



## AN EMPIRICAL STUDY ON EMPLOYEE PERCEPTION ON EMPLOYEE WELFARE MEASURES AND ITS IMPACT ON JOB SATISFACTION: A STUDY ON COROMANDEL INTERNATIONAL PVT. LTD

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### Abstract:

Employee welfare measures are crucial determinants of job satisfaction, motivation, and organizational performance. This study examines the welfare measures provided by Coromandel International Pvt. Ltd., a leading agrochemical and fertilizer company in India. The study investigates both statutory welfare measures (such as ESI, PF, and occupational safety) and non-statutory measures (such as canteen facilities, transportation, recreational programs, and health insurance). Using a descriptive research design, primary data was collected through structured questionnaires from 100 employees using simple random sampling. Data was analyzed using percentage analysis and tabular representation. Findings indicate that the majority of employees are satisfied with the welfare provisions offered by the company. The study further reveals that adequate welfare facilities positively impact employee morale, productivity, and retention. Key areas identified for improvement include awareness of welfare schemes, water purification facilities, and canteen quality. This paper highlights the significance of comprehensive employee welfare programs in fostering a positive organizational environment and improving overall performance. Conducted under the guidance of the Department of MBA, VIIT (A), Visakhapatnam, this study contributes valuable insights for HR practitioners and organizational leaders in the industrial sector.

**Keywords:** Employee Perception, Employee Welfare, Coromandel International, Job Satisfaction, Statutory Measures, Non-Statutory Measures, Organizational Performance, HR Practices

## 1. INTRODUCTION

Employee welfare measures play a vital role in improving job satisfaction, productivity, and overall organizational performance. In today's competitive industrial environment, companies focus not only on profits but also on the well-being of their employees. Welfare measures encompass a broad range of facilities and services that an organization provides to ensure the physical, social, and psychological well-being of its workforce. This study aims to examine the employee welfare measures provided by Coromandel International Ltd., a leading agrochemical and fertilizer company in India under the Murugappa Group. The company emphasizes safe working conditions, health benefits, social security, and supportive workplace policies. Employee welfare in the industrial sector has a direct bearing on efficiency, morale, and productivity. The study focuses on evaluating the types of welfare facilities provided, the level of employee awareness and satisfaction, the effectiveness of both statutory and non-statutory welfare measures, and their cumulative impact on employee morale and productivity. The findings are intended to serve as a practical reference for HR practitioners and management professionals seeking to enhance employee well-being strategies.

## **2. REVIEW OF LITERATURE**

The review of literature highlights the importance of employee welfare measures in improving job satisfaction, motivation, and productivity. Various studies show that effective welfare facilities such as health benefits, safety measures, housing, transport, and recreational facilities contribute to higher employee morale and reduced absenteeism.

Carey (2024) conducted a comprehensive study on employee welfare and noted that welfare schemes not only improve physical working conditions but also create psychological security among employees. Narender and Abbaraboina (2015) examined employee welfare measures with special reference to NTPC and found that statutory compliance combined with non-statutory benefits resulted in significantly higher job satisfaction scores. Immaculate (2019) studied employee welfare in the Perambalur district and established that organizations providing comprehensive welfare programs experienced better employee retention.

Chandini and Vidya (2023) analyzed the relationship between employee attitude towards welfare measures and performance, confirming a positive correlation between welfare facilities and productivity.

Suratkumari and Bindurani (2013) examined welfare measures in South Central Railway and concluded that proper implementation of welfare programs reduces absenteeism and increases organizational commitment. Researchers emphasize that both statutory and non-statutory welfare measures enhance organizational commitment and create a positive work environment.

### **Research Gap**

Despite extensive literature on employee welfare, there remains limited empirical research focused specifically on the agrochemical and fertilizer industry in India. Most prior studies focus on public sector enterprises, manufacturing firms, or pharmaceutical companies. Additionally, limited attention has been given to understanding how employees at various levels perceive and utilize welfare measures in privately held industrial companies like Coromandel International. This study aims to bridge this gap by providing a practical, employee-centric analysis of welfare measures in the agrochemical sector.

## **3. OBJECTIVES OF THE STUDY**

- To study the various employee welfare measures provided by Coromandel International Pvt. Ltd.
- To assess employees' awareness and satisfaction levels regarding welfare facilities.
- To evaluate the effectiveness of statutory and non-statutory welfare measures.
- To analyze the impact of welfare measures on employee morale and productivity.
- To suggest improvements to enhance overall employee well-being and organizational performance.

## **4. RESEARCH METHODOLOGY**

### **4.1 Research Design**

The present study follows a descriptive research design. The descriptive component explains the patterns of welfare facilities provided and employees' satisfaction levels. The analytical component examines the impact of welfare measures on morale and productivity. This design is suitable because it allows systematic evaluation of welfare measures through quantitative data gathered from employees.

### **4.2 Population and Sample**

The population consists of all employees working at Coromandel International Pvt. Ltd., Visakhapatnam. A sample of 100 employees was selected using simple random sampling to ensure representation across departments and designations.

### 4.3 Sources of Data

The study uses both primary and secondary data. Primary data was collected through structured questionnaires and personal interaction with employees. Secondary data was sourced from company records, annual reports, HR manuals, published journals, and official documents. The questionnaire comprised 25 questions using a five-point Likert scale (Strongly Agree to Strongly Disagree).

### 4.4 Data Analysis Tools

Data was analyzed using percentage analysis. Results are presented through frequency tables with ratings distributed across the five-point scale. This allows clear interpretation of satisfaction levels across each welfare measure evaluated.

## 5. LIMITATIONS OF THE STUDY

- The study is limited to a selected number of employees, so results may not represent the entire workforce of the organization.
- Time constraints may have restricted comprehensive data collection across all departments.
- Responses are based on employees' personal opinions, which may be subject to individual bias.
- The study focuses only on welfare measures and does not cover other aspects of HR practices.
- Findings are limited to Coromandel International Pvt. Ltd. and may not be generalized to other organizations.

## 6. COMPANY PROFILE

Coromandel International Limited is one of India's leading agri-solutions providers, established in 1961 and headquartered in Hyderabad. As a part of the Murugappa Group, it is a subsidiary of EID Parry, which holds a 62.82% stake in the company. The organization specializes in fertilizers, crop protection products, and retail services for farmers.

The company operates in three major business segments: (1) Nutrient and Allied Business — manufacturing and marketing of phosphatic fertilizers; (2) Crop Protection — providing pesticides and specialty nutrients; and (3) Retail Business — offering farm inputs and advisory services through a wide distribution network. It is listed on both the National Stock Exchange and the Bombay Stock Exchange, reflecting strong financial performance.

The company places strong emphasis on employee welfare, providing statutory benefits including Employee State Insurance (ESI), Provident Fund (PF), and paid leave, alongside non-statutory benefits such as canteen facilities, transportation, health insurance, and recreation programs. These initiatives maintain a motivating and safe work environment for all employees.

## 7. DATA ANALYSIS AND INTERPRETATION

The following tables present the responses of 100 employees regarding various welfare measures at Coromandel International Pvt. Ltd. Each question was rated on a five-point Likert scale ranging from Strongly Agree to Strongly Disagree.

**Table No. 7.1: Drinking Water Facilities Adequacy**

Rating Scale	No. of Respondents	Percentage
Strongly Agree	38	38%
Agree	30	30%

Rating Scale	No. of Respondents	Percentage
Satisfactory	20	20%
Disagree	7	7%
Strongly Disagree	5	5%
Total	100	100%

Interpretation: 38% of respondents strongly agree and 30% agree that drinking water facilities are adequate in the plant, indicating a high overall satisfaction level. 20% consider the facility satisfactory, while 12% express dissatisfaction, suggesting scope for improvement in certain areas.

**Table No. 7.2: Subsidized Canteen Facility**

Rating Scale	No. of Respondents	Percentage
Strongly Agree	35	35%
Agree	35	35%
Satisfactory	25	25%
Disagree	4	4%
Strongly Disagree	1	1%
Total	100	100%

Interpretation: A combined 70% of respondents either strongly agree or agree that subsidized canteen facilities are provided in the plant. Only 5% express disagreement, indicating strong satisfaction with canteen provisions.

**Table No. 7.3: Nutritious Food Quality in Canteen**

Rating Scale	No. of Respondents	Percentage
Strongly Agree	14	14%
Agree	34	33%

Rating Scale	No. of Respondents	Percentage
Satisfactory	45	44%
Disagree	6	6%
Strongly Disagree	1	1%
Total	100	100%

Interpretation: While 44% find canteen food quality satisfactory and 47% rate it positively (strongly agree or agree), there is room to enhance nutritional quality as 7% express dissatisfaction, reflecting a need for menu improvement.

**Table No. 7.4: Canteen Infrastructure (Dining Tables, Water Coolers, etc.)**

Rating Scale	No. of Respondents	Percentage
Strongly Agree	19	19%
Agree	40	40%
Satisfactory	29	29%
Disagree	12	12%
Strongly Disagree	0	0%
Total	100	100%

Interpretation: 59% of respondents rate canteen infrastructure positively, while 29% find it satisfactory. 12% disagree with adequacy of infrastructure, suggesting targeted improvements to dining hall facilities could further enhance employee satisfaction.

**Table No. 7.5: Hygiene Conditions in Canteen**

Rating Scale	No. of Respondents	Percentage
Strongly Agree	7	7%
Agree	40	40%

Rating Scale	No. of Respondents	Percentage
Satisfactory	42	42%
Disagree	11	11%
Strongly Disagree	0	0%
Total	100	100%

Interpretation: 89% of respondents rate canteen hygiene between satisfactory and strongly agree. Only 11% disagree, indicating acceptable hygiene standards with some room for stricter hygiene enforcement.

**Table No. 7.6: Timely Serving of Meals and Refreshments**

Rating Scale	No. of Respondents	Percentage
Strongly Agree	30	30%
Agree	32	32%
Satisfactory	30	30%
Disagree	6	6%
Strongly Disagree	2	2%
Total	100	100%

Interpretation: 92% of employees are at least satisfactorily served with meals on time. The high satisfaction level (62% agree/strongly agree) demonstrates efficient canteen operations.

**Table No. 7.7: First Aid Box Facilities at Work Area**

Rating Scale	No. of Respondents	Percentage
Strongly Agree	18	18%
Agree	34	34%
Satisfactory	40	40%

Rating Scale	No. of Respondents	Percentage
Disagree	4	4%
Strongly Disagree	4	4%
Total	100	100%

Interpretation: 92% of respondents rate first aid facilities positively. Only 8% express dissatisfaction, suggesting the company maintains adequate first-aid preparedness, though ensuring uniform coverage across all work areas is recommended.

**Table No. 7.8: Occupational Health Center — Emergency Medical Aid**

Rating Scale	No. of Respondents	Percentage
Strongly Agree	20	20%
Agree	37	37%
Satisfactory	30	30%
Disagree	10	10%
Strongly Disagree	3	3%
Total	100	100%

Interpretation: 87% of respondents confirm the Occupational Health Center meets emergency medical needs at least satisfactorily. 13% express concern, indicating the need for improved emergency response capacity.

**Table No. 7.9: Cleanliness Maintained at Workplace**

Rating Scale	No. of Respondents	Percentage
Strongly Agree	12	12%
Agree	32	32%
Satisfactory	37	37%

Rating Scale	No. of Respondents	Percentage
Disagree	14	14%
Strongly Disagree	5	5%
Total	100	100%

Interpretation: 81% of employees find workplace cleanliness acceptable. However, the relatively higher disagreement rate (19%) compared to other measures suggests that cleanliness standards require greater attention and consistent monitoring.

**Table No. 7.10: Transportation/Shift Bus Facility**

Rating Scale	No. of Respondents	Percentage
Strongly Agree	15	15%
Agree	27	27%
Satisfactory	34	34%
Disagree	14	14%
Strongly Disagree	10	10%
Total	100	100%

Interpretation: 76% of respondents are at least satisfied with transportation facilities. Nearly 24% express dissatisfaction, making transportation one of the areas requiring improvement, particularly in route coverage and timing.

**Table No. 7.11: Awareness of Welfare Facilities Provided**

Rating Scale	No. of Respondents	Percentage
Strongly Agree	5	5%
Agree	41	41%

Rating Scale	No. of Respondents	Percentage
Satisfactory	43	43%
Disagree	9	9%
Strongly Disagree	2	2%
Total	100	100%

Interpretation: 89% of respondents have at least satisfactory awareness of welfare facilities. However, only 46% are strongly aware, indicating need for more proactive communication and awareness programs about available welfare schemes.

**Table No. 7.12: Satisfaction with Health Insurance and Accident Benefits**

Rating Scale	No. of Respondents	Percentage
Strongly Agree	11	11%
Agree	34	34%
Satisfactory	37	37%
Disagree	16	16%
Strongly Disagree	2	2%
Total	100	100%

Interpretation: 82% of respondents are at least satisfied with health insurance provisions. The 18% dissatisfied may indicate gaps in coverage scope or claim processing, suggesting a review of insurance policy terms and employee awareness.

**Table No. 7.13: Education Loan Facility Provided by Company**

Rating Scale	No. of Respondents	Percentage
Strongly Agree	7	7%
Agree	34	34%

Rating Scale	No. of Respondents	Percentage
Satisfactory	26	26%
Disagree	24	24%
Strongly Disagree	9	9%
Total	100	100%

Interpretation: This is the welfare measure with the highest dissatisfaction rate (33%), indicating that the education loan facility either has limited reach or employees are insufficiently informed about its availability and eligibility criteria.

**Table No. 7.14: Grievance Redressal Related to Welfare**

Rating Scale	No. of Respondents	Percentage
Strongly Agree	10	10%
Agree	29	29%
Satisfactory	41	41%
Disagree	15	15%
Strongly Disagree	5	5%
Total	100	100%

Interpretation: 80% of respondents feel grievances related to welfare are at least satisfactorily addressed. The 20% who disagree signal the need for more transparent, timely, and accessible grievance redressal mechanisms.

**Table No. 7.15: Overall Satisfaction with Welfare Facilities**

Rating Scale	No. of Respondents	Percentage
Strongly Agree	6	6%
Agree	29	29%

Rating Scale	No. of Respondents	Percentage
Satisfactory	51	51%
Disagree	10	10%
Strongly Disagree	4	4%
Total	100	100%

Interpretation: 86% of respondents are at least satisfactorily happy with the overall welfare facilities provided. Only 14% disagree, reflecting a generally positive assessment of the company's welfare management. The high 'satisfactory' response (51%) suggests employees appreciate the facilities but see potential for further enhancement.

## 8. KEY FINDINGS

- The organization maintains appropriate working conditions and most employees report a clean and safe environment.
- The majority of employees (70%) are satisfied with the canteen facilities, with subsidized food being particularly appreciated.
- Drinking water is adequately provided and is not a major concern for most employees in the organization.
- Nearly 75% of respondents are satisfied with the transportation facilities, though this area has comparatively higher dissatisfaction.
- Approximately 85% of employees express general satisfaction with the overall welfare facilities provided by the organization.
- The organization provides suitable shelter, restrooms, and lunchrooms for employees, meeting statutory requirements.
- The organization provides health insurance schemes and accident benefits to employees, valued by 82% of the workforce.
- 80% of respondents are satisfied with the hygienic food facilities provided in the canteen.
- The medical staff and doctors attend duties promptly during emergencies at the Occupational Health Center.
- The company extends employee engagement by organizing picnics and providing monthly film tickets as recreational benefits.
- Education loan facility has the highest dissatisfaction rate (33%), indicating poor awareness or limited accessibility.
- Statutory welfare measures including ESI and PF are well-implemented and broadly accepted by employees.

## 9. SUGGESTIONS

- Management should install water purifiers at every water cooler and common drinking water tap to ensure safe, clean drinking water for all employees.
- There is a need to create greater awareness about available welfare facilities through regular communication drives, notice boards, and onboarding programs.

- Improvements in canteen infrastructure, food quality, and hygiene are recommended, particularly for workers on night shifts.
- Regular feedback mechanisms should be established so that employees can voice concerns and the management can respond with timely improvements.
- The education loan facility should be better publicized and made more accessible, with simplified application procedures and wider eligibility.
- Transportation routes should be reviewed and expanded based on residential concentrations of employees to reduce inconvenience.
- Grievance redressal mechanisms should be made more transparent and time-bound to improve employee trust.
- Periodic welfare audits should be conducted to assess the effectiveness of welfare measures and align them with evolving employee needs.

## **10. CONCLUSION**

The present study on employee welfare measures at Coromandel International Pvt. Ltd. reveals that the organization provides a comprehensive range of welfare facilities to its employees, covering both statutory requirements and voluntary non-statutory benefits. The overall satisfaction level among employees is high, with 86% of respondents expressing at least satisfactory contentment with welfare provisions.

The company has made significant efforts in ensuring safe working conditions, health and medical support, canteen services, transportation, and insurance benefits. However, areas such as education loan awareness, transportation adequacy, and grievance redressal require focused attention and improvement.

Employee welfare measures are not merely a compliance requirement but a strategic HR tool that directly influences employee motivation, performance, and organizational loyalty. The growing importance of technical analysis and welfare strategy formulation underscores the need for organizations like Coromandel International to continuously evaluate and enhance their welfare programs. A proactive, data-driven approach to employee welfare will further strengthen the company's position as an employer of choice in the agrochemical sector.

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