

Impact of Fringe Benefits on Employee Performance and Job Satisfaction in a Select Supermarket in Guangdong, China

Article History:

Received: 16 April 2025
First Decision: 20 April 2025
Published: 19 May 2025

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Abstract

While existing researches acknowledge the positive correlation between fringe benefits and employee outcomes, there remains a gap in understanding the specific effects of different fringe benefit components within the unique context of the Chinese supermarket industry. This study addresses this gap by exploring the fringe benefits, employee performance, and job satisfaction of 300 employees from Aeon supermarket in Guangdong, China. Employing a mixed-methods approach, the study combined quantitative surveys with qualitative interviews to explore the relationships between the above stated variables. Due to non-normal data distributions, non-parametric statistical analyses were employed. Findings revealed moderate satisfaction with fringe benefits; Accommodation Allowance and Bonus were rated slightly higher ($M = 3.28$, $SD = 1.09$) compared to Medical Aid, Educational Assistance (both $M = 3.07$, $SD = 1.07$), and Vehicle Allowance ($M = 2.85$, $SD = 1.17$). Employee performance was generally favorable, with notable variability ($M = 2.85$ – 3.89 ; $SD = 1.02$ – 1.41). Job satisfaction was moderate, with scores ranging from 2.17 to 3.51 ($SD = 1.15$ – 1.45), highlighting diverse individual experiences. Kruskal-Wallis tests indicated that age and educational level significantly influenced employee performance, while years of service impacted performance, job satisfaction, and fringe benefit perceptions. No significant differences were observed based on sex. Correlational analysis revealed a moderately strong positive relationship between perceived fringe benefits and employee performance (Spearman's $\rho = .444$, $p < .001$), but no significant relationship between fringe benefits and job satisfaction (Spearman's $\rho = .031$, $p = .599$). A weak, positive association emerged between job satisfaction and performance (Spearman's $\rho = .104$, $p = .072$). The results suggest that while positive perceptions of fringe benefits enhance performance, they do not necessarily translate into greater job satisfaction. The findings emphasize the importance of considering demographic factors and employee perceptions in developing effective human resource strategies.

Keywords: fringe benefits, employee performance, job satisfaction, supermarket employees, mixed method



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INTRODUCTION

Employee performance and job satisfaction are critical drivers of organizational success, particularly in industries such as retail, where frontline employees play a crucial role in customer interaction. Supermarkets, as one of the largest sectors in the retail industry, rely heavily on the productivity and engagement of their workforce to maintain operational efficiency and ensure customer satisfaction. Fringe benefits, a subset of employee benefits, are non-wage compensation provided to employees in addition to their regular salaries. These benefits include health insurance, paid leave, bonuses, and sometimes complimentary

food or beverages such as perishable goods from the supermarket.

In Guangdong, China, a rapidly growing economic hub, supermarkets face increasing competition. To remain competitive, they must not only focus on optimizing their supply chains and improving customer service but also invest in employee well-being and job satisfaction. The region's economic landscape, with its high labor demands, presents a unique challenge in retaining talent and maximizing employee performance (Mehwish, 2019).

Fringe benefits, particularly those tailored to meet employees' specific needs, have been

recognized as vital in enhancing job satisfaction, reducing turnover, and improving overall performance. Aiming to determine whether the workforce perceives these benefits positively and how they influence key performance indicators such as productivity, loyalty, and engagement (Anil, 2023), this study therefore examines the impact of such benefits, specifically fringe-related benefits, on the performance and job satisfaction of employees at Aeon supermarket in Guangdong, China. It sought to answer the following questions:

1. How may the profile of the respondents be described in terms of:
 - 1.1. Age;
 - 1.2. Sex;
 - 1.3. Highest educational attainment; and,
 - 1.4. Years in service?
2. How do the respondents assess the fringe benefits of employees in a select supermarket in Guangdong, China in terms of:
 - 2.1. Medical aid;
 - 2.2. Accommodation allowance;
 - 2.3. Vehicle allowance;
 - 2.4. Educational assistance; and,
 - 2.5. Bonus?
3. What is the level of agreement on employee performance and job satisfaction in a select supermarket in Guangdong, China?
4. Is there a significant difference in respondents' assessment on employee performance, job satisfaction, and fringe benefits in a select supermarket in Guangdong, China when grouped according to profile?
5. Is there a significant relationship in the respondent's assessment between employee performance, job satisfaction, and fringe benefits?
6. Based on the study's findings, what recommendations for adjusting the current fringe benefit program may be proposed to enhance job satisfaction among supermarket employees in Guangdong, China?

Understanding the dynamics between fringe benefits and employee job satisfaction can offer valuable insights for supermarket management in Guangdong. This research also has broader implications for the retail industry, especially regarding employee retention strategies and performance management in highly competitive markets. By addressing the gap in the current literature on how fringe benefits influence employee outcomes in China's supermarket sector, this study seeks to provide empirical evidence that can guide future human resource management practices in the region.

LITERATURES

Employee Performance. Existing research on employee performance has highlighted several key factors contributing to an individual's productivity and effectiveness within an organizational setting. These studies have explored the role of various organizational practices, individual attributes, and contextual elements in shaping employee performance.

One comprehensive literature review identified several factors that can impact employee performance, such as trade organizations, motivation, management systems, key performance indicators, perceived overqualification, and job satisfaction (Triansyah et al., 2023). The study found that employee performance is crucial for achieving organizational goals, and companies must prioritize managing employee performance to increase productivity, efficiency, and the quality of work produced.

Another review delved into the specific aspects of employee performance management, including the frequency of performance assessments, the methods of evaluation, and the importance of key performance indicators in identifying performance gaps and implementing improvement initiatives. (Triansyah et al., 2023) Similarly, a separate study emphasized the significance of knowledge management, information and communication technology, employee empowerment, innovation, and organizational culture as key determinants of employee performance (Tuffaha, 2020).

The existing body of research suggests that a comprehensive understanding of the factors influencing employee performance is essential for organizations to develop effective strategies and interventions aimed at enhancing their workforce's productivity and contributions.

Importance of Fringe Benefits. In the contemporary business landscape, the concept of fringe benefits has gained significant traction as a crucial component of employee compensation and organizational strategy. Fringe benefits, which encompass various non-monetary perks and incentives offered to employees, have been recognized as a powerful tool in attracting, retaining, and motivating a talented workforce (Nisar & Siddiqui, 2019 & Sharma & Jaiswal, 2018).

Compensation management is a complex process that requires meticulous attention to detail, as it directly impacts employee satisfaction, productivity, and ultimately, the organization's overall performance. Fringe benefits, such as bonuses, retirement plans, gratuity, and educational and medical facilities, are increasingly seen as a strategic means to align employee needs with organizational goals. These non-monetary rewards not only fulfill the basic financial requirements of employees but also cater to their evolving needs for work-life balance, professional development, and overall well-being.

Research suggests that organizations that provide attractive compensation and benefits packages, including fringe benefits, often enjoy a competitive advantage in the market when it comes to recruiting and retaining top talent. Fringe benefits are known to encourage and motivate employees, leading to increased productivity and organizational cohesion (Nisar & Siddiqui, 2019).

The concept of remuneration extends beyond mere monetary compensation, encompassing both financial and non-financial benefits. Fringe benefits, in particular, have been shown to play a crucial role in enhancing employee satisfaction and engagement, which in turn contribute to improved retention rates and

organizational performance (Nisar & Siddiqui, 2019; Adjeikwame, 2019).

Employee Job Satisfaction. Job satisfaction is a complex and multifaceted concept that has been the subject of extensive research in the field of organizational behavior and human resource management. It can be defined as the extent to which an individual is content with their job and the various aspects associated with it, such as the work environment, the nature of the tasks, the level of compensation, and the relationships with colleagues and supervisors (Said et al., 2020 and Alrefaei, 2020).

The concept of job satisfaction is closely linked to the broader notion of life satisfaction, as one's job plays a significant role in an individual's overall well-being and quality of life (Kadapure & Dasar, 2018). Job satisfaction can be influenced by a variety of factors, both intrinsic and extrinsic, that can impact an employee's emotional response to their work (Said et al., 2020; Alrefaei, 2020).

One of the key factors influencing job satisfaction is the perceived fairness and equity of the organization's policies and practices, particularly in areas such as promotions, rewards, and performance evaluations (Said et al., 2020). Employees who feel that they are treated fairly and that their contributions are recognized and valued tend to be more satisfied with their jobs.

Job satisfaction is an essential component of organizational success, as satisfied employees are more likely to be engaged, productive, and committed to the organization's goals. Employers who prioritize job satisfaction and create a positive work environment are more likely to attract and retain top talent, which can lead to improved organizational performance and competitive advantage (Said et al., 2020; Alrefaei, 2020; Kadapure & Dasar, 2018).

Theoretical Framework. This study draws upon several established theories in organizational behavior and human resource management to understand the relationship between fringe benefits, job satisfaction, and employee

performance. Expectancy theory posits that individuals are motivated to act when they believe their efforts will lead to desired outcomes. In the context of fringe benefits, this theory suggests that employees will be more motivated and perform better if they perceive a strong link between their performance and the attainment of valuable benefits.

Equity theory focuses on the perception of fairness in the workplace. Employees compare their input (effort, skills, experience) and outputs (rewards, recognition, benefits) to those of their colleagues. If they perceive an imbalance or inequity, it can lead to dissatisfaction and reduced effort. A comprehensive and equitable fringe benefit package can contribute to a sense of fairness and enhance job satisfaction.

Herzberg's two-factor theory distinguishes between hygiene factors (e.g., salary, working conditions, benefits) and motivators (e.g., achievement, recognition, responsibility). Hygiene factors are necessary to prevent dissatisfaction, but they do not necessarily lead to motivation. Fringe benefits, as hygiene factors, can contribute to job satisfaction by addressing basic needs and preventing dissatisfaction, creating a foundation for motivators to enhance performance.

Job characteristics theory emphasizes the importance of job design in influencing employee motivation and satisfaction. While not directly related to fringe benefits, this theory highlights the importance of considering the overall job context. Fringe benefits can complement a well-designed job by providing additional rewards and recognition, further enhancing job satisfaction and motivation.

Social exchange theory suggests that relationships are based on reciprocal exchanges. In the employment context, employees exchange their time, effort, and skills for rewards and benefits provided by the employer. A generous and well-structured fringe benefit package can be seen as a positive exchange, strengthening the employee-employer relationship and fostering loyalty and

commitment, which can indirectly impact performance.

By integrating these theoretical perspectives, this study aims to provide a comprehensive understanding of how fringe benefits influence job satisfaction and, subsequently, employee performance in the specific context of the supermarket industry in Guangdong, China.

Conceptual Framework. The conceptual framework effectively illustrates the intricate relationships between demographic profiles, fringe benefits, employee performance, and job satisfaction (Figure 1). It highlights demographic profile factors such as age, sex, educational level, and years of service, recognizing that these factors can influence how employees perceive and benefit from fringe benefits, ultimately impacting their performance and job satisfaction. Fringe benefits, encompassing medical aid, accommodation allowance, vehicle allowance, educational assistance, and Bonus, are posited as crucial factors in enhancing employee satisfaction, motivation, and job performance. The framework distinguishes between employee performance and job satisfaction, suggesting that while fringe benefits and demographic factors directly influence employee performance, a two-way relationship exists between employee performance and job performance, implying that improvements in one area are likely to bolster the other.

The framework underscores several key relationships. Fringe benefits are believed to significantly impact employee performance by addressing financial and personal needs, thereby enhancing productivity and motivation. However, the framework acknowledges that different demographics might perceive the value of fringe benefits differently, exemplifying that younger employees might prioritize educational assistance while older employees might value medical aid. Furthermore, the model emphasizes the interconnectedness between individual employee performance and overall job satisfaction, implying that a satisfied, well-compensated employee contributes to better organizational outcomes.

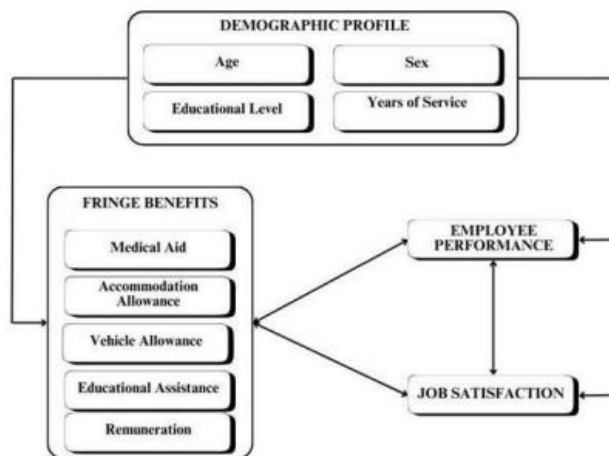


Figure 1
Research Paradigm

The framework identifies potential areas of significant difference. It recognizes that demographic groups, categorized by age, sex, or education level, might experience and prioritize fringe benefits differently. For instance, employees with different educational levels or years of service may respond differently to incentives. The impact of specific fringe benefits, such as medical aid versus vehicle allowance, might also differ based on individual circumstances, job roles, and industries. Lastly, the framework acknowledges differences across job roles or industries in how fringe benefits translate into improved performance or satisfaction.

METHODS

Population, Samples, and Sampling Technique.

The population for this study comprises the employees of Aeon Supermarket, encompassing individuals across various departments and hierarchical levels within the organization. Given the diverse workforce of the consultancy firm, the population includes employees with varying backgrounds, expertise, and job roles. A purposive sampling technique was employed to select participants with direct experience in empowering leadership practices and involvement in innovative activities within the organization. The sample was drawn from different departments and organizational levels to ensure representation and diversity. Additionally, efforts were made to include participants with

varying tenures within the organization to capture a range of perspectives. The sample size was determined based on the principles of saturation in qualitative research and sufficient power in quantitative analysis to ensure the robustness and validity of the findings. Through this approach, the study aims to gather insights from a representative sample of Aeon Supermarket employees to examine the impact of human resource management practices on employees' performance and job satisfaction.

The researcher included three hundred (300) employees of Aeon Supermarket who were qualified for the investigation requirements. For the interview, a smaller sample of twenty (20) employees and five (5) managers from the selected supermarket were chosen for the in-depth interviews. Insights from these individuals with diverse experiences and roles were gathered. Certain conditions were required in the selection of employees that were asked to participate in the study. A list of criteria was used in the selection of respondents among the employees.

The sampling technique employed for this study was purposive sampling. It was chosen for its ability to select participants based on specific criteria relevant to the research objectives. Given the diverse workforce of Aeon Supermarket, purposive sampling allowed the selection of participants representing various departments, roles, and hierarchical levels within the organization. By choosing participants with direct experience in empowering leadership practices and involvement in innovative activities within the organization, the chosen samples provided comprehensive insights into the relationship between empowering leadership and individual innovative behavior. Additionally, efforts were made to ensure representation from entry-level staff, mid-level managers, senior executives, and leaders at different levels of the organization, including team leaders, department heads, and senior management. Through purposive sampling, the study aims to capture a diverse range of perspectives and experiences that are relevant, hence, enhancing the depth and richness of the findings.

Research Instrument. The quantitative phase utilized a structured questionnaire incorporating established scales to measure employee performance and job satisfaction, alongside questions assessing the perceived value of various fringe benefits, including medical aid, accommodation and vehicle allowances, educational assistance, and Bonuses.

Data Gathering Procedure. Quantitative data collection started with instrument development. A structured questionnaire was developed based on the literature review and research questions. The questionnaire included items measuring the demographic profile and employee perceptions of fringe benefits (medical aid, accommodation allowance, vehicle allowance, educational assistance, and bonus), job satisfaction, and employee performance. Data collection involved administering the survey either online or in person, depending on the accessibility and preferences of the participants.

Analysis of Data. Statistical software packages like SPSS, R, and Jamovi were used for descriptive data and inferential analyses. These tools offer data management, analysis, and visualization capabilities.

For the descriptive statistics, frequency and percentage distributions were used to describe the sample's demographic characteristics and the prevalence of fringe benefits. Mean and standard deviation were used to summarize employee performance, job satisfaction, and perceived fringe benefits value. Skewness and kurtosis were used to assess the shape of these distributions for normality, while variance was used to measure data dispersion.

In terms of inferential statistics, the Shapiro-Wilk test was used to assess data normality. If normality is met, parametric tests like t-tests or ANOVA were used to compare means between groups. If not, non-parametric tests like the Kruskal-Wallis H test were used. Spearman's rank-order correlation was used to examine the relationships between fringe benefits, performance, and satisfaction. Effect

sizes determined the practical significance of the findings.

RESULTS

Table 1
Demographic Characteristics of the Sample Population

	Level	Count	Proportion	p
Age	18 to 24	100	0.333	< .001
	25 to 31	115	0.383	< .001
	32 and above	85	0.283	< .001
Sex	Male	154	0.513	0.686
	Female	146	0.487	0.686
Educational Level	Below High School	136	0.453	0.119
	College	140	0.467	0.273
	Postgraduate	24	0.08	< .001
Years of Service	Lower than 1	40	0.133	< .001
	1 to 4	152	0.507	0.863
	5 to 10	89	0.297	< .001
	11 to 20	16	0.053	< .001
	21 to 35	1	0.003	< .001
	36 and above	2	0.007	< .001

Note: H_0 is proportion $\neq 0.5$, $N=300$

The demographic analysis of the sample population ($N=300$) reveals a diverse workforce. The largest age group represented is 25 to 31 ($n=115$, 38.3%), followed closely by 18 to 24 ($n=100$, 33.3%). There is a relatively even distribution between males ($n=154$, 51.3%) and females ($n=146$, 48.7%). Regarding education, the majority of respondents have either a College ($n=140$, 46.7%) or Below High School ($n=136$, 45.3%) level of education. The sample is predominantly comprised of employees with 1 to 4 years of service ($n=152$, 50.7%). The p-values indicate statistically significant differences in the proportions across various demographic categories.

Table 2
Descriptive Statistics and Reliability for Fringe Benefits Dimensions

Indicator	Cronbach's α	McDonald's ω	Mean	SD	Variance	Skewness	Kurtosis	Shapiro-Wilk		
								W	p	
Medical	0.75	0.75	3.07	1.07	1.14	0.03	0.14	-1.00	0.28	0.96 < .001
Accommodation	0.77	0.77	3.28	1.09	1.19	-0.23	0.14	-0.86	0.28	0.96 < .001
Vehicle	0.76	0.77	2.85	1.17	1.36	0.14	0.14	-0.99	0.28	0.96 < .001
Educational	0.75	0.75	3.07	1.07	1.14	0.03	0.14	-1.00	0.28	0.96 < .001
Bonus	0.77	0.77	3.28	1.09	1.19	-0.23	0.14	-0.86	0.28	0.96 < .001

Note: $N=300$

The data suggests that, on average, respondents perceive Accommodation Allowance and Bonus as slightly more important fringe benefits compared to Medical Aid, Educational Assistance, and Vehicle

Allowance. However, it's important to note that the variability in responses is relatively similar across all dimensions. The reliability analysis indicates that the measures used to assess these fringe benefits are internally consistent. However, the lack of normality in the data suggests that certain statistical assumptions may not be met when conducting further analyses. This could impact the validity of certain statistical tests, particularly those that rely on the assumption of normality.

Table 3
Descriptive Statistics and Reliability for Employee Performance

Indicator	Mean	SD	Variance	Skewness		Kurtosis		Shapiro-Wilk	
				Skewness	SE	Kurtosis	SE	W	p
EP1	2.95	1.33	1.77	0.03	0.14	-1.17	0.28	0.90	< .001
EP2	2.85	1.30	1.69	0.09	0.14	-1.11	0.28	0.90	< .001
EP3	3.30	1.30	1.69	-0.20	0.14	-1.14	0.28	0.90	< .001
EP4	2.89	1.27	1.62	0.13	0.14	-1.04	0.28	0.91	< .001
EP5	3.18	1.31	1.72	-0.15	0.14	-1.11	0.28	0.90	< .001
EP6	3.67	1.40	1.95	-0.66	0.14	-0.94	0.28	0.82	< .001
EP7	3.85	1.09	1.18	-0.77	0.14	-0.10	0.28	0.85	< .001
EP8	3.71	1.29	1.65	-0.63	0.14	-0.81	0.28	0.85	< .001
EP9	3.89	1.12	1.25	-0.89	0.14	-0.02	0.28	0.83	< .001
EP10	3.82	1.14	1.30	-0.80	0.14	-0.10	0.28	0.85	< .001
EP11	3.89	1.09	1.20	-0.85	0.14	0.09	0.28	0.85	< .001
EP12	3.81	1.16	1.35	-0.85	0.14	-0.03	0.28	0.85	< .001
EP13	3.74	1.08	1.16	-0.61	0.14	-0.23	0.28	0.88	< .001
EP14	3.76	1.17	1.37	-0.82	0.14	-0.15	0.28	0.85	< .001
EP15	3.63	1.08	1.17	-0.41	0.14	-0.48	0.28	0.89	< .001
EP16	3.34	1.17	1.36	-0.32	0.14	-0.71	0.28	0.91	< .001
EP17	3.05	1.41	1.98	-0.05	0.14	-1.31	0.28	0.89	< .001
EP18	3.89	1.02	1.03	-0.66	0.14	-0.33	0.28	0.86	< .001

Note: N=300

The descriptive statistics for employee performance reveal generally positive perceptions across various indicators. Mean scores range from 2.85 to 3.89, suggesting that respondents tend to agree or strongly agree with statements about their performance. Standard deviations fall between 1.02 and 1.41, indicating moderate variability in responses. However, the Shapiro-Wilk test shows statistically significant non-normality in the data for all indicators ($p < .001$), implying that the data are not normally distributed.

Employees demonstrated diverse contributions to recent projects and tasks. These included streamlining supply chain processes, exceeding sales targets through data-driven marketing campaigns, developing software features with a focus on user experience, enhancing leadership skills through training and project management, and organizing successful company-wide events. Challenges faced by

employees included balancing multiple projects, navigating changes in company strategy, limited resources, high turnover rates, and managing stakeholder expectations. Employees employed various strategies to address these challenges, such as prioritizing tasks, leveraging project management tools, maintaining adaptability, optimizing resources, fostering strong team relationships, and ensuring effective communication. Employees measured their success through a combination of quantitative metrics like key performance indicators (KPIs), sales targets, user engagement statistics, and project milestones, as well as qualitative feedback from managers, peers, and team members.

State-owned enterprises (SOEs) equate performance management solely with performance appraisal, neglecting the broader context of employee engagement and development (Li et al., 2023). This narrow focus can result in a mechanical work environment where employees feel disconnected from the company's goals and less motivated to excel. Financial incentives and career advancement opportunities are crucial motivators for employees in China (Zhang & Chen, 2022). A systematic review of primary care workers revealed that low job satisfaction is prevalent, primarily due to insufficient financial rewards and limited career progression (Wang et al., 2019). These findings suggest that organizations need to adopt more comprehensive performance management strategies that not only evaluate past performance but also foster ongoing development and engagement. Implementing transparent appraisal systems that recognize individual contributions fairly could enhance overall employee satisfaction and productivity.

Descriptive statistics for job satisfaction show a range of mean scores from 2.17 to 3.51, indicating varying levels of agreement with different indicators. Standard deviations fall between 1.15 and 1.45, suggesting a moderate level of variability in responses. However, Shapiro-Wilk test reveals statistically significant non-normality in the data for all

indicators ($p < .001$), indicating that the data are not normally distributed.

Table 4
Descriptives Statistics and Reliability for Job Satisfaction

Indicator	Mean	SD	Variance	Skewness		Kurtosis		Shapiro-Wilk	
				Skewness	SE	Kurtosis	SE	W	p
ES13	2.17	1.15	1.32	0.82723	0.141	-0.117	0.281	0.847	< .001
ES12	3.12	1.21	1.47	-0.06785	0.141	-0.897	0.281	0.914	< .001
ES11	2.68	1.33	1.76	0.32693	0.141	-1.076	0.281	0.889	< .001
ES10	2.21	1.25	1.56	0.83383	0.141	-0.353	0.281	0.833	< .001
ES9	3.03	1.45	2.11	0.02064	0.141	-1.378	0.281	0.877	< .001
ES8	2.69	1.32	1.74	0.26954	0.141	-1.035	0.281	0.894	< .001
ES7	2.72	1.45	2.1	0.27858	0.141	-1.264	0.281	0.869	< .001
ES6	3.51	1.26	1.58	-0.46191	0.141	-0.843	0.281	0.883	< .001
ES5	3.24	1.36	1.84	-0.20832	0.141	-1.186	0.281	0.891	< .001
ES4	2.69	1.24	1.55	0.35001	0.141	-0.807	0.281	0.9	< .001
ES3	3.24	1.26	1.6	-0.16397	0.141	-0.94	0.281	0.905	< .001
ES2	3.07	1.34	1.8	0.00303	0.141	-1.154	0.281	0.9	< .001
ES1	2.49	1.27	1.62	0.39675	0.141	-0.913	0.281	0.882	< .001

Note: N=300

Employees found motivation in various aspects of their jobs, including collaborative work environments, recognition for contributions, opportunities for professional development, the impact of their work, job flexibility, and a positive company culture. Desired changes in the work environment included more regular feedback sessions with management, increased opportunities for remote work, greater resources for professional development, improved office layouts to promote collaboration, and more team-building activities. Regarding career goals, some employees felt their current roles aligned well with their aspirations, while others viewed their positions as stepping stones towards future goals or expressed a desire for roles that better matched their interests.

Job satisfaction is a widely studied concept, encompassing the positive attitudes and feelings individuals hold towards their jobs. Recent research explores various contributing factors, including individual characteristics, job characteristics, organizational factors, and external influences. Studies have examined the role of demographics like gender (Redmond & McGuinness, 2019) in shaping job satisfaction. Job characteristics such as autonomy, skill variety, and feedback are also key factors. Organizational culture, leadership, and justice influence satisfaction (Rukh et al., 2015), while external factors like economic conditions and work-life balance also play a role. This multifaceted nature highlights the complexity of

understanding and promoting job satisfaction in the modern workplace.

Table 5
Inferential Statistics of Fringe Benefits, Employee Performance, and Job Satisfaction as to Age, Sex, Educational Level, and Year of Service

	Age		Sex		Educational Level		Years of Service	
	χ^2	p	χ^2	p	χ^2	p	χ^2	p
Fringe Benefits	5.240	0.073	0.022	0.882	4.133	0.127	11.000	0.052
Employee Performance	6.120	0.047	0.021	0.885	6.602	0.037	12.300	0.031
Job Satisfaction	4.080	0.130	0.017	0.898	0.661	0.719	11.500	0.042

Table 5 presents the inferential statistics examining the relationship between fringe benefits, employee performance, and job satisfaction across age, sex, educational level, and years of service. For fringe benefits, no significant differences were found based on age ($\chi^2 = 5.240$, $p = .073$), sex ($\chi^2 = 0.022$, $p = .882$), educational level ($\chi^2 = 4.133$, $p = .127$), or years of service ($\chi^2 = 11.000$, $p = .052$), as all p-values exceeded the .05 threshold. Regarding employee performance, significant differences were observed with age ($\chi^2 = 6.120$, $p = .047$), educational level ($\chi^2 = 6.602$, $p = .037$), and years of service ($\chi^2 = 12.300$, $p = .031$), indicating that these demographic variables are associated with variations in employee performance. However, no significant difference was found concerning sex ($\chi^2 = 0.021$, $p = .885$). For job satisfaction, results showed no significant differences based on age ($\chi^2 = 4.080$, $p = .130$), sex ($\chi^2 = 0.017$, $p = .898$), or educational level ($\chi^2 = 0.661$, $p = .719$), but a significant difference was noted based on years of service ($\chi^2 = 11.500$, $p = .042$). These findings suggest that employee performance is influenced by age, educational level, and years of service, while job satisfaction is primarily associated with years of service.

Table 6
Correlation Matrix

Variables	1	2	3
1. Fringe Benefits	Spearman's rho	—	—
	Df	—	—
	p-value	—	—
2. Employee Performance	Spearman's rho	0.444**	—
	Df	298	—
	p-value	< .001	—
3. Job Satisfaction	Spearman's rho	0.031	0.104
	Df	298	298
	p-value	0.599	0.072

Note. * $p < .05$, ** $p < .01$, *** $p < .001$

The correlation matrix reveals the relationships between Fringe Benefits, Employee Performance, and Job Satisfaction. A

significant, positive correlation was found between Fringe Benefits and Employee Performance (Spearman's $\rho = 0.444$, $p < .001$), indicating that as perceived positive fringe benefits increase, employee performance tends to increase as well. However, the correlation between Fringe Benefits and Job Satisfaction was non-significant (Spearman's $\rho = 0.031$, $p = 0.599$), suggesting that these two variables are not linearly related in this dataset. Interestingly, a small but significant positive correlation was observed between Employee Performance and Job Satisfaction (Spearman's $\rho = 0.104$, $p = 0.072$), implying a weak tendency for higher job satisfaction with increased employee performance. The positive correlation between fringe benefits and employee performance aligns with existing research suggesting that the perceived value of benefits can positively influence motivation and, subsequently, performance (Nisar & Siddiqui, 2019). However, the non-significant correlation between fringe benefits and job satisfaction contrasts with some studies, indicating a more nuanced relationship that may be influenced by other factors, such as individual preferences, job characteristics, and organizational culture. Some research suggests that while fringe benefits may not directly correlate with overall job satisfaction, they can influence specific facets of satisfaction, such as satisfaction with pay or work-life balance.

DISCUSSION

The present study aimed to explore the demographic composition of the workforce, perceptions of fringe benefits, employee performance, and job satisfaction among a sample population of 300 employees. It further investigated the relationships among these variables using appropriate non-parametric statistical analyses due to the non-normal distribution of the data, as indicated by the Shapiro-Wilk test results ($p < .001$ for all tested variables).

Regarding fringe benefits, findings demonstrated moderate levels of satisfaction among employees. Medical Aid and Educational Assistance were equally rated ($M = 3.07$, $SD =$

1.07), while Accommodation Allowance and Bonus were slightly more positively evaluated ($M = 3.28$, $SD = 1.09$). Vehicle Allowance scored the lowest ($M = 2.85$, $SD = 1.17$).

Perceptions of employee performance were generally favorable, with mean ratings ranging from 2.85 to 3.89 and standard deviations indicating substantial variability ($SD = 1.02$ to 1.41). Job satisfaction levels were moderate, with mean scores between 2.17 and 3.51 and similarly high variability ($SD = 1.15$ to 1.45). These findings suggest that while employees generally rated their performance and satisfaction positively, there was considerable diversity in individual experiences and perceptions.

The Kruskal-Wallis tests provided insights into the demographic determinants of employee outcomes. Age was found to significantly affect employee performance, with younger employees exhibiting slightly higher perceived performance levels. However, no significant differences were observed in fringe benefits satisfaction or job satisfaction across age groups. Sex did not significantly influence any of the outcome variables. Educational level significantly influenced employee performance but not fringe benefits or job satisfaction, suggesting that higher educational attainment may be associated with greater confidence or actual effectiveness in work performance. Years of service had a broader impact, significantly influencing employee performance and job satisfaction, and marginally influencing perceptions of fringe benefits. These findings point to the possibility that accumulated experience within the organization enhances both performance perceptions and overall satisfaction.

Finally, the correlational analysis uncovered a moderately strong positive relationship between perceived fringe benefits and employee performance (Spearman's $\rho = .444$, $p < .001$), indicating that employees who perceive their fringe benefits more favorably are likely to perform better. Interestingly, no significant relationship was found between fringe benefits and job satisfaction (Spearman's $\rho = .031$, $p =$

.599), challenging commonly held assumptions about the direct link between benefits and satisfaction. A weak but positive relationship was identified between job satisfaction and employee performance (Spearman's $\rho = .104$, $p = .072$), suggesting that higher satisfaction may have a subtle influence on performance outcomes.

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