



# A STUDY ON NON-MONETARY BENEFITS AND EMPLOYEE PERFORMANCE IN HIRANMAYEE RUBBER, MADURAI.

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## ABSTRACT

Non-monetary benefits refer to rewards and advantages provided to employees that do not involve direct financial payment, addressing employees' psychological, emotional, and social needs. Employee performance reflects how effectively an employee carries out job duties and responsibilities to achieve organizational goals. This study examines the impact of non-monetary benefits on employee performance at Hiranmayee Rubber, Madurai. Data was collected from 100 employees using a structured questionnaire and analysed using descriptive statistics, correlation analysis, and regression analysis through SPSS. The results reveal a strong positive relationship between non-monetary benefits and employee performance ( $r = 0.676$ ,  $p = 0.000$ ), with non-monetary benefits explaining approximately 45.6% of the variation in employee performance. The findings confirm that promoting non-monetary benefits such as recognition, career development, work-life balance, job autonomy, supportive leadership, and a positive work environment can significantly improve employee performance and organizational effectiveness.

**Keywords:** Non-Monetary Benefits, Employee Performance, Recognition, Career Development, Work-Life Balance, Hiranmayee Rubber.

## INTRODUCTION

In the modern organizational environment, employee performance is no longer influenced only by salary and financial incentives. Employees increasingly expect recognition, respect, growth opportunities, and a supportive work environment. These expectations have led organizations to focus on non-monetary benefits as an important human resource strategy to enhance employee motivation and performance.

Non-monetary benefits refer to rewards and advantages provided to employees that do not involve direct financial payment. These benefits address employees' psychological, emotional, and social needs rather than economic needs. Examples include appreciation, flexible working hours, training opportunities, job autonomy, and a positive organizational culture.

Research in organizational behaviour shows that employees who feel valued and supported tend to demonstrate higher levels of commitment and performance. When organizations invest in non-monetary benefits, employees perceive that the organization cares about their well-being, leading to improved morale and job satisfaction. The importance of non-monetary benefits can be explained through Social Exchange Theory, which suggests that employees reciprocate favourable treatment from the organization with positive work behaviour.

## OBJECTIVES OF THE STUDY

1. To assess the significant relationship between non-monetary benefits and employee performance.
2. To identify the casual relationship between non-monetary benefits and employee performance.
3. To provide recommendations for improving employee performance through effective non-monetary benefits.

## SCOPE OF THE STUDY

- The study focuses on analysing the impact of non-monetary benefits on employee performance at Hiranmayee Rubber.
- It covers various types of non-monetary benefits such as recognition, flexible work, training, and career growth opportunities.
- The research examines how these benefits influence employee motivation, satisfaction, and retention.
- The findings can help the management improve HR policies and enhance overall organizational productivity.

## REVIEW OF LITERATURE

**Al-Zahrani (2024)** discusses corporate reputation as a non-monetary benefit that attracts and retains elite talent.

**Bello (2022)** highlights cross-functional training as a sustainable practice that keeps the workforce versatile.

**Brown (2022)** notes that peer-to-peer recognition platforms create a culture of appreciation that sustains high performance.

**Foster (2021)** highlights that Volunteer Time Off programs improve employee morale and strengthen the bond between employer and staff.

**Gomez (2022)** investigates the sabbatical as a performance reset tool for long-tenured employees, finding that offering extended leave for personal growth returns more refreshed and innovative individuals.

**Graham (2022)** focuses on flat hierarchies as a benefit for communication speed. Lewis (2023) concludes that tool autonomy allowing employees to choose their own hardware or software leads to higher performance and job satisfaction.

**Jensen (2021)** focuses on the feedback loop as a benefit that accelerates skill acquisition, with regular constructive feedback preferred by younger employees. Wade (2021) discusses role clarity as a fundamental non-monetary benefit that reduces workplace ambiguity and ensures streamlined performance.

**Kaufman (2023)** investigates quiet zones in offices as a benefit for employees requiring deep concentration.

**Nguyen (2024)** discusses digital wellness tools for managing technostress, suggesting premium access to focus-enhancing apps is a modern, sustainable benefit.

**Parker & West (2023)** explore job crafting as a non-monetary benefit that allows employees to tailor roles to their strengths, leading to a state of flow where productivity and job satisfaction reach their peak.

**Patel (2022)** examines how casual dress codes reduce social anxiety and foster more collaborative performance.

**Rossi (2023)** emphasizes time-off awards as an effective replacement for taxed monetary bonuses, particularly in preventing quiet quitting in high-stress roles.

**Schmidt (2023)** suggests that inclusive decision-making gives employees a sense of ownership that drives commitment.

**Siddiqui (2021)** provides evidence that task significance is a powerful performance driver, suggesting that connecting daily duties to larger CSR goals boosts employee pride and purpose-driven motivation.

**Silva (2024)** explores skill-based volunteering as a way to enhance professional self-worth.

## RESEARCH DESIGN

Descriptive research design is used in this study to describe the characteristics of employees and their perception about non-monetary benefits provided by the organisation. It helps in systematically describing the relationship between non-monetary benefits and employee performance, understanding existing conditions and opinions of employees regarding the benefits provided to them and how these benefits influence their motivation and work output.

## SOURCES OF DATA

- Primary Data — Data collected directly from employees through a structured questionnaire gathering information about employees' opinions and experiences regarding non-monetary benefits and their influence on job performance.
- Secondary Data — Data collected from books, journals, research articles, magazines, online sources, organisational records, reports, and websites.

## SAMPLING METHOD AND SIZE

The sample size of this research project is 100 respondents. Probability sampling method using simple random sampling technique is applied, where respondents were selected based on their availability and willingness to participate in the study. This method is used because it is easier and quicker to collect data from employees who are readily accessible within the limited time period.

## TOOLS USED FOR ANALYSIS

The following statistical tools are used in this research:

- Percentage analysis — to help the researcher to appropriately know about the responses given by the respondents.
- Correlation Analysis — to identify the relationship between non-monetary benefits and employee performance.
- Regression Analysis — to examine the relationship between non-monetary benefits (independent variable) and employee performance (dependent variable) and determine the strength and direction of influence.

## HYPOTHESIS 1

**H0:** There is no significant relationship between non-monetary benefits and employee performance.

**H1:** There is a significant relationship between non-monetary benefits and employee performance.

## HYPOTHESIS 2

**H0:** There is no causal relationship between non-monetary benefits and employee performance.

**H1:** There is a causal relationship between non-monetary benefits and employee performance.

## DATA ANALYSIS AND INTERPRETATION

### Percentage Analysis

Percentage analysis helps the researcher to appropriately know about the responses given by the respondents. The following table summarizes the response distributions from the survey on non-monetary benefits and employee performance statements.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
My efforts are appreciated by my supervisor.	22%	15%	21%	24%	18%
I receive recognition for good performance.	21%	20%	21%	23%	15%
Appreciation at work motivates me to do better.	13%	13%	25%	25%	24%
I am given opportunities to learn new skills.	13%	22%	27%	17%	21%
The organization supports my career growth.	11%	23%	21%	20%	25%
Training programs help me improve my job performance.	20%	20%	28%	17%	15%
I am able to balance my work and personal life effectively.	22%	22%	21%	15%	20%
The organization supports flexible working arrangements.	22%	18%	18%	19%	23%
My workload allows me to work without excessive stress.	26%	20%	23%	13%	18%
I have the freedom to decide how I do my work.	12%	18%	27%	18%	25%
I am trusted to handle my job responsibilities independently.	14%	16%	21%	24%	25%
My supervisor supports me when I face difficulties at work.	21%	16%	17%	17%	29%
I feel respected in my workplace.	19%	22%	20%	17%	22%
The work environment is positive and encouraging.	18%	15%	25%	19%	23%
I complete my work efficiently and on time.	21%	16%	17%	17%	29%
I meet the performance standards required for my job.	19%	22%	20%	17%	22%
The quality of my work is consistently high.	18%	15%	25%	19%	23%
I put in my best effort while performing my job.	17%	16%	21%	24%	22%

I am productive during my working hours.	13%	13%	25%	25%	24%
I am willing to take extra responsibility when needed.	13%	22%	27%	17%	21%
I am committed to achieving my work goals.	11%	23%	21%	20%	25%
I actively try to improve my job performance.	20%	20%	28%	17%	15%
I take initiative to solve work-related problems.	21%	16%	17%	17%	29%
My performance contributes positively to organizational goals.	19%	22%	20%	17%	22%
I consider myself a high-performing employee.	18%	15%	25%	19%	23%

## INTERPRETATION

The findings reveal a generally unfavourable perception among respondents regarding recognition, support, and autonomy in the workplace. A significant portion disagree that their efforts are appreciated (24.0%) or recognized (23.0%), while mixed opinions exist on whether appreciation motivates performance, with equal proportions disagreeing and remaining neutral (25.0% each). Neutral responses are also prominent in areas such as opportunities for skill development (27.0%), training effectiveness (28.0%), freedom in work methods (27.0%), and efforts to improve performance (28.0%), indicating uncertainty or lack of strong engagement. Notably, many respondents strongly disagree that the organization supports career growth (25.0%), flexible working arrangements (23.0%), trust in handling responsibilities (25.0%), and supervisor support during difficulties (29.0%). Additionally, 29.0% strongly disagree about completing work efficiently and on time, highlighting performance concerns. While a smaller proportion agree that work-life balance is manageable (22.0%) and some feel their workload is not overly stressful (26.0% strongly agree), overall results suggest dissatisfaction with managerial support, recognition, and empowerment within the organization.

## CORRELATION ANALYSIS

Correlations		NB_TOTAL	EP_TOTAL
NB_TOTAL	Pearson Correlation	1	.676**
	Sig. (2-tailed)		.000
EP_TOTAL	N	100	100
	Pearson Correlation	.676**	1
	Sig. (2-tailed)	.000	
	N	100	100

## INTERPRETATION

The correlation analysis shows that the Pearson correlation coefficient between Non-Monetary Benefits and Employee Performance is 0.676. This value indicates a strong positive relationship between the two variables. A positive correlation means that as non-monetary benefits increase, employee performance also tends to increase. Employees who perceive higher levels of non-monetary benefits such as recognition, appreciation, flexible work arrangements, and opportunities for growth tend to demonstrate better performance at work. The significance value (p-value) is 0.000, which is less than the standard significance level of 0.05, confirming that the relationship is statistically significant and not due to random chance.

## REGRESSION ANALYSIS

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.676a	.456	.451	4.43149

## ANOVA TEST

ANOVA		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1615.260	1	1615.260	82.251	.000b
	Residual	1924.530	98	19.638		
	Total	3539790	99			

## COEFFICIENT ANALYSIS

Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	-2.049	3.738		-.548	.485	-9.466	5.368
	NB_TOTAL	.822	.091	.676	9.069	.000	.642	1.002

## INTERPRETATION

The regression analysis was conducted to examine the impact of Organizational Citizenship Behaviour (NB\_TOTAL) on Employee Performance. The model summary indicates an R value of 0.676, which shows a strong positive relationship between the independent variable (OCB) and the dependent variable (employee performance). The R Square value of 0.456 implies that approximately 45.6% of the variation in employee performance is explained by Organizational Citizenship Behaviour. This indicates that OCB plays a substantial role in influencing performance, although other factors also contribute. The Adjusted R Square value of 0.451 further confirms the reliability of the model, suggesting that the explanatory power remains consistent even after adjusting for sample size and variables. The standard error of estimate (4.43149) indicates the average deviation of observed values from the predicted values.

The ANOVA results further validate the model, with an F value of 82.251 and a significance level of 0.000 ( $p < 0.05$ ). This clearly indicates that the regression model is statistically significant and provides a good fit for the data. Hence, Organizational Citizenship Behaviour significantly predicts employee performance.

The coefficient table shows that the unstandardized coefficient ( $B = 0.822$ ) for NB\_TOTAL is positive, indicating that for every one-unit increase in OCB, employee performance increases by 0.822 units. The standardized beta value ( $\beta = 0.676$ ) signifies a strong influence of OCB on performance. The t-value ( $t = 9.069$  approximately) with a significance value of 0.000 confirms that this relationship is statistically significant. Additionally, the confidence interval for B (0.642 to 1.002) does not include zero, further supporting the significance of the predictor. Although the constant value is negative (-2.049), it is not practically meaningful in isolation but serves as part of the regression equation.

## FINDINGS

The findings highlight several concerns regarding non-monetary benefits and their influence on employee attitudes and performance. A considerable proportion of respondents express dissatisfaction with recognition practices, as 24% disagree that their efforts are appreciated by supervisors, 23% disagree that they receive recognition for good performance, and 25% disagree that appreciation serves as a motivating factor. In terms of growth and development, 27% of respondents remain neutral about opportunities to learn new skills, 28% are neutral about the effectiveness of training programs, and 25% strongly disagree that the organization supports career growth, indicating uncertainty and dissatisfaction in this area.

Work-life balance and job-related factors present mixed responses, with 44% agreeing that they maintain a work-life balance, while 23% strongly disagree about the availability of flexible working arrangements. Although 26% strongly agree that workload is manageable, 27% remain neutral about autonomy in their work. Concerns are also evident regarding workplace environment and respect, as 25% strongly disagree that they feel respected and 29% strongly disagree that the work environment is positive.

Employee performance-related responses suggest moderate levels of engagement, with 22% agreeing that they complete work efficiently on time, while 25% remain neutral about meeting performance standards and 29% strongly disagree about maintaining consistent work quality. Additionally, 24% of respondents disagree about taking extra responsibilities, and around 25–28% remain neutral regarding their commitment and contribution to organizational goals.

Despite these issues, the statistical analysis reveals a strong positive relationship between non-monetary benefits and employee performance. The correlation coefficient ( $r = 0.676$ ,  $p = 0.000$ ) indicates a significant and strong association, while the  $R^2$  value of 0.456 shows that 45.6% of employee performance is explained by non-monetary benefits. Furthermore, the regression values ( $\beta = 0.676$  and  $B = 0.822$ ) confirm a strong positive impact, suggesting that improving non-monetary benefits such as recognition, career development opportunities, and a supportive work environment can significantly enhance employee performance.

## SUGGESTIONS AND RECOMMENDATIONS

- The organization should provide more non-monetary benefits such as recognition, appreciation, and praise to motivate employees and improve their job performance.
- Management should create a supportive work environment where employees feel valued and respected for their contributions.
- The organization should introduce employee recognition programs such as 'Employee of the Month' to appreciate outstanding performance.
- Supervisors should regularly acknowledge employees' efforts and achievements, which can increase motivation and job satisfaction.
- The organization should provide training and development opportunities to help employees improve their skills and enhance their performance.
- Management should encourage career growth opportunities such as promotions, skill development programs, and mentoring support.
- The organization should promote work-life balance by introducing flexible work arrangements, which helps employees manage both personal and professional responsibilities.
- Supervisors should maintain effective communication with employees, which helps build trust and improve workplace relationships.
- The organization should encourage employee participation in decision-making processes, making employees feel more involved and valued.
- Overall, the organization should focus on strengthening non-monetary reward systems, as they significantly contribute to higher employee motivation, satisfaction, and performance.

## CONCLUSION

Non-monetary benefits play an important role in improving employee performance within an organization. Benefits such as recognition, appreciation, supportive supervision, opportunities for skill development, and flexible work arrangements help employees feel valued and motivated in their workplace.

The findings of the study indicate that there is a strong positive relationship between non-monetary benefits and employee performance ( $r = 0.676$ ,  $p = 0.000$ ). Employees who receive recognition and support from their organization tend to demonstrate higher levels of commitment, productivity, and job satisfaction. Non-monetary benefits explain approximately 45.6% of the variation in employee performance at Hiranmayee Rubber.

Providing non-monetary incentives not only improves employee morale but also strengthens the overall work environment. When employees feel appreciated and supported, they are more likely to contribute positively to organizational goals and objectives. Therefore, organizations should focus on implementing effective non-monetary reward systems, as they help enhance employee motivation, improve performance, and contribute to long-term organizational success.

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