



## A Study on How Employee Benefits is Related to Job Satisfaction

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### Abstract

In today's competitive world, salary alone is not enough to keep employees happy and motivated. People want more than just a paycheck—they want security, work-life balance, recognition, and growth. That's where employee benefits come in. They are not just perks—they are essential that make employees feel valued, motivated and satisfied, in their jobs. These employee benefits are very important for keeping the workers happy in their jobs. This study looks at how different kinds of employee benefits are related to job satisfaction. It also tries to find out which benefits make employees the happiest and most loyal to their organization. The research uses both quantitative and qualitative methods to collect data. And this survey was conducted among employees from various public and private organizations to understand their level of satisfaction with different benefits. The findings show a both clear positive and neutral response of a relationship between employee benefits and job satisfaction and commitment. This research highlights that employee benefits are not only a part of compensation but also an important factor in creating a positive and effective work environment. That providing the right benefits to maintain employees, happiness, loyalty, and productivity. It concludes that organization should offer a balanced mix of financial and non-financial benefits to employee's job satisfaction.

**Keywords:** Employee benefits, Job satisfaction, employee motivation, organizational commitment, work-life balance, Productivity.

### 1. Introduction

**Employee Benefits:** So basically, an employee benefits are nothing but a non-wage compensation like health care insurance, paid leaves, retirement plans, flexible working hours.

First let us see what is employee benefit? and what is a job satisfaction?

**Job Satisfaction:** It is the level of contentment, an employee feels with their job, affecting motivation, and performance, and retention.

High competition in the job market means companies need to find new and smart ways to attract and keep their employees. One important factor that affects workers is employee benefits. Benefits are not just money they also show much a company values and cares for its people. When business compare their others called employee benefits benchmarking and make improvement, they can build a happier and more loyal team. This shows that there is a strong connection between employee benefits and the overall stability and performance of the workforce.

**How Employee Benefits Make People Happier at Work:** A good benefits package shows employees that the company cares about. This makes them employees feel more secure and supported, so they can stop worrying and focus on doing their best work. Happy Employees tend to do better work include a

good work-life balance, chances to learn and grow, feeling appreciated, and having job security. Offering benefits like flexible working hours or remote working option can also greatly increase job satisfaction. This shows trust and respect for employees' lives outside of work, allowing them to better manage personal responsibilities, reduce stress, and avoid burnout. When a company helps employees achieve a healthier balance between their job and personal life, it leads to more loyal, focused, and positive workforce.

**How Benefits Help Keep Employees in a Company:** Employee retention simply means how well a company can keep its employees from leaving. Companies that are good at keeping their people usually have a happier workplace and a more supportive environment.

Because it makes them feel valued and able to see a long-term future for themselves in their jobs and which also builds a strong loyalty and make them less likely to look for a new job somewhere else.

**The Link between Happiness at Work and Keeping Employees:** When people are happy in their jobs, they are more likely to stay with their company. Happiness at work and employee retention create a positive cycle: Happy employees stay, and when also experienced employees stay, the workplace becomes more stable and positive. This better environment makes everyone even happier

One of the real world example is that companies like google and salesforce are famous for keeping their employees and they do is by keeping their employees happy giving more additional benefits like they offer great benefits and a culture where everyone feels valued. Their leaders focus on helping each person grow, both in their career and personally, which makes these companies top places to work.

## 2. Historical Background of Employee Benefits:

The idea of employee benefits started in the late 1800s in the United States. During this time, known as the industrial revolution, factories and railroads were growing quickly. Business owners began to see that they needed to look after their well-being. This led to a system called “welfare capitalism”, where companies took their first steps in offering basic benefits to their employees.

Imagine a time when people worked very long hours in unsafe jobs. If they got hurt, sick, or too old to work they had no protection. This was life for many in the early 1900s.

A major change came in the 1930s during great depression. With so many people jobless and struggling, the U. S government created the social security act 1935. This new law started a national system for retirement pay and encouraged companies to offer their own pension plans. It's important to note that united states were not the first to do that decades later, Germany led by chancellor Otto von Bismarck, had already created the world's first state-run health, accident, and old age pension systems in the 1800s

Growth of employee benefits in the 20<sup>th</sup> century:

The 20<sup>th</sup> century saw benefits become standardized and legally mandated. Post-World War II, benefits like employer-sponsored health insurance and defined benefits pensions became central to employment contracts, especially in the U.S. Governments also expanded their role, introducing social security and laws for paid leave. This era transformed benefits from voluntary welfare to a core, expected part of compensation crucial for attracting and retaining a growing middle-class workforce.

## 3. Modern Benefits

Overtime, these benefits became a standard part of employment in HR policies and eventually expanded into modern benefits like flexible hours and mental health support, training programs, career development opportunities. So, from a simple wage-based system now we have moved into holistic approach that values employees “total wellbeing”. trends now dominate include remote and hybrid work models, comprehensive mental health support, and holistic wellness programs, so there is a greater emphasis on lifestyle spending accounts, financial wellness tools, and family-friendly policies like extended parental leave. The focus is on supporting the whole employee, acknowledging that well-being directly impacts engagement and productivity.

Nowadays. Companies are racing to offer so much perks in such an unusual way that we might think they are pranking candidates. Some of the modern benefits are mentioned below like

- **The Dream Ball Lottery:** A company called Propellant in the U.K has a very unique way to reward its employees. They have a special lottery machine called the “Dream Ball”. Workers write down their biggest dreams like going to a safari or like throwing a party or outing on a music show and they put them in the lottery machine.  
When the company does well and meets its goals, they

draw one dream from the machine. The company then pays for that lucky employee's entire dream came true.

- **Professional House Cleaning Services:** The U.S company Akraya offers a very practical benefit they pay for a professional to clean every employee's house every two week. This means employees don't have to spend their free time on chores like vacuuming or doing dishes. By handling this annoying task, the company directly gives more time to relax and less stress. It's clear way often showing they care about their employees lives outside of work, which is more valuable than typical office perks.
- **Paid Paternity Leave:** A company in Scotland called BrewDog offers a special benefit for pet owners it's like a paid time of when you adopt a new dog. The call this as a paternity leave. This gives important things and like training and building a strong bond with their new furry family member, without having to use regular vacation days.
- **A Free Kindle and Monthly Book Allowance:** The company called Twilio gives every employee a free kindle and \$30 every month to buy a E-Books they want. This benefit can choose any books they like from work related guides to fiction for relaxation.
- **Full Body Health Scans:** The Media company 1440 offers a special health benefit like they pay for full body MRI scans for their employees and their spouses and these detailed scans can find potential health problems very early, even before a person feels sick.  
This detailed early detection can be life-saving. It's a valuable benefit that shows the company deeply cares about the long-term health and well-being of its people and their families. This benefit might not be excited as some others, but it gives employees something incredibly valuable and peace of mind.
- **Extended Family Leave for Family Crisis:** Google has special leave policy for parents going through a family medical crisis if an employee has a baby born with very early or Child with a serious health issue, they can take as much paid time as they need  
These are some of the modern benefits that is used in the today's company apart from the normal benefits like health insurance, retirement benefits, paid time (PTO), Flexible working hours, performance-based bonuses, workplace wellness programs, training and development, employee stock ownership plans (ESOPs), childcare and parental support, computer benefits, meal benefits, finance well benefits

## 4. Theoretical Framework

So in this part it includes theories that are proposed by many theorists which in totally speaks about employee benefits. By examining the history, theoretical foundations, and modern trends of employee benefits, this research aims to demonstrate how a thoughtfully designed Benefits strategy is not just an added cost but a crucial investment in human capital that leads to more engaged, stable and satisfied workforce.

### Maslow's theory of hierarchy needs (Proponent: Abraham Maslow, 1943)

Abraham Maslow development the hierarchy of needs in 1943. It suggests that human needs are arranged in five level pyramid and lower-level needs must be satisfied before individuals can progress to higher-level ones. It is also known as the need theory

**Application in the Workforce:** In the employee context, Maslow's model helps and explains why employee seek different types of benefits:

**Physiological Needs and Safety Needs:** Benefits like fair health insurance and a safe work environment Salary, also like meal allowance, and break ensure basic survival and it all directly address this foundational needs. Without them an employee cannot focus on anything else

**Social Needs:** Teamwork, social club and employees gatherings create a sense of belonging like collaborative workplace and recognition programs and professional development opportunities help fulfill an employee's need for belonging, connection and feeling valued.

**Self-actualization or Self-realization:** It is the full potential which includes benefits like tuition reimbursement training and opportunities for innovation support employees in reaching their potential and achieving their personal growth.

**Esteem Needs:** In these in includes recognition rewards, promotion, positive feedback, and which boost the employee's confidence and to be more productive and helping in the success and growth of an organization.

**Relevance to Employee Benefits:** Employee benefits act as tool to satisfy hierarchical needs. When benefits cover all needs to basic to psychological and this is where employee feel valued, motivated loyal. For example, companies like Google and Infosys offer wellness programs and career development plans to fulfill higher order needs, resulting in strong job satisfaction.

### Criticism of this Theory;

While useful it also faced criticism like, Maslow's theory assumes that all individuals move through the same order of needs, which may not always apply across cultures or job types.

Still, it provides a valuable foundation for understanding motivation through benefits.

### Herzberg's Two factor theory (Proponent: Fredrick Herzberg, 1959)

It was introduced in 1959 based on the studies of employee attitudes. Herzberg's motivation argues that job satisfaction and dissatisfaction are not opposites but are influenced by two separate sets of factors

That is

**Hygiene Factor:** which includes external aspects that prevent dissatisfaction

**Motivators:** which includes internal aspect that create true satisfaction. Hygiene factors (Prevent dissatisfaction)

These are the basic of the job. If absent or inadequate, they cause dissatisfaction. Benefits that act as hygiene factors include company policies, base salary, job security, and working conditions. Providing a good health plan prevent dissatisfaction. but alone will not create long term motivation.

### Hygiene Factors (Prevent Dissatisfaction)

These are the basic of the job. If absent or inadequate, they cause dissatisfaction. Benefits that act as hygiene factors include company policies, base salary, job security, and working conditions. Providing a good health plan prevent dissatisfaction. But alone will not create long term motivation. These factors are Linked to the nature of the work itself and lead to true satisfaction and motivation. Benefits that act as motivators include recognition programs, opportunities for achievement and responsibility and career advancement paths. A Dream ball lottery or choose your own compensation that I

have mentioned in the previous modern benefits topic so they are example of powerful motivators.

### Motivational Factors and Career Growth

Motivators are linked to the nature of the work itself

- Achievement and recognition
- Responsibility and autonomy
- Growth and development

These create positive satisfaction and long-term motivation. Companies offering leadership training and promotion opportunities, and recognition programs and enhance employee satisfaction

### Application to the Employee Benefits:

Employee benefits can serve both hygiene and motivational functions. For instance,

A good salary that is (Hygiene) prevents dissatisfaction, while professional development programs (Motivation)

Enhances satisfaction. Hence organization must Balance both factors for sustainable job satisfaction.

### Criticism for this Theory:

Some critics argue that satisfaction and dissatisfaction may not be completely separate and both hygiene and motivators can influence each other. However, Herzberg's theory remains a practical tool for HR policy design.

### Equity Theory (Proponent: John Stacey Adams), 1963

Adam's theory states that employees seek to maintain equity between inputs they bring to job and the outcomes they receive from it, compared to a reference group of other employees.

Well, the components of the equity theory

**Inputs:** Effort, skill, experience, education, and time

**Output:** Salary, recognition, benefits, and opportunities.

**Comparison:** Employees compare their ratio of input to output with others performing similar work.

**Implications of Benefits:** This Theory underscores the critical importance of fairness, transparency, and consistency in benefits distribution. If one department gets the "Pawternity leave" and another does not, or if executives receive vastly superior perks, it creates perceived inequity, leading to resentment, decreased satisfaction and a higher turnover.

**Equity and job satisfaction:** If two employees with when employees perceive fairness in benefit and rewards, they are satisfied and motivated. Inequity either under reward or over reward leads to tension and dissatisfaction and reduced effort.

### For example,

If employee of one level receives higher bonuses and incentives and other employees of different level receive lower bonuses and incentives then, the ones perceive unfairness will likely to lose motivation.

Cross cultural relevance:

Fairness perception may differ from perception may differ across cultures.

For Instances, in collectivist cultures, group benefits and harmony are valued more than individual rewards henceforth, organization must design benefits that match employee expectations in their cultural context.

### Limitation:

Equity theory assumes employees always make rational

comparisons, but emotions and personal values can also influence satisfaction levels.

This complete assessment clearly illustrates that employee benefits are both an essential and substantial contributor to job satisfaction as opposed to simply being a cost consideration. The evolution from paternalistic welfare initiatives in the Industrial Revolution to today's extremely customized and holistic benefits exemplifies a significant change in insight: in order to encourage a satisfied workforce, organizations need to advocate for the whole person as opposed to the employee.

The theoretical frameworks of Maslow, Herzberg, and Adams provide an effective explanation for this relationship. Benefits are not one-size-fits-all - they purposely address different human needs ranging from competence and autonomy, to security and safety (Herzberg's Hygiene Factors and motivators). Also, the principle of equity is likely to matter the most; the fairness associated with a benefits program in the mind of an employee can be more important than the decision to offer the employee benefits program at all.

## 5. Riverview of Literature:

i). **Financial Compensation and Job Happiness:** Several empirical studies have consistently linked financial compensation (salary, bonuses, allowances) to job satisfaction in a positive manner, especially for employees whose basic needs remain unmet. Financial compensation reduces financial strain and serves as an immediate extrinsic motivator, resulting in improved short-term job satisfaction and lower turnover intentions. Even in these studies, however, we see diminishing returns to salary: once acceptable base compensation is reached, further increases yield smaller increases in long-term job satisfaction

My respondents rated pay as very important but they rated overall job satisfaction as moderate, this would fit the common story of diminishing marginal returns to pay alone.

ii). **Non-Financial Benefits:** Health, Flexibility, Development An increasing amount of research indicates that non-financial benefits such as health insurance, flexible hours, teleworking and training and career development are becoming more important predictors of long-term job satisfaction.

The benefits often address higher order needs (social needs, esteem, self-actualization) and enhance intrinsic motivation and work-life balance. Studies show that opportunities for development, along with flexibility and positive work arrangements, are one of the strongest predictors of perceived employer support and commitment

And my respondents have showed that employees that are more satisfied have received benefits such as flexible hours or training, this would be consistent with these studies, and imply that non-financial benefits are significant drivers of long-term engagement.

iii). **Herzberg's Two-Factor Lens:** Hygiene vs. Motivators Many researchers adapt Herzberg's two-factor theory to explain why some benefits simply mitigate dissatisfaction (hygiene: salary, job security, working conditions) while others truly promote satisfaction (motivators: recognition, growth opportunities).

There is empirical support for the idea that adequate hygiene factors are necessary (but insufficient) for organizations, similarly motivated to offer motivators so

as to offer a productive and satisfied workforce. This dual perspective helps to explain the mixed literature where high pay or enhanced benefit programs exist in low morale settings, where there were no motivators offered. My respondents indicated few grievances around pay but indicated low scores around recognition or development, Herzberg's perspective helps to explain why overall satisfaction scores were muted.

iv). **Research on Equity Theory:** It focuses on perceptions of fairness about rewards and benefits for employees. Perceived inequity — for instance, inequitable distributions of bonuses or inconspicuous criteria used for benefits — are highly correlated with dissatisfaction, inequity, and intentions to leave. Transparency of processes, consistent processes, and communicating about benefits, reduce perceived inequity and increase satisfaction.

v). **Combined and Interactive Effects of Benefits:** Recent literatures has a shifted from single-benefit analysis to articulated combinations of benefits and interactions among them. For example, do salary + training lead to more satisfaction than either benefit alone? Or does flexible work enhance the positive impact of recognition? Some multi-variable and regression studies have shown that bundles of financial and non-financial benefits explain more variance in satisfaction than any one benefit item.

vi). **Psychological Contract and Employer Support:** Research shows that into a psychological contract highlights benefit as part of the unwritten expectations between employer and employee. When employers deliver promised benefits (including support for their career, or any wellbeing initiatives), employees report increased trust in the organization and overall satisfaction. When the employee perceives a breach (for example, no promotion or the employer failed to deliver a promised benefit), they there is a marked decrease in satisfaction and engagement with the organization. The studies reiterate the importance of communicating in a timely fashion and implementing consistent action over time to maintain an established positive psychological contract.

And my respondent showed items on promised vs received benefits or trust in management- typically, larger gaps are associated with lower levels of satisfaction.

## 6. Research Methodology

The research methodology describes how the study of employee benefits and job satisfaction was conducted. So, I conducted research on how employee benefits is related to job satisfaction

In this section, we outlined the systematic approach employed to gather and analyze data to examine the association between benefits offered to employees and their job satisfaction.

If bonus payments, health insurance, paid time off, and flexible work schedules, for example, significantly influence how satisfied employees are at work, the study will investigate this question. This study has used descriptive and quantitative research methodologies that involved approvals from all respondents (using primary and secondary data) to ensure accurate and reliable findings. Specifically, we used primary data related to employee demographic information collected by questionnaire and analyzed secondary data from journals, human resources reports, and prior literature. This

methodology details the sampling approaches taken, research devices employed, and the statistical analysis used to operationalize the interpretation.

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### Research Problem

Employee satisfaction has now become a significant determining factor for organizational success in the competitive world we live in today. This is because organizations are willing to spend significant amounts of money on compensation incentives and benefits packages to keep their employees committed. Even with these types of programs in place, employee dissatisfaction, lack of employee engagement and motivation remain prevalent. This raises a key question are employees truly influencing job satisfaction, and if so, how strong is this relationship. There is often mismatch between what employees expect and what organization offer.

The research problem focuses on understanding the link between employee benefits and job satisfaction it also aims to explore whether the benefits offered truly meet employee expectations and how they contribute to overall satisfaction and performance.

### Research Design:

In this study, a descriptive research design is employed because it seeks to describe and interpret the current relationship between employee benefits and job satisfaction without manipulating any variables. The value of this descriptive design is that it can present a factual record of the current state of an organization and gather detailed information about employees' perceptions, preferences, and levels of satisfaction with the benefits they receive.

### Research Approach:

This study is a quantitative study in nature, which is based on numerical data that can be analyzed in a statistical manner. Quantitative data allows for a precise measurement of employee satisfaction levels to correlate the different types of benefits (e.g., salary, health insurance, incentives, and recognition, etc.) with job satisfaction. A quantitative approach ensures objectivity, reliability, and generalizability of findings.

### Types of Data:

**Data Collection Methods** The study is utilized under primary and secondary data sources:

**Primary Data:** Primary data is obtained through a structured questionnaire administered to employees. The questionnaire is comprised of close-ended questions that will use a Likert scale to evaluate employees' satisfaction levels pertaining to certain benefits.

**Secondary Data:** Secondary data is obtained from some of the management books to understand employee benefits and job satisfaction, research journals, HR reports, government publications, and online databases discussing employee motivation, benefits, and employee satisfaction.

### Data Collection Technique:

#### Questionnaire Method

A structured questionnaire is done in order to develop and to gather quantitative data from employees. It includes a series of predetermined close-ended questions that assess the below

mentioned things

The type of benefits that employees receive which includes (e.g., salary, health insurance, vacation, bonuses, etc.).

The level of satisfaction of employees related to the benefits given.

The importance of both monetary and non-monetary benefits. And it was collected from people who were also not in the part employment it was asked in the way that if they are working in an organization what are the employee benefits that would expect and how it influences their job which would contribute most in their work and shows a impact in their performance and motivation in their work.

### Sampling Technique:

The research population for this study will consist of employees from both public and private sector organizations. The study will apply a random sampling method to select participants, enabling appropriate fairness and diversity, from a variety of departments and/or job levels and will include non-working persons to find out their expectations, and will be collected from students to inquire what they would expect if they were employees.

A sample size of 60-71 responses collected and it was seen that employees may be considered providing for a good enough range for statistics and still not become overwhelming to manage. Some of the employees were responded with neutral level of satisfaction which was hard to choose for them in both side if satisfaction and dissatisfaction. The sample will include a sex breakdown of male and female, a variety of ages, and professions.

### Research Gap:

Although a number of researched have investigated the impact of employee benefits on job satisfaction, previous research has focused mostly on only financial compensation, such as salary and bonuses, with less attention given to non-financial benefits such as health programs, flexible work hours, recognition and career development opportunities.

Furthermore, many studies have also been concentrated in one industry or on studies conducted in a specific country, creating a clear gap in understanding in other organizational settings- especially in the context of developing or from public sectors and private sectors of the economy. Furthermore, evidence is limited with regard to the role of the various types of benefits and the interaction effect towards overall employee satisfaction. These gaps highlight the importance of conducting the study that presents benefits broadly in order to allow for further understanding of the employee benefits construct and employee satisfaction and motivation among different contexts of work.

### Limitation of Research:

There are some limitations to this study should be noted in the interpretation of its findings. First, the study is confined to employees at selected public and private sector organizations which may not be generalizable to other organization in other industry, region, or non-profit institutions.

Secondly, self-reporting survey data can be affected by personal biases or embellishments from the respondents. Thirdly, because the study focused only on employee benefits and job satisfaction, the analysis excluded other components such as organizational culture, leadership style, or individual differences that could also contribute to job satisfaction. Finally, the limitations of time and resources caused a limited sample size, limited scope, limited design and limited

generalizable results to the general employee throughout the city, county or sector. The interesting contributions of this research should be that employee benefits play a role in employee benefits, effective or not, to job satisfaction and employee motivation.

## 7. Data Analysis

This includes section where a part data was collected from employees in public and private sector organization and also an part where from people who are non-working to meet out their expectations in their future and to analyze which benefit would they expect most if they are working how it influences in their job and to examine their data's. Basically, it is an overview of all the responses and information gathered from working and non-working employees and look out how it affects their satisfaction and job performances.

It consists of the detailed questions mentioned below

### i). Please select your age group \*

- Under 20 years
- 21-30 years
- 31-40 years
- 41-50 years
- Above 50 years

### ii). Please select your gender\*

- Male
- Female
- Prefer not to say

### iii). Please select your monthly income range\*

- Less than ₹10,000
- ₹10,000 – ₹25,000
- ₹25,000 – ₹50,000
- ₹50,000 – ₹75,000
- ₹75,000 – ₹1,00,000
- Above ₹1,00,000

### iv). Please select your monthly income range\*

- Less than ₹10,000
- ₹10,000 – ₹25,000
- ₹25,000 – ₹50,000
- ₹50,000 – ₹75,000
- ₹75,000 – ₹1,00,000
- Above ₹1,00,000

### v). Which sector do you work in\*

- Government
- Private
- Self-employed
- Non-profit/NGO
- Other:

### vi). What is the nature of ownership of your organization\*

- Public sector
- Private sector
- Joint venture

### vii). What is your nature of employment\*

- Permanent/Full-time
- Contractual
- Part-time

- Internship/Apprenticeship
- Freelance/Self-employed

### viii).How many dependents do you have in your family

- None
- 1–2
- 3–4
- More than 4
- None

### ix). Does your organization provide employee benefits in addition to salary?

- Yes
- No
- Not sure

### x). Are you satisfied with the salary package you receive\*

- Very satisfied
- Satisfied
- Dissatisfied
- Very dissatisfied

### xi). What types of employee benefits are provided in your organization? (Select all that apply)"\*

- Health insurance/Medical benefits
- Paid leave (annual, sick, maternity/paternity)
- Provident fund/Retirement benefits
- Performance bonuses/Incentives
- Flexible working hours/Work-from-home option
- Training and professional development
- Transport allowance
- Other:
- Satisfaction with employee benefits

### xii). "How satisfied are you with the employee benefits provided by your organization?"\*

- Satisfied
- Very satisfied
- Dissatisfied
- Very dissatisfied

### xiii).Do you feel your organization puts excessive stress or workload on you, which reduces your job satisfaction? \*

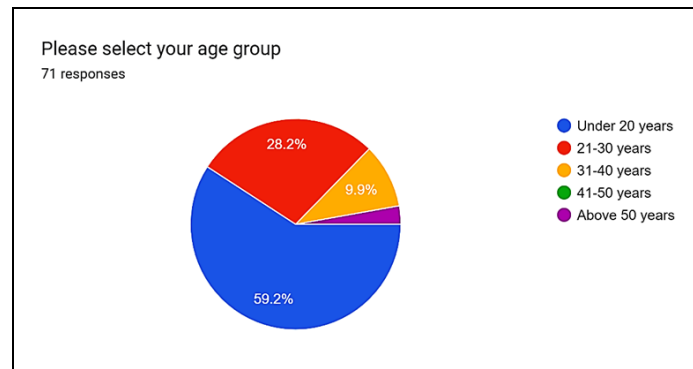
- Yes, very often
- Yes, sometimes
- Rarely
- Never

### xiv). "From your perspective, what changes or improvements could your organization make to increase your job satisfaction?"

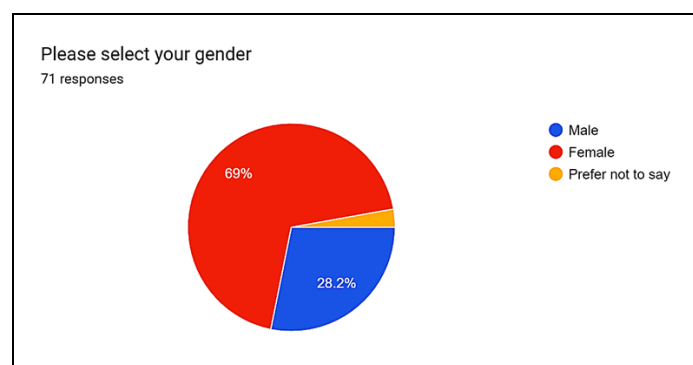
- (Select all that apply)
- Higher salary or better pay structure
- More employee benefits (health insurance, bonuses, paid leave)
- Flexible working hours or work-from-home options
- Better career growth and promotion opportunities
- Improved workplace culture and environment
- Better communication between management and employees
- Recognition and appreciation for work
- Reduced workload or stress

- Training and skill development programs
- And these were the questions that I have for took for my research topic and it really helped me to determine the

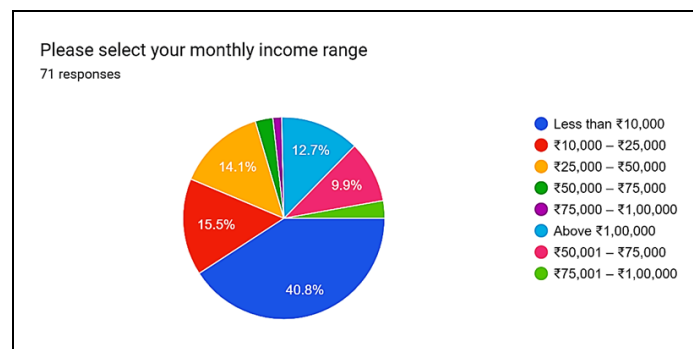
relationship between employee benefits and job satisfaction and to draw a meaningful conclusion.



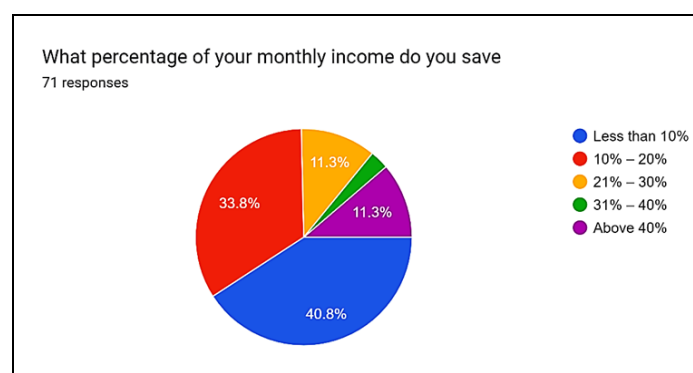
Since these were taken among both from working and non-working employees, many students and non-working people have participated to share their expected goals and needs.



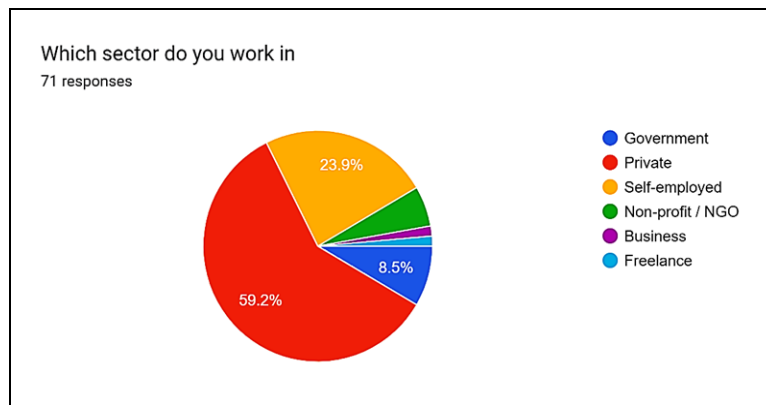
And as of now, most of the female employees have participated in my questionnaire as many women are getting employed in many private and public organizations and achieving their goals and they are leading the organization to a greater level, adding more success to the organization.



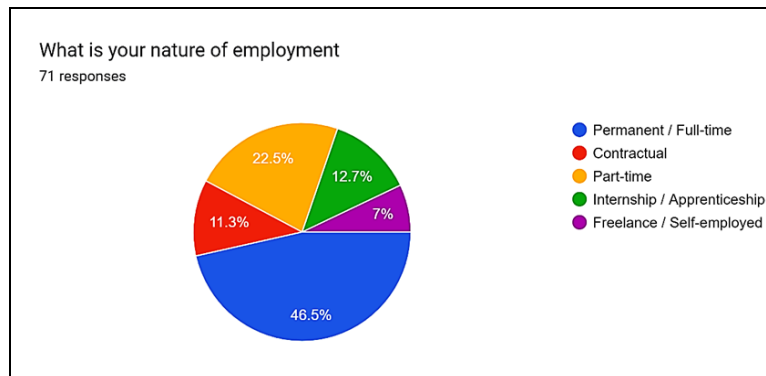
Many have stated their income above 1,00,000



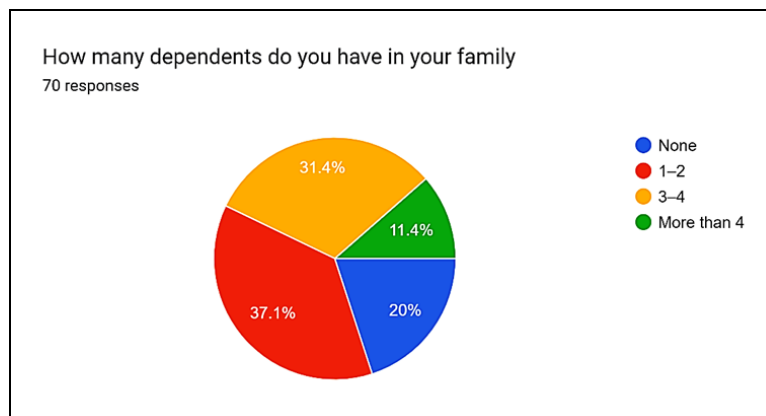
This shows that they have saved their income below than 10%



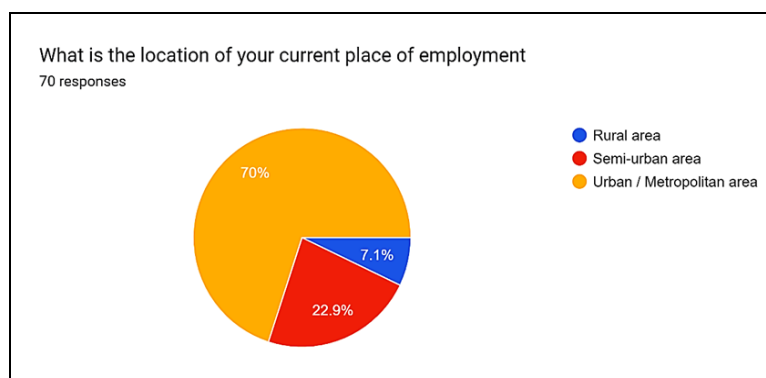
In this Most of the employee's have been working in private organization and many of them have stated of different organization.



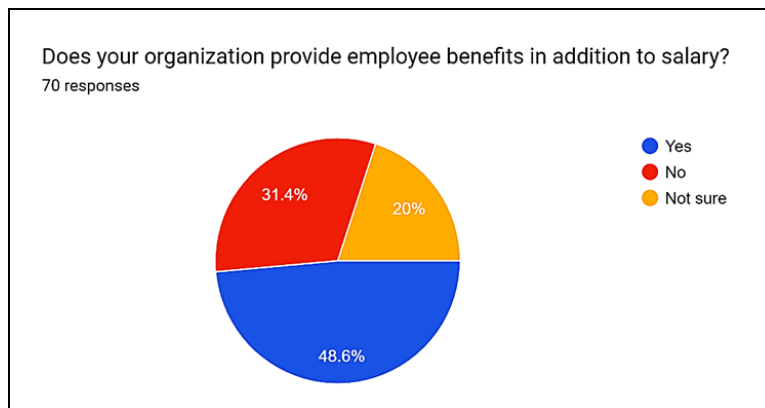
In this most of the nature of employment is permanent and full time



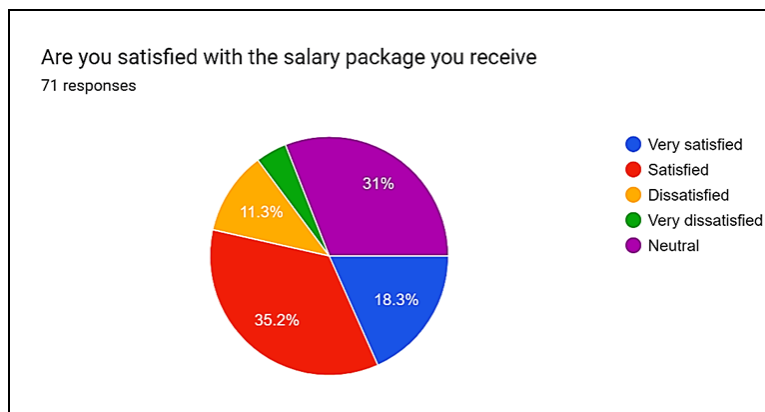
They have given showed that dependents in their family



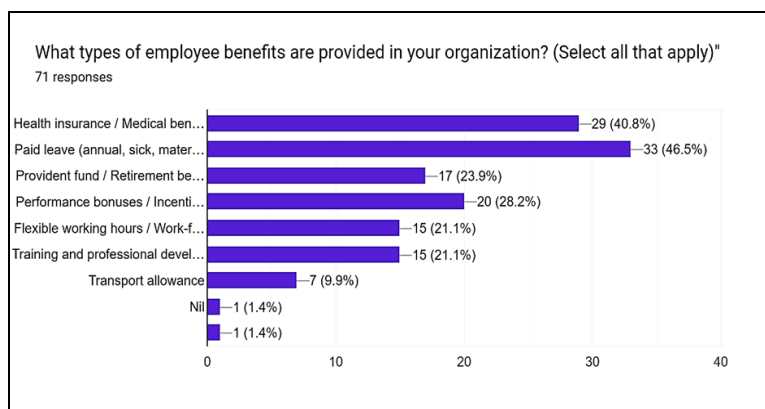
As there are many IT companies are in metropolitan areas many have filled the urban and metropolitan areas



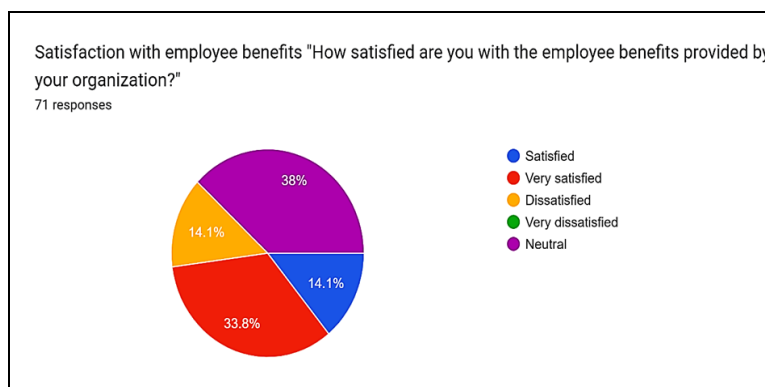
It shows that their organizations pays the employee benefits.



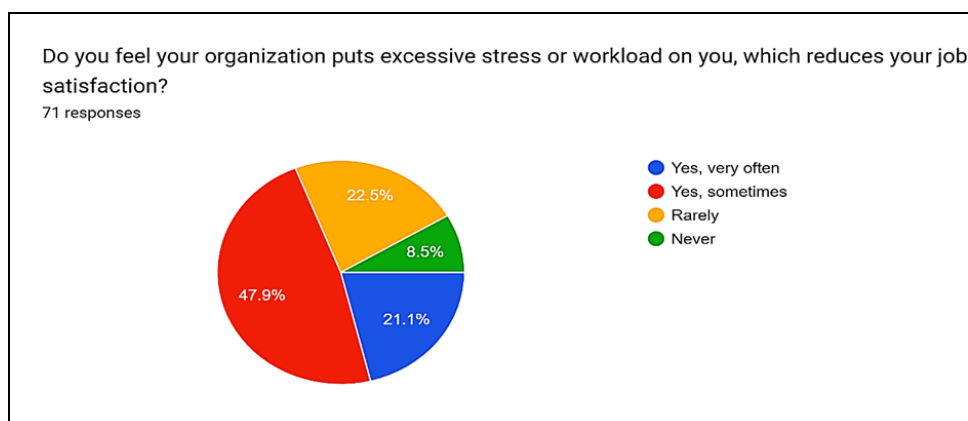
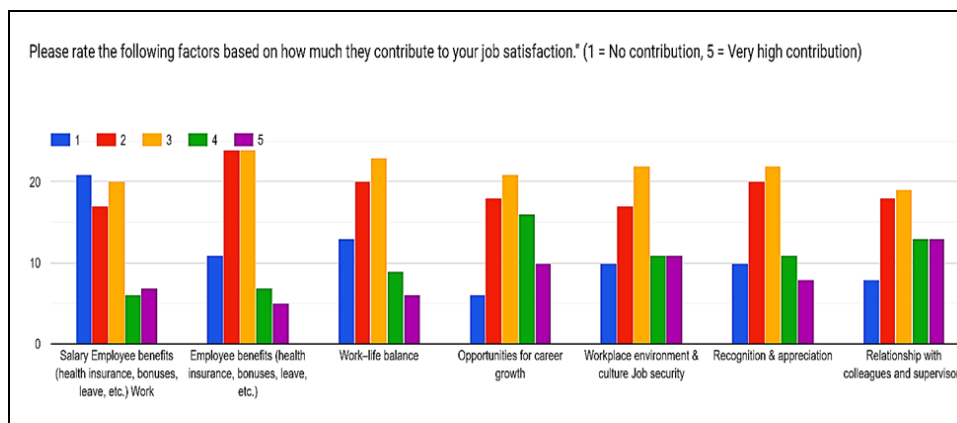
They have given a neutral opinion, but many of them have answered their satisfaction and dissatisfaction level with their salary rest of the study remain unaffected



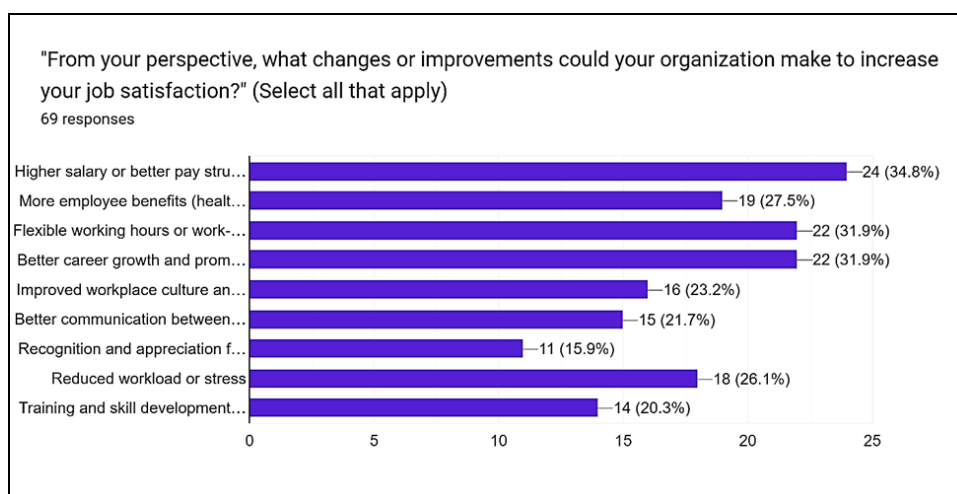
This shows what are all the employees is being provided in their organization



They have given a neutral opinion, but many of them have answered their satisfaction and dissatisfaction level with their employee benefits rest of the study remain unaffected



To know whether their organization puts additional excessive workload or not many have answered yes



To know their perspective, opinions and points so I stated like an option of choices to know what they would like. And for that most of them have responded for a high salary and a better pay.

## 8. Findings and Suggestions

Since I got neutral feedback, some of the key findings may capture a combination of positive, neutral, and areas needing improvement.

And I have utilized these 15 points:

- Most employees are aware of benefits offered, although some are not as well informed.
- Monetary benefits, such as salary and bonuses are typical, employees can have differing expectations.
- While employees value non-monetary benefits, such as flexible hours and leave policies, they may not utilize them.
- Employees value recognition and appreciation in relation to job satisfaction.

- Health and insurance benefits play a role to develop sense of security for employees.
- Younger employees have showed and placed greater value on career growth and development over benefits.
- And many matured employees tend to focus on retirement and long-term stability.
- Employees do feel there could have been better communication about benefits.
- There is a moderate positive relationship between benefits and job satisfaction.
- There were some employees who remained neutral about benefits, indicating they were satisfied or dissatisfied.
- Job performance is also shaped by perceived fairness and

adequacy of benefits.

- Benefits that are not monetary are viewed as contributing to work-life balance but need additional transparency.
- Employees expressed that benefits would be better if they were personalized.
- Employee satisfaction levels can be enhanced by incorporating benefit benchmarking.
- Overall, benefits impact engagement; however, the work environment is also a key influencer.

**From Security to Well-being:** Primary purpose of benefits is shifting from the provision of basic security (pensions, health care) to the promotion of employee well-being, which can incorporate mental, financial, and physical wellness.

**The Psychological Contract:** These Modern benefits play a key role in enhancing the psychological contract between employee and employer. Benefits such as extended carer's leave or "baby cash" provide a genuine and powerful sense of organizational support which increases loyalty and satisfaction.

**Personalization is Key:** The most effective employee benefits are those that move away from a standard approach of "one size fits all". For the benefits that are most impactful, like flexible payment mixes or personal development budgets, it is literally the choice that counts and that staff are different at various life stages.

**Reinforcing Culture:** Benefits work best when they reflect genuine and reinforced company culture. For example, BrewDog's "pawternity leave" is just an extension of its dog-friendly brand identity which adds intrinsic meaning and value to the notion of parental bonding. Hence these are the finding and suggestion that I got from my research.

#### Expected Outcome of the Research:

- i). Employee benefits significantly influence job satisfaction.
- ii). Non-monetary relief are as important as financial relief
- iii). Companies with strong benefit packages show higher employee retention and productivity which had a significant impact on the employee motivation and performance of work.

#### 9. Conclusion

According to this research, employee benefits are essential to the creation of job satisfaction, motivation, and performance in an organization. Employees find the value in both monetary and non-monetary benefits which can shape their perception of their workplace and whether they wish to continue working or not in that environment.

And in the same manner financial rewards, such as salary, bonuses, and incentives, are significant in employees' perceptions of rewards; however, non-financial rewards, such as recognition, flexibility, health care, and career development opportunities, have a strong influence on satisfaction and the feeling of loyalty and commitment to the workplace.

This analysis showed that knowledge about benefits, and how that knowledge is communicated to employees, played an important role in how employees perceive them. Many respondents rated their opinions neutrally, which suggests that the benefits were present in the workplace, but not all employees understood or acknowledged their existence, indicating that there could be clearer communication about and engagement from employees about the needs they would like addressed through benefit planning.

In addition, the comparative analysis indicated that expectations around benefits differ by sector, country, and culture. For example, in private organizations, benefits were election-based incentives were foremost, while in public organizations, benefits emphasized security and stability. Developed countries placed priority on work-life balance with developing countries securing financial stability foremost.

To sum it all up, this research indicates that a fair, visible, and comprehensive benefits system leads to increased job satisfaction, retention, and improved performance. Organizations that constantly review and align their benefits with the needs of their employees and current industry benchmarks can create a more motivated, involved, and loyal workforce.

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