



## EFFECTS OF WORK PERKS ON JOB SATISFACTION AMONG THE EMPLOYEES OF BANKING INDUSTRY IN BANGLADESH

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### Abstract

In the modern business world featured with much talent intensive organizations, employee job satisfaction has become a major challenge for the employer. One of the major variables influencing employee job satisfaction is the nature of benefits organizations arrange for their employees. Non-monetary benefits especially work perks impress employees much which in turn helps firms attract and retain competent workforce. Consequently, this paper aims at examining the effects of work perks on employee job satisfaction. A total of 383 employees working in the banking industry of Bangladesh participated in the study. Through the use of a self-administered questionnaire, data has been collected. After collecting data, the study's hypotheses were tested using correlation and regression analysis techniques. The findings show that administrative privileges, cash benefits, and severance pay all significantly improve employee work satisfaction. However, the study discovered that benefits connected to personal and family life, food and entertainment, and medical and healthcare did not significantly affect job satisfaction. According to the survey, firms should ensure that their work perks are well-designed as a way to achieve worker satisfaction, which is a requirement for efficiency, productivity, and commitment.

**Keywords:** Work perks, Bank employees, Job satisfaction, Banking industry, Bangladesh

### Introduction

Employee job satisfaction can be defined as a positive mental state of employees towards their jobs which is crucial for ensuring physical and mental well-being of workforces (Sathyavathi & Angayarkanni, 2022). In today's world of competition, organizations are highly concerned about the importance of employee job satisfaction since it is well established that a satisfied workforce leads to competitive advantage. However, many organizations fail to realize the significance of employee benefits, especially work perks, which is crucial in increasing employee job satisfaction (Sathyavathi & Angayarkanni, 2022). The problem with these failing organizations is that they are still convinced about the role of salary/pay as satisfier (Savery, 1996) though such belief was anyway rejected by Herzberg et al, (1957) who argued that it was intrinsic factors (e.g. advancement opportunity) not extrinsic factors (e.g. salary) that could play the role of satisfier. Work perks also known as perquisites are non-monetary benefits which includes boat usage, aircraft usage, travel expenses, housing expenses, holiday gift, expatriate benefits, spousal/ guest travel, meals/ entertainment, legal fees, company mechanism, living expense reimbursement, phone expense, guardian redemption distribution and so on (Grinstein *et al.*, 2008). The most significant rising human resources concerns for any firm are those related to employee engagement, satisfaction, productivity, and retention. Managers must implement strategies to successfully inspire employees in order to satisfy them (Nyamekye and Faustina, 2012). If firms can generate incentives more cheaply by providing perks instead of giving additional salary, then perks can be a superior measure to align managerial incentives (Grinstein *et al.*, 2008). Jiang *et al.*, (2020) argued that if organizations can ensure work-related perks for their employees it can promote corporate innovation that obviously creates source of sustainable competitive advantage for the employer organizations. The issue of innovation investment is also positively influenced by perks (Zhangfa, 2020) discovered from the case of state-owned enterprises.

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Employee job satisfaction is one of most crucial concerns in the service organizations (Korunka *et al.*, 2003). Studying the nature of relationship between work perks and job satisfaction has become an attractive area of research. The studies in this area are being conducted in diversified industries around the world in order to understand the nature of relationship between work perks and employee job satisfaction. For instance, Shertzer and Ragonis (2022) worked on high-tech industry, Sathyavathi and Angayarkanni, (2022) worked on IT industry, Vashistha and Khan (2020) worked on work perks of the university faculty members. However, as per the knowledge of the researchers of the current study, very few studies have been found revealing the effects of work perks on employee job satisfaction in the context of banking industry of Bangladesh. Since, the banking sector of Bangladesh is one of the most significant industries employing such a great number of employees. So, it becomes needful to study the role of work perks in affecting employee job satisfaction. In such a situation the objective of the study is to examine the effects of work perks on employee job satisfaction in banking industry of Bangladesh. In addition, the secondary objective is to measure the relationship between different individual work perks and employee job satisfaction. The insights gained from the current study is expected to make significant contribution by guiding the practitioners of banking industry in designing work perks for developing employee job satisfaction.

## **Literature Review**

### ***Work Perks or Perquisites***

Work perks are a significant element of a properly designed compensation package (Andrews *et al.*, 2017). Work perks or perquisites are any casual reward which are usually non-monetary benefits in addition to salary and can be provided to an employee who has a significant interest in the company (De, 2008; Gaitonde, 1979). Work perk helps to motivate employees to work hard; in addition to that, it drives the employee's efficiency, productivity and desire to stay in the respective job (Fama, 1980; Nguyen, 2015). Organizations might create incentives more cheaply by offering work perks instead of higher pay (Grinstein *et al.*, 2008). Work perks are also can be extended to employee's family, such as spousal/ guest travel (Nguyen, 2015; Chan *et al.*, 2015). As work perks are paid to motivate employees, there is a positive association between perks and organization's performance which leads to business success (Adithipyangkul *et al.*, 2009). Payment-in-kind (work perks) are used not only to pay non-monetary compensation but also to build and maintain connections with governmental officials and business partners as useful connections are often built through lavish perks, banquets, joint entertainment and trips (Ai, 2006; Yeung & Tung, 1996; Henderson and Spindler, 2004).

Adithipyangkul *et al.*, (2009) found that as work perks are paid to motivate employees, there is a positive association between perks compensation and organization's performance which leads to business success. Fama (1980) implies that work perks and cash bonuses are substitutes in the sense that more work perks will be provided if cash compensation cannot appropriately motivate employees. So, if work perks are increased, cash bonuses should be reduced because work perks and cash bonuses are substitutes (Adithipyangkul *et al.*, 2009). The practice of providing work perks has evolved as a method for the organizations to compete in the market to recruit talent and retain valuable human resources (Nguyen, 2015). Companies began to offer lavish perks like personal use of corporate jets, free membership in prestigious clubs to their high performing employees (Grinstein *et al.*, 2008; Henderson and Spindler, 2004). Following the concept of Andrews, Linn and Yi, (2017); Luo, Zhang and Zhu, (2010); Grinstein, Weinbaum and Yehuda, (2008); and Chan, Tsai and Li, (2015) work perks are classified into five categories: (1) medical and healthcare perks, (2) food and entertainment perks, (3) Administrative privileges, (4) Personal and family related perks, and (5) Financial and severance perks.

### ***Job Satisfaction***

Over the last four decades job satisfaction has been widely studied (Currivan, 1999). Job satisfaction is a multidimensional concept that has been defined as a mechanism of the perceived relationship between what employees wants from their jobs and what they perceive the job to offer (Arvey *et al.*, 1989; Locke, 1969; Aziz *et al.*, 2015). Hoppok (1935) implied that Job satisfaction is a unitary concept and refers to an overall affective alignment on the part of employees toward work roles which they are presently working. When employees are satisfied with their job, they will show pleasant positive attitudes (Milan *et al.*, 2013). The unitary idea of job satisfaction refers to an overall affective alignment with work roles and implies that there are multiple factors that contribute to this overall attitude since an employee may be content with one aspect of their job while being dissatisfied with another (Hoppok, 1935). The level of employee job satisfaction is a function of the variety of specific satisfactions and dissatisfactions that he/she experiences when doing the job with various dimensions of work (Locke, 1969). To

arrive at a composite satisfaction with the job, employees balance these satisfactions against the specific dissatisfactions as a whole (Hoppock, 1935).

Job satisfaction comes from multiple sources (Quarstein *et al.*, 1993; Smith *et al.*, 1969). Bass (1965) claimed that job satisfaction depends on the need-satisfying potential of the whole job environment. Rabbanee, Yasmin and Mamun (2012) presented some determinants of job satisfaction in their study, which are the job, pay, promotion, supervision, colleagues, and working environment. The features of job that allow the employees to achieve their needs in the job are determinants of job satisfaction (Kinicki and Kreitnen 2003). Job satisfaction allows employees to experience success but heightened by the job which is mentally challenging and personally interesting (Locke 1976). According to Ghazzawi (2008); George and Jones (2008); and Organ and Ryan (1995) Job satisfaction contributes to organizational commitment, employee well-being, turnover, and organizational citizenship behavior. In another study Baker (2004) indicated that turnover and absenteeism are the two important consequences of job satisfaction. Job satisfaction can increase employees' organizational commitment while job dissatisfaction can lead to absenteeism, turnover and strikes which adversely affect their wellbeing and general happiness (Hackett and Guion, 1985; Brook & Price, 1989; Rue and Byars, 2005; Tett and Meyer, 1993; Seashore and Taber, 1975).

### ***Work Perks and Job Satisfaction***

The main resource that helps firms accomplish all of their goals is their workforce. Employee satisfaction with their work will enhance productivity and overall performance of the company. Although reward strategies are handled differently by firms, compensation and reward practices are crucial in establishing an employee's degree of job satisfaction (Mabaso, 2018). Employees join organizations with specific expertise, experience, and abilities as well as with certain goals in mind, such as job security, improved workplace amenities, and the satisfying of social and psychological requirements. Work perks are a significant source of pay that are given as bonuses to encourage employees to do well at work. Compensation and benefits determine the attraction, satisfaction and retention of employees thus, organizations need innovative reward system to satisfy, attract and retain employees (Mabaso, 2018). Work perks can effectively motivate, satisfy, and retain employees that includes meals, entertainment, travel, flexible hours, housing allowances etc. (Adithipyangkul *et al.*, 2009; Nyamekye and Faustina, 2012). Employees who feel they are not receiving benefits in a satisfactory manner experience emotional discontent, which worsens with time and results in sad and unsatisfied workers (Mabaso, 2018). Organizations have put in place some measures to effectively motivate and satisfy the employees in order to retain them, and one of those measures is work perks (Nyamekye and Faustina, 2012).

### ***Medical and Healthcare Perks and Job Satisfaction***

Healthcare and medical perks are the most preferred perks among the employees which is the foundation of any benefit package. Medical and healthcare perks are the medical allowances and medical expenses provided by the organizations which lower the future healthcare cost for the company (Andrews *et al.*, 2017). This type of perk includes comprehensive hospital examinations, exercise classes, company gym, meditation workshops, healthy cafeteria, nutrition counseling, medical reimbursements, dental and vision care, health insurance, prescription medicines, physical training/ therapy, free membership to health club and so on (Andrews *et al.*, 2017; Rajan and Wulf, 2004). Employee job satisfaction is influenced by a variety of factors, including work benefits. Among all work perks, medical and healthcare perks motivate employees and have an effect on health of the employees (Aziz *et al.*, 2015). Thus, the relationship between medical and healthcare perks and job satisfaction can be explained by the following hypothesis:

*H1: Medical and healthcare perks have significant positive effects on job satisfaction.*

### ***Food and Entertainment Perks and Job Satisfaction***

One of the fundamental factors of employee job satisfaction is level of compensation and benefits which includes food and entertainment Perks. According to Chan *et al.*, (2015) the benefits that organizations provide to its employees for entertainment and personal enrichment includes food and entertainment Perks. This type of perks includes club payments for membership dues; vacation and travel perks; sporting and other entertainment events and expenses related to the events (Andrews *et al.*, 2017). Club payments for membership dues, and fees includes free and healthy lunch, free membership to lunch club and airway clubs, meal discounts, and allowances at nice restaurants. Vacation and travel perks include vacation expense for executive vacation and retreats (Grinstein *et al.*, 2008). Sporting and other entertainment events contain the cost of event tickets, office parties, employee's birthday

and festival celebration. Organizations can only maintain their ideal position by ensuring employee satisfaction and motivating them to continuously develop (Bhardwaj *et al.*, 2021). Therefore, the following hypothesis can be used to describe the relationship between food and entertainment perks and job satisfaction:

*H2: Food and entertainment perks have significant positive effects on job satisfaction.*

#### ***Administrative Privileges and Job Satisfaction***

There are some work perks related to administrative privileges which are use of administrative assistance and other maintenance staff (personal secretary in the office, IT support), free equipment and supplies utilized by the employees, reimbursement allowances, use of company facilities for personal use (Aircraft usage, credit card provided by the company, free transports facility), and communication expenses provided by company (Andrews *et al.*, 2017; Grinstein *et al.*, 2008). Job satisfaction allows employees to experience success but heightened by the job which is mentally challenging and personally interesting (Locke 1976). Employee job satisfaction may clearly be assessed by a pleasant working environment and administrative privileges. In any organization employees' motivation, administration's supportive attitude, loyalty, and performance are linked to a positive working environment, which directly affect employee job satisfaction and organizational development (Aziz *et al.*, 2015; Thomas, 2000). Hence, the relationship between administrative privileges and job satisfaction can be hypothesized as the following:

*H3: Administrative privileges have significant positive effects on job satisfaction.*

#### ***Personal and Family Related Perks and Job Satisfaction***

Personal and family related perks enhance home and family situation of the employee which is granted to the top employees of the organization (Andrews *et al.*, 2017; Chan *et al.*, 2015). Personal and family related perks includes personal and home security systems, housing allowances, compensation to executives for moving, relocating, and education expenses for the employees and the family paid by the company such as education allowance (Andrews *et al.*, 2017). Personal and home security involves fire alarms, generators for use in power failures, or burglar alarms (Rajan and Wulf, 2004). Housing allowances includes all payments made by the company for housing; and any payments for home maintenance, or utilities such as free supply of gas, water and electricity, or rent-free accommodation (Gaitonde, 1979). Moving and Relocation comprises payments to previous employers for moving to the company, and any expatriate benefits (Andrews *et al.*, 2017). The practice of providing these work perks has grown as a technique for organizations to attract talented employees and keep their most valuable employees. Personal and family related perks helps to motivate top employees to work hard and increase efficiency, job satisfaction, productivity and desire to stay in the job (Fama, 1980; Nguyen, 2015). Consequently, the following hypothesis has been stated showing the relationship between job satisfaction and perks relating to employee's personal and family life:

*H4: Personal and family related perks have significant positive effects on job satisfaction.*

#### ***Financial and Severance Perks and Job Satisfaction***

Financial services are any payments made by the company for financial and tax planning services (Andrews *et al.*, 2017). Any compensation or benefits that the company offers to its employees when their employment relationship ends are known as severance perks such as stock options, pension plan, retirement accounts, or life insurance. Some financial perks are identified by Andrews, Linn and Yi, (2017) which are loans, gifts, and discounts; allowances; and Charitable and gift matching contributions. Loans, Gifts, and Discounts covers any interest payments made by the company, any loans forgiven, gifts to a charity, taxes paid by the company for the employee, any discounts granted to the employees. Allowances include executive allowances, executive choice plans, flexible spending plans, and cash allowances to the employees. Charitable and gift matching contributions include donation and gifts to a charity on behalf of the employees. Financial and severance perks are the categories of work perks which is a superior measure that managers need to put in place to effectively motivate employees in order to satisfy them (Nyamekye and Faustina, 2012). So, the following hypothesis can be used to describe the relationship between financial and severance benefits and job satisfaction:

*H5: Financial and severance perks have significant positive effects on job satisfaction.*

### Conceptual Model

For the purpose of simplification of the proposed reality, the following conceptual model has been developed. The model consists of five hypotheses showing relationships among five variables of work perks and job satisfaction. Five independent variables used in the conceptual frameworks are medical and healthcare perks, food and entertainment perks, administrative privileges, personal and family related perks, and financial and severance perks. Job satisfaction has been considered as the only dependent variable in this conceptual model. This model proposes that there is positive effects of all of the independent variables on job satisfaction. The uniqueness of this conceptual model is that it uses five work perks together in the banking industry of Bangladesh in order to show their effects on the employee job satisfaction. Most of the previous studies were in other industries. Though the primary focus of the model is to fill a contextual gap, it also carries uniqueness in a sense that it covers almost all of the major variables of work perks, whereas most of the previous studies used three to four variables and different combinations. So, understanding job satisfaction of banking employees will add a new dimension in the literature of work perks and job satisfaction while providing insights for the practitioners in the banking industry.

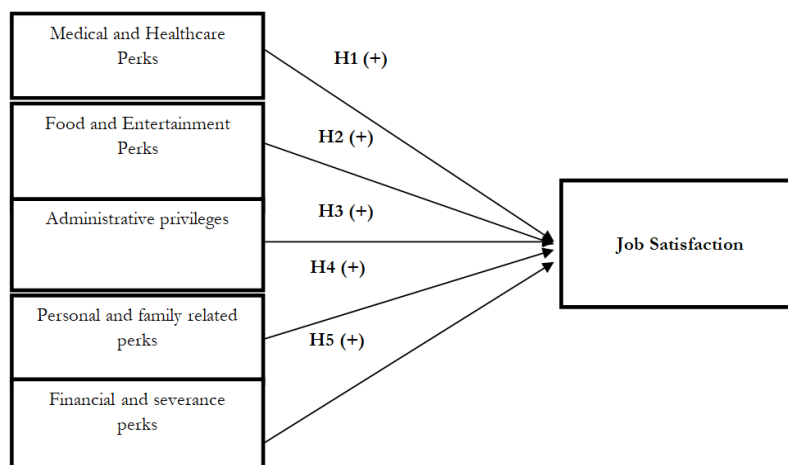


Figure 1. Conceptual Framework

### Materials and Method

#### Research Design

This study is based on positivist research philosophy, hence, uses quantitative research technique which depicts that number gives insights about the reality (Zikmund et al., 2013). Quantitative data has been collected and analyzed to get meaningful insights about the reality of work perks and job satisfaction. However, a good number of studies have been found in this area which were quantitative in nature.

#### Participants and Procedure

Employees from public and private banks in Bangladesh who work in the banking sector participated in the survey. The entire population size (N) of the study, as reported by CEIC (Census and Economic Information Center), is 1,97,621 employees working in Bangladesh's banking sector (Ceicedata.com, 2019). The sample size of the current study is 383. This sample size is determined using 'Sample size table' suggested by (Yamane, 1967). He suggested that for a population of more than 100,000, minimum sample size should be 204 considering 95% confidence level and 7% margin of error. However, a sample of 383 has been taken in this study to increase the representativeness and level of precision (Islam, 2018). The respondents were chosen using a convenience sampling strategy, which is defined by a data collection method that is both efficient and affordable (Zikmund et al., 2013). The demographic details of the sample of employees are shown in Table 1. The sample employees were surveyed using a self-administered questionnaire to gather data. A preliminary questionnaire was created primarily using the findings of previously published publications. The pretesting was followed by a revision of the questionnaire in light of the

findings. Additionally, certain questions were rephrased or rewritten to increase their accuracy and usefulness in light of the research setting. After that, the questionnaire was polished and utilized to gather information from the study's participants. There were two portions to the questionnaire that had been translated into English. The demographic data of the study participants was collected in Section A, and 34 statements about dependent and independent variables were constructed in Section B.

### Measurement

With a few minor adjustments, all of the study's variables were measured using scales that had previously been approved. Five-point Likert scales were used for all independent and dependent variables; the lowest score was 1 (strongly disagree), and the highest was 5 (strongly agree). The 27 items used to measure work perks were divided into seven for medical and healthcare, seven for food and entertainment, five for administrative privileges, four for personal and family-related benefits, and three for financial and severance benefits. All of the items were derived from scales developed by Andrews *et al.* (2017), Luo *et al.* (2010), and Grinstein *et al.* (200).

Table 1. Measurement items and reliability

Variables	Items	Cronbach's Alpha
<i>Medical and Health Care Perks</i>	Free health insurance Company's healthy cafeteria Company provides prescript medicines Comprehensive hospital examinations provided by company Free company gym Medical reimbursement Free membership to health club	0.723
<i>Food and Entertainment Perks</i>	Free membership to lunch club Free membership in airway club Company provided meal discount at restaurant Travel vouchers Company travels with wife/husband Sport event tickets as a gift from company Festival celebrations at office	0.719
<i>Administrative Privileges</i>	Free telephone services Free internet services Company's free transport facility Using company's parking Free credit card provided by the company	0.754
<i>Personal and Family related perks</i>	Fire alarms for home security Housing allowances Expatriate benefits Education allowances	0.769
<i>Financial and Severance perks</i>	Lowest premium life insurance service Pension plan Company donates to charity on behalf of employee	0.731
<i>Job Satisfaction</i>	No intention to quit job Preferring to continue job in the same organization Suggesting friends to join in the organization Feeling like personal compliment when someone praises the organization Not being absent at work Proud to be a part of the organization Happily doing any task beyond assigned job duties	0.752

Reliability analysis indicates how internal consistency of respondents' responses is maintained to the different items in the questionnaire in a single trial. Table 1 shows that all the independent variables- Medical & Healthcare Perks, Food and Entertainment Perks, Administrative Privileges, Personal & Family Related Perks, Financial & Severance Perks have Cronbach's Alpha score of 0.723, 0.719, 0.754, 0.769, and 0.731 respectively. The Cronbach's Alpha score of the dependent variable is .752. Cronbach's Alpha scores of all of the variables are higher than 0.700 which indicates that measurements of the variables are reliable for further analysis. The scale can be considered as reliable because the value is above the threshold value of 0.700 (Spiliotopoulou, 2009).

### **Analytical Framework**

Data of the study were collected using survey technique. Different statistical tools and techniques have been used to analyze the collected data. Descriptive analysis has been conducted showing the demographic profile of the respondents. Category-wise frequency and percentage have been calculated and shown in the demographic profile section. Other statistical tools used in the current study are correlation and regression analysis. Along with correlation between variables, mean and standard deviation of each variable have been shown.

## **Results**

### **Demographic Profile of the Respondents**

Table 2. Demographic Profile of the Respondents (n=383)

Demographic Profile of the Employees			
Variables	Category	Frequency (N)	Percent (%)
Age	Less than 25-25	24	6.3
	26-35	152	39.7
	36-45	181	47.3
	46-Above 46	26	6.8
Gender	Male	286	74.7
	Female	97	25.3
Bank Type	Public Bank	144	37.6
	Private Bank	239	62.4
Designation	Officer	238	62.1
	Supervisor	50	13.1
	Operation Manager	29	7.6
Marital Status	Manager	66	17.2
	Married	302	78.9
Educational Background	Single	81	21.1
	Bachelor	11	2.9
	Masters	359	93.7
	Professionals	13	3.4
		Total (n)=383	

Source: Field Survey

The Table 2 contains the demographic profile of the respondents. It shows that there is representation multiple age groups in the current study. However, the majority (47.3%) of the respondents are from age group of 36-45 years. Second highest age group representation is from 26-35 years covering 39.7% of the total respondents. The respondents of these two age groups cover 87% of the respondents. These respondents have the high potential to have adequate understanding and assessment capacity relating to work perks and other variables of the study. In addition, this study covers a wide range of respondents in terms of age group which indicates that the findings of the study have high chance to be representative.

### Correlations Analysis

Table 3. Means, SD and correlations between the study variables

Variables	Means	SD	1	2	3	4	5	6
1. Medical & Healthcare	3.6516	.75939	1					
2. Food and Entertainment Perks	3.9703	.62465	.526**	1				
3. Administrative Privileges	4.0094	.74729	.483**	.663**	1			
4. Personal & Family Related Perks	4.0529	.62896	.468**	.589**	.588**	1		
5. Financial & Severance Perks	3.8268	.85062	.384**	.326**	.380**	.468**	1	
6. Job Satisfaction	4.3376	.60656	.238**	.347**	.389**	.343**	.356**	1

\*\*Correlation is significant at the 0.01 level (2-tailed).

Source: Survey Data

Table 3 displays the means, standard deviations, and inter-correlation among the study variables. The results indicate that all the independent variables (medical & healthcare, food and entertainment perks, administrative privileges, personal & family related perks, and financial & severance perks) are positively correlated with the dependent variable (job satisfaction). The absolute value of the correlation analysis is used to describe the strength of relationship between two variables and interpreted through Pearson product-moment ( $r$ ) correlation coefficient which ranges from -1.00 to 1.00. The larger the value of  $r$  the stronger the relationship will be. Positive correlations have found in case of all of the expected relationships. For instance, correlation values of job satisfaction with administrative privileges, financial & severance, food and entertainment Perks, personal & family related perks, and medical & healthcare are .389\*\*, .356\*\*, .347\*\*, .343\*\*, and .238\*\* respectively. The results show that administrative privilege is the most powerful and medical & healthcare is the least powerful work perks associated to job satisfaction. The positive significant correlation between administrative privileges and job satisfaction ( $r=.389$ \*\*) may indicate that if organizations increases administrative privileges, employees' job satisfaction will also be increased. These results contain evidence of considerable influence of work perks on job satisfaction.

### Regression Analysis

Table 4. Regression analysis of work perks and employee job satisfaction

Independent Variables	B	SE	Beta( $\beta$ )	P	Remarks
(Constant)	2.457	.206		.000	
Medical and Healthcare	-.033	.045	-.042	.461	Not Supported
Food and Entertainment Perks	.119	.065	.122	.068	Not Supported
Administrative Privileges	.166	.053	.205	.002*	Supported
Personal and Family Related Perks	.063	.061	.065	.303	Not Supported
Financial and Severance Perks	.160	.038	.224	.000**	Supported
R	.463a				
R <sup>2</sup>	.214				
F-Statistic	20.542				
	P<.001				
Adj. R <sup>2</sup>	.204				
N	383				

Dependent Variable: Job Satisfaction. Notes: \*P< 0.05; \*\*P< 0.01

Regression analysis was used to assess the five hypotheses produced on the connection between work perks and job satisfaction among Bangladeshi banking industry employees. According to the regression statistics shown in Table 4, the coefficient of determination (R<sup>2</sup>) was 0.214, meaning that the five independent variables (Medical and Healthcare, Food and Entertainment Perks, Administrative Privileges, Personal and Family Related Perks, and

Financial and Severance Perks) can account for 21.4% of employee job satisfaction. The proposed model was rather well-fitting, and there was a substantial association between work perks and job happiness, according to the F-Statistic of 20.542 and the P value of 0.000. Administrative Privileges ( $\beta=.205$ ,  $P0.05$ ) and Financial and Severance Perks ( $\beta=.224$ ,  $P0.05$ ) are both included in the individual model variables.

### **Discussion**

The primary objective of this research was to determine how work perks affect workers' satisfaction with their job. The secondary objective of the research was to demonstrate the link between employment benefits and job satisfaction. Very few quantitative researches were found which explicitly assessed, using a large employee sample, the effect of work perks on job satisfaction among employees of the banking industry prior to the completion of this study. Moreover, the findings of those studies were greatly inconclusive. Medical and healthcare benefits, food and entertainment perks, administrative privileges, personal and family-related perks, and financial and severance perks were all considered work perks in this study. The study's findings showed that respondents' attitudes toward medical and healthcare benefits were positive, and there is a moderately positive relationship between job satisfaction and such perks which is consistent with the findings of Aziz et al. (2015). However, this result of the study does not validate H1 since the relationship is not significant. The mean value of food and entertainment perks indicates the moderately high-level presence of food and entertainment perks in job satisfaction according to the respondents. There is a moderate positive correlation between job satisfaction and food and entertainment perks. This finding matches with the findings of several previous studies like Bhardwaj *et al.* (2021) and Grinstein *et al.* (2008). But, the relationship between food and entertainment perks and job satisfaction was not found to be significant, which do not validate H2. It was revealed that there is a high-level presence of administrative privileges in job satisfaction according to the respondents, also there is a moderate positive correlation between job satisfaction and administrative privileges which aligns with the findings from Aziz *et al.*, 2015; Thomas, 2000. The relationship between administrative privileges and job satisfaction was found positive and significant. These results of the study validate H3. Again, it was revealed that there is a high-level presence of personal and family related perk in job satisfaction according to the respondents, with a moderate positive correlation between job satisfaction and personal and family related perk indicating coherence with existing literature, for instance Fama (1980), and Nguyen (2015). But, the relationship between personal and family related perk and job satisfaction was not found significant, which do not validate H4. The data analysis also revealed moderately high-level presence of financial and severance perks in job satisfaction according to the respondents, with a moderate positive correlation between job satisfaction and financial and severance perks. The relationship between financial and severance perks and job satisfaction was found positive and significant. These results of the study validate H5 which is consistent with the findings from Nyamekye and Faustina (2012). Therefore, it can be concluded that administrative privileges as well as financial and severance perks have more positive effects on employee job satisfaction in banking industry. This finding was in line with the findings of Andrews et al., (2017) in which they found that legal, tax services, and financial perquisites are more likely to be consumed by the executives.

### **Conclusion**

A properly designed compensation package, which includes the work perks, is one of the important sources of employee job satisfaction in the organizations. This study recommends the banking industry that the top management should include the work perks in the compensation package and provide them to the employees to attract them and to eventually make them satisfied. This study also recommends that the banks should make their employees aware of the work perks because most of them have no concrete idea about the work perks in their own organization. The work perks and nonmonetary forms of compensation need far more careful investigation because perks are undeniably an efficient productivity-enhancing device and from this perspective the future studies should be more informative.

This study has several managerial implications in the organizations as this study provides us the evidence on the effects of work perks on job satisfaction among the employees of banking industry in Bangladesh. Banking industry is one of the most important parts of an economy for any country. This study will serve as direction for CEOs, HR managers, professionals and administrative staff of different public and private banks to have a better understanding about the work perks and its effects on the job satisfaction of the bank employees. They can use this research to identify different types of work perks that can be provided to the employees to increase their job satisfaction. From this study we came to know that administrative privileges as well as financial and severance perks

can have more effects on employee job satisfaction, so the HR department and CEOs of different public and private bank should focus and increase providing the administrative privileges or financial and severance perks to the employees to increase their job satisfaction. Beside these perks, the HR managers and professionals should also focus on other type of work perks to make sure they can develop a proper compensation package and make the employees motivated and satisfied with their job. This study contributes to the existing literature by suggesting the HR department and top management of the banking industry that work perks can be paid as a reward to managers or employees to motivate and satisfy them with the job and to improve performance in the long run.

Along with the managerial implication, this study has several theoretical implications as well. This a unique model consisting five independent variables from work perks and job satisfaction as dependent variables. The current model which has been tested covers almost all of the major factors of work perks. However, the same model can further be used in other industries and banking industry of other country in order to reach general conclusion about this model.

### **Limitations and Future Research Direction**

The current study acknowledges some limitations due to multiple reasons. Firstly, the study uses a relatively small sample size which might not be fully representative of the whole Banking industry of Bangladesh. Secondly, the Banking industry of Bangladesh is highly diversified in terms of ownership, structure, operations, and scopes. This study uses a generalized approach including the whole industry together. Thirdly, variables adopted on from the literature may not contain all of the work perks available in the industry. However, the current model has tried covered almost all of the major factors of work perks though there are other types of work perks, for example, legal and tax services, air travel expenses, CEO Service perks which have not been considered. So future studies should explore other types of work perks which were not covered in the current study. In order to overcome the limitations of the current study, a mixed method research can be conducted. The work perks should be identified based on qualitative inquiry first. Then, the quantitative approach might be applied for testing the correlation and regression among variables. Future studies may display different results due to considering different demographic profiles. Moreover, the standards for work perks and opinions on job satisfaction level of respondents of the banking industry can be different from other industries due to different managerial practices. In this case, future researchers can extend this research with large sample size to other industries like RMG industry, Universities, telecommunication industry, multinational companies, to show the difference of outcome. Future studies can also be extended to other countries, in both the developing and developed contexts.

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### **Conflict of Interests**

The authors declare that there is no conflict of interests.

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