

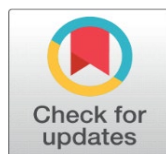
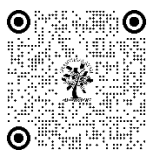
EFFECT OF FRINGE BENEFITS AND REMUNERATION ON EMPLOYEE ENGAGEMENT

Dr. Jyoti Singh ¹, Dr. Bipin Sule ² , Dr. Jayalekshmi K. R ³

¹ Associate Professor, MET's Institute of Management, Bhujbal Knowledge City, Adgaon, Nashik, India

² Sr. Professor, Vishwakarma Institute of Technology, Pune, India

³ Assistant Professor, NCRD'S Sterling Institute of Management Studies, Nerul, Navi Mumbai, India



Corresponding Author

Dr. Jyoti Singh,
jyotisingh2107@gmail.com

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ABSTRACT

This research paper investigates the impact of fringe benefits and remuneration on employee engagement within organizational settings. Analyzed quantitatively, the Likert-scale-based questionnaire responses of 255 employees were assessed to determine the impact of these factors on employee engagement. The findings reveal a significant association between comprehensive fringe benefit packages and heightened levels of employee satisfaction, motivation, and commitment. Similarly, fair and competitive remuneration emerged as a crucial driver of employee dedication, satisfaction, and motivation within the workplace. The study underscores the pivotal role of both fringe benefits and remuneration in shaping a conducive and engaging work environment, providing valuable insights for organizational management and human resource practices.

Keywords: Fringe Benefits, Remuneration, Employee Engagement, Satisfaction, Organizational Management

1. INTRODUCTION

Within the domain of human resources and organizational behavior, scholars have extensively studied the relationship between fringe benefits, salary, and employee engagement. The interdependence among these variables is crucial in influencing the dynamics of modern workplaces, which in turn affects both organizational success and employee satisfaction. Employee engagement is a fundamental element in the quest for organizational success. It encompasses the emotional dedication and investment that employees have towards their organization's objectives, creating an atmosphere where individuals are not only encouraged to participate, but also share the same mission and values as the company. It includes their commitment, passion, and readiness to put in extra effort into their responsibilities. Although fringe benefits and salary are separate, they

have a significant impact on employee engagement. Fringe benefits refer to a wide range of non-monetary compensations given to employees in addition to their wages. These include health insurance, retirement programs, flexible work hours, and other benefits designed to improve the overall employee experience. Remuneration refers to the monetary compensation that employees receive for their job, which includes salary, bonuses, and incentives. The complex influence of fringe benefits and compensation on employee engagement necessitates thorough investigation. The literature in this field indicates that these factors collectively influence the formation of the psychological contract between the employer and the employee. Offering extensive fringe benefits and competitive compensation packages is commonly seen as a demonstration of the firm's dedication to its employees, resulting in increased job satisfaction and loyalty to the organization. Furthermore, these components play a crucial role in the Maslow's hierarchy of requirements, encompassing the fundamental physiological and safety needs, as well as the more advanced wants for social connection, recognition, and personal growth. Sufficient compensation is crucial for meeting essential demands, but additional perks often cater to higher-level wants, promoting a comprehensive sense of well-being among employees. Moreover, the correlation between these parameters and employee engagement is not one-sided. Although attractive fringe perks and competitive salary can enhance employee engagement, an engaged workforce can also positively impact how these services are perceived. Employees who are actively involved in their work are more inclined to value and utilize additional benefits, viewing them as significant contributions made by the firm to their overall well-being. Nevertheless, despite the clear importance of fringe benefits and compensation, there are obstacles to maximizing their influence on employee engagement. Employees' perception and evaluation of these products differ based on their varied socio-economic backgrounds, cultural orientations, and personal objectives. Furthermore, the swift development of the contemporary workforce, marked by an increasing focus on achieving a balance between work and personal life and non-financial rewards, requires a sophisticated comprehension of how these elements interact to stimulate involvement. To summarize, the connection between fringe benefits, compensation, and employee engagement is an intricate interaction within the organizational environment. Examining the complex interplay of these factors is crucial for firms seeking to cultivate a deeply committed staff, thus improving productivity, employee retention, and overall organizational effectiveness. This research aims to explore the complex relationships and underlying mechanisms that drive this relationship, providing insights into how to optimize these aspects for organizational success.

2. REVIEW OF LITERATURE

Adjeikwame (2019) scrutinized the influence of fringe benefits on job satisfaction and employee engagement. This study adds to the wider discussion on the relationship between fringe benefits, compensation, and employee engagement by examining the influence of certain fringe benefits on these factors. The study uncovered a notable correlation between fringe benefits and both employee engagement (EE) and job satisfaction (JS) at SASL. The study found that fringe benefits such as medical aid contribution, accommodation allowance, educational assistance, and vehicle allowance were important factors that significantly predicted employee engagement and work satisfaction in the firm. These findings support the increasing amount of research that highlights the crucial importance of complete fringe benefit packages in influencing employee engagement and

happiness. Furthermore, the study's suggestions to include these recognized additional advantages into the company's compensation scheme are in line with the general understanding of how strategically integrating fringe benefits can improve employee retention and organizational efficiency.

Kulikowski and Sedlak (2020) scrutinized the relationship between financial rewards—specifically, salary, fringe benefits, and bonuses—and work engagement. The study aimed to investigate if financial rewards may be used to predict work engagement by analyzing a large sample of employees from various occupations (N = 1201). Nevertheless, their hierarchical regression analysis, which incorporated these financial incentives into the JD-R model together with job demands and resources, did not result in a noteworthy improvement in the model's accuracy. Unexpectedly, the incorporation of salary, fringe benefits, and bonuses as predictors did not exhibit statistical significance in forecasting work engagement beyond the impact of job demands and resources. Therefore, the results indicate that financial rewards do not have any additional ability to explain the differences in work engagement levels among employees. These findings offer useful insights into the weak correlation between financial incentives and job engagement, suggesting inadequate evidence to establish a direct connection between compensation, perks, bonuses, and employee work engagement.

Almawali, Hafit, and Hassan (2021) conducted a quantitative study to examine the complex connections among motivational factors, employee engagement, and work performance in the government sector of the Sultanate of Oman. The research utilized quota sampling to target 111 representative employees from the Ministry of Education. The analysis was conducted using the Statistical Package for the Social Sciences (SPSS) and path analysis approaches. The study found strong positive correlations between motivating elements, employee engagement, and work success. More precisely, the study demonstrated that motivating elements have a positive correlation with both employee engagement and job performance. The findings revealed that employee engagement plays a significant role in partially mediating the association between motivational elements and work performance. This report serves as an essential reference for executives and policymakers who are dedicated to enhancing job performance in Oman's public sector. Furthermore, it adds to the existing study on the function of employee engagement in connecting motivating factors to job performance. This offers useful insights for improving organizations in the public sector.

Nnenna (2021) examined the influence of fringe benefits on employee job performance, focusing primarily on the United Bank of Africa (UBA) Plc. The research aims were to identify correlations between medical insurance, overtime compensation, yearly leave, and the performance of UBA employees. Data was collected using a survey research method, incorporating both primary and secondary sources. The sample size of 59 was selected based on recognized population and sampling norms. The questionnaire functioned as the main tool for collecting data, and the analysis of the data involved organizing replies using frequencies, percentages, and the five-point Likert scale. The chi-square distribution formula was used to test the hypotheses. The study's results indicated a direct correlation between medical insurance and employee performance, a notable influence of overtime pay on performance, and a considerable impact of yearly leave on employee performance inside UBA. In conclusion, the researcher confirmed the beneficial impact of fringe benefits on employee job performance. It is recommended that the banking industry management implement medical

insurance, provide overtime pay for extended work hours, and prioritize annual leave to improve employee well-being and performance in the workplace.

In Tanzania, Kibambila and Ismail (2021) conducted a study that examined how employee salary affects the level of work engagement among teachers. The research specifically targeted to evaluate the influence of employee compensation on teachers' dedication to teaching, reliability in teaching, and enthusiasm for teaching. The study encompassed 323 secondary school teachers hailing from Bukoba municipal council and Ruangwa district council in Tanzania. The data collection process involved gathering information directly from the teachers who were the focus of the study. The analytical technique employed for this study was Structural Equation Modeling (SEM) utilizing SPSS with AMOS Version 21. This technique was considered appropriate for capturing and assessing both observable and latent variables, including salary. The SEM results demonstrated a substantial impact of employee compensation on employee engagement. The study's findings highlighted the significance of multiple factors, such as compensation, in promoting complete employee involvement in their work. Hence, the study suggests that using compensation strategically can successfully include people in the workplace, highlighting its significance in improving employee engagement and dedication.

Anitha (2014) did a study with the goal of identifying the main factors that influence employee engagement and investigating their potential to predict outcomes. The study also examined the subsequent effects of employee engagement on performance. The study utilized a causal research approach to investigate the dynamics of relationships. A survey questionnaire, which was validated using pilot data with a reliability coefficient of 0.975, was used. Simple random sampling was employed to select personnel in middle and lower managerial positions in small-scale firms. A total of 383 valid responses were gathered from the distribution of 700 questionnaires. The techniques of regression and structural equation modeling were used to predict and assess the relationships. The results indicated that all selected characteristics were predictors of employee engagement (r^2 , 0.672), with the working environment and team relationships having the most substantial influence. Moreover, employee engagement demonstrated a significant impact on employee performance (r^2 , 0.597), highlighting its importance in driving individual success within the corporate setting.

Adeoye and Obanewo (2019) examined the impact of the reward system and fringe benefits on job satisfaction, with a specific focus on Ensure Insurance Nig Plc in Nigeria. The study utilized a descriptive research approach and distributed 129 questionnaires. Out of these, 120 questionnaires, accounting for 93% of the total, were both completed and returned. The statistical analysis applied Spearman's Correlation via SPSS 20.0 to evaluate three hypotheses, all of which were confirmed. The results demonstrated a strong link between financial incentives and employees' contentment with their work, as well as a noteworthy connection between additional perks and employees' dedication to their professions. The study's recommendations underscored the imperative for firms to provide competitive compensation and supplementary perks in order to attract high-caliber individuals, retain proficient staff, and sustain their drive within the fiercely competitive job market.

In their study, Johari, Adnan, Tan, Yahya, and Isa (2013) sought to evaluate the influence of human resource management (HRM) practices on employee engagement in manufacturing companies located in the Northern Region of Peninsular Malaysia. HRM methods include training and development, financial and non-financial rewards, fringe benefits, and relationships between supervisors and

subordinates. The survey encompassed 306 employees at the operational level who provided information on human resource management strategies within their firms and their level of work engagement. The statistical analysis demonstrated that both financial and non-financial recognition, as well as fringe benefits, had a significant and favorable impact on employee engagement. The regression study revealed that 40 percent of the overall variation in employee engagement could be attributed to the characteristics of HRM practices. The study's arguments expanded upon these findings, highlighting the theoretical and practical consequences. In addition, the study's recommendations delineated possible avenues for further research in this field.

In 2016, Chandani, Mehta, Mall, and Khokhar conducted a review to clarify the idea of employee engagement and its importance, specifically in relation to its influence on employee retention and performance. Utilizing a systematic evaluation approach, the researchers examined approximately thirty scholarly and widely-read research publications in the field of employee engagement to ascertain frequently cited factors. Their research emphasized the impact of both organizational-level and individual-level elements on engagement, considering both macro-level and micro-level influences. Differences in person and job characteristics, gender diversity, and ethnic diversity can lead to variations in these factors. The report proposes several strategies to enhance employee engagement, including comprehensive onboarding programs, rigorous training and development activities, certification programs, and offering new workers an accurate sample of their job responsibilities. The exhaustive criteria revealed in this study provide useful insights for corporations in developing resilient employee engagement programs. Managers can employ these discoveries to reformulate work rules and procedures, ultimately resulting in a satisfied and efficient staff. The essay is advantageous for anyone aiming to improve their understanding of employee engagement in order to strengthen organizational performance. The study's findings highlight prospective avenues for future research, showcasing the potential influence of incorporating different engagement variables in mitigating staff turnover and enhancing productivity.

Nisar and Siddiqui (2019) examined the relationship between fringe benefits and employee job satisfaction in Pakistani firms. They specifically analyzed Health Protection Benefits, Recreation Leaves, and Flexible Working Hours as fringe benefits. The main data was obtained by a questionnaire from a sample of 200 participants using a non-probability convenience sampling method. The data was analyzed using exploratory factor analysis and multiple regression. The results indicated a strong and statistically significant correlation between taking recreational breaks and receiving health protection benefits, and overall job satisfaction. Nevertheless, the study revealed a negligible correlation between Flexible Working Hours and job satisfaction. The findings indicate that a significant quantity of vacation days and a comprehensive wellness program are associated with increased levels of employee contentment and dedication to their work. Conversely, the introduction of flexible working hours did not have a substantial effect on job satisfaction. The study suggests that firms in Pakistan can improve employee happiness and engagement by developing effective benefits packages, with a particular emphasis on leave policies and health insurance plans. This strategic strategy could enhance staff retention and enhance overall firm productivity.

An in-depth analysis of literature from multiple studies on fringe benefits, salary, and their influence on employee engagement and work satisfaction uncovers

a complex and subtle connection between these factors. In Adjeikwame's (2019) research conducted at SASL, the study emphasized the importance of certain additional advantages, such as contributions to medical aid, allowances for accommodation and vehicles, and educational support, in influencing both employee engagement and job happiness. In the same vein, Kulikowski and Sedlak's (2020) investigation under the JD-R paradigm elucidated the constrained explanatory capacity of financial incentives—such as salary, fringe benefits, and bonuses—in forecasting work engagement, beyond the impact of job demands and resources. The study conducted by Almawali, Hafit, and Hassan (2021) in Oman's government sector emphasized the favorable associations among motivating variables, employee engagement, and work performance, with employee engagement identified as a partial mediator. The study conducted by Nnenna (2021) at UBA Plc and the research carried out by Kibambila and Ismail (2021) in Tanzania both support the idea that fringe benefits and salary have a beneficial impact on employee engagement. They highlight the importance of these factors in increasing employee commitment and engagement. In her 2014 study, Anitha focused on identifying the factors that influence employee engagement and how they affect performance. The study confirmed the crucial importance of the work environment and team interactions in this regard. In addition, the study conducted by Adeoye and Obanewo (2019) at Ensure Insurance Nig Plc highlighted the strong association between financial awards, additional perks, and the job satisfaction and dedication of employees. The study conducted by Johari, Adnan, Tan, Yahya, and Isa (2013) in Malaysia emphasized the beneficial impact of human resource management (HRM) strategies, such as fringe benefits, on employee engagement. In their 2016 comprehensive review, Chandani, Mehta, Mall, and Khokhar explored the macro and micro-level aspects that impact employee engagement. Their analysis provides significant insights for developing effective engagement policies. In Pakistan, Nisar and Siddiqui (2019) conducted a study that highlighted the varying effects of particular fringe benefits, such as Recreation Leaves and Health Protection Benefits, on job satisfaction. Although there is a significant amount of research that explains how fringe benefits and compensation affect employee engagement and work satisfaction, there is still a noticeable gap in the data. Although there have been studies investigating the relationship between these parameters, there is a lack of extensive research that distinguishes the varying effects of certain additional perks and compensation elements on distinct aspects of employee engagement and satisfaction in various industries and situations. In addition, there have been few investigations on the interaction between these components and other organizational characteristics, such as leadership styles or organizational culture, in their impact on employee engagement. Therefore, future study should further explore these factors to gain a comprehensive knowledge of the complex connection between fringe benefits, compensation, and employee engagement. This will provide practical insights for improving organizational strategy.

2.1. OBJECTIVES OF THE STUDY

- 1) To examine the impact of fringe benefits on employee engagement.
- 2) To examine the impact of compensation on employee engagement.

Hypotheses

H1: Fringe benefits have a significant impact on employee engagement.

H2: Remuneration has a significant impact on employee engagement.

3. RESEARCH METHODOLOGY

The research methodology utilized a quantitative technique to examine the influence of fringe benefits and salary on employee engagement. A meticulously crafted questionnaire was developed, incorporating well-established components pertaining to fringe benefits and salary. A pilot study was conducted with a small sample to ensure the survey instrument's clarity, relevance, and reliability. After completing the pilot phase, we began collecting data by distributing the final questionnaire to the intended group of 255 employees. The study employed a straightforward sampling strategy to collect responses from a heterogeneous group of employees spanning several sectors. The sample size was set using statistical criteria to ensure sufficient representation and generalizability of findings. The participants were guaranteed that their replies would be kept confidential and anonymous, creating an atmosphere that encouraged honest and impartial feedback. The gathered data underwent thorough quantitative analysis using statistical software such as SPSS or comparable technologies. Demographic parameters and critical variables were summarized using descriptive statistics, which included means, standard deviations, and frequencies. The study followed ethical principles and got required permits from relevant authorities, assuring adherence to research standards and protection of participants' rights throughout the study.

Data Analysis

Table 1

Table 1 Age			
		Freq.	Percent
Valid	18-30 years	19	7.5
	30-40 years	176	69
	40-50 years	30	11.8
	50-60 years	21	8.2
	Above 60 years	9	3.5
	Total	255	100.0

Table 1 showcases the distribution of respondents based on age categories. Among the 255 participants, the majority fall within the age range of 30 to 40 years, constituting 69% of the sample. Following this, 18-30 years represent a smaller proportion at 7.5%, while 40-50 years and 50-60 years account for 11.8% and 8.2% respectively. The smallest segment comprises individuals above 60 years, making up 3.5% of the total respondents. The table indicates a concentration of participants in the middle age brackets, particularly between 30 and 50 years, suggesting that the research sample predominantly comprises individuals in the middle stages of their careers or professional lives.

Table 2

Table 2 Gender			
		Freq.	Percent
Valid	Male	119	46.7
	Female	136	53.3
	Total	255	100.0

Table 2 presents the gender distribution among the 255 respondents. The data reveals a near-balanced representation, with 46.7% of the participants identifying as male and 53.3% as female. This balanced gender distribution within the sample suggests a relatively equal contribution of perspectives and experiences from both male and female respondents, providing a diverse and inclusive view for the study's analysis and interpretation.

Table 3

Table 3 The Fringe Benefits Offered by the Organization Positively Influence My Level of Engagement at Work			
		Freq.	Percent
Valid	Firmly Disagree	13	5.1
	Disagree	10	3.9
	Neutral	10	3.9
	Agree	43	16.9
	Firmly Agree	179	70.2
	Total	255	100.0

The table displays respondents' perceptions regarding the influence of fringe benefits offered by the organization on their work engagement. A substantial majority, comprising 70.2%, firmly agreed that these fringe benefits positively impact their level of engagement at work. Moreover, 16.9% agreed, while only a smaller percentage either disagreed or were neutral on this matter, with 3.9% each indicating disagreement and neutrality, respectively. The overwhelming agreement suggests a significant consensus among the respondents that the provided fringe benefits contribute significantly to enhancing their engagement levels in the workplace.

Table 4

Table 4 I Believe that the Availability of Comprehensive Fringe Benefits Enhances My Commitment to My Job			
		Freq.	Percent
Valid	Firmly Disagree	21	8.2
	Disagree	17	6.7
	Neutral	6	2.4
	Agree	40	15.7
	Firmly Agree	171	67.1
	Total	255	100.0

The table illustrates the perceptions of respondents regarding the impact of comprehensive fringe benefits on their commitment to their job. A substantial majority, constituting 67.1%, Firmly agreed that the availability of comprehensive fringe benefits significantly enhances their commitment to their job. Additionally, 15.7% agreed with this statement, while smaller percentages indicated disagreement or neutrality. Specifically, 8.2% Firmly disagreed, 6.7% disagreed, and 2.4% were neutral on the matter. This overwhelming agreement among the respondents indicates a prevalent belief that comprehensive fringe benefits positively contribute to bolstering their commitment to their job roles.

Table 5

Table 5 The Fringe Benefits Provided by the Organization Contribute Significantly to My Overall Satisfaction in the Workplace

		Freq.	Percent
Valid	Firmly Disagree	20	7.8
	Disagree	16	6.3
	Neutral	6	2.4
	Agree	27	10.6
	Firmly Agree	186	72.9
	Total	255	100.0

Table 5 outlines the perceptions of respondents regarding the contribution of fringe benefits to their overall workplace satisfaction. A substantial majority, comprising 72.9%, Firmly agreed that the fringe benefits provided by the organization significantly contribute to their overall workplace satisfaction. Additionally, 10.6% agreed with this sentiment, while smaller percentages indicated disagreement or neutrality. Specifically, 7.8% Firmly disagreed, 6.3% disagreed, and 2.4% were neutral on the matter. This overwhelmingly strong agreement among the respondents highlights a prevailing belief that these fringe benefits play a significant role in enhancing their overall workplace satisfaction.

Table 6

Table 6 Having Access to Quality Fringe Benefits Increases My Motivation to Perform Better at Work

		Freq.	Percent
Valid	Firmly Disagree	20	7.8
	Disagree	9	3.5
	Neutral	5	2
	Agree	45	17.6
	Firmly Agree	176	69
	Total	255	100.0

Table 6 portrays the perspectives of respondents regarding the impact of quality fringe benefits on their motivation to perform better at work. A notable majority, encompassing 69.0%, Firmly agreed that having access to quality fringe benefits significantly increases their motivation to perform better at work. Furthermore, 17.6% expressed agreement with this notion, while smaller percentages indicated disagreement or neutrality. Specifically, 7.8% Firmly disagreed, 3.5% disagreed, and 2.0% were neutral on the matter. This overwhelming consensus among the respondents underscores a prevalent belief that quality fringe benefits serve as a substantial motivating factor for improved performance in the workplace.

Table 7

Table 7 I Feel More Connected and Engaged with My Job Due to the Diverse Range of Fringe Benefits Offered by the Organization

		Freq.	Percent
Valid	Firmly Disagree	16	6.3
	Disagree	17	6.7
	Neutral	7	2.7
	Agree	27	10.6

Firmly Agree	188	73.7
Total	255	100.0

Table 7 illustrates the sentiments expressed by participants regarding the impact of a diverse range of fringe benefits on their connection and engagement with their job. A substantial majority, accounting for 73.7%, Firmly agreed that the diverse range of fringe benefits offered by the organization significantly contributes to their feeling more connected and engaged with their job. Additionally, 10.6% expressed agreement with this perspective. Relatively smaller percentages indicated disagreement or neutrality: 6.7% disagreed, 6.3% Firmly disagreed, and 2.7% remained neutral on this aspect. The overwhelming agreement among respondents highlights a widespread belief that the diverse array of fringe benefits plays a pivotal role in fostering a stronger connection and engagement with their job roles.

Table 8

Table 8 The Remuneration Package Provided by the Organization Aligns with My Expectations and Contributes to My Engagement at Work

		Freq.	Percent
Valid	Firmly Disagree	18	7.1
	Disagree	14	5.5
	Neutral	14	5.5
	Agree	56	22
	Firmly Agree	153	60
	Total	255	100.0

Table 8 demonstrates the responses to the statement regarding how the remuneration package aligns with employees' expectations and contributes to their engagement at work. The majority, comprising 60.0% of respondents, Firmly agreed that the remuneration package met their expectations and significantly contributed to their engagement. Additionally, 22.0% agreed, resulting in a combined agreement percentage of 82.0%. A smaller proportion expressed neutral opinions, accounting for 5.5%, while 12.6% disagreed or Firmly disagreed with the statement. Overall, the substantial percentage of respondents expressing agreement or strong agreement signifies a positive perception of the remuneration package's alignment with their expectations and its impact on their engagement in the workplace.

Table 9

Table 9 I Believe That Fair and Competitive Remuneration Positively Influences My Dedication to My Job

		Freq.	Percent
Valid	Firmly Disagree	22	8.6
	Disagree	13	5.1
	Neutral	7	2.7
	Agree	30	11.8
	Firmly Agree	183	71.8
	Total	255	100

Table 9 displays respondents' perceptions regarding the influence of fair and competitive remuneration on their dedication to their job. The data indicates a strong inclination towards agreement, with 71.8% of respondents Firmly agreeing

and an additional 11.8% expressing agreement. This totals to 83.6% of respondents who believe that fair and competitive remuneration positively affects their dedication to their job. Conversely, a smaller percentage, totaling 16.4%, either expressed neutral opinions or disagreed with the statement. Overall, the overwhelming majority's agreement underscores the belief that fair and competitive remuneration plays a significant role in fostering dedication among employees in their respective roles.

Table 10

Table 10 The Level of Compensation and Rewards Offered Significantly Impacts My Overall Satisfaction in the Workplace			
		Freq.	Percent
Valid	Firmly Disagree	12	4.7
	Disagree	26	10.2
	Neutral	13	5.1
	Agree	68	26.7
	Firmly Agree	136	53.3
	Total	255	100.0

Table 10 demonstrates participants' perceptions regarding the impact of compensation and rewards on their overall workplace satisfaction. The data reflects a prevailing consensus, with 79.9% of respondents either agreeing (26.7%) or Firmly agreeing (53.3%) that the level of compensation and rewards significantly influences their satisfaction in the workplace. Conversely, a smaller proportion, constituting 19.9%, expressed neutral (5.1%) or negative sentiments by disagreeing (10.2%) or Firmly disagreeing (4.7%) with the statement. The dominant agreement among respondents underscores the considerable impact of compensation and rewards on fostering workplace satisfaction among employees.

Table 11

Table 11 The Level of Compensation and Rewards Offered Significantly Impacts My Overall Satisfaction in the Workplace			
		Freq.	Percent
Valid	Firmly Disagree	12	4.7
	Disagree	26	10.2
	Neutral	13	5.1
	Agree	68	26.7
	Firmly Agree	136	53.3
	Total	255	100.0

Table 11 displays respondents' perceptions regarding the impact of compensation and rewards on their overall workplace satisfaction. The data reveals a clear trend where a significant majority of participants, comprising 79.9%, either agreed (26.7%) or Firmly agreed (53.3%) that the level of compensation and rewards significantly influences their satisfaction in the workplace. Conversely, a smaller proportion, totaling 19.9%, expressed neutral (5.1%) or negative sentiments by disagreeing (10.2%) or Firmly disagreeing (4.7%) with the statement. This overwhelming agreement among respondents emphasizes the substantial impact of compensation and rewards in fostering workplace satisfaction among employees.

Table 12**Table 12 The Level of Compensation and Rewards Offered Significantly Impacts My Overall Satisfaction in the Workplace**

		Freq.	Percent
Valid	Firmly Disagree	12	4.7
	Disagree	26	10.2
	Neutral	13	5.1
	Agree	68	26.7
	Firmly Agree	136	53.3
	Total	255	100.0

Table 12 illustrates respondents' perceptions regarding the influence of compensation and rewards on their overall workplace satisfaction. The data depicts that a majority of respondents, comprising 79.9%, either agreed (26.7%) or Firmly agreed (53.3%) that the level of compensation and rewards significantly impacts their satisfaction in the workplace. Conversely, a smaller percentage, totaling 19.9%, expressed neutral (5.1%) or negative sentiments by disagreeing (10.2%) or Firmly disagreeing (4.7%) with the statement. This overwhelming agreement among respondents emphasizes the substantial impact of compensation and rewards in fostering workplace satisfaction among employees.

H1: Fringe benefits have a significant impact on employee engagement.

Table 13**Table 13 One-Sample Test**

Test Value = 3							
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference		
					Lower	Upper	
The fringe benefits offered by the organization positively influence my level of engagement at work.	21.083	254	0.00	1.43137	1.2977	1.5651	
I believe that the availability of comprehensive fringe benefits enhances my commitment to my job.	15.808	254	0.00	1.26667	1.1089	1.4245	
The fringe benefits provided by the organization contribute significantly to my overall satisfaction in the workplace.	16.997	254	0.00	1.3451	1.1893	1.5009	
Having access to quality fringe benefits increases my motivation to perform better at work.	18.227	254	0.00	1.36471	1.2173	1.5122	
I feel more connected and engaged with my job due to the diverse range of fringe benefits offered by the organization.	18.403	254	0.00	1.38824	1.2397	1.5368	

The results of the one-sample test, conducted to assess the impact of fringe benefits on employee engagement (H1), reveal statistically significant mean differences for all statements related to fringe benefits. In the first statement, "The fringe benefits offered by the organization positively influence my level of engagement at work," respondents demonstrated a significantly higher mean difference of 1.43137 ($t = 21.083$, $df = 254$, $p < .001$), indicating a strong positive impact of fringe benefits on employee engagement. Similarly, in the second statement, "I believe that the availability of comprehensive fringe benefits enhances my commitment to my job," respondents exhibited a considerable mean difference of 1.26667 ($t = 15.808$, $df = 254$, $p < .001$), reinforcing the positive influence of comprehensive fringe benefits on job commitment. The third statement, "The fringe benefits provided by the organization contribute significantly to my overall satisfaction in the workplace," yielded a substantial mean difference of 1.34510 ($t = 16.997$, $df = 254$, $p < .001$), emphasizing the noteworthy contribution of fringe benefits to overall workplace satisfaction. Additionally, in the statement "Having access to quality fringe benefits increases my motivation to perform better at work," respondents indicated a significant mean difference of 1.36471 ($t = 18.227$, $df = 254$, $p < .001$), highlighting the motivational impact of quality fringe benefits on job performance. Lastly, in the statement "I feel more connected and engaged with my job due to the diverse range of fringe benefits offered by the organization," respondents expressed a considerable mean difference of 1.38824 ($t = 18.403$, $df = 254$, $p < .001$), underscoring the positive correlation between diverse fringe benefits and employee engagement. These findings collectively support the hypothesis that fringe benefits have a significant impact on employee engagement, affirming their role in enhancing commitment, satisfaction, motivation, and overall connection with the job.

H2: Remuneration has a significant impact on employee engagement.

Table 14

One-Sample Test						
	t	df	Sig. (2-tailed)	Mean Difference	Test Value = 3	
					95% Confidence Interval of the Difference	
					Lower	Upper
The remuneration package provided by the organization aligns with my expectations and contributes to my engagement at work.	16.139	254	.000	1.22353	1.0742	1.3728
I believe that fair and competitive remuneration positively influences my dedication to my job.	16.662	254	.000	1.32941	1.1723	1.4865
The level of compensation and rewards offered significantly impacts my overall satisfaction in the workplace.	15.336	254	.000	1.13725	0.9912	1.2833
Adequate remuneration motivates me to invest more effort and energy into my job responsibilities.	16.919	254	.000	1.29412	1.1435	1.4448
The compensation and benefits package offered by	18.57	254	.000	1.37647	1.2305	1.5224

the organization significantly affect my level of engagement and commitment to my role.

The one-sample test conducted to evaluate the impact of remuneration on employee engagement (H2) demonstrates statistically significant mean differences across all statements related to remuneration. In the statement, "The remuneration package provided by the organization aligns with my expectations and contributes to my engagement at work," respondents exhibited a substantial mean difference of 1.22353 ($t = 16.139$, $df = 254$, $p < .001$), emphasizing the alignment between remuneration and engagement at the workplace. Similarly, in the statement "I believe that fair and competitive remuneration positively influences my dedication to my job," respondents showcased a significant mean difference of 1.32941 ($t = 16.662$, $df = 254$, $p < .001$), highlighting the positive influence of fair and competitive remuneration on job dedication. The statement "The level of compensation and rewards offered significantly impacts my overall satisfaction in the workplace" revealed a noteworthy mean difference of 1.13725 ($t = 15.336$, $df = 254$, $p < .001$), indicating the substantial impact of compensation on overall workplace satisfaction. Additionally, in the statement "Adequate remuneration motivates me to invest more effort and energy into my job responsibilities," respondents expressed a considerable mean difference of 1.29412 ($t = 16.919$, $df = 254$, $p < .001$), underlining the motivational aspect of adequate remuneration towards job responsibilities. Lastly, in the statement "The compensation and benefits package offered by the organization significantly affect my level of engagement and commitment to my role," respondents indicated a substantial mean difference of 1.37647 ($t = 18.570$, $df = 254$, $p < .001$), signifying the significant impact of the compensation package on employee engagement and commitment. These findings collectively support the hypothesis that remuneration has a significant impact on employee engagement, highlighting its role in contributing to engagement, dedication, satisfaction, motivation, and commitment within the workplace.

4. FINDINGS

The findings from the evaluation of fringe benefits on employee engagement revealed compelling results, showcasing a significant positive impact. Across various dimensions related to fringe benefits, employees consistently expressed strong agreement, indicating that these benefits greatly influenced their engagement levels. Specifically, respondents highlighted that the diverse range of fringe benefits offered by the organization significantly contributed to their overall satisfaction, motivation, and connection with their roles. Additionally, respondents emphasized that access to quality fringe benefits not only enhanced their commitment to the job but also increased their motivation to perform better. These findings collectively support the hypothesis that fringe benefits have a profound influence on employee engagement, suggesting that a comprehensive range of benefits positively contributes to employees' satisfaction, motivation, and dedication within the workplace.

Similarly, the assessment of remuneration's impact on employee engagement yielded robust outcomes, underscoring its significant role in shaping various facets of employee engagement. The findings indicated that the alignment of the remuneration package with employees' expectations contributed significantly to their engagement at work. Moreover, fair and competitive remuneration emerged as a driving force behind employees' dedication to their roles. Adequate

compensation not only impacted overall workplace satisfaction but also motivated employees to invest more effort and energy into their job responsibilities. The results further highlighted that the compensation and benefits package offered by the organization played a pivotal role in influencing employees' engagement and commitment. These findings collectively support the hypothesis that remuneration substantially impacts employee engagement, emphasizing its influence on employees' dedication, satisfaction, motivation, and commitment within the organizational setting.

5. CONCLUSION

The conclusions drawn from this study underscore the critical significance of both fringe benefits and remuneration in shaping employee engagement within the organizational context. The robust findings reveal that a comprehensive range of fringe benefits significantly contributes to employees' satisfaction, motivation, and commitment to their roles. Simultaneously, fair and competitive remuneration emerged as a crucial factor impacting employees' dedication, satisfaction, motivation, and commitment within the workplace. These conclusions accentuate the pivotal role that both fringe benefits and remuneration play in fostering a conducive and engaging work environment.

The implications of these findings are profound for organizational management and human resource practitioners. Organizations can leverage these insights by strategically designing and implementing comprehensive fringe benefit packages and fair remuneration structures. Addressing employees' needs and expectations through well-thought-out benefits and compensation programs not only enhances their engagement but also fosters a sense of loyalty and commitment. Moreover, understanding the nuanced influence of these factors on employee engagement can guide decision-making processes, aiding in talent retention, improved productivity, and overall organizational success.

Future research in this domain could delve deeper into the differential impact of specific fringe benefits and components of remuneration on various demographics within the workforce. Exploring how these factors resonate differently across diverse employee groups based on age, tenure, or hierarchical levels could provide nuanced insights. Additionally, longitudinal studies tracking changes in engagement levels concerning alterations in fringe benefits or compensation structures over time could offer a dynamic understanding of these constructs' influence. Moreover, investigating the interplay between organizational culture, leadership styles, and the effectiveness of fringe benefits and remuneration in driving employee engagement remains an area ripe for exploration, offering comprehensive insights into optimizing workplace engagement strategies.

CONFLICT OF INTERESTS

None.

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