=Strongly Disagree |

Source: Primary Survey

The data reveals that health and safety measures received the highest positive rating (90% combined agreement), followed by maternity benefits (80%) and working environment (77.65%). In contrast, canteen facilities (43.53% neutral, 18.82% disagreement) and allowances (35.29% neutral, 15.29% disagreement) emerged as the weakest performers, indicating clear areas for policy improvement.

Table 3 Employee Opinion on Welfare Implementation Gaps (n = 170)

Statement (Gap Dimension)	SA%	A%	N%	DA%	SDA%	Total
Fair implementation across all categories	10.0	50.0	20.59	17.65	1.76	170
Proper & timely ESI/EPF implementation	12.94	76.47	9.41	1.18	0.00	170
Lack of awareness (negative phrasing)	0.00	4.71	18.24	58.24	18.82	170
Unequal accessibility (negative phrasing)	1.76	3.53	31.18	59.41	4.12	170
Lack of communication (negative phrasing)	1.76	3.53	25.29	52.35	17.06	170

Source: Primary Survey

ESI and EPF implementation received the strongest positive endorsement (89.41% agreement), confirming robust statutory compliance. Employees largely disagreed that there is a lack of awareness (77.06% combined disagreement) or unequal accessibility (63.53% disagreement), suggesting that existing communication channels and accessibility provisions function adequately. However, 19.41% of respondents feel that welfare measures are not fairly implemented across all employee categories, highlighting a concern for equity.

Table 4 Areas Requiring Improvement to Enhance Employee Satisfaction

Rank	Area of Improvement	Frequency	Percentage
1	Allowances and Benefits	74	43.53%
2	Canteen Facilities	35	20.59%
3	Health and Safety	20	11.76%
4	Medical Facilities	17	10.00%
5	Transportation Facilities	12	7.06%
6	Creche Facilities	12	7.06%
	Total	170	100%

Source: Primary Survey

Inferential Analysis

Table 5 Spearman's Rank Correlation – Welfare Perception and Job Satisfaction

Variables	Correlation Coefficient (r)	Sig. (2-tailed)	N
Welfare Perception Score ↔ Overall Job Satisfaction	0.800	0.000	170

Source: Primary Survey

The Spearman's Rank Correlation coefficient of $r = 0.800$ indicates a strong positive relationship between employees' perception of welfare measures and their overall job satisfaction. The result is statistically highly significant ($p = 0.000 < 0.01$). Accordingly, H1 is rejected. This confirms

that employees who perceive welfare measures more favorably encompassing health and safety provisions, allowances, transportation, and other benefits report substantially higher levels of job satisfaction. The strength of the correlation affirms that welfare measures are a critical determinant of workplace attitudes at KELTRON’s ITBG.

Table 6 Spearman’s Rank Correlation – Implementation Gaps and Job Satisfaction

Variables	Correlation Coefficient (r)	Sig. (2-tailed)	N
Gap Score (Reverse-coded) ↔ Overall Job Satisfaction	0.871	0.000	170

variables reverse-coded: higher score = fewer gaps | Source: Primary Survey

The analysis reveals a very strong positive correlation of $r = 0.871$ ($p = 0.000$) between the gap score and overall job satisfaction. Since gap variables were reverse-coded, higher gap scores represent fewer implementation gaps (better conditions). This means that a reduction in welfare implementation gaps is very strongly associated with higher job satisfaction. H2 is therefore rejected. This finding is particularly significant for management, as it demonstrates that closing identified gaps in welfare delivery — especially in allowances and canteen facilities — can yield substantial gains in employee satisfaction.

Table 7 ANOVA Summary – Employee Perception by Demographic Factors

Demographic Factor	Sum of Squares (Between)	df	Mean Square	F-Value	Sig.
Gender	0.398	1	0.398	1.143	0.287
Age	3.536	4	0.884	2.638	0.036
Work Experience	9.359	4	2.340	7.802	0.00
Salary	8.125	4	2.031	6.608	0.00
5	Transportation Facilities	12	7.06%		
6	Creche Facilities	12	7.06%		
	Total	170	100%		

Source: Primary Survey

Gender ($p = 0.287$): No significant difference in perception exists between male and female employees. H3 is partially accepted for gender, indicating that welfare measures are perceived similarly regardless of gender — a positive indicator of fairness.

Age ($p = 0.036$): A significant difference exists across age groups. Younger employees (20–25 years, mean = 4.17) rate welfare measures considerably higher than middle-aged employees (36–40 years, mean = 3.49). This suggests that as employees mature and develop higher expectations, satisfaction with existing welfare provisions may wane.

Work Experience ($p = 0.000$): Highly significant differences exist across experience levels. Employees with 0–2 years (mean = 4.07) and 3–5 years (mean = 3.95) of experience perceive welfare measures far more favorably than those with 9–14 years (mean \approx 3.47–3.50). This indicates an expectation gap that widens as organizational familiarity deepens.

Salary ($p = 0.000$): Significant differences exist across salary groups. Employees in the lowest salary bracket (10,000–20,000, mean = 4.01) report the highest satisfaction, while those in the

21,000–30,000 bracket (mean = 3.34) report the lowest. This counterintuitive pattern may reflect that lower-salaried employees experience relatively greater benefit from welfare provisions, whereas mid-range earners have higher aspirational expectations.

Key Findings

1. The workforce at ITBG, KELTRON is predominantly experienced and middle-aged: 40% belong to the 41–45 age group, and 69.4% have 9–14 years of experience.
2. Female employees slightly outnumber male employees (52.4% vs. 47.6%), reflecting reasonable gender diversity in a public sector IT organization.
3. Health and safety measures received the highest approval (90% combined agreement), confirming that KELTRON maintains strong statutory compliance in workplace safety.
4. Maternity benefits (80% agreement) and working environment (77.65% agreement) are among the most positively perceived welfare dimensions, with no respondents expressing disagreement on maternity benefits.
5. Allowances and benefits represent the weakest welfare dimension: only 49.41% agreement, a high neutral proportion (35.29%), and 15.29% dissatisfaction — making them the priority area for improvement.
6. Canteen facilities attract the highest neutral response (43.53%), signaling uncertainty or indifference rather than active satisfaction.
7. ESI and EPF implementation is perceived as highly effective, with 89.41% combined agreement, confirming strong administrative compliance with statutory obligations.
8. Spearman's Rank Correlation (H1): A strong positive relationship exists between welfare perception and job satisfaction ($r = 0.800, p < 0.01$). H1 is rejected. Therefore, welfare measures are a significant driver of job satisfaction.
9. Spearman's Rank Correlation (H2): A very strong positive correlation exists between reduced implementation gaps and job satisfaction ($r = 0.871, p < 0.01$). H2 is rejected. Therefore, closing welfare gaps directly enhances satisfaction.
10. One-Way ANOVA (H3: Gender): No significant difference in perception based on gender ($F = 1.143, p = 0.287$). H4 is accepted for gender.
11. One-Way ANOVA (H3: Age): Significant difference in perception based on age ($F = 2.638, p = 0.036$). Younger employees rate welfare measures more favorably.
12. One-Way ANOVA (H3: Experience): Highly significant difference in perception based on work experience ($F = 7.802, p = 0.000$). New employees hold the most positive perceptions.
13. One-Way ANOVA (H3: Salary): Highly significant difference in perception based on salary ($F = 6.608, p = 0.000$). Lower-salaried employees express higher satisfaction with welfare provisions.
14. Allowances and benefits (43.53%) and canteen facilities (20.59%) are identified by employees as the top two areas requiring improvement.

Suggestions

Allowances and benefits must be reviewed and enhanced as the most-cited area requiring improvement (43.53%). A structured periodic review of allowance components including HRA, travel allowances, and performance incentives aligned with current cost-of-living indices should be implemented.

Canteen facilities require significant quality improvement. Regular feedback mechanisms, variety enhancement, and food quality audits should be introduced to address the high neutral response (43.53%) and convert indifference into satisfaction.

Targeted welfare communication programs should be developed for mid-career employees (6–14 years experience) who report lower perception scores. Structured welfare orientation sessions and quarterly communication updates can help bridge the expectation gap.

Recreational and rest facilities, which have low satisfaction levels (22.94% dissatisfied), should be upgraded. Introduction of wellness initiatives, indoor recreation zones, and mental health support programs aligned with IT sector best practices is recommended.

Medical facilities, cited by 18.82% of employees as requiring improvement, should be enhanced through tie-ups with specialized healthcare providers and regular medical check-up camps on campus.

Given that welfare perception differs significantly by age and experience, the organization should design differentiated welfare packages that cater to the evolving needs of employees at different career stages from entry-level provisions to senior-employee health and retirement benefits.

Transportation dissatisfaction (15.88%) can be addressed by expanding route coverage, improving schedules, and incorporating employee feedback in route planning.

The strong correlation between welfare gaps and satisfaction ($r = 0.871$) underscores the urgency of closing implementation gaps. A dedicated Welfare Implementation Monitoring Committee should be constituted to review adequacy and accessibility of all welfare schemes quarterly.

Conclusion

This study provides a rigorous empirical analysis of employee perception towards welfare measures at the IT Business Group of KELTRON, a pioneering public sector electronics corporation in Kerala. With a robust sample of 170 employees and a combination of descriptive and inferential statistical methods, the study delivers actionable insights into the welfare landscape at ITBG.

The findings conclusively demonstrate that welfare measures are not merely administrative compliances but strategic tools for building employee satisfaction and organizational commitment. The very strong Spearman's Rank Correlation between welfare perception and job satisfaction ($r = 0.800$), and between welfare implementation gaps and job satisfaction ($r = 0.871$), confirms that every improvement in welfare delivery has a measurable positive impact on employee morale.

The ANOVA analysis reveals that employee perception is shaped significantly by age, experience, and salary, but not by gender — indicating that while KELTRON maintains equitable welfare provision across genders, it must adopt a more nuanced, career-stage-sensitive approach to welfare design. Younger and less experienced employees enter the organization with high expectations that are met by current provisions; as these employees mature, expectations evolve and must be matched by evolving welfare provisions.

Allowances and canteen facilities represent the most critical gaps to address. By prioritizing these areas, KELTRON can convert a substantial neutral segment into satisfied employees, strengthening retention, productivity, and organizational reputation in the competitive landscape of Kerala's IT sector.

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