



A Comparative Study to Determine the Impact of Employee Benefits Package on Job Satisfaction and Organizational Commitment

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Abstract: In this paper, scholars attempted to explore the relationship between employee benefits package and organizational commitment and job satisfaction, and comparatively evaluate whether employee benefits package has a greater impact on organizational commitment or job satisfaction. For this study, educational sector of Pakistan is selected because benefits and pay packages differ between employee categories and could potentially lead to disagreements among employees when remuneration packages are compared. According to results, it has found that employee's job satisfaction is linked to employee's benefits package. Using a conceptual framework, this study examined the impact of employees' benefits package on their organizational commitment and job satisfaction. The data were collected through a questionnaire with sample size of 200 employees of higher educational institutions including head of the departments, faculty members, and administrative staff using stratified random sampling technique. SPSS 27 was used to analyze the data using reliability, validity, correlation, and regression measures. The data analysis indicates that employee benefits positively impact both organizational commitment and job satisfaction. Employee benefits package has a greater impact on organizational commitment than job satisfaction. It means that a low significant correlation exists between employee benefits package and job satisfaction as compared with organizational commitment.

Key words: Employee benefits, Job satisfaction, Organizational commitment

1. Introduction

Benefits and rewards are pervasive in every business industry (Kulikowski & Sedlak, 2020). Thus, reward management remains a key area of interest both for researchers and practitioners (Deadrick & Gibson, 2007; Okoli, Okoli & Nuel-Okoli, 2020). Organizations and their various structures leverage this universal phenomenon to promote and strengthen their core values, smooth functioning, and self-survival. Employee benefits packages can be used to instill greater levels of loyalty among employees to the company as well as to their assigned responsibilities, leading to increased satisfaction and organizational commitment. Frameworks, rewards and incentives are essentially designed to shape and mold the behaviors, conduct and attitudes of employees. Organizations offer employee benefits packages in exchange for accomplishing organizational goals, thus these benefits are coveted and more and more employees are willing to trade their commitment and loyalty for physical, spiritual and mental needs (NALUGYA, 2018; Min, 2023; Thibault Landry, Schweyer & Whillans, 2017).

This study aims to investigate how employee benefits package affect job satisfaction and organizational commitment in the universities of Pakistan. According to Hussin, Jusoff, Ju, and Kong (2008) benefit packages are essential for increasing organizational commitment and retaining staff members. In today's corporate world, efficiency, competitiveness, and survival are the watchwords (Hanco, 2022). Therefore, organizations are always willing to

invest in different areas to maintain relevance and afloat. For the businesses to succeed, they need to focus on most critical area of human resources (DeNisi & Griffin, 2008; Zehir, Karaboğa & Başar, 2020). As employees play an important role in attaining organizational objectives (Muguongo, Muguna, & Muriiti, 2015), human resource is at the heart of everything aimed at increasing productivity and performance (Weiss, 2002; Wilton, 2022).

Employee benefits package are seen as an indicator of their degree of job satisfaction (Muguongo, Muguna, & Muriiti, 2015). Compensation is the best reward for employees to date (Heneman & Judge, 2000). Employers have innumerable needs. Through fair selection, compensation, and dealing, organizations can command sustained loyalty and fidelity from employees, making organizational goals highly achievable. When all the aforesaid measures are combined, they enrich employee commitment while enhancing organizational productivity and efficiency.

Managers and researchers alike have long been interested in the study of job satisfaction and employees' loyalty. Management has been striving to stabilize these Achilles heels for many years. Researchers have tried time and again to rediscover the added dimensions of job satisfaction and its impact on the performance. As a vital asset for the organization, employees are heavily invested in terms of selection, training, salaries, healthcare, bonuses, and allied perks and privileges (Rajput, Singhai, & Tiwari, 2016).

The emphasis was on the higher educational system, therefore researchers collected data from four universities of Pakistan located in Taxila and Islamabad, using convenience sampling technique. The research may be of particular interest since it focuses on one of the most popular service sectors which are perceived as neglected, as reflected by the negligible budgetary allocations within the range of 5% of GDP.

The purpose of this study is to examine the impact of employee benefits packages on job satisfaction and organizational commitment through comparative analysis. Another objective of this study is to investigate whether employee benefits package has a greater impact on organizational commitment or job satisfaction in the higher education system of Pakistan.

2. Literature Review

The structure of employee benefits is the main topic of this empirical study, which takes into account the effects of relational compensation, cash component, and fringe benefits on job satisfaction and organizational commitment.

2.1 Employee Benefits Package

The term employee benefits package relates to the overall pay and all allied compensation and benefits that an employee may receive or anticipates to receive from the employer. Steyn (2010) described this employee benefits package as a total compensation package that includes relational components (appreciation, job security, challenges at workplace, and skill enhancement prospects), cash components (basic pay package, merit), and fringe benefits (allowances such as for car, housing, and medical). There are many aspects of an employee benefits package that are important when it comes to rewarding employees. Organizations must have a compensation philosophy that logically and consistently describes to the employees the achievements they are expected to achieve (Tropman, 2002).

2.2 Job Satisfaction and Employee Benefits Package

According to Nazir, Shah, and Zaman (2013) job satisfaction allows workers to fulfill their duty effectively based on different factors such as freedom and independence, challenging jobs, valuable skills usage, learning opportunities, and sharing innovative ideas. Employee benefits packages are one of the primary drivers of job satisfaction and various incentives offered to improve employee performance and retention. An employee, if satisfied, becomes enthusiastic and motivated when he/she is confident that the achievement of objectives is rewarded by merits and rewards (Armstrong, 2007). In order to formulate the best workable solutions for employee benefits, leaders need to be cognizant of the various cultures and HR practices within the organization. The effective implementation of HR strategies within the organization would lead to better individual and organizational performance (Jensen & McMullen, 2007).

Based on the argument above it is proposed that

H₁: Employee benefits package has a strong positive impact on job satisfaction

2.3 Organizational Commitment and Employee Benefits Package

Organizational commitment relates to the feelings of commitment where employees contribute to achieve the organizational goals to retain their affiliation with the organization in the future (Syahnur & Elmi, 2023). In this study, organizational commitment is the independent variable. Three types of organizational commitment were

categorized by Allen and Meyer (1990): affective, continuous, and normative. These factors refer to employee's ownership of the organization, stakes of leaving the organization and commitment to remain with the organization. The influence of the employee benefits package on the organizational commitment was investigated and measured in this study. According to Opkara (2004), the workforce is more likely to show more commitment to its organization if it is satisfied with its job, environment, colleagues, benefits package, and leadership than if it is not satisfied with its jobs and benefits package.

Thus, it is proposed that

H₂: Employee benefits package has a strong positive impact on organizational commitment

2.4 Job Satisfaction, Organizational Commitment, and Employee Benefits Package

Prior research has indicated a positive relationship between job satisfaction and organizational commitment (Omotayo, Pavithra, & Adenike, 2014). Williams and Hazer (1986) established a direct association between job satisfaction and organizational commitment holding that job satisfaction is an antecedent to organizational commitment. It is assumed that an employee's orientation toward a particular role comes before their orientation toward the company as a whole. The variables of job satisfaction and organizational commitment are positively related to employee benefits package (Clugston, 2000). Both of these are found to be attitudinal constructs that are related to each other, but their treatment as independent constructs needs be emphasized.

Kalleberg and Mastekaasa (2001) posited that prior studies examining employee benefits and exploring the association between job satisfaction and organizational commitment could not establish consistent and conclusive results. In need fulfillment model as defined by research, financial benefits are among the key factors leading to job satisfaction and further elucidates a significant role of pay, benefit packages, and security to motivate employees (Kreitner & Kinicki, 2007). Extrinsic rewards including salary, allowances and fringe benefits package according to Bruvik and Gibson (2010) are evaluated as the foremost influence that influence the value of an organization (Lai, 2009). Likewise, employees perceive the company as their home and feel a sense of belonging when they are recognized and feel an ownership of the company. Having this kind of kinship, their loyalty to the organization becomes unwavering, and they see its loss as theirs and its success as their own. Such a relationship boosts performance and commitment. Employees are highly motivated by the non-monetary benefits of medical cover, retirement plans, recreational excursions, loans, and financial grants, which according to Milkovich and Newman (2008) and Schlechter, Thompson, and Bussin (2015) influence attitudes and behaviors. Furthermore, a favorable working environment, together with moral support of management and coworkers, is one of those variables that can bring about a sea change in the attitudes of the employees, resulting in better job performance. In addition to merit-based criteria for promotion and career development, perks and benefits also go a long way in securing the loyalties of the workers. These develop confidence in the system as well as leadership.

In another study Grace and Khalsa (2003) indicated that the opportunities for professional growth and development, salary and benefits package are essential in fostering organizational commitment which in turn creates job satisfaction for the employees. Employee benefits package deals with developing and operationalization of plans and policies intended to provide compensation that is fair, equitably and consistently in order to encourage commitment to the objectives of the organization (Armstrong, 2005).

Thus, it is proposed that

H₃: Employee benefits package has more positive impact on job satisfaction than organizational commitment.

H₄: Job Satisfaction has a significant positive relationship with organizational commitment.

2.5 Conceptual Framework

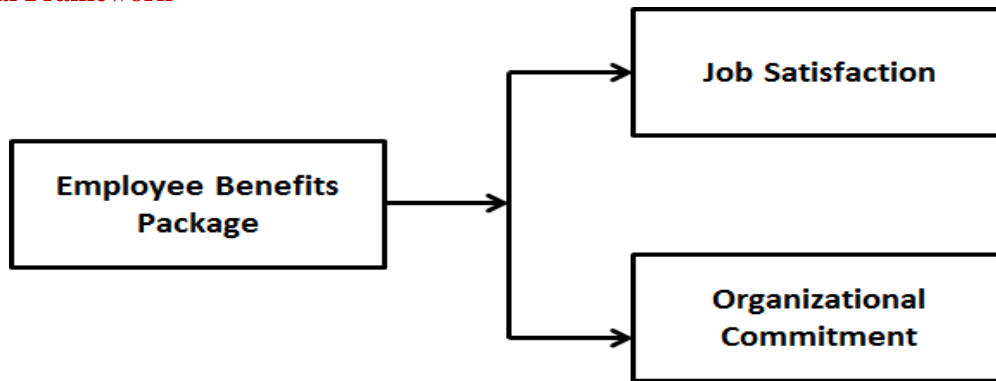


Figure 1

3. Research Methodology

The exploratory research study focuses on employee benefit factors influencing their commitment and satisfaction focusing specifically on the educational sector in Pakistan. The Likert scale, with five levels, from strongly agree (5) to strongly disagree (1), was used to collect data using survey questionnaires. The population of interest included all of the employees working in the HEC-recognized universities of Punjab and KPK, including the heads of departments, faculty members, and administrative staff.

Stratified sampling was used to represent the entire population, as the sample comprises 250 participants drawn from private and public sector universities. Out of 220 questionnaires retrieved from respondents only 200 were usable, rest were discarded being incomplete. The response rate was 80%, which was very encouraging. Data analysis and interpretation was done using Statistical Package for the Social Sciences (SPSS).

The sources of data for this research were both primary and secondary. It is subdivided into four main categories: 1) demographic information composed of seven variables, 2) job satisfaction 15 questionnaires, 3) organizational commitment comprised of 15 variables, and 4) employee benefits package consisted of 15 variables.

4.1 Data Analysis and Findings

The data were analyzed for testing of hypothesis through inferential statistics of reliability analysis, Pearson correlation analysis, and regression analysis.

Overall, the Goodness of Fit test indicated that the model was fit and all quality indices were met. Thus, the model is valid and may be used to explain the phenomena and test the hypothesis. Validity and reliability of variables shown in Table 1 indicates that all variables and dimensions are reliable according to their composite reliability and Cronbach's alpha coefficients. Based on Average Variance Extracted (AVE), all variables are valid to test the hypothesis further.

Table 1: Validity and Reliability of Variables

S. No.	Variables	Composite Reliability	Cronbach's Alpha	AVE
1	Employee Benefits Package	0.856	0.843	0.671
2	Job Satisfaction	0.826	0.802	0.447
3	Organizational Commitment	0.892	0.884	0.626

4.2 Testing of Hypothesis

Table 2 reveals the test results of Pearson correlation coefficient and Table 3 highlights the test results of regression analysis to further test the hypotheses.

Table 2: Pearson Correlation Coefficient

S. No.	Variables	JS	OC	Significance
1	Employee Benefits Package	.512**	.586**	.000
2	Job Satisfaction	-	.691**	.000

Table 3: Regression Analysis

S. No.	Independent Variable	Dependent Variable	B (Coefficients)	T	Sig.	R Square
1	EBP	JS	.422	8.385	.000	.512
2	EBP	OC	.609	10.171	.000	.586

- a) Dependent Variable: Job Satisfaction and Organizational Commitment
- b) Independent Variable: Employee Benefits Package

Hypothesis 1

Employee benefits package has a strong positive impact on job satisfaction.

Table 2, the results of Pearson Correlation shows that employee benefits package is positively related to job satisfaction and the results are significant. With a Pearson value of 0.512, there is a strong positive correlation between employee benefits packages and job satisfaction. The significance level indicates that the relationship is significant at a 1% level of significance, which partially supports our first hypothesis.

In order to test our hypothesis further, we will use a regression model which will predict the value of job satisfaction (dependent variable) from the employee benefits package (independent variable) as shown in Table 3.

$$JS = 2.313 + 0.422EBP + e..... \text{Equation 1}$$

Table 3 shows that employee benefits package explains 51% of the variations in job satisfaction in the educational sector of Pakistan. According to equation 1, if the level of employee benefits package is increased by 1%, job satisfaction will increase by 42% and the p-value of 0.000 indicates that the beta coefficient value is significant. Our research further validates the hypothesis that employees' benefits package has a strong and positive impact on job satisfaction.

Hypothesis 2

Employee benefits package has a strong positive impact on organizational commitment.

The results of the Pearson correlation in Table 2 indicate that employee benefits package is positively correlated with organizational commitment. Getting a Pearson value of 0.58 indicates a strong positive correlation between employee benefits package and organizational commitment, and the significance level of 0.000 (p<0.01) indicates that the results are significant, thus supporting our second hypothesis.

Linear regression analysis is used to predict the value of organizational commitment (dependent variable) from the value of employee benefits package (independent variable) in order to test our hypothesis further as shown in Table 3.

To test research hypothesis further, linear regression analysis was run to predict values of organizational commitment (dependent variable) from employee benefits package (independent variable), as shown in Table 3.

$$OC = 1.774 + 0.609EBP + e..... \text{Equation 2}$$

According to Table 3, 59% of the variation in organizational commitment is explained by the employee benefits package in the educational sector of Pakistan. According to regression equation 2, if the degree of employee benefits increases by 1%, then organizational commitment increases by 60%, as shown by the p-value of 0.000, the beta coefficient value is significant. This validates and proves our research hypothesis that employee' benefits package has a strong positive influence on organizational commitment.

Hypothesis 3

Employee benefits package has more positive impact on job satisfaction than organizational commitment.

To determine whether employee benefits package has a greater impact on job satisfaction or organizational commitment, first results are obtained through Pearson correlation. A better employee benefits package has a stronger relationship with organizational commitment (0.582) than job satisfaction (0.512), partially supporting our third hypothesis.

Moreover, according to linear r-square results in Table 3, employee benefits package explains a greater share of organizational commitment (59%) than job satisfaction (51%).

According to regression equation, if the degree of employee benefits package increases by 1%, then organizational commitment increases by 60%, which is more than as compared to the impact of employee benefits package on job satisfaction, i.e., 42%. Therefore, these results validate our research hypothesis.

Hypothesis 4

Job Satisfaction has a significant positive relationship with organizational commitment.

The Pearson value of 0.691 indicates a strong positive correlation between job satisfaction and organizational commitment and the significance level of 0.000 ($p < 0.01$) indicates results are significant which supports our fourth hypothesis.

4.3 Findings and Discussion

Thompson and Phua (2012) described job satisfaction as a state in which one feels positive emotions for the job and its content, and organizational commitment resulting in employee's desire to serve the entity for a long time. Research has demonstrated that job satisfaction and organizational commitment are very much related to the employee benefits, rewards, and environment of work (Huang, Lin, & Chuang, 2006). Also, the current research was designed to conduct a comparative analysis of these variables Regression and Pearson correlation are used to test acceptance and rejection of hypotheses.

In the first hypothesis, the effect of employee benefits on job satisfaction was validated, resulting in significant positive results. It has found that structural, cultural, and demographic changes take place in the organization, more importance is given to aligning proper employee benefits with job satisfaction in order to reduce turnover and increase employee retention (Lambert 2001). The results conform with past researches (Al-Qathmi and Zedan, 2021; Ali and Anwar, 2021; Lai, 2009; Sari et al., 2024; Sudiardhita et al., 2018) that compensation, in the form of a wage or another type, impacts employee satisfaction. The study's findings support the assumption that workers typically accede to a job offer where their worth to the organization can be determined by both financial and non-financial incentives.

The second study hypothesis investigates the relationship between employee benefits package and employees' organizational commitment, and finds a significant positive association. The hypothesis outcomes are consistent with earlier research studies (Jaworski et al., 2018; Rehman et al., 2021; Silaban and Syah, 2018). Findings also establish university employees are more inclined towards organizational commitment as shown in results, and that one of the key factors that motivates the employees is a befitting employee's benefits package customized to their needs and expectations (Mason, 2009), which results in their heightened commitment to the organization.

As compared to organizational commitment, there is a less significant correlation between job satisfaction and employee benefits package. The test for correlation between Job Satisfaction and employee benefits package and organizational commitment showed that the level of workplace commitment is more dependent on remuneration than job satisfaction. Hence, a satisfied employee can be explained as one who works together to provide extra service and excellence, help others, gives advice, participates actively, and uses his or her time effectively. This commitment to organization results in job satisfaction and employee retention.

This study examined the impact of employee benefits packages on job satisfaction and organizational commitment in the education sector of Punjab and KPK province of Pakistan. In order to motivate employees to commit to the organization and reduce turnover, this research study can help in creating an understanding for the organizations to develop an employee benefits package. Additionally, this study opens new perspectives for creating and implementing employee benefits packages and links them to employee satisfaction and organizational effectiveness. This research also highlights that organizational leadership plays a crucial role in utilizing employee potential by providing them with good and appropriate employee benefits package that will strengthen their commitment towards the organization. Additionally, this study proposes that a suitable benefits package in the educational sector will not only increase the productivity of faculty and staff, but improvement in their work environment will enhance the

overall image of the organization as well.

This study could be conducted in more effective settings if there were no budgetary or time restraints which make it difficult to gather data from more universities.

5. Conclusion

Many well-known theories of motivation primarily focus on the idea that an employee's motivation is influenced by his needs and wants (Kreitner & Kinicki, 2007). The extent to which the employee's demands are met will have a long-term impact on their degree of job satisfaction and organizational commitment. Employees' needs are directly related to compensation packages they receive within the organization to perform better and to be more productive. This study has established empirically that employee benefits package has a considerable impact on job satisfaction and organizational commitment in the education sector of Pakistan. However, the impact of employee benefits package on organizational commitment is greater than job satisfaction. Employee benefits package carry more weight on organizational commitment because it enables employees to remain loyal to the organization, thereby increasing their job satisfaction. This research further concluded that a well-developed employee benefits package coupled with conducive working conditions will greatly improve employee job satisfaction and commitment. In pursuit of higher job satisfaction and organizational commitment, employees are willing to transcend their narrow and personal perspectives for perks, privileges, and benefits.

In this study only cross-sectional data was used for a specific time period, which offers future researchers the opportunity to examine the variables and determine the extent to which they influence one another. This way, it will allow for further generalization of the research findings.

For future research, various benefits dimensions, such as relational component, cash benefits, and fringe benefits may be explored separately in connection with job satisfaction and organizational commitment to open up new avenues of research benefiting the organizations more productively.

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