

THE EFFECT OF EMPLOYEE BENEFITS TOWARDS EMPLOYEE PRODUCTIVITY

IERON JOSEF AYUB

QAIWAN INTERNATIONAL UNIVERSITY

QAIWAN INTERNATIONAL UNIVERSITY

DECLARATION OF THESIS / UNDERGRADUATE PROJECT REPORT AND COPYRIGHT

Author's full name : Ieron Josef Ayub

Date of Birth : 14.02.1992

Title : The Effect of Employee Benefits Towards Employee
Productivity

Academic Session : 2022/2023

I declare that this thesis is classified as:

☐

CONFIDENTIAL (Contains confidential information under the Official
Secret Act 1972)*

☐


RESTRICTED (Contains restricted information as specified by the
organization where research was done)*

☒

OPEN ACCESS I agree that my thesis to be published as online open
access (full text)

1. I acknowledged that Universiti Teknologi Malaysia reserves the right as follows:
2. The thesis is the property of Universiti Teknologi Malaysia
3. The Library of Universiti Teknologi Malaysia has the right to make copies for the
purpose of research only.
4. The Library has the right to make copies of the thesis for academic exchange.

Certified by:



SIGNATURE OF STUDENT



SIGNATURE OF SUPERVISOR

QU182SBSD007

MATRIX NUMBER

Ms. Dian Dalshad Abdulrahman

NAME OF SUPERVISOR

Date: 15 JULY 2023

Date: 15 JULY 2023

“I hereby declare that we have read this thesis and in our opinion this thesis is sufficient in term of scope and quality for the award of the degree of Bachelor of Management Technology”



Signature : _____
Name of Supervisor : Ms. Dlan Dalshad Abdulrahman
Date : 15 JULY 2023

The Effect of Employee Benefits Towards Employee Productivity

Ieron Josef Ayub


A thesis submitted in fulfilment of the
requirements for the award of the degree of
Bachelor of Management (Technology)

School of Management (Technology)
Faculty of Management and Social Sciences
Qaiwan International University

JULY 2023

DECLARATION

I declare that this thesis entitled “*The Effect of Employee Benefits Towards Employee Productivity*” is the result of my own research except as cited in the references. The thesis has not been accepted for any degree and is not concurrently submitted in candidature of any other degree

Signature : 

Name : Ieron Josef Ayub

Date : 15 JULY 2023

DEDICATION

This thesis is dedicated to my Family, who has taught me that the best kind of knowledge to have is that which is learned for its own sake. It is also dedicated to my relatives, who has taught me that even the largest task can be accomplished if it is done one step at a time.

Acknowledgement

I would like to express my appreciation to the following people and University that have helped me with my research. First of all, the Qaiwan International University and UTM which helped me over the past few years to accomplish and finish with success during my Studies at the QIU. I would also like to thanks the staff and dean, and also the lecturers who have supported me always during the studies. The comments and the different opinions they gave me to accomplish my studies were helpful and therefore I am very thankful to all.

I am also in debt with my supervisors from QIU and UTM who have helped me and thought me a lot during the research I have processed. My sincere gratitude goes to Ms. Dlan Dalschad from QIU and Dr. Roshazlizawati Mohd Nor from UTM. Without their help and opinions and comments I could not finish this thesis and therefore I am very grateful for their help and support.

My sincere appreciation also extends to all my student colleagues and others who have provided assistance at various occasions. Their views and tips are useful indeed. Unfortunately, it is not possible to list all of them in this limited space. I am grateful to all my family member who have helped me and supported me during the years and the research.

ABSTRACT

The effect of employee benefits towards employee productivity is examined in this abstract. It examines the connection between employee benefits towards productivity using an empirical analysis based on surveys and a review of the body of literature. Employee perks include a variety of services like health insurance, pension schemes, paid time off, and flexible work schedules. These incentives are essential for luring in top talent, keeping it, building a great work environment, and encouraging employee well-being. According to research, comprehensive benefits are linked to higher levels of job commitment, engagement, and satisfaction—all of which are factors in productivity. The empirical investigation involves surveys on workers from Mass Company. In order to ascertain the connection between employee benefits towards productivity, survey responses were examined. The research showed that comprehensive benefits recipients reported greater levels of job satisfaction, motivation, and general well-being, which in turn enhanced productivity. This study emphasizes how much employee benefits affect workers' productivity. Companies that place a high priority on competitive benefit packages can foster a positive and stimulating work environment that will inspire employees and improve performance. The research results highlight the significance of carefully planning and implementing employee benefit programs to maximize output and support organizational success.

TABLE OF CONTENTS

Title	Page
DECLARATION	i
DEDICATION	ii
ACKNOWLEDGEMENT	iii
ABSTRACT	iv
LIST OF TABLES	v
LIST OF FIGURES	vi
LIST OF ABBREVIATIONS	vii
LIST OF APPENDICES	viii
CHAPTER 1 INTRODUCTION	1
1.1 Introduction	1
1.2 Background of the Study	1
1.3 Problem Statement	4
1.4 Research Questions	6
1.5 Research Objectives	7
1.6 Limitation of the Study	7
1.7 Significant of Study	7
1.8 Conceptual Definition	8
1.9 Summary	9
CHAPTER 2 LITERATURE REVIEW	10
2.1 Introduction	10
2.2 Definition of Employee Benefits	10
2.3 Types of Employee Benefits	11

2.3.1	Benefits at Work	12
2.3.1.1	Working hours and Leaves	12
2.3.1.2	Skill Development	12
2.3.1.3	Food and Beverage	12
2.3.1.4	Employee Clubs, Activities and Gifts	13
2.3.2	Benefits for Health	13
2.3.3	Benefits for Financial Security	14
2.3.3.1	Pension Plan	14
2.3.3.2	Insurance	14
2.3.3.3	Financial Benefits	14
2.3.3.4	Personal Finance Benefits	15
2.3.4	Lifestyle Benefits	15
2.3.4.1	Work Life Balance	15
2.3.4.2	Mobility	15
2.4	Employee Productivity	16
2.4.1	Improvement and Performance of Productivity	17
2.4.2	Productivity	17
2.5	IV Employee Benefits	18
2.6	DV Employee Productivity	19
2.7	Previous Studies	21
2.8	Conceptual Definition	21
2.9	Conceptual Framework	22
3.0	Summary	23
CHAPTER 3	RESEARCH METHODOLOGY	24
3.1	Introduction	24
3.2	Research Design	24
3.3	Population and Sampling	25
3.4	Research Instruments	25
3.5	Data Collection Procedure	26
3.6	Summary	26

CHAPTER 4	DATA ANALYSIS AND RESULTS	27
4.1	Introduction	27
4.2	Respondents Demographic Profile	27
4.2.1	Respondents Age	28
4.2.2	Respondents Gender	28
4.2.3	Respondents Education Degree	29
4.2.4	Respondents Marital Status	29
4.2.5	Respondents Department	30
4.3	Descriptive Statistic- Mean Score Analysis	30
4.3.1	Objective 1	31
4.3.2	Objective 2	32
4.4	Pearson Correlation Analysis	33
4.4.1	Objective 3	33
4.5	Summary	34
CHAPTER 5	DISCUSSION AND CONCLUSION	35
5.1	Introduction	35
5.2	Summary of Findings	35
5.2.1	Objective 1	36
5.2.2	Objective 2	36
5.2.3	Objective 3	36
5.3	Recommendation	37
5.3.1	Recommendation for future Research	37
5.3.2	Recommendation for Mass Company in Sulaimanyah	37
5.4	Conclusion	38
REFERENCES		39

LIST OF TABLES

TABLE NO.	TITEL	PAGE
Table 4.1	Respondents Age	28
Table 4.2	Respondents Gender	28
Table 4.3	Respondents Education Degree	29
Table 4.4	Respondents Marital Status	29
Table 4.5	Respondents Department	30
Table 4.6	Mean Score Analysis	31
Table 4.7	Mean Score Analysis	32
Table 4.8	Pearson Correlation	33
Table 4.9	Summary of Findings	34

LIST OF FIGURES

FIGURE NO.	TITLE	PAGE
Figure 2.1	Conceptual Framework	22

LIST OF ABBREVIATION

EB	-	Employee Benefits
EP	-	Employee Productivity

LIST OF APPENDICES

APPENDIX	TILTE	PAGE
Appendix A	Research Questionnaire	42-49
Appendix B	Turnitin Result	50-54

CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter shows an overview of the study that has been conducted. All the topics that will be covered and discussed are linked to the topic that will be studied which is the effect of employee benefits towards employee productivity. It includes also the study's background, problem description, research questions, and purpose. That chapter also includes the scope of the study and some conceptual definitions to the study, and an operational definition. Also, it will cover the significance of the study, and this is all to collect and investigate the data needed for that study and to discuss the effect of employee benefits towards employee productivity.

1.2 Background of the Study

Employee benefits are those types of remuneration that managers give to employees that are much higher than the measure of pay calculated as a base pay or hourly rate of pay, according to the Employee Benefit Research Institute (EBRI) (2015). Benefits are a part of the overall remuneration package that employees get. The goal of benefits is to increase employees' financial security. The term "worker benefits" refers to a wide range of non-wage benefits that are provided to employees in addition to their normal pay or benefits, both of which have a cost. However, a contract or corporate policy governs the majority of employee perks. "Worker benefit and benefits in kind," is a term also known as "fringe benefits," "perquisites," or "perks," refers to a variety of forms of payments

which are given to workers on top of their usual pay or compensation. When a worker trades money for other perks, it is frequently assumed that a "pay package" or "pay exchange" arrangement exists. Most advantages can be partially attributed to taxation in many countries. Informal term "perks" is frequently used to refer to benefits with greater flexibility. Employees who are working very well usually receive benefits, or who may be in higher positions. Common benefits include free hotel stays, bring-your-own vehicles, free refreshments, and opportunities to relax during work hours (golf, for example). Stationery, a lunch subsidy, and first choice if there are alternative possibilities for things like holiday planning and job assignments. When an opening arises within the organization, they might also get a first crack at advancement opportunities (Dr. Anne Kelai 2020).

It's possible that maintaining positive employee relations is necessary for a structure to succeed. Attaching lucrative incentives to every job and task performed by every employee in this firm is one way to preserve rational and healthy employee relations. The management of the company cannot ignore worker perks, which are the many non-wage compensations offered to employees in addition to their regular earnings or salaries. In this highly competitive period, businesses must contend with issues related to employee retention regardless of their size, technology, or market emphasis. A strong and wholesome tie between employees and their organizations needs to be established in order to overcome these limitations. Employees should be encouraged to give their best efforts by offering them guaranteed attractive worker benefits like performance bonuses, Christmas bonuses, study allowances, and leave allowances in order to strengthen this strong and favorable relationship. Employees are the primary central component of any firm, so it is necessary to influence and encourage them to do their tasks. Organizations should design a variety of ways to make employees happy and provide a variety of incentives for them to take advantage of in order to increase productivity and employee morale. If employees don't appear to be happy with their jobs or their work, they often put in very little effort or leave for other companies that offer better pay. This can be the most important to a business, especially if they're losing a crucial and highly skilled person to a rival.

Healthcare, mobility, leisure, food, and other small extras that come in addition to base pay are known as extra-salary benefits. Employees typically disregard corporate directives because there is a lack of clear communication from employers. Which is unfortunate because benefits are extremely effective motivators for employees. 12 percent of Generation Y workers, according to a Barclays survey, are willing to switch jobs because they don't like their benefits. This demonstrates the significance of benefits programs and potential for employee retention. This problem is made even more urgent by the change in the balance of power between employers and employees since 2020. During and after recruitment, employees and candidates now control the game and are extremely demanding of employers. They learned how important it is to be happy at work from the lockdowns (Swibeco 2022).

Employee benefits and rewards are a real source of satisfaction for workers because they are also a customizable tool that can be used to recognize good work. According to a study conducted by Harvard and MIT, contented workers are 55% more creative and 31% more productive. Their devotion to the business is almost ten times greater! Benefits beyond the salary prevent the waves of absenteeism and resignations that are currently afflicting many businesses. Benefit packages guarantee increased, regular, and sustainable productivity over time through loyalty to the employer, greater commitment, and motivation (Swibeco 2022).

For many firms, one of the top priorities has been increasing worker productivity. This may be because better worker productivity levels provide a business and its employees with a variety of benefits. For instance, more productivity results in positive economic growth, enormous profit, and greater social advancement (Sharma & Sharma, 2014). Employees that are more productive will also receive higher pay, benefits, better working conditions, and better job possibilities. Additionally, increased productivity usually increases a structure's competitive edge by reducing costs and improving output quality (Baily et al., 2005; Hill et al., 2014; Wright, 2004). All of these benefits have led to noteworthy increases in worker productivity. Therefore, it is absolutely essential to observe its predecessors to confirm structure survival. (Jalal Hanaysh).

This study, according to the author, demonstrates the connection between employee performance in the education sector and motivational factors (Anthony Afful-Broni et al., 2012). He is particularly concerned about employees in the education sector. From the author's perspective, the income level of the organization has a positive effect on both employee performance and performance. To survive in the organization, each individual must be treated with complete respect and honor. They remain when the company pays them more in exchange for their complete satisfaction. Employees have professional objectives and goals. According to some academics, individual performance and organizational performance have equal effects. The ability, the working environment, and, last but not least, the capacity to perform the jobs themselves are the three main factors that typically determine one. Maslow held the belief that it is human nature to be content with one's performance. According to Nupur Chaudhary et al. (2012), businesses all over the world face ever-increasing challenges as a result of shifting technological factors and established global standards. Internal and external factors contribute to revenue growth in the global market. Globalization has resulted in intense business competition. Human resource management is a fiercely competitive field. According to the author of the study (Dauda Abdulsalam et al., 2012), research on effect of benefit towards performance is on the other end of the spectrum. They collect data on a variety of scenarios, relationships, and motivational factors on both sides. Both good and bad. A university's primary goal is to influence knowledge through research, teaching, and other forms of community service. Effective employee performance affects the academic staff and can help the university accomplish its overarching goals. Academic performance is simply one factor in performance; ability and motivation are equally important factors. (Masood Asim 2013).

1.3 Problem Statement

In today's increasing competitive surroundings, organizations acknowledge the internal human component as an elementary supply of improvement. On one hand, managers are concentrating on employees' successfulness, wants, needs, personal goals

and needs, to know the task satisfaction, and on the opposite hand, managers take structure selections supported the employee's performance. According to the study, there is a twin direction of the link that makes up a cycle cause and effect relationship. As a result, performance results in advantages and pleasure through a variety of mediating elements. Periodic satisfaction and performance measure tests are used by successful firms to track the levels of these crucial variables and establish the necessary corrective measures. (Muna Ahmed Alromaihi 2017).

When interacting with clients, the staff is the initial point of contact. As a result, it is crucial for firms to give employees the inspiration they need to work harder and improve organizational outcomes. Greeno (2002) continued by saying that, in addition to credentials, experience, and skills, motivation is a key factor in evaluating an employee's productivity. Instead, encouragement increases productivity in the workplace. The company must motivate the employee so that he or she can deliver results according to his or her skills in order to bridge the skill-to-willing gap. In addition to boosting employee performance through encouragement, the company's effectiveness, costs, and overall productivity will all rise. According to Barrit (2003), Greeno (2002)'s assertion that motivation activates human capital and improves employee performance was correct. He added that every issue necessitates human and financial resources in order to be resolved. Getting employees only physically does not guarantee that the business will be able to use them effectively. Barrit (2003) added that highly motivated employees perform well, resulting in increased productivity and decreased operating expenses. He got to the conclusion that a motivated worker will focus more on his task rather than struggling to survive. Employees who spend a lot of time on Facebook or other websites could be more productive if they used their abilities to pass the time at work instead (Barrit, 2003). Additionally, according to Akerlof & Kranton (2005), "an employee who is driven by an enriching task will acquire a better value than an employee who is not motivated," therefore motivating people is advantageous for both the company and the employees. Employees will be given some job and will work to the best of their abilities (Jen et al., 2004) Additionally, when firms and organizations accomplish quality improvement and successful outcomes, the empowerment of people is rewarded. (Chadwick et., 2004). claimed that individuals who do well have a propensity to go above and above for their

employers when necessary. Achieving personal goals might help an employee stay motivated and continue to produce, according to Griffiths (2001). He went on to say that a worker's personal goals can be accomplished more easily and self-development can be encouraged by encouragement. Griffiths (2001) came to the conclusion that once a worker has attained a few basic objectives, they will grasp the strong relationship between effort and results, which will further drive them to work hard. Attipoe (2021) cites Wright Evans et al. as saying that performance evaluations help workers perform better because they enable them to reach their full potential in carrying out the goals of the company and provide managers and workers with knowledge, they can use to make business decisions. They are a driving force behind personal and professional growth because they provide feedback to employees. However, the complexity of performance evaluation causes issues. Encouragement, according to Jesop (2005), brings employees closer to the company. He went on to say that so long as competitive incentives, promotions, and other opportunities meet the requirements of employees, Workers are beginning to show more concern for their employer. They begin to believe that there is no distinction between the interests of the company and their own. This aids in the fostering of cordial interactions between management and staff. According to Zamer and colleagues (2014), motivation is an important factor in both public and private organizations. There are two types of motivation: financial, such as salaries, bonuses, and revenue, and non-financial, such as employment status, work security, and enrichment. and working conditions. However, workers' performance can be broken down into three categories: job satisfaction, job quality, and work efficiency (Gifty Naa Boafoa, George Yaw Asare Addeh 2021).

1.4 Research Questions

- 1) What is the level of perception regarding employee benefits of Mass Company?
- 2) What is the level of perception regarding employee Productivity of Mass Company?
- 3) What is the effect of employee benefit towards employee productivity at Mass Company?

1.5 Research Objectives

- 1) To examine the level of perception regarding employee benefits at Mass Company.
- 2) To Identify the level of perception regarding employee productivity at Mass Company.
- 3) To explore the effect of employee benefits towards employee productivity.

1.6 Limitation of Study

The study being conducted to see the effect of employee benefits towards employee productivity. Therefore, it is going to be conducted at Mass Company and the staff and all the members of that organization will be included and conducted through them. This study will be a Quantitative study, therefore, a survey with questionnaires will be provided.

1.7 Significance of Study

This study is conducted to obtain more information about the effect of employee benefits towards employee productivity among the staff, and members of the Mass Company. This study will be important to the employees, the staff, and the future. The staff or employees, will try to raise their productivity so the performance to get a bonus or promotion as a benefit reward. Other than that, the employee turnover is going to be decreased and that is going to save the organization from cost which will be much by recruiting new employee.

In this highly competitive period, employee retention is a struggle for any firm, regardless of size, technology, or market focus. To get around these limitations, partnerships between employees and their organizations must be formed and upheld. This beneficial relationship should be strengthened by rewarding employees with profitable rewards like performance bonuses, Christmas bonuses, study allowances, and leave

allowances. It is necessary to motivate employees to perform tasks because they are an organization's most vital resource. They will be able to offer value and raise the performance of the company as a result. If employees are unhappy with their work environment or employment, they are more inclined to leave for other companies that provide greater benefits (Modish Project 2019).

1.8 Conceptual Definitions

In the study, the definitions of the various variables will be more thoroughly discussed. Employee benefits will therefore be the independent variable in this study, while employee productivity will be the dependent variable.

Any blessings given to employees in addition to their standard salaries and earnings are considered employee benefits. A comprehensive package of employee benefits may also include paid time off, earnings sharing, retirement benefits, medical insurance, and life insurance. Simply put, an employee benefit is any non-wage advantage offered to them, whether they choose to accept it or not (Elizabeth Walker 2022).

The amount of labor (or production) produced by a worker over the course of a given amount of time is referred to as employee productivity. Knowing how long it takes your team members to complete specific tasks and whether there are any obstacles or distractions in their path that you can assist them overcome are critical management skills. James Clear, the author of Atomic behavior, defines productivity as the speed with which a person completes a task. But he asserts that productivity goes beyond simply accomplishing goals (Manuela Bárcenas 2021).

1.9 Summary

Finally, the backdrop of the study that was undertaken has been discussed and explained in the research up to this point. The independent and dependent variables are discussed along with all the other information about the variables. The primary goals and the research topics were made explicit. The study's overall purpose is described, along with all of its significance. It is described and taught how to use a few conceptual definitions as well as operational definitions. In this chapter, everything has been explained in detail.

CHAPTER 2

Literature Review

2.1 Introduction

The literature review and the necessary information are explained and introduced in this chapter. Theories from the IV and DV will be discussed and explained throughout that chapter. It also includes previous studies which will have a discussion on that study for better understanding, and therefore, we will give some previous research examples from other study work. The research framework will be presented as a diagram or picture to make the understanding better. At last, the whole chapter summary will be discussed and written. Additionally, Definitions of our Variables are explained and defined so that the overview is clear about the points.

2.2 Definition of Employee Benefits

Employee benefits are any additional advantages or remuneration provided to employees over and above their base wage. A complete employee benefits package may include a health insurance plan, life insurance, paid time off (PTO), profit sharing, retirement benefits, and other perks. In essence, an employee benefit can be any form of indirect compensation they get, whether it is mandated or optional. Some employee benefits are mandated by law. For instance, companies must pay into Medicare and Social Security on behalf of their employees. Benefits that go above and beyond what is required are referred to as perks or fringe benefits. State-specific benefit regulations, such as those

governing sick leave procedures and compensation for travel expenditures, are only two examples (Elizabeth Walker 2022).

Worker benefits cover the backhanded compensation of your labor force. This could be anything from stock options to health insurance for employees. Despite the fact that two jobs may offer the same salary, but very different benefits, one may be a better financial choice than the other (Neelie Verlinden 2022).

2.3 Types of Employee Benefits

Historically, the bulk of perks fell under one of the four categories of employee benefits (Neelie Verlinden 2022):

- Retirement Plans
- Life Insurance
- Medical Insurance
- Disability Insurance

However, there are increasingly more employee benefits accessible nowadays. Here are some illustrations of employee perks (Neelie Verlinden 2022).

In its 2019 Employee Happiness Index, HR technology startup Benify has identified four main areas of employee benefits (Neelie Verlinden 2022):

- Benefits at Work
- Benefits for Health
- Benefits for Financial Security
- Lifestyle Benefits

2.3.1 Benefits at Work

This covers vacation time, working hours, training, supper and drinks, employee clubs, outings, and presents, as well as developing one's abilities (Neelie Verlinden 2022).

2.3.1.1 Working Hours and Leave

Leave and working hours Consider flexible time as an example. Your employees can choose how many hours they work and/or where they want to work from when you offer them flexible time. Other examples include more holidays and paid parental leave, which employees value the most (Neelie Verlinden 2022).

2.3.1.2 Skill Development

Skills development is becoming increasingly important due to rapid technological advancements and the increasing frequency with which people change jobs. On the other hand, businesses must invest in skill development if they want to stay competitive in order to benefit from it as well as their (younger) employees (Neelie Verlinden 2022).

2.3.1.3 Food and Beverage

Food and Drink the French meal coupons were already stated. Free snacks, organic goods, and coffee are additional benefits that fall under this category. We receive a complimentary lunch every day at AIHR, which is really appreciated by the personnel.

Another fantastic strategy to encourage healthy eating at work is to provide free fruit and sandwiches (Neelie Verlinden 2022).

2.3.1.4 Employee Clubs, Activities and Gifts

Clubs, activities, and gifts for employees There are a lot of options for this part of the benefits package for employees: Any number of ideas come to mind, such as knitting circles, running clubs, video game nights, Secret Santas, and anniversary gifts (Neelie Verlinden 2022).

2.3.2 Benefits for Health

Health and wellbeing are becoming more prevalent in enterprises. There are several alternatives, and employee wellness programs can take many different forms, from simple gym memberships to all-inclusive packages that take care of one's mental, physical, and financial well-being. Focusing on complete employee well-being will be one of the key HR trends for 2023, and companies with HR departments in charge will be searching for ways to enhance various facets of their employees' well-being. There are other health advantages as well. Sessions of chiropractic and physiotherapy, for example, as well as fertility therapies and psychological support, may be included (Neelie Verlinden 2022).

2.3.3 Benefits for Financial Security

The most crucial element of this is pension plans. Additional benefits for financial stability include insurance, employee financial benefits, and personal finance benefits (Neelie Verlinden 2022).

2.3.3.1 Pension Plan

Pension schemes Pension plans are interestingly not among the top ten most valued advantages, while being viewed as a benefit of great importance by all generations, the study revealed (Neelie Verlinden 2022).

2.3.3.2 Insurances

As was already noted, obtaining health insurance in some countries is a prerequisite for employment. Other employment benefits provided by insurance firms cover accidents and parental leave (Neelie Verlinden 2022).

2.3.3.3 Financial Benefits

Advantages of the funds Consider employee stock options, bonuses, and commissions as these are all ways to motivate staff (Neelie Verlinden 2022).

2.3.3.4 Personal Finance Benefits

The advantages of personal finance The Benify survey also shows that over the previous year, stress related to personal finances has increased. Employers should seriously consider providing advantages like guidance on borrowing and saving money. Or to put it another way, employee financial security (Neelie Verlinden 2022).

2.3.4 Lifestyle Benefits

Work-life balance and mobility are two lifestyle benefits (Neelie Verlinden 2022):

2.3.4.1 Work Life Balance

Keeping things both serious and entertaining in moderation Nothing surprising benefits in this area become increasingly well-known as representatives add significance to their balance between important and pleasant activities. Examples include legal services, food delivery, and daycare (Neelie Verlinden 2022).

2.3.4.2 Mobility

Mobility for your employees, mobility advantages can significantly ease their lives. Because they will still be expected to frequently go to the business, or office, even if they are able to work from home or another location. This category includes bicycles, cars, public transit, and carpooling. (Neelie Verlinden 2022).

2.4 Employee Productivity

The productivity of an organization's workforce determines whether it succeeds or fails. Employees are often referred to as human capital, and with good reason. Every skill, experience, knowledge, attitude, and drive required to produce the critical energy that keeps a firm afloat are all present in a company's collective personnel. All other forms of capital are fixed, and although they can multiply and increase in value, it takes a workforce to propel that growth. The only capital that is capable of self-development and collective achievement is the workforce. Productivity at work does not, however, automatically happen. Several things affect the level of productivity of your team (Sim Samra 2022).

The amount of work an employee completes in a given amount of time is known as employee productivity, or workforce productivity. It can also be used to measure a group or team's output. Standards and timeframes must be predetermined before anything can be measured. Those can be determined by using an average based on the combined output of individuals working in the same position. For instance, in manufacturing, the hour is your measure of production if it takes a group of workers an average of one hour to produce a finished product. It could be based on the number of leads generated and sales made each week or month in sales. However, success cannot be achieved solely through high productivity. In order to find the best performers, we must also take efficiency and quality into account. To manufacturing again: The capacity to generate a high number of items in a short period of time is referred to as productivity. However, if quality control consistently rejects those products, the employee is ineffective and could cost the business. In a similar vein, a salesperson who generates hundreds of leads but fails to convert many of them into sales is productive but ineffective. On the other hand, a colleague who generates significantly fewer leads but converts the majority of them into sales is efficient and productive. Additionally, we must consider whether an employer is fostering employee productivity and effectiveness by providing the best working conditions (Sim Samra 2022).

2.4.1 Improvement and Performance of Productivity

The ability to negotiate salary and wage packages is not a factor in employee investment. We pay someone for their time, skills, and experience when we hire them. Similar to how we pay an electrician to fix a problem in our home, this is a sale. We accept the price they offer us. We pay for the service, and they do the work. That concludes the exchange of expertise and experience for money (Sim Samra 2022).

Employer investment is required if employees are human capital. Investment serves as the foundation for all forms of business capital. To achieve higher levels of employee productivity and a respectable return on investment, businesses invest in their workforce. You can't expect people to stay productive if you don't prepare them for success (Sim Samra 2022).

2.4.2 Productivity

Maintaining a safe and healthy work environment by keeping it clean. Take into consideration things like temperature control, air quality, and lighting. Furniture and other essentials that are damaged or broken, such as outdated technology, should be replaced or repaired regularly. Make certain that all office and production equipment is up to date. In order to avoid production delays, maintain optimal stock levels. To remain relevant, keep up with industry developments. Give employees the freedom to make their own choices. Create a robust plan for training and career advancement. Provide a variety of channels for communication to keep people connected. Establish a private means of communication for personal issues. Use programs to receive honors and benefits. Provide rest areas for workers so they may unwind and recharge. If you have a canteen, make sure to stock it with wholesome snacks and beverages. By offering conveniences, you may make it simple to prepare wholesome meals and beverages in the kitchen. These efforts have led to a pleasant, proactive, and comfortable workplace. Given the length of time employees spend

at work, employers must provide a pleasant working environment if they anticipate high levels of productivity (Sim Samra 2022).

The real factors that influence employee output are employers. It all starts with the right hiring, which requires an understanding of your company's objectives and the kinds of people who will support them. To ensure the well-being of their workforce, businesses must cultivate the ideal working environment. Additionally, employees want to know what their role is, how important their contribution is, and whether or not they will receive the necessary training to succeed. Cash matters. However, career prospects, additional benefits, open communication, and the chance to advance and make a contribution are equally important. Executives in the C-suite and middle management must keep their staff informed about industry changes and trends. These factors increase productivity. Last but not least, develop a reputation as a company that honors commitments made to customers, employees, suppliers, and anybody else. Trust and relationships are the cornerstones of an organization's overall productivity (Sim Samra 2022).

2.5 IV (Employee Benefits)

Numerous factors have helped organizations provide non-mandatory benefits including health insurance and pension schemes. These include the decision-makers' own self-interest, union negotiations, tax incentives granted to organizations with the help of federal authorities for offering specific perks, the need to be competitive and retain staff, and union avoidance. Since employee benefit satisfaction is correlated with attitudes and behaviors that advance the interests of the employer, it stands to reason that benefit offerings are related to benefit satisfaction for employees (Harris & Fink, 1994). Based on social change, the implicit approach is that if employees are happy with the benefits offered to them, they may be devoted to the organization and stay with the corporate enterprise and perform their jobs properly, which in turn results in robust organizational performance. Benefit satisfaction is one area where researchers in HRM have focused their attention. The scope (i.e., number and kind) of a benefits package, which is

unquestionably related to worker happiness, is expected to be related to the actuarial value of benefits (Micelli & Lane, 1991, ACHITS 2019).

Over the past 60 years, the expansion of employee perks as a labor value has increased significantly. Social pressures, favorable tax remedies, corporate self-interest, attractive fees from corporate participation, agency paternalism, employee preferences for expanded entertainment, employee financial security, and union strain are the main drivers of this rise. When benefits were first introduced, they were merely fringe benefits; in 1929, they only made up 3% of general compensation. Benefits made up around 28% (38 cents added to every dollar of salary) of the total payments for the non-public sector in 1990. (United States Chamber of Commerce, 1991). The share price of worker benefits has been quite stable over the past few years. Controlling all expenses has become crucial in today's competitive environments; benefits represent a major budget value, and it is becoming more and more important that real value is obtained for the money invested. Half of all labor disputes in 1991 were related to issues with health care (main, 1991, ACHITS 2019).

2.6 DV (Employee Productivity)

Recent empirical research on the factors that influence (and relate to) worker productivity and profit has yielded mixed results. On occasion, Medoff and Abraham's (1980, 1981) research questions the traditional understanding of the impact of experience and wages on human capital (i.e., that involvement raises compensation since it upgrades productivity [Mincer, 1974]). They do not find any beneficial effects of experience on within-grade performance using performance evaluation data for administrative and skilled staff from two large organizations. However, some authors (such as Brown, 1989; Maranto and Rodgers, 1984) have discovered more beneficial effects of experience using other information. Generally speaking, straight to the point (1984), Klein et al. (1987), Weiss (1988), and others have examined the connections between efficiency and profit and/or the determinants of both. Although the effects of pay motivational forces on specialist yield and profit have also been studied (e.g., see Seiler, 1984; Lazear, 1986;

Weiss, 1987; Brown, 1987), there is little empirical evidence that motivations have an impact on output. The fact that practically every study is founded on a fascinating test of workers is one explanation for the conflicting events described in this research. The information that is readily available has this limitation built-in. Most collections of data on workers lack measures of worker productivity, and when they do, they are typically specific to a certain group of specialists.

One of the most important internal components is organizational tradition, which is defined as the shared beliefs, values, and customs among those who work for a specific corporation. In actuality, the organizational cultural greatly influences how effective it is. Therefore, every company has an own subculture that profoundly influences all aspects of the business, including the employees. The subculture of the organization has an impact on productivity, which consequently has an impact on overall performance. Kebriaei (2016) found that organizational subculture and productivity can have a strong relationship. Additionally, he thinks that because each nation has a distinct situation that is influenced by its own cultural characteristics, studies on organizational subculture and productivity in various international locations can't fully address the issues of various international locations. Additionally, a study was conducted in Iran by Kebriaei (2016) to determine the precise characteristics of organizational subculture that influence productivity. The dimensions that were looked at were originality, taking risks, having a clear sense of purpose, camaraderie, support for authority, identity, incentive system, handling conflict, verbal interchange patterns, organizational subculture, and productivity. The study found that the most successful four dimensions—conflict, solidarity, innovation, and goal clarity—were given a significant impact on productivity. Therefore, in order to increase productivity, managers must pay close attention to the four factors that have the greatest impact on productivity. Additionally, managers should analyze the factors that are significant to the intended goal in order to effectively create an organizational subculture.

2.7 Previous Studies

The development of human resources is the basis for employee gain. It arose as a result of workers being motivated to boost their productivity and as a result of the business revolution, in which workers were educated about the progress of projects being finished and the impact of performance on an employer through labor movements. Throughout the 20th century, along with raw materials, capital, and machinery, workers had been seen as just another part of production. The Scientific Method was developed by Fredrick Taylor and was based entirely on the idea that managers needed to conduct scientific evaluations of their staff in order to determine the best manner to carry out their job. According to Gagne and Deci (2005), monetary awards provide tangible proof and a type of validation that people want from the beginning of their careers. Usually, it's expected that benefits increase effort and production, but prior studies were disappointing. Researchers from other fields have given you some theories to explain the connection between employee benefits and productivity. While employee benefits may improve efforts, if a person is deficient in essential skills, those efforts won't always translate into increased productivity. Sometimes, even when a person lacks the ability to carry out a project, financial incentives might bestow favorable potential on an attempt but not their productivity. According to several diverse cross-sectional investigations, Miao and Evans (2007) found a strong correlation between remuneration-driven suggestion and job satisfaction.

2.8 Conceptual Definitions

In the study, the definitions of the various variables will be more thoroughly discussed. Therefore, the independent variable in this study is going to be employee benefits and for the dependent variable we have employee productivity.

Any blessings given to employees in addition to their standard salaries and earnings are considered employee benefits. A comprehensive package of employee benefits may also include paid time off, earnings sharing, retirement benefits, medical insurance, and life insurance. Simply put, an employee benefit is any non-wage advantage offered to them, whether they choose to accept it or not (Elizabeth Walker 2022).

The amount of labor (or production) produced by a worker over the course of a given amount of time is referred to as employee productivity. Knowing how long it takes your team members to complete specific tasks and whether there are any obstacles or distractions in their path that you can assist them overcome are critical management skills. James Clear, the author of Atomic behavior, defines productivity as the speed with which a person completes a task. But he asserts that productivity goes beyond simply accomplishing goals (Manuela Bárcenas 2021).

2.9 Conceptual Framework

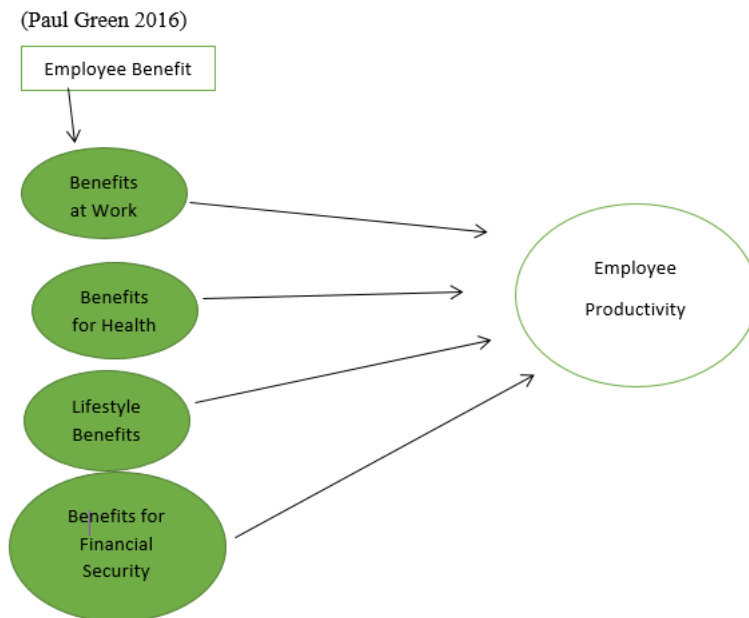


Figure 2.1 Conceptual Framework

This framework which you can see, is a view to introduce to you the benefits and how it is going to make the employees productive. In any organization, if the benefits at work, benefits for health, lifestyle benefit, and benefits for financial security is given, then the employees will be more productive and work more precisely which is also effective for organizations. The effect of employee benefits towards productivity is shown in the figure (Surabaya).

3.0 Summary

To summarize, in this chapter we have been talked about the independent Variable (IV) and also mentioned the dependent variable (DV). Some information was given and also citations and discussions about previous researchers were mentioned. A research framework was introduced to understand the points which are looking for. Old research papers are included and discussed about the matter of this study. Each variable was explained and defined so that it is understandable. Therefore, old theories and studies were included to support it.

CHAPTER 3

Research Methodology

3.1 Introduction

The methodology will be covered in this chapter in order to examine the findings and the process used to perform the research paper. In order to have a general understanding of the data and findings acquired, the research design, the population and sampling, the research instruments, data collecting, and the data analyses will be discussed. In order to see the consequences of particular studies, some information will be presented in a tabular manner. Additionally, it will describe how the study was carried out; as a result, whether a qualitative or quantitative approach was taken will be indicated. There will be a succinct summary of the chapter at the end.

3.2 Research Design

The research design is also a tactical plan that aims to gather the information and data required to address the study's research objectives. Making ensuring that all the data collected are accurate and aid in providing a clear response to the research questions is the aim of the study design. The research will attempt to investigate the impact of employee benefits on employee productivity in accordance with the research questions. As a result, a questionnaire will be employed as part of a good research design that uses the quantitative approach to determine how employee benefits affect employee productivity.

The questionnaire will be given to the staff and employees of the Mass Company. All the questions will be explained and it will be divided into three sections that are section the demography, B, Employee benefits, and C Employee productivity. The replies to some of the questions will be based on a scale from 1 to 5, where 1 is strongly disagree and 5 is strongly agree. The questions will be required reading for the staff.

3.3 Population and Sampling

Being specific about the population, it includes staff and employees in Sulaimanyah. For the sampling, the research will be conducted among Mass company staff and employees in Sulaimanyah.

For the sampling process of this study, the probability sampling method will be used which means that any member of the population will have the chance to being chosen. Therefore, the simple random sampling will be conducted among the staff and employees. Trough that methods the result will be received from any employee and staff at the Mass Company to get a clear overview over the results.

3.4 Research Instruments

A research instrument is a tool that you can use to collect, sort, and analyze data related to your research interests. These tools are most frequently used to assess patients, clients, college students, teachers, staff, and other individuals in the fields of health sciences, social sciences, and education. It is possible for a research tool to include interviews, tests, surveys, or checklists (Teachers College, Columbia University). A questionnaire is employed as the research tool in this study to collect the necessary data. Three sections of the questionnaire—section A, which contains data on the staff's

demographics—are included in the study. Gender, age, marital status, level of education, and place of employment are all listed in this section. Employee benefits are the subject of Section B, which covers questions about employee perks at their place of employment. This section will be organized according to likes, which is a scale from 1 to 5, with 1 denoting strongly disagree and 5 denoting strongly agree. The questionnaire's part C will discuss the DV, or employee productivity. A scale of 1 to 5 will be used to score this section's productivity, with 1 representing a strong disagreement and 5 representing a strong agreement. (Draft of questionnaire is below in the Appendix)

3.5 Data Collection Procedure

One of the key components of the research is the data gathering procedure; it is via this approach that the study's findings will be made explicit and reviewed. The quantitative approach is employed in this study to gather precise data regarding the questionnaire. The essential data is gathered using that technique using a questionnaire. The information on how employee benefits affect productivity is gathered using a questionnaire.

3.6 Summary

To conclude, this chapter has discussed the methodology of that project overall. The research introduction is mentioned and the research design has been discussed. Therefore, the population and sample are explained to know which people this study includes. Research instruments are clarified and at the end, the data procedure is explained to how gather the data overall.

CHAPTER 4

Data Analysis

4.1 Introduction

In this chapter I am going to analyze our data that was collected throughout a questionnaire to interpret the findings and to fulfill the research objectives that has been found for our research and also answering the research questions through the collected data. Here, the SPSS statistic software is used to find the mean score of our research questions and also to compute the correlation analysis on both our variable to have an exact data of the relation between them. This analysis is going to be conducted through the software to obtain the research goal.

4.2 Respondents Demographic Profile

In this section the demography of our respondents will be shown which includes, (Age, Department of work, Marital Status, Education Degree, and Gender. Each section that was mentioned will be shown in figures later on so that the respondent's rate can be seen and evaluated throughout the figures.

This research was based on a population of 105, and there for the samples where made ready for all the population throughout the questionnaire and the respondent rate at the end was 105 out of the population mentioned which means that a good analysis can be conducted to get good results for our research.

4.2.1 Respondents Age

Table 4.1 Respondents Age

Age	Percentage %
20-24	41%
25-29	17.1%
30-34	29.5%
35-39	6.7%
40-44	1%
45-49	2.9%
50 and above	1.9%

From our results that has been gathered for the ages in Table 4.1, 41% of the respondents were aged between 20-24, 17.1% were aged 25-29, 29.5% were aged between 30-34, 6.7% were aged between 35-39, 1% were aged between 40-44, 2.9% were aged between 45-49, 1.9% were aged 50 and above.

4.2.2 Respondents Gender

Table 4.2 Respondents Gender

Gender	Percentage %
Male	57.1%
Female	42.9%

From the Gender respondents in our questionnaire which is shown in Table 4.2, 57.1% were male and 42.9% were Female respondents.

4.2.3 Respondents Education Degree

Table 4.3 Respondents Education Degree

Education Degree	Percentage %
Diploma	53.3%
Bachelor Degree	25.7%
Master Degree	15.2%
Doctorate Degree	5.7%

From the respondents of Education Degree in Table 4.3, 53.3% have Bachelor degree, 25.7% have Diploma, 15.2% have Master Degree, 5.7% have Doctorate Degree.

4.2.4 Respondents Marital Status

Table 4.4 Respondents Marital Status

Marital Status	Percentage %
Single	60%
Married	40%

From the respondents about the Marital Status in Table 4.4, 60% were Single, and 40% were Married.

4.2.5 Respondents Department

Table 4.5 Respondents Department

Department	Percentage %
Management	12.4%
Human Resource	24.8%
Computer Science & Engineering	23.8%
Other Department	35.2%

From the respondents of the Department in Table 4.5, 12.4% were from Management, 24.8% were from Human Resource, 23.8% were from Computer Science & Engineering, and 35.2 % were from other departments.

4.3 Descriptive Statistic – Mean Score Analysis

The use of descriptive statistics, in particular mean score analysis, is highly relevant to our study goals. By using this statistical strategy, I want to address two important research questions. In order to comprehend the usual score, we may first select and generate a representative number by computing the mean of our sample. In order to achieve research objective 1, where its aim is to acquire insights into the broad patterns and trends within the data, this analysis is essential. Second, the mean score analysis enables useful comparisons between other groups or variables, which helps us achieve our objective 2 in this case. We can spot probable discrepancies or relationships by looking at mean scores, which enables us to draw reliable inferences and make defensible decisions.

4.3.1 Objective 1: To Examine the Level of Perception regarding Employee Benefits at Mass Company.

The Independent Variable (IV), Employee Benefits has a mean score of 3.49 Which is considered as moderate according to Zikmund, Babin, Carr & Griffin (2010). Through this result we can conclude that Employee Benefits among all the employees at the Mass Company is considered moderate.

Table 4.6 Mean Score Analysis

Question	Mean	STD. Deviation	N
EB 1	3.51	.867	105
EB 2	3.49	.900	105
EB 3	3.36	1.170	105
EB 4	3.60	.996	105
EB 5	3.50	1.001	105
EB 6	3.67	1.025	105
EB 7	3.33	1.053	105
EB 8	3.56	1.037	105
EB 9	3.35	.930	105
EB 10	3.66	.939	105
EB 11	3.62	1.013	105
EB 12	3.30	1.160	105
Overall, Sum =	3.49	1.008	105

4.3.2 Objective 2: To Identify the Level of Perception regarding Employee Productivity at Mass Company.

The dependent variable, Employee Productivity has a mean score of 3.82 Which is considered as high according to Zikmund, Babin, Carr & Griffin (2010). Through this result we can conclude that Employee Productivity among all the employees at the Mass Company is considered high.

Table 4.7 Mean Score Analysis

Question	Mean	STD. Deviation	N
EP 1	3.41	1.392	105
EP 2	3.82	.907	105
EP 3	3.91	.991	105
EP 4	3.95	.870	105
EP 5	3.87	.867	105
EP 6	3.82	.988	105
EP 7	3.90	.919	105
EP 8	3.85	.886	105
Overall Sum =	3.82	.978	105

4.4 Pearson Correlation Analysis

The use of the Pearson Correlation analysis is to explore the effect of Employee Benefits towards Employee Productivity at Mass Company in Sulaimanyah. Throughout this process the result will give us an understanding of the effect that can have and also it will give us the correlation between the two variables that we have and to also know the level of effect that occurs.

4.4.1 Objective 3: To Explore the Effect of Employee Benefits Towards Employee Productivity.

Table 4.8 Pearson Correlation

Correlations

		Mean Employee Benefits	Mean Employee Productivity
Mean Employee Benefits	Pearson Correlation	1	.530**
	Sig. (2-tailed)		.000
	N	105	105
Mean Employee Productivity	Pearson Correlation	.530**	1
	Sig. (2-tailed)	.000	
	N	105	105

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

According to the table 4.3, the results of the finding indicates that there is a high positive link between Employee Benefits and Employee Productivity ($r = 0.530$, $p = .001$). According to Pallant (2013), the link between Employee Benefits and Employee Productivity is a high relationship (0.50 – 0.69).

4.5 Summary

The data analysis has been carried out in this chapter to explain and display the data gathered from the questionnaires. Mean score analysis, and Pearson correlation analyses were performed with the goal of achieving the study objectives that were established earlier in the research.

Table 4.9 Summary of Findings

Research Objective	Finding
To examine the level of perception regarding employee benefits at Mass Company.	the descriptive statistics and therefore we have got a mean of 3.49 and a standard deviation of 1.008.
To Identify the level of perception regarding employee productivity at Mass Company.	the mean that is 3.82 and a standard deviation of .978.
To explore the effect of employee benefits towards employee productivity.	the correlations between the two means and objectives. ($r = .530$, $p < .001$). the descriptive statistic which shows mean of 3.49 for EB and 3.82 for EP and their standard deviation of 1.008 for EB and .978 for EP.

CHAPTER 5

Recommendation & Conclusion

5.1 Introduction

In this chapter the results of our respondents will be discussed and explained which is the Effect of Employee Benefits towards Employee Productivity. In this case it will include the discussion of the Objectives of this research and the result will be mentioned and discussed. At the end of that chapter a recommendation will be mentioned and at last a conclusion for this research.

5.2 Summary of Findings

The purpose of this research is to show the effect of employee benefits towards employee productivity at the Mass Company in Sulaimanyah. By presenting the results of the respondents and explaining them, it should answer the three objectives that were mentioned and used for this research.

5.2.1 Objective 1: To Examine the Level of Perception regarding Employee Benefits at Mass Company.

From the analysis of the obtained data by the research respondents in chapter four, the level of perception regarding employee benefits at Mass Company were moderated. The result for the independent variable (employee benefits) were moderated for some reasons. It is important to know the benefits at the work and if the employee benefits satisfy the employees and that's why this was moderated. Having good and strong benefits for employees will be effective for your organization and therefore the research was conducted to see the results of that organizations benefits.

5.2.2 Objective 2: To Identify the Level of Perception regarding Employee Productivity at Mass Company.

Through the research and questionnaire that we provided, the level of perception regarding employee productivity at Mass Company was rated high. The level of productivity is important in an organization like the Mass Company. It is important to be productive and efficient at work and this is why the examination was conducted.

5.2.3 Objective 3: To Explore the Effect of Employee Benefits towards Employee Productivity.

In this part we have examined the effect of employee benefits towards employee productivity. This was conducted to see the relationship between these two variables that we have. The connection between these two variables is important because without satisfied employees, so without benefits the productivity will be less. Therefore, we can see that there is a strong link between these two variables because without any benefits

there will be no productivity among the employees. Through the result we could see that the relationship is strong and that a relationship exists because both variables are supporting each other and that's why we can say that there is a strong relationship between these variables, also through this strong relationship we can say that there is an effect which will lead to more productivity.

5.3 Recommendation

This section will explain recommendations for future research and for the Mass Company in Sulaimanyah.

5.3.1 Recommendations for Future Research

For future research there should be a better respond rate so that anyone can benefit from it because with a higher respondent rate there can be even better results. Also, future research should be broadening the scope more with larger population sample and also replicate the study across other sectors.

5.3.2 Recommendation for Mass Company in Sulaimanyah

Through this study, there has been discovered a high correlation between employee benefits towards employee productivity at the Mass Company. Therefore, I recommend that the management should outline more mechanisms, channels, more ways to enhance the benefit packages which will lead to more productivity among employee which will benefits the company more. Even, the relationship is resulted as high the

company should enhance more to stay competitive and be even more productive to ensure great and high work at the company.

5.4 Conclusion

Employee benefits towards employee productivity plays an important role in any organization, especially in companies like that. If the work flow should be effective and all the employee's wellbeing should be taken care of. If there are benefits which can fulfil the wishes of the employee, then the productivity among the employees and staff will rise and that's why having different kind of benefits for employees can improve the organization and that means also the success for the company and also for the staff and employees. The relationship between benefits and productivity is significant and therefore any point and employee should be taken care in a professional way to enhance to productivity.

REFERENCES

- Hub: Impact of employee benefits on work motivation and productivity:*
10.1108/09556219510098064. Sci. (n.d.). Retrieved October 18, 2022, from <https://sci-hub.hkvisa.net/10.1108/09556219510098064>
- Job satisfaction and employee performance: A theoretical review ... - garph. (n.d.). Retrieved May 11, 2022, from <https://garph.co.uk/IJARMSS/Jan2017/1.pdf>
- Employee productivity - A key to your business performance. (2021, July 19). Retrieved May 11, 2022, from <https://zistemo.com/dictionary/employee-productivity/>
- HARRY J. HOLZER (1990). The Determinants of Employee Productivity and Earnings., 29(3), 403–422 <https://sci-hub.hkvisa.net/10.1111/j.1468-232x.1990.tb00761.x>
- Factors influencing employees' Productivity Literature Review. (n.d.). Retrieved May 11, 2022, from <https://www.abacademies.org/articles/Factors-influencing-employees-productivity-literature-review-1528-2686-27-3-531.pdf>
- Walker, E. (2022, October 17). *What are employee benefits?* Personalized Benefits Administration Software. Retrieved January 23, 2023, from <https://www.peoplekeep.com/blog/what-are-employee-benefits#:~:text=Employee%20benefits%20are%20any%20forms,%2C%20retirement%20benefits%2C%20and%20more.>
- Employee benefits: Definition with 8 types and examples. (2021, January 22). Retrieved May 11, 2022, from <https://www.questionpro.com/blog/employee-benefits/>
- James H. Dulebohn; Janice C. Molloy; Shaun M. Pichler; Brian Murray (2009). Employee benefits: Literature review and emerging issues., 19(2), 86–103. <https://sci-hub.hkvisa.net/10.1016/j.hrmmr.2008.10.001>

Bergmann, Thomas J.; Bergmann, Marilyn A.; Grahn, Joyce L. (1994). How Important are Employee Benefits to Public Sector Employees. *Public Personnel Management*, 23(3), 397–406. <https://scihub.hkvisi.net/10.1177/009102609402300304>

Manuela (2021, November 11). Employee productivity: The ultimate guide. Retrieved May 11, 2022, from <https://fellow.app/blog/management/employee-productivity-the-ultimate-guide-for-managers/>

Research instrument examples - tc.columbia.edu. (n.d.). Retrieved May 26, 2022, from https://www.tc.columbia.edu/media/administration/institutional-review-board-/guide-and-resources---documents/Published_Study-Material-Examples.pdf

ACHITS 2019. (n.d.). Retrieved May 11, 2022, from https://books.google.iq/books?hl=en&lr=&id=Rj8IEAAQBAJ&oi=fnd&pg=PA171&dq=significance%2Bof%2BEmployee%2BBenefits%2Band%2BEmployee%2BProductivity&ots=oNpL42WXBs&sig=EA4pwpz9HnIREgo3LPVhZF4QE_U&redir_esc=y#v=onepage&q=significance%20of%20Employee%20Benefits%20and%20Employee%20Productivity&f=false

Verlinden, N. (2022, November 22). *12 types of employee benefits every HR practitioner should know (survey)*. AIHR. Retrieved January 23, 2023, from <https://www.aihr.com/blog/types-of-employee-benefits/>

The Complete Guide to Employee Productivity. The complete guide to employee productivity. (n.d.). Retrieved January 23, 2023, from <https://recruitee.com/articles/employee-productivity>

The impact of employee benefits on the employee productivity ... - IJMSSSR. (n.d.). Retrieved January 23, 2023, from <https://www.ijmsssr.org/paper/IJMSSSR00213.pdf>

Campari, N. (2022, October 19). *Rewards and benefits: Increase employee productivity*. Swibeco. Retrieved January 23, 2023, from <https://www.swibeco.ch/en/rewards-and-benefits-increase-employee-productivity/>

Citeseerx.ist.psu.edu. (n.d.). Retrieved January 23, 2023, from <https://citeseerx.ist.psu.edu/document?repid=rep1&type=pdf&doi=90ef34c833aba46bcfba8dd2fc95a797abfe081a>

Employee motivation and its effects on employee productivity/ performance a. (n.d.). Retrieved January 23, 2023, from https://www.researchgate.net/publication/355735499_Employee_Motivation_and_its_Effects_on_Employee_Productivity_Performance_a

Iboro. (2019, July 24). *Employee benefit & its effect on employee productivity*. Modish Project. Retrieved January 23, 2023, from <https://www.modishproject.com/employee-benefit-and-its-effect-on-employee-productivity/>

Kadir, A., Alhosani, A., Ismail, F., & Sehan, N. (1970, January 1). *The effect of compensation and benefits towards employee performance: Semantic scholar*. Proceedings of the Proceedings of the 1st Asian Conference on Humanities, Industry, and Technology for Society, ACHITS 2019, 30-31 July 2019, Surabaya, Indonesia. Retrieved January 23, 2023, from <https://www.semanticscholar.org/paper/The-Effect-of-Compensation-and-Benefits-Towards-Kadir-Alhosani/479ae5f0de625c0b4085a5a49a829d498cd68fc8>

Conceptual Framework of the study | download scientific diagram. (n.d.). Retrieved January 24, 2023, from https://www.researchgate.net/figure/Conceptual-framework-of-the-study_fig1_303956237

APPENDIX A

RESEARCH QUESTIONNAIRE



THE EFFECT OF EMPLOYEE BENEFITS TOWARDS EMPLOYEE PRODUCTIVITY: THE CASE AT MASS COMPANY.

This Survey is conducted to examine the Effect of Employee Benefits Towards
Employee Productivity.

Your cooperation in answering those studies questions is virtually favored as this could
assist the crowning glory of the study. All records given might be saved firmly personal
and for the reason of this study only.

وه لاميكانى تو يارمهتى ئىم تويزىنمويه ده داتبو سهر كهوتنى تويزىنموكه. گشت توماركان بهپاريزراوى دهمينيت و
تانيا بو ئىم تويزىنمويه بهكار ديت

Your Faithfully,

Ieron Josef Ayub

ئىرون ئه يوب

يوسف

Student of Management Technology

خويندكارى بهريوبردى

تەكنولوگيا

University International Qaiwan, UTM Franchise يو تى

ئىم

Email: iyqu180157@uniq.edu.iq

SECTION A: PERSONAL INFORMATION

زانیاری تاکه کهمی

Please read the following statements and TICK (✓)

تکایه زانیاریه‌کانی خوره‌وه بخوینهره‌وه و وه‌لامی بده‌ره‌وه

1. Age

ته‌مه‌ن

20-24 ☐

25-29 ☐

30-34 ☐

35-39 ☐

40-44 ☐

45-49 ☐

50 and Above ☐

2. Gender

ره‌گه‌ز

Male ☐

Female ☐

3. Education degree

پروانامه‌ی په‌روه‌رده

Diploma ☐
degree

Bachelor degree ☐

Master degree ☐

Doctora ☐

4. Current Marital Status

باری خیزانداری

Married ☐

Single ☐

5. Department

په‌ش

Management

☐

Human Resource Development

☐

Computer Science & Engineering

☐

Others Department

☐

SECTION B: EMPLOYEE BENEFITS

سوودمکانی کارمندان

Please indicate the degrees of your agreement or disagreement toward the statements below by placing the (X) upon your response according to the following options:

تکایه پرازیوون یان نارازیوونی خوت لیرهدا دهر بـخه ، به پیزی نهم داتایه ی خواره وه و به دانانی هیمای (X) له خانه ی گونجاو:

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
به تهواوی هاوړانیم	هاوړانیم	ناساییه	هاوړام	به تهواوی هاوړام
1	2	3	4	5

Statements related to Employee benefits	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
لیدوانهکانی په پوهست به سوودمکانی کارمندان	به تهواوی هاوړانیم	هاوړانیم	ناساییه	هاوړام	به تهواوی هاوړام
	1	2	3	4	5
1. I am satisfied with what I am told about my benefits.					
من پرازیم له وهی که پیم دموتريت دهر باره ی سوودمکانم					

Statements related to Employee benefits لڻدوانهڪاني پميوست به سووڊمڪاني ڪارمهندان	Strongly Disagree بهتھواوي ھاوړانيم	Disagree ھاوړانيم	Neutral ناساييه	Agree ھاوړام	Strongly Agree بهتھواوي ھاوړام
	1	2	3	4	5
2. I am satisfied with the effectiveness of the system that provides my benefits. من له ڪاريگري ٿي سيستمه رازيم ڪه سووڊمڪانم ٻو ڊاين دهڪات					
3. I am satisfied with the arrangements my organization has made for the delivery of my benefits. من له ريڪسستنانه رازيم ڪه ريڪراوهڪم ٻو گهيانڊني يارمئنيهڪانم ڪردوويهي					
4. I am satisfied with how benefits are provided. من له چونيهي ڊاينڪردني يارمئنيهڪان رازيم					
5. I am satisfied with the pay differences between my job and jobs one level above mine in the pay hierarchy من له جياوازي موچهي نئون ڪارمڪم و ڪارمڪانم ڪه ناسٽيڪ له سهرووي هي منهيه له پلهندي موچهدا رازيم					
6. I am satisfied with my take home pay. من له موچهي بردنه مالوه رازيم					
7. I am satisfied with my current salary. من له موچهي نئستام رازيم					
8. I am satisfied with my overall level of pay. من له ناسٽي گشتي موچهڪم رازيم					

Statements related to Employee benefits لنڊوانهڪائي پيڻوسٽ به سوودمڪائي ڪارمهندان	Strongly Disagree بہتہواوی هاورائيم	Disagree هاورائيم	Neutral ناساييه	Agree هاورام	Strongly Agree بہتہواوی هاورام
	1	2	3	4	5
9. I am satisfied with my benefit package من له پاڪيجي يارمہتيہڪانم ٻازيم					
10. I am satisfied with the amount the organization pays toward my benefit. من لهو ٻرہ پارميهي ڪہ ٻيڪخراوڪہ دميدات بہر مو يارمہتي من ٻازيم					
11. I am satisfied with the value of my benefits. من له بہہاي سوودمڪانم ٻازيم					
12. I am satisfied with the number of benefits I receive. من له ٽمارہي ٽہو يارمہتيہانہي ڪہ وہريدمگرم ٻازيم					

SECTION C: EMPLOYEE PRODUCTIVITY

بهرهمندانی فرمانبر

Please indicate the degrees of your agreement or disagreement toward the statements below by placing the (X) upon your response according to the following options:

تکایه رازیوون یان نارازیوونی خوت لیرمدا دهر بـخه ، بهیچی نهم داتایهی خوارموه و به دانانی هیمای (X) له خانهی گونجاو:

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
بهتهواوی هاوړانیم	هاوړانیم	ناساییه	هاوړام	بهتهواوی هاوړام
1	2	3	4	5

Statements related to Employee Productivity	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
لیدوانهکاتی پیوست به بهرهمندانی فرمانبر	بهتهواوی هاوړانیم	هاوړانیم	ناساییه	هاوړام	بهتهواوی هاوړام
	1	2	3	4	5
1. I usually complete my work at time بمزوری له کاتی خویدا کارمکانم تهاو دمکم					
2. I can find creative solutions to my work-related problems.					

دەتوانم چارەسەری داھێنەرە بۆ کۆتێشەکانی پەيوەست بە کارمەکەم بدۆزەمەوە					
3. I am satisfied with the quantity of output that I produce من لە بری ئێو بەرھەمەیی کە بەرھەمی دەهێنم ڕازیم					
4. The goal of my organization is achievable for me ئامانجی ڕیکخراوەمەکەم بۆ من دەتوانرێت بەدی بهێنرێت					
5. I do my work without wastage of time or material کارمەکەم بەبێ بەفەرۆدانی کات و ماددە ئەنجام دەدەم					
6. I prefer to work attentively without gossiping with others من پێم باشە بە وردی کار بکەم بەبێ ئێوەی لەگەڵ کەسانی تردا قسە و باس بکەم					
7. I am satisfied with the quality of my work output من لە کوالیتی بەرھەمی کارمەکەم ڕازیم					
8. I can meet the requirements of the work process من دەتوانم پێداویستییەکانی پروسەی کار بەدی بهێنم					

Any suggestion or comments, please indicate below.

هەر پێشنیار و تێبینیهکت ههیه تکایه لاخوارهوه بێنوسه:

.....

.....

.....

.....

.....

THANK YOU VERY MUCH FOR YOUR TIME AND EFFORT, IT IS

GREATLY APPRECIATED.

زۆر سوپاس بۆ کاتهکتهت وهاوکاری کردنت، هاوکاریکردنت جیگای رێز ودهستخوشیه.

APPENDIX B

Turnitin Result

leron fyp			
ORIGINALITY REPORT			
14%	4%	2%	11%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS
PRIMARY SOURCES			
1	Submitted to UNIVERSITY OF LUSAKA Student Paper	2%	
2	Submitted to Eiffel Corporation Student Paper	1%	
3	Submitted to MAHSA University Student Paper	1%	
4	HARRY J. HOLZER. "The Determinants of Employee Productivity and Earnings", Industrial Relations, 9/1990 Publication	1%	
5	www.coursehero.com Internet Source	1%	
6	Submitted to Liberty University Student Paper	1%	
7	Submitted to University of the West Indies Student Paper	1%	
8	www.aihr.com Internet Source	1%	
Submitted to Universiti Teknologi MARA			

9	Student Paper	1 %
10	Submitted to South Bank University Student Paper	<1 %
11	Submitted to Nelson Mandela Metropolitan University Student Paper	<1 %
12	Submitted to Kenyatta University Student Paper	<1 %
13	Submitted to University of Huddersfield Student Paper	<1 %
14	Submitted to Troy University Student Paper	<1 %
15	ir.unimas.my Internet Source	<1 %
16	Submitted to Higher Education Commission Pakistan Student Paper	<1 %
17	Submitted to University of Bridgeport Student Paper	<1 %
18	Submitted to University of Gloucestershire Student Paper	<1 %
19	Submitted to Emirates Aviation College, Aerospace & Academic Studies Student Paper	<1 %


20	Submitted to Regenesys Business School Student Paper	<1 %
21	Submitted to National Open University of Nigeria Student Paper	<1 %
22	Pouya Amies, Xiaohua Jin, Sepani Senaratne. "Identification of success criteria over life cycle of dam industry projects: a Delphi study", Construction Innovation, 2023 Publication	<1 %
23	Submitted to Sunstone Eduversity Student Paper	<1 %
24	sutir.sut.ac.th:8080 Internet Source	<1 %
25	iproject.com.ng Internet Source	<1 %
26	Submitted to Asia e University Student Paper	<1 %
27	Submitted to Ghana Technology University College Student Paper	<1 %
28	Submitted to PES University Student Paper	<1 %
29	Submitted to Bay of Plenty Polytechnic Student Paper	<1 %

30	Submitted to Indiana University Student Paper	<1 %
31	Submitted to University of West London Student Paper	<1 %
32	Submitted to Zambia Centre for Accountancy Studies Student Paper	<1 %
33	campustechnology.com Internet Source	<1 %
34	Ghazi Zouari, Kawther Dhifi. "The impact of ownership structure on integrated reporting in European firms", Corporate Communications: An International Journal, 2022 Publication	<1 %
35	Submitted to Mount Kenya University Student Paper	<1 %
36	Johnson Ayodele. "The Breakdown of Card Readers and Verbal Violence at the 2015 Elections in Lagos", Politeia, 2016 Publication	<1 %
37	scholarworks.waldenu.edu Internet Source	<1 %
38	www.pure.ed.ac.uk Internet Source	<1 %

39	Submitted to Manipal University Student Paper	<1 %
40	aniemedia.wordpress.com Internet Source	<1 %
41	core.ac.uk Internet Source	<1 %
42	sin.put.poznan.pl Internet Source	<1 %
43	www.benefitsaccountmanager.com Internet Source	<1 %

Exclude quotes On
Exclude bibliography On

Exclude matches Off

 QAIWAN INTERNATIONAL UNIVERSITY	QAIWAN INTERNATIONAL UNIVERSITY	Form No.: LIB003
	FINAL THESIS SUBMISSION FORM	Edition: 01 Effective Date: 01/ 06/ 2024 Page (s): 03

Section 1 (To be completed by Student)
(Please tick (✓) where applicable)

Library
Qaiwan International University

Submission of Final Copies of Thesis

I Ieren Ayub Josef (name) hereby submit:
the final copies of my thesis for the degree of ☒ Bachelor / ☐ Master / ☐ Doctor of Philosophy

The title of the thesis is:

The Effect of Employee Benefits Towards Employee
Productivity

Hence, I declare that:

- ☒ i) My thesis has been reviewed by my Main Supervisor / HoD / Dean / Faculty
- ☒ ii) I had submitted the CD of my softcopy of the thesis (the contents are similar with the hardcopy of the thesis) in a single PDF file.
- ☒ iii) I had submitted the Degree Scroll Information Form.

Student Name: Ieren Ayub Josef

Department: Management Technology

Signature: [Signature]

Date: 28.7.2024

ENDORSEMENT BY MAIN SUPERVISOR

Section 2 (To be completed by Main Supervisor)

Supervisor's Name:	Dan Dalsaad Abdulrahman
Department:	FMSJ
I have examined the thesis of Mr. /Mrs. /Ms.:	

I hereby confirm that all corrections and amendments made to the thesis have been rectified by the candidate.



(Main Supervisor's Signature & Stamp)

28/7/2024

(Date)

ENDORSEMENT BY Librarian

Section 3 (To be completed by Librarian)

Librarian's Name:	Dikhuaz Othman
<input checked="" type="checkbox"/> Approved	<input type="checkbox"/> Not Approved

I hereby confirm that all corrections and amendments made to the thesis have been rectified by the candidate.



(Librarian's Signature & Stamp)

28/7/2024

(Date)

STUDENT'S DECLARATION

Section 4 (To be completed by Student)

Student Thesis's Copyright and University's Intellectual Property

"The copyright to a thesis belongs to the student. However, as a condition of being awarded the degree, the student hereby grants to the University, a free, ongoing, non-exclusive right to use the relevant work and/or thesis for the University's teaching, research and promotional purposes as well as free and the non-exclusive right to retain, re-produce, display and distribute a limited number of copies of the thesis, together with the right to require its publication for further research and archival use."

I declare that the contents presented in this thesis are my own which was done at Qaiwan International University unless stated otherwise. The thesis has not been previously submitted for any other degree.

I also declare that my thesis has been reviewed by the Main Supervisor / HoD / Dean / Faculty the comments are as stated in Section 2 (page 2).

Name of Student: Ieron Ayub Jose

Signature of Student: [Signature]

IC. No. / Passport No.: C5.W9.F.H.H.T9

Date: 28. 7. 2024