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## **Impact of gender and age on importance of non-monetary benefits in automobile industry: An empirical study**

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**Abstract**--Motivated and gratified employees are always a treasured asset for any company. Employees in any company certainly work for money but also look for more for meaning in their lives. This paper highlighted the importance of non-monetary benefits among employee's for satisfaction of job that influence directly the success of any company. Benefits of non monetary rewards are scrutinized to understand its significance for employee's satisfaction & performance such as appreciation and recognition from the company, give suggestions in decision making, working hours etc. Non monetary rewards are a tool to enlighten the morale of employees and increase satisfaction level of employees. Now a day, in human resource management job satisfaction of employees has remarkable importance. Therefore, a company must design financial as well as non monetary packages for employees & figure out the desires & needs of their employees & sanction these rewards to lead to employee's satisfaction level. Sample of 251 employees from automobile industry were surveyed to know the importance of non-monetary benefits in automobile industry. It is found that there is a significant impact of gender and age on non-monetary benefits in automobile industry.

**Keywords**--non-monetary benefits, gender, age, automobile, employees satisfaction.

## **Introduction**

According to situation, managers and employees provide importance to different motivational rewards. Managers look for the employees with high productivity, speed and adaptability to modify whereas employees look for entrepreneurial environment in the company with development of strong skill & opportunity for growth & competitive rewards to be motivated. Most of the companies there is a huge crisis of motivation among employees. It was observed that companies spend huge amount of money on incentives and courses but these efforts sometime does not change into high level of motivation among employees. It is mainly due to different perceptions among employees and management to achieve organizational goals.

It has been proved that only monetary benefits are not single motivator to employees but other factors non monetary benefits also motivates. Hence it is a matter of debate that non monetary benefits like decision making, recognition and job security plays important role in employee's internal motivation that financial rewards cannot concentrate on. Employees usually don't rate money as their main objective or motivator and most of their achievements accomplished by them are not only for money.

It is correct that employees in an organization work for money but also they look for other benefits also that provide meaning to their life. If employee does not have any meaning in their work then they does not feel loyal and committed. Payments cannot substitute for working environment, trust, fun along with meaningful work. Hence, it can be stated that money is like a conjunction with other factors that motivates employees to work hard and with heart (Javed, Balouch & Hassan, 2014).

It was observed that flexibility in working hours is very much motivational to employees. It is important for companies to adopt new planning strategies that allow workplace flexibility. Companies should focus to motivate employees that ensure more productivity and high customer satisfaction level and all this can be attain with planned execution of motivational techniques to fulfil the requirements and needs of the employees. Non monetary rewards such as recognition & praise are found as encouraging factors to increase job performance of employees. Evidence proved that companies are not able to satisfy or influence companies even by providing only high salaries (Cessar and Meier, 2018).

As the time passes, Importance of non monetary rewards is getting more and more. Managers or workers weather from inside the company or outside required rewards for prestige and pride. An individual consider non monetary rewards more when interested in where to work and in providing commitment to their work (Haider, Aamir, Hamid and Hashim, 2016).

Growth and development in present company is an important factor that can retain and satisfy and employee for longer period of time. Hence, employees stay for longer period in companies that invest in their workforce and consider them as part of future. Without proper development plan on career, company has to provide or offer high salaries and packages to attract & retain workforce (Andrews, Kacmar & Kacmar, 2014). Demographic profile of employees are

influence their liking towards monetary or non monetary benefits. Male and female feelings are different in some situations and male mostly prefer to monetary benefits whereas female prefer to more of non monetary benefits.

## **Literature Review**

Harunavamwe and Kanengoni (2013) revealed that it is important to uncover the goals and needs of workforce to address them & acquire needed motivation. This study indicated that when non monetary rewards are designed properly then it becomes the most powerful tool to mobilize organization commitment to successful execution of strategy and productivity. It was found that there is a giant issue of motivations in most of the companies.

Sittenthaler and Mohnen (2020) observed that differentiations on the basis of gender reflect a diverse picture. Performance of women & men depend on the type of motivation used. It was found that performance of men is considerably high in relation to monetary rewards as compare to non-monetary. Performance of women is considerably high in relation to non-monetary rewards. Hence, finding of the study indicate that difference in gender must be taken care while implementing rewards.

Abdussalam, Kerdasi and Ferdous (2020) revealed that managerial support has a moderate impact in relation to opportunities for career advancement & commitment of employees. For opportunities of development, the professed managerial support was explored that there is no moderate impact. The planned implementation of opportunities for career advancement & development may support Telecommunication companies to conquer the issues of low commitment of employee at the workplace.

Habib, Khalil, Manzoor & Jamal (2017) investigated and identified the various types of motivations i.e. non monetary including preferred lunch hours, training & development, pleasurable working environment, business cards etc. that increase engagement of employees in health sector. Abdullah & Wan (2013) explored that job satisfaction and non monetary rewards considerably reflect positive influence on performance of job predominantly when lots of non monetary rewards are utilized among pleased workforce in a company. Satisfaction on job leads to high productivity, responsibility in organization & improved mental & physical health. Hence, it is important that employees get better mood and learn additional skills also to promote performance on job.

Kazi, Baloach, Khan and Mehwish (2019) explored that by knowing the employees need & looking for motivational factors that influence workforce to work, companies may examine critically the most ultimate mixture of monetary as well as non monetary rewards that may be presented to employees. As employees move up and get more and more experience in the hierarchy, employees need and desire changes & start to value their self esteem and social needs. Therefore they considered non monetary rewards such as career development and recognition more.

Schlechter, Thompson and Bussin (2015) observed that gender also has important significant main impact on employees, reflecting that existence of non

monetary rewards are more striking in offerings of job for women as compare to men. Females are more attracted towards non monetary rewards as compare to male members. Hence, the finding shows that companies must designed their total motivation rewards as strong emphasis on non monetary rewards.

Rajgarhia (2020) investigations show that the non – financial incentive affects the job satisfaction level among the employees in the long run. Non-monetary incentives tend to create a positive impact on the firm in the eyes of the employees. These incentives allow the employees to work at the full potential level and but the organization goal above their own. Non-monetary incentives include those incentives which usually not related to pay. They aim at providing more empowerment and recognition to the employees at the workplace.

Morrell (2011) investigations show that non – monetary incentives create a sense of belonging within the employees and also increase the intrinsic motivation within employees. Reward and recognition go hand in hand and one is incomplete without the other. In order to ensure that the employees feel included and respected by the organization, cash, and non – cash incentives should be provided on a regular basis.

Sarwar (2013) revealed that to make sure that all the resources of organizations are used to full potential one needs to analyze and see which factors motivate and drive the employees to give their best performance. These incentives help to establish a more participative role of the employees in the management. It creates a sense of authority and motivates the employees to give their best towards fulfilling the organizational goals. Non-financial rewards are non-cash rewards.

Gayashri and Rathiika (2020) explored that motivated employees are important for the success of any company as employees that are motivated are usually more effective and productive at the place of work. Motivation among employee i.e. with the methods of motivating employees is important & leads to place further the needed efforts & actions towards activities that are related to work. Finding reflects that financial rewards, job enhancement posses positive & significant impact on performance of employees. It also indicates that there exist good and healthy association between performance of employee and motivation.

Salani (2017) explored that most of employees feel that their opinion are not considered in process of decision making & their efforts are not well recognised in implementation of their duties. Moreover, some workforce feel that they are not much empowered to attain new skills that may enable them or support them in taking independently decisions. Men workforce reflected that there is very less responsibilities delegations. Workforce also criticizes less teamwork among members of company. This creates a situation that is harmful for success of any company.

Mamdani and Minhaj (2016) highlighted that non monetary benefits influence not only performance of employees but also their loyalty & commitment for their companies. This also increase their level of job satisfaction that further makes improvement in their responsibilities towards their company, decreased turnover, increase in loyalty, retention of employees for their jobs & their efficiency also

enhanced in their organizational setup. Overall this results in decrease of turnover of employees and provides benefit to company in attaining successfully their objectives and long term targets.

Akbar, Riaz, Arif and Hayat (2018) measured the influence of non monetary benefits on satisfaction of job in private company's workplace. Finding shows that flexible arrangement of work, employee recognition, employee's feedback, freedom, new advanced opportunities, empowerment, promotion, competitive environment & individual incentives positively prefer the impact of satisfaction of job in the workplace. It is important that the factors that influence satisfaction level of job positively must be focused that would increase the employee performance & generate an optimistic work environment that will also further increase the productivity of company.

Zaman, Nadia, Shah & Jamsheed (2011) examined the association between intrinsic benefits, extrinsic benefits & motivation level among workforce in 3 organizations that are found as non profit companies in Pakistan. Survey was done online in this research paper & objective of this was to understand the influence of non monetary & monetary rewards related to turnover of labor. Finding of the study reflect that there is no difference exist in both type of incentives.

Rast & Tourani (2012) explored & studied the characteristics of job that are showing noteworthy impact on job satisfaction level of employee job satisfaction examined in 3 different airlines. Result of the study indicated that association, nature of job, salary, supervision, promotion opportunities are all connected to job satisfaction level of employees moderately.

Mensah and Tawiah (2015) explored that intrinsic factors are strong motivators & motivation of staff need intrinsic incentives like level of satisfaction while performing a good job along with sense of doing something that is worthwhile. It shows that if employees are getting interested salaries then now they will be more appreciated with intrinsic factors.

Etozuo and Umoh (2017) explored that execution of non monetary incentives considerably increases commitment of employees in Nigeria workplace environment & particularly manufacturing sector. Researcher in this study recommends that company or management must involve high rate of non monetary incentives in their program for incentive management to enhance the commitment level of employees. Increase the employee's level of commitment.

Gabriel and Nwaeke (2015) explored that workforce feel more motivated in attention granted by using non monetary methods by their superiors on a continuously basis. Therefore, when everyday correct treatment by management with employees reflects that how important, trusted, valued & important to company. This research study reflects company or management must conduct appraisal of performances regularly to promote those are on due. Companies must also allow sufficient freedom to employees to perform their job without any interference. Employees feel motivated and recognized and companies must treat them as valuable assets. Chaudhary and Ghosh (2017) explored that with

proper incentive system, an employee feel encourages to perform their best performance. Performance at work is a result of satisfaction of job. Study found that most of the interviewees are not satisfied properly with performance reward system exists in their company.

### **Objective of the study**

- To know the importance of non- monetary benefits in automobile industry.
- To know the impact of gender and age on non- monetary benefits in automobile industry.

*H<sub>01</sub> There is no significant impact of gender on non-monetary benefits in automobile industry.*

*H<sub>a1</sub> There is a significant impact of gender on non-monetary benefits in automobile industry.*

*H<sub>02</sub> There is no significant impact of age on non-monetary benefits in automobile industry.*

*H<sub>a2</sub> There is a significant impact of age on non-monetary benefits in automobile industry.*

### **Research Methodology**

Sample of 251 employees from automobile industry were surveyed to know the importance of non- monetary benefits in automobile industry with the help of a questionnaire particularly designed for this study. The study is empirical in nature and the primary data was collected through random sampling method and the statistical tools like mean, independent sample t-test and Anova was applied to analyse the data and reach to end results.

### **Findings of the study**

The demographic details of the respondents shows that total 251 respondents were surveyed in which 41% are males and 59% are females and among them 29.9% belongs to age group below 32 years, 36.3% are from the age group 32-38 years and rest 33.9% are above 38 years of age.

### **Impact of gender on non-monetary benefits in automobile industry**

Table 1 comparative mean values between male and female for non-monetary benefits

S. No.	Non-monetary benefits in automobile industry	Male	Female
•	Non-monetary creates a sense of authority and motivates the employees to give their best towards fulfilling the organizational goals	3.17	3.89
•	Non-monetary helps in retention of employees for their jobs	3.23	3.86
•	Employee performance, their loyalty & commitment for their companies is influenced by non-monetary benefits	3.32	4.04

•	Non-monetary rewards enlighten the morale of employees	3.24	3.85
•	Non-monetary benefits generate optimistic work environment	3.48	4.05
•	Non-monetary benefits provide sufficient freedom to employees to perform their job without any interference	3.67	4.26
•	Non-financial benefits enhance employee productivity and satisfaction level	3.51	4.12
•	Decision making, recognition and job security is important for employee's internal motivation	3.59	4.19
•	Development of strong skill & opportunity for growth & competitive rewards motivates the employees	3.50	3.97
•	Employees feel motivated and recognized when companies treat them as valuable assets	3.52	4.07

Table 1 is showing comparative mean values between male and female for non-monetary benefits. It is observed that higher mean values 4.26 is shown by female for non-monetary benefits provide sufficient freedom to employees to perform their job without any interference as compared to males 3.67. Females are showing higher mean value 4.19 for the statement Decision making, recognition and job security is important for employee's internal motivation as compared to male 3.59. Similar results are shown by the statement non-financial benefits enhance employee productivity and satisfaction level and Employees feel motivated and recognized when companies treat them as valuable assets where females are showing higher mean values (4.12 and 4.07) as compared to male (3.51 and 3.52). females show higher mean values 4.05 for non-monetary benefits generate optimistic work environment as compared to male 3.48. Similarly females are showing higher mean values for all the statements like Employee performance, their loyalty & commitment for their companies is influenced by non-monetary benefits, Development of strong skill & opportunity for growth & competitive rewards motivates the employees, Non-monetary creates a sense of authority and motivates the employees to give their best towards fulfilling the organizational goals, Non-monetary helps in retention of employees for their jobs and for Non-monetary rewards enlighten the morale of employees higher mean value by females 3.85 as compared to males 3.24.

Table 2 Independent Samples Test

S. No.	Non-monetary benefits in automobile industry	df	t	Sig.
1.	Non-monetary creates a sense of authority and motivates the employees to give their best towards fulfilling the organizational goals	249	-6.767	.006
2.	Non-monetary helps in retention of employees for their jobs	249	-5.702	.007
3.	Employee performance, their loyalty & commitment for their companies is influenced by non-monetary benefits	249	-7.427	.000

4.	Non-monetary rewards enlighten the morale of employees	249	-5.523	.001
5.	Non-monetary benefits generate optimistic work environment	249	-5.821	.000
6.	Non-monetary benefits provide sufficient freedom to employees to perform their job without any interference	249	-5.873	.032
7.	Non-financial benefits enhance employee productivity and satisfaction level	249	-6.105	.000
8.	Decision making, recognition and job security is important for employee's internal motivation	249	-6.259	.001
9.	Development of strong skill & opportunity for growth & competitive rewards motivates the employees	249	-4.624	.000
10.	Employees feel motivated and recognized when companies treat them as valuable assets	249	-5.332	.000

Table...Independent Samples Test to know the Impact of gender on non- monetary benefits in automobile industry. "Leven's Test for Equality of Variances" was applied to check the "equality of variance" and it was found that for all the statements the value of significance under this test is below 0.05 showing significant Impact of gender on non- monetary benefits in automobile industry.

### **Impact of age on non- monetary benefits in automobile industry**

Table 3 Comparative mean values between different age categories for non- monetary benefit

Non-monetary benefits in automobile industry	Age (years)			
	Below 32	32-38	Above 38	Total
Non-monetary creates a sense of authority and motivates the employees to give their best towards fulfilling the organizational goals	3.56	3.37	3.86	3.59
Non-monetary helps in retention of employees for their jobs	3.57	3.38	3.87	3.61
Employee performance, their loyalty & commitment for their companies is influenced by non-monetary benefits	3.67	3.62	3.95	3.75
Non-monetary rewards enlighten the morale of employees	3.73	3.44	3.66	3.60
Non-monetary benefits generate optimistic work environment	3.69	3.66	4.09	3.82
Non-monetary benefits provide sufficient freedom to employees to perform their job without any interference	3.81	3.87	4.35	4.02
Non-financial benefits enhance employee productivity and satisfaction level	3.59	3.79	4.21	3.87

Decision making, recognition and job security is important for employee's internal motivation	3.72	3.84	4.26	3.94
Development of strong skill & opportunity for growth & competitive rewards motivates the employees	3.61	3.67	4.04	3.78
Employees feel motivated and recognized when companies treat them as valuable assets	3.69	3.73	4.11	3.84

Table 3 is showing comparative mean values between different age categories for non- monetary benefit. It is observed that highest mean values for all the statements is shown by the age group of above 38 years as compared to other age groups. It is also found from the table that for the statements like non-monetary creates a sense of authority and motivates the employees to give their best towards fulfilling the organizational goals, Non-monetary helps in retention of employees for their jobs, Employee performance, their loyalty & commitment for their companies is influenced by non-monetary benefits, Non-monetary rewards enlighten the morale of employees and Non-monetary benefits generate optimistic work environment higher mean values are shown by the age group below 32 years as compared to age group of 32-38 years. On the other hand for the statements like Non-monetary benefits provide sufficient freedom to employees to perform their job without any interference, Non-financial benefits enhance employee productivity and satisfaction level, Decision making, recognition and job security is important for employee's internal motivation, Development of strong skill & opportunity for growth & competitive rewards motivates the employees and Employees feel motivated and recognized when companies treat them as valuable assets age group 32-38 years is showing higher mean values as compared to age group Below 32 years.

Table 4 ANOVA to compare different age categories for non- monetary benefits

		Sum of Squares	df	Mean Square	F	Sig.
Non-monetary creates a sense of authority and motivates the employees to give their best towards fulfilling the organizational goals	Between Groups	10.467	2	5.234	6.619	.002
	Within Groups	196.083	248	.791		
	Total	206.550	250			
Non-monetary helps in retention of employees for their jobs	Between Groups	10.491	2	5.245	6.522	.002
	Within Groups	199.462	248	.804		
	Total	209.952	250			
Employee performance, their loyalty & commitment for their companies is influenced by non-monetary benefits	Between Groups	5.664	2	2.832	4.180	.016
	Within Groups	168.017	248	.677		
	Total	173.681	250			
Non-monetary rewards enlighten the morale of	Between Groups	3.969	2	1.985	2.434	.090
	Within Groups	202.190	248	.815		

employees	Total	206.159	250			
Non-monetary benefits generate optimistic work environment	Between Groups	9.936	2	4.968	7.718	.001
	Within Groups	159.633	248	.644		
	Total	169.570	250			
Non-monetary benefits provide sufficient freedom to employees to perform their job without any interference	Between Groups	14.720	2	7.360	11.610	.000
	Within Groups	157.216	248	.634		
	Total	171.936	250			
Non-financial benefits enhance employee productivity and satisfaction level	Between Groups	16.512	2	8.256	13.175	.000
	Within Groups	155.408	248	.627		
	Total	171.920	250			
Decision making, recognition and job security is important for employee's internal motivation	Between Groups	13.266	2	6.633	11.270	.000
	Within Groups	145.953	248	.589		
	Total	159.219	250			
Development of strong skill & opportunity for growth & competitive rewards motivates the employees	Between Groups	8.715	2	4.358	6.982	.001
	Within Groups	154.791	248	.624		
	Total	163.506	250			
Employees feel motivated and recognized when companies treat them as valuable assets	Between Groups	8.815	2	4.407	6.579	.002
	Within Groups	166.126	248	.670		
	Total	174.940	250			

Table 4 shows the results of ANOVA along with the value of significance. It is observed from the table that the value in significance column for all the statements is below 0.05. Hence the alternate hypothesis is accepted and null hypothesis is rejected. Further, Post Hoc Test was applied to know the significant difference between different groups.

Table 5 Multiple Comparisons between different age categories for non- monetary benefits

Dependent Variable	(I) Age	(J) Age	Std. Error	Sig.
Non-monetary creates a sense of authority and motivates the employees to give their best towards fulfilling the organizational goals	Below 32	32-38	.13867	.372
		Above 38	.14087	.088
	Above 38	Below 32	.14087	.088
		32-38	.13413	.001
Non-monetary helps in retention of employees for their jobs	Below 32	32-38	.13986	.369
		Above 38	.14208	.094
	Above 38	Below 32	.14208	.094
		32-38	.13528	.001
Employee performance, their loyalty &	Below 32	32-38	.12837	.916

commitment for their companies is influenced by non-monetary benefits		Above 38	.13040	.074
	Above 38	Below 32	.13040	.074
		32-38	.12416	.019
Non-monetary rewards enlighten the morale of employees	Below 32	32-38	.14082	.095
		Above 38	.14305	.861
	Above 38	Below 32	.14305	.861
		32-38	.13620	.243
Non-monetary benefits generate optimistic work environment	Below 32	32-38	.12512	.960
		Above 38	.12710	.005
	Above 38	Below 32	.12710	.005
		32-38	.12102	.001
Non-monetary benefits provide sufficient freedom to employees to perform their job without any interference	Below 32	32-38	.12417	.898
		Above 38	.12614	.000
	Above 38	Below 32	.12614	.000
		32-38	.12010	.000
Non-financial benefits enhance employee productivity and satisfaction level	Below 32	32-38	.12346	.224
		Above 38	.12541	.000
	Above 38	Below 32	.12541	.000
		32-38	.11941	.001
Decision making, recognition and job security is important for employee's internal motivation	Below 32	32-38	.11964	.601
		Above 38	.12153	.000
	Above 38	Below 32	.12153	.000
		32-38	.11572	.001
Development of strong skill & opportunity for growth & competitive rewards motivates the employees	Below 32	32-38	.12321	.889
		Above 38	.12516	.002
	Above 38	Below 32	.12516	.002
		32-38	.11917	.007
Employees feel motivated and recognized when companies treat them as valuable assets	Below 32	32-38	.12764	.966
		Above 38	.12966	.005
	Above 38	Below 32	.12966	.005
		32-38	.12346	.006

Table...is showing the results of Post – Hoc Test where Multiple Comparisons is done to know the impact of age on non- monetary benefits in automobile industry. It is observed that for the statements like non-monetary creates a sense of authority and motivates the employees to give their best towards fulfilling the organizational goals, non-monetary helps in retention of employees for their jobs and Employee performance, their loyalty & commitment for their companies is influenced by non-monetary benefits significant difference is found between the age groups Above 38 years and 32-38 years. For the statements like Non-monetary benefits generate optimistic work environment, Non-monetary benefits provide sufficient freedom to employees to perform their job without any interference, Non-financial benefits enhance employee productivity and satisfaction level, Decision making, recognition and job security is important for employee's internal motivation, Development of strong skill & opportunity for growth & competitive rewards motivates the employees and Employees feel motivated and recognized when companies treat them as valuable assets significant difference is shown between the age groups (Below 32 and Above 38), and (Above 38 with Below 32 and 32-38) years.

## Conclusion

When only gender is considered separately, different phase is revealed that is performance of men towards financial benefits is more as in response to non monetary benefits. Whereas performance of women in considerably high in relation to non monetary benefits. Finding of the study reflects that men feel most valued with monetary rewards whereas women found to be more appreciated by non monetary benefits that can be seen in performance of employees. Incentives. It was observed that engagement of employees is Employee engagement is a normal movement for high authorities manager etc.. Finding of the study shows by providing additionally non financial benefits to public employees, work performance can be improved and enhance productivity.

The study concludes that non-monetary benefits provide sufficient freedom to employees to perform their job without any interference, Decision making, recognition and job security is important for employee's internal motivation, non-financial benefits enhance employee productivity and satisfaction level, Employees feel motivated and recognized when companies treat them as valuable assets and non-monetary benefits generate optimistic work environment. It is also found that there is a significant impact of gender and age on non- monetary benefits in automobile industry.

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appreciation and recognition from the company give suggestions in decision making job security plays important role in employee's internal motivation working environment, trust, fun along with meaningful work flexibility in working hours is very much motivational to employees commitment to their work planned implementation of opportunities for career advancement & development training & development, preferred lunch hours