BAUET JOURNAL
Published by
Bangladesh Army University of Engineering & Technology (BAUET)
Journal Homepage: https://journal.bauet.ac.bd/
DOI: https://doi.org/10.59321/BAUETJ.V5I1.27

Employee Benefits and Compensation in Muslim Cosmetic and Herbal Care Companies

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Abstract: This study investigates employee benefits and compensation within a "Muslim Cosmetic and Herbal Care Company" in Rajshahi, Bangladesh, focusing on its impact on employee benefits and compensation structure on the well-being, motivation, and performance of permanent workers within the company. Utilizing exploratory methods including in-depth interviews, informal meetings, Focus Group Discussion (FGD) and spot observations with 40 permanent workers that were selected through systematic sampling, the research reveals several key findings. A significant majority of employees are female (82.5%) and young (45% aged 15-24), belonging to the upper lower-class (100%) and primarily living in rented houses (80%). The study highlights challenge in employee relations, with 42.5% reporting neutral communication with owners and 45% indicating a low trust level. Furthermore, 60% of employees feel their compensation does not align with their workload and responsibilities, and 57.5% report a worsening socio-economic status since joining the company. A substantial 60% of respondents frequently experience stress or burnout due to the work environment, and 57.5% believe their remuneration has no effect on their motivation to perform better. Despite these issues, 100% of respondents stated that the company offers incentives for excellent performance, and 70% believe better remuneration would likely improve their performance. The findings suggest a need for improved compensation structures, communication, and work environments to enhance employee well-being and productivity within such companies.

Keywords: *Employee; Companies; Herbal Care; Productivity*

Introduction: Cosmetics industry is a dynamic and highly competitive sector, characterized by continuous innovation, evolving consumer trends, and significant market value globally [1]. Projected to reach approximately USD 677.3 billion by 2032, this industry encompasses a wide array of products, from skincare and makeup to hair care and fragrances, serving diverse consumer needs worldwide [2]. In such a competitive landscape, a company's success hinges not only on product quality and marketing prowess but critically on its ability to attract, retain, and motivate a skilled workforce [3].

Employee compensation and benefits constitute one of the most fundamental yet administratively complex functions of Human Resource Management (HRM) [4]. The design of reward systems, encompassing direct pay (wages, salaries) and indirect compensation (benefits), is intrinsically linked to organizational competitiveness and success. Appropriate compensation is universally acknowledged as a critical factor in the effective attraction, retention, and mobilization of human capital.

So, employee benefits and compensation are essential parts of a company's or industry’s strategy to attract, retain, and motivate employees [4]. Again, employee benefits and compensation in cottage industries, particularly compared to larger, more formalized industries, tend to be less structured and often vary greatly [5]. Compensation (Basic Salary, Bonuses, Stock Options and Equity regular, Incentives) is fixed pay an employee receives, usually calculated annually or hourly, depending on the role [6]. Employees’ compensation is all form of pay and rewards going to employees and arising from their employment [7]. Employee benefits such as health Insurance, retirement plans like pension programs, and some companies also offer extended leave policies for life events. Perks like flexible work hours, remote work options. Additional perks include tuition reimbursement and childcare assistance. The compensation and benefits are given based on employee performance. The poor compensation and benefits will lead to low performance and that will lead to low satisfaction levels that will increase absenteeism in employees, and the outcome will decrease [8]. Besides, self-confidence, insurances, and work-life balance options contribute to employees’ overall satisfaction and well-being [9]. Researchers have argued that compensation management systems can create and sustain a competitive advantage for organizations [10]. Moreover, one of the fundamental tasks in human resources management is compensation management. Employee benefits and compensation are not merely financial considerations but are essential components of human resource management. By understanding the relationship between compensation practices and employee outcomes, companies can craft policies that support both organizational growth and employee well-being [11]. Performance management and reward communication practice through employee’s compensation and benefits practitioners [12]. Significant mediator effects of the employee benefit management and the improvement of job satisfaction [13].

Article history:
Received: 27 July 2025
Received in revised form: 23 November 2025
Accepted: 25 November 2025
Available online: 15 December 2025

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Moreover, employees' perception analysis depends to a great extent on managers, who perform the functions of planning, organizing, staffing, leading and controlling [14]. The performance level is at medium and high level, positive correlation between compensation and employee performance, the compensation and benefits also give a positive effect on employee performance [15]. Motivated employees can achieve strategic goals for the organization [16]. Well-designed compensation policies as a key tool for achieving organizational brilliance and maintaining a competitive advantage [17]. Sustaining and improving employees' productivity, growth depend on retain talented workers and competitors provide them with a more attractive package, in result, lose their employee [18]. Employee satisfaction and strategies in retaining the employees are more important in a company [19]. Again, employee benefits are medical insurance and bonuses, employee satisfaction, leaving their current job for more benefits [20]. Companies provided, employees benefit under the compensation scheme like retirement benefits, leave benefits and the impact and impact on employees [21]. Psychological and self-actualization needs for employee's benefits too [22]. Indirect compensation is on the unique reasons why each person chooses to work [23]. Employee's positive perception of working benefits in their organization and negative perception such as lunch, washing and transport allowances affect negatively [24].

Again, satisfied employees of an organization help to run the organization successfully [25]. So, Owner needs to have a positive influence on the performance of its employee and understand the various aspect of compensation as motivators that motivate employees and direct their behavior towards achieving organizational objectives [26]. Again, generous rewards retain employees and ultimately lead to job satisfaction, commitment and loyalty [27]. Besides, compensation structure in an organization helps to compare IT sector employees and cosmetic and Herbal care companies [28]. Employees perceive fairness according to characteristics specific to the organization and industry [29]. Compensation is a systematic approach to providing monetary value and other benefits to employees in exchange for their work and service [30]. Compensation system is due to inadequate assumption about human motivation, reason for this can be attributes rather to the measurement of employee satisfaction and employee' loyalty to the organization [31]. Thus, Dalton McFarland [32] (1attributedrted that among the various devices for eliciting loyalty. Again, there are three components of employees' compensation in an organization which are (i) the basic pay (ii) the fringe benefits and (iii) performance incentives or bonus [33]. By addressing these issues proactively, societies can promote a healthier, more equitable, and sustainable work culture.

This research is situated within the specialized context of the Bangladeshi cosmetics and toiletries industries. This sector is currently recognized as one of the fastest-growing industries in the nation, fueled by a rising middle and affluent class that increasingly prioritizes self-grooming [34]. Historically, consumers favored international brands; however, there has been a notable market shift, with local cosmetics brands now dominating, capturing over 60% of the market share [35]. These local companies often succeed by leveraging affordability, availability, and specific cultural alignment, frequently utilizing organic or herbal ingredients [36]. However, the local manufacturing sector operates within the broader context of the South Asian labor market, which is generally characterized by high informality, low levels of union membership, and minimal social insurance coverage [37]. This environment presents inherent challenges to achieving long-term socio-economic development and income stability for workers [38]. Again, Expectancy Theory focuses that employees regulating their effort based on what they expect to receive in return for their work [39]. If an employee perceives that the rewards are favorable and proportional to the effort invested, they are motivated to achieve the desired outcomes.

This study mainly delves into the specific approaches to employee benefits and compensation within 'Muslim Cosmetic and Herbal Care Companies', examining how these organizations structure their reward systems to foster employee satisfaction, enhance performance, and maintain a competitive edge in a rapidly evolving consumer market. The findings are anticipated to provide targeted recommendations for management in this values-driven industry, demonstrating how integrating material and spiritual compensation principles can optimize workforce performance, enhance loyalty, and ensure the psychological welfare of permanent employees, ultimately contributing to ethical and sustainable business growth within the dynamic Bangladeshi economy.

Statement of the Problem: In these modern times, there is a lot of interest in the field of compensation management and organizational commitment. There are several ways to motivate the performance of employees; one of such ways is to build an effective compensation management system [40]. Compensation is usually narrowed to cash and as a result, employers only have a tunneled vision when it comes to the issues of compensation for their employees. Other aspects of compensation which make up the total compensation package for the employee are not given much attention. The by-product of the above understanding of compensation is that it is poorly managed and most of the time performance is affected adversely. Therefore, the researcher intends to investigate to understand what contributes to total compensation and how it can be better managed and linked to employee performance. There is unfair compensation to the employee because of the bias of the manager. The allowances are not provided on fair criteria [41]. Besides, many employees do not understand about the compensation and benefits. Most of the employees thought that the compensation and benefits is only viewed as cash. However, the poor compensation and benefits will lead to low performance, thus lead to low satisfaction level and increase absenteeism in employees and the outcome will decrease [42].

Objectives of the Study:

Major Objective:

The major objective of the study is to critically analyze the impact of employee benefits and compensation structure on the well-being, motivation, and performance of permanent workers within the chosen "Muslim Cosmetic and Herbal Care Company" in Rajshahi.

Specific Objectives:

1. To map the complete structure of employee benefits and compensation.
2. To assess the perceived equity and fairness of the current compensation structure.
3. To determine the direct influence of the company's reward system on employees' socio-economic stability.
4. To evaluate the relationship between remuneration, motivation, and job and
5. To investigate the non-monetary factors and their combined effect on employee satisfaction and burnout.

Methodology: The study is exploratory in nature as it is used to investigate the specific problem where there is no specific prior research on this field and the study is helpful to gain a deeper understanding, generate hypotheses, and guide future studies, and data was collected using a variety of methodologies. In-depth interviews, informal meetings, Focus Group Discussion (FGD) and spot observations were the primary methods used to collect data for the survey. To investigate and obtain a critical overview of general facets of employee's benefits and compensation, case studies and non-participant observation have been employed. An interview schedule was created with the study's goals in mind to get pertinent data from the employees. The schedule includes both open-ended and close-ended questions. Notebook, recorder and camera were used for other sections. Purposively, 'The Muslim Cosmetic and Herbal Care Company' in Rajshahi was chosen as the study location maintaining some logic such as, it can bring positive socio-economic, cultural and environmental changes to the workers working there. Also, the production of herbal products has less harmful impact on the environment.

By maintaining the tradition of using Unani, the company can gain the trust of customers. Currently, the demand for natural, healthy and halal products is increasing day by day. Therefore, research in this field is relevant and necessary. That is why researchers have chosen this company located in Ward No.19 of Rajshahi district research area. For the availability, efficiency in management and Systematic sampling within probability, the researcher has been chosen 40 (2.5) permanent workers as respondents where the total population is 100 following the completion of a preliminary baseline survey. In this study, researchers have taken two cases. For the study, primarily qualitative data were used. In addition, this study analyzed quantitative data on demographic, social, and economic factors. Simple statistical methods and tools were used to examine the data, and the results were presented narratively with tables and graphs.

Results and Discussion: This section presents the empirical findings derived from the study on employee benefits and compensation practices within the cosmetic industries. Following the methodologies outlined in the preceding section, the data collected from the data source, e.g., surveys, interviews, and company reports were analyzed to address the research questions concerning the types, structures, and perceived impacts of compensation and benefits packages offered by cosmetic companies. Specifically, the analysis reveals key trends in both monetary and non-monetary rewards, alongside employees' perceptions of their fairness and effectiveness. This discussion is first detail these core findings, followed by an interpretation of their significance in relation to existing human resource management theories and the unique dynamics of the cosmetic sector.

Demographic profile of the respondents: A demographic profile of respondents is a summary of their characteristics, such as age, gender, education, occupation, income, location, marital status, ethnicity, and family size [43]. It provides insights into the composition of the surveyed group, helping them to understand their backgrounds and identify trends or patterns relevant to the study [44].

Table 1. Demographic profile of the respondents.

Different Criteria	Frequency	Percentage (%)
Age (Year)		
15-24	18	45
25-34	6	15
35-44	7	17.5
45-54	9	22.5
Total	**40**	**100.00**
Sex		
Male	7	17.5
Female	33	82.5
Total	**40**	**100.00**

Table 1 shows the demographic data (age and sex) of the respondents of the study area. Data were collected from 40 respondents, among the mentionable respondents are female (82.5%) and age within 15-24 years (45%).

Socio-economic profile of the respondents: A socio-economic defines social and economic characteristics, such as education level, occupation, income, employment status, living conditions, and access to resources [45]. It helps assess their standard of living, social status, and economic well-being, providing context for understanding their behaviors and decisions [46].

Table 2. Socio-economic profile of the respondents.

Different Criteria	Frequency	Percentage (%)
Respondents' Socio-economic class/residence		
Upper lower-class	40	100.00
Land Ownership		
Own House	8	20
Rent House	32	80
Total	**40**	**100.00**

Table 2 shows the socio-economic data about the respondents of the study area where among 40 respondents total number belonged to the upper lower-class family and the biggest number (80%) lived in rented house who were landless.

Educational background of the respondents: The educational background of respondents is important as it provides insights into their knowledge, skills, and decision-making capacity [47]. It helps researchers understand how education influences opinions, behaviors, and access to opportunities, making it a key factor in analyzing study outcomes and drawing meaningful conclusions.

Table 3. Educational background of the respondents.

Different Criteria	Frequency	Percentage (%)
Educated	13	32.5
Uneducated	27	67.5
Total	**40**	**100.00**

The above Table 3 clearly shows a higher number of individuals in the uneducated category compared to the educated category. Specifically, there are 27 uneducated individuals versus 13 educated individuals. This indicates that the uneducated group is more prevalent in the data set represented by this distribution.

Marital status of respondents: The marital status indicates whether they are single, married, divorced, widowed, or in a partnership [48]. It is important for understanding their social relationships, responsibilities, and lifestyle, which can influence their preferences, behaviors, and decision-making in various studies.

Table 4. Marital status of respondents.

Different Criteria	Frequency	Percentage (%)
Married	22	55
Unmarried	13	32.5
Divorce	5	12.5
Total	**40**	**100.00**

The above Table 4 clearly illustrates that married individuals are the predominant group, followed by unmarried individuals, with divorced individuals representing the smallest proportion in this distribution.

Employee Perception of Owner-Employee Communication: Communication between an owner and employees is the exchange of information, ideas, and expectations to ensure clarity, alignment, and effective collaboration [49]. Good communication fosters trust, improves productivity, resolves conflicts, and helps to achieve organizational goals.

Table 5. Employee Perception of Owner-Employee Communication.

Different Criteria	Frequency	Percentage (%)
Very open and transparent	0	0
Somewhat open	10	25
Neutral	17	42.5
Limited	13	32.5
None	0	0
Total	**40**	**100.00**

The above Table 5 indicates that 17 out of the respondent's neutral relationship that the communication between owner and employee representing 42.5%, 13 of them limited relationship representing 32.5%, 10 out of the respondents somewhat open relationship with the statement representing 25%.

Distribution of Employee Perceived Trust Level with the Owner: Trust reflects the confidence they have in each other's reliability, integrity, and intentions. High trust enhances teamwork, morale, and loyalty, while low trust can lead to conflicts, poor performance and high turnover.

Table 6. Distribution of Employee Perceived Trust Level with the Owner.

Different Criteria	Frequency	Percentage (%)
High	12	30
Moderate	10	25
Low	18	45
Total	**40**	**100.00**

From Table 6 shown above, 18 out of the respondents said low level of trust between owner and employees which represent 45%, 12 respondents said high level trust with the statement representing 30%, 10 out of the respondent moderate level with the statement representing 25%.

Employee Perception of Reward-Based Discrimination between Employees: It occurs when one employee is treated unfairly or unequally compared to another based on factors like gender, race, age, religion, or other personal characteristics. This can lead to workplace conflict, reduced morale, and potential legal issues for the organization.

Table 7. Employee Perception of Reward-Based Discrimination between Employees.

Different Criteria	Frequency	Percentage (%)
Agree	3	7.5
Neutral	11	27.5
Disagree	24	60
Total	**40**	**100.00**

The above Table 7 shows that 3 of the respondents agree with the statement representing 7.5%, 11 of them neutral with the statement representing 27.5%, 24 respondents disagree that input in individual workers is unequal to the reward, benefits they receive which represent 60%.

Minimal Perceived Impact of Owner-Employee Relationship on Job Durability: A positive relationship fosters trust, job satisfaction, and loyalty, encouraging employees to stay longer. Conversely, a strained relationship can lead to dissatisfaction, low morale, and higher turnover rates.

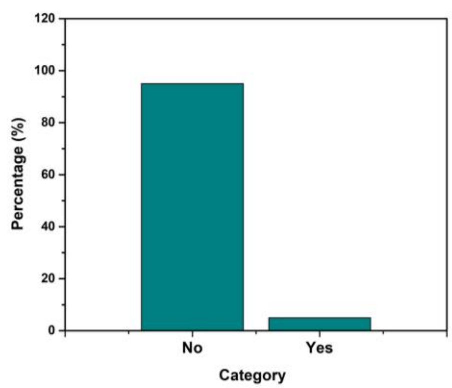

Fig. 1: Impact of Owner-Employee Relationship on Job Durability.

In the above Fig. 1, there were 40 respondents. Among them, the highest 38 (95%) are said No and the lowest 2 (5%) are said Yes.

Salary satisfaction of employees: High salary satisfaction boosts motivation, job performance and retention; while dissatisfaction can lead to disengagement and decreased productivity.

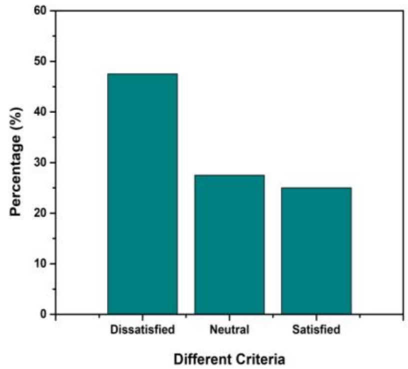

Fig. 2: Salary satisfaction of employees.

Here, Fig. 2 indicates that 47.5% of the respondents dissatisfied with the statement, because the salary structure couldn't fulfill their basic needs properly in the present context of their living society. 27.5% of them are neutral and they think according to their qualifications the structure is not bad but if it was more than they get will be better, while 25% of the respondents satisfied with the statement because they can fulfill their family's need as they belonged in nuclear family.

Respondents' salaries align with cost of living: When respondents' salary aligns with the cost of living, it means their income is sufficient to cover essential expenses like housing, food, transportation, and healthcare. If salaries don't align with the cost of living, employees may experience financial stress, dissatisfaction and lower job morale.

Table 8. Respondents' salary aligns with cost of living.

Different Criteria	Frequency	Percentage (%)
Yes, comfortably	7	17.5
Somewhat	9	22.5
No, it barely covers my expenses	24	60
Total	**40**	**100.00**

From Table 8 above, 17.5% of the respondents who belonged in nuclear family with spouse and one or two small kids answer their salary align with cost of living comfortably, 22.5% of them somewhat with the statement, because they live in small family but sometimes they need extra money to maintain their other relatives or extra cost and 60% of the respondent do not barely covers their expenses and most of them had to maintain their parents or parental relatives or other nearest one like brother or sister.

Socio-economic status has improved since the company: It indicates that their income, benefits, job security and overall quality of life have increased due to the opportunities provided by the company. This could include higher wages, career growth and access to better resources or benefits.

Table 9. Socio-economic status of employees by the company.

Different Criteria	Frequency	Percentage (%)
Yes	8	20
No, improvement	9	22.5
It has worsened	23	57.5
Total	**40**	**100.00**

It can be deduced from Table 9 that 20% of the respondents said that their socio-economic status improved since the company because they got job by the company and promoted themselves through this company, 22.5% of them said no improvement on their socio-economic status because their salary structure did not meet up their living standard and 57.5% of the respondents said their status had worsen because their family's needs and relatives expectation became increase as he/she got a new socio-economic status.

Compensation matches respondent workload and responsibilities: It means the salary and benefits are considered fair for the tasks and duties expected from the employee. This alignment helps ensure job satisfaction, motivation, and retention, as employees feel valued for their contributions.

Table 10. Compensation matches respondent workload and responsibilities.

Different Criteria	Frequency	Percentage (%)
Agree	8	20
Neutral	9	22.5
Disagree	23	57.5
Total	**40**	**100.00**

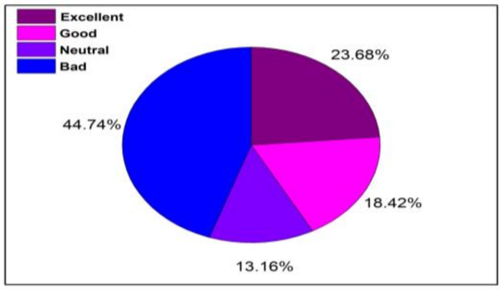

Fig. 3: Distribution of different criteria for working environment of respondents.

Table 10 shows that 8 of the respondents agree with the statement representing 20%, 9 of them neutral with the statement representing 22.5%, 23 respondents disagree that their compensation do not match respondent workload and responsibilities they receive which represent 57.5%.

Working environment of respondents: The working environment of respondents refers to the physical and psychological conditions in which they perform their jobs. This includes factors like workplace safety, relationships with colleagues and management, company culture and available resources. A positive working environment boosts productivity, job satisfaction, and employee well-being.

The above Fig. 3 shows that 9 respondents excellent representing 23.68%, 7 of them representing 18.42%, 5 of them neutral with the statement representing 13.16%, 44.74% of them has bad experience of their working environment.

Working environment positively influences productivity: A positive working environment boosts productivity by fostering employee satisfaction, motivation and collaboration. When employees feel safe, valued and supported, they are more engaged, focused and committed to their work, leading to higher efficiency and better overall performance.

Table 11. Working environment positively influences productivity.

Yes		No	
Frequency	Percentage (%)	Frequency	Percentage (%)
17	42.5	23	57.5

The Table 11 mentions, there were 40 respondents. Among them, the highest 23 (57.5%) are said No and the lowest 17 (42.5%) are said Yes.

Experience stress or burnout due to work environment: Employees may experience stress or burnout due to a negative work environment characterized by high pressure, poor management, lack of support, or unclear expectations. Factors like long working hours, excessive workload, and toxic workplace culture can contribute to mental and physical exhaustion, lowering productivity and morale.

Table 12. Working environment positively influences productivity.

Different Criteria	Frequency	Percentage (%)
Very Frequently	24	60
Occasionally	6	15
Rarely	5	12.5
Never	5	12.5
Total	**40**	**100.00**

This Table 12 shows that 24 respondents very frequently representing 60%, 6 of them representing 15%, 5 of them said rarely with the statement representing 12.5%, 12.5% of them have never experienced their burnout due to working environment.

Owners take active steps to improve workplace conditions: They implement measures such as enhancing safety protocols, improving communication, offering support for work-life balance, upgrading facilities, and fostering a positive culture. These actions help increase employee well-being, satisfaction, and productivity while reducing stress and turnover.

Table 13. Owner takes active steps to improve workplace conditions.

Yes		No	
Frequency	Percentage (%)	Frequency	Percentage (%)
15	37.5	25	62.5

Here, from Table 13 we see that there were 40 respondents. Among them, the highest 25 (62.5%) are said No and the lowest 15 (37.5%) are said Yes.

Better working environment would increase your satisfaction: A better working environment increases employee satisfaction by providing a comfortable, supportive, and respectful space. Factors like positive relationships, proper tools and resources, work-life balance.

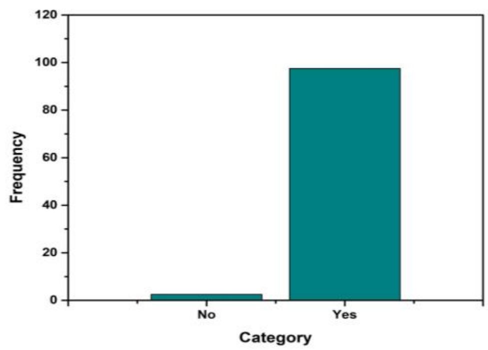

Fig. 4: Better working environment would increase satisfaction.

Above Fig. 4 shows that among 40 respondents, the highest 39 (97.5%) are said Yes and the lowest 1 (2.5%) are said No.

Remuneration impact motivation to perform better: Remuneration significantly impacts motivation to perform better, as fair and competitive pay serves as a key driver of job satisfaction.

Table 14. Remuneration impact motivation to perform better.

Different Criteria	Frequency	Percentage (%)
Strongly Increases	1	2.5
Somewhat Increases	16	40
No Effect	23	57.5
Total	**40**	**100.00**

This information obtained from Table 14 indicates that 57.5% of the respondents have had no effect that the organization makes the employees to remunerate impact their motivation to perform better, 40% of them said somewhat increases, 2.5% of them said strongly increases.

Performance rewarded through monetary compensation: Monetary compensation is a common way to reward performance in many contexts, especially in the workplace.

Table 15. Performance rewarded through monetary compensation.

Different Criteria	Frequency	Percentage (%)
Frequently	28	70
Occasionally	7	17.5
Rarely	2	5
Never	3	7.5
Total	**40**	**100.00**

Data obtained from Table 15 shows that 28 respondents frequently represent 70%, 7 of them representing 17.5%, 2 of them said rarely with the statement representing 5%, 7.5% of them have never experienced performance rewarded through monetary compensation.

Relationship between remuneration and performance: The relationship between remuneration (pay or compensation) and performance is typically grounded in the idea that better performance should be rewarded with higher compensation.

Table 16. Relationship between remuneration and performance.

Different Criteria	Frequency	Percentage (%)
Moderately related	40	100
No Correlation	0	0
Total	**40**	**100.00**

From Table 16, 100% of the respondents answered moderately related that the relationship between remuneration and performance and none was correlation.

Higher remuneration improves respondents: Higher remuneration has the potential to improve respondents' performance, but it should be part of a holistic approach to employee motivation and satisfaction.

Table 17. Higher remuneration improves respondents.

Different Criteria	Frequency	Percentage (%)
Productivity	1	2.5
Commitment to the organization	0	0
Both	39	97.5
Total	**40**	**100.00**

Data obtained from Table 17 shows that 97.5% of respondents answer both with the statement while 25% said productivity and 0% of the respondents were committed to the organization.

Remuneration influence job satisfaction among respondents: Remuneration has a strong influence on job satisfaction, especially when it is perceived as fair and reflective of the employee's work. However, for long-term satisfaction, it should be complemented by other factors like recognition, work culture, and career development opportunities.

Table 18. Remuneration influence job satisfaction among respondents.

Different Criteria	Frequency	Percentage (%)
Positively	6	15
Somewhat	9	22.5
Neutral	7	17.5
Negatively	18	45
Total	**40**	**100.00**

Table 18 indicates that 15% of the respondents positively that the remuneration influence job satisfaction of respondents while 22.5% of them somewhat, 17.5% of the respondents neutral with the statement, 45% negatively.

Provide incentives or rewards for excellent performance: By offering a combination of financial, personal, and professional rewards, you can create a motivating environment where employees are inspired to perform at their best and feel valued for their contributions.

Table 19. Provide incentives or rewards for excellent performance.

Yes		**No**	
Frequency	Percentage (%)	Frequency	Percentage (%)
40	100	0	0

The data from above Table 19, mentions there were 40 respondents. Among them, the highest 40 (100%) are said Yes and none are said No.

Improving performance when offered better remuneration: Improving performance when better remuneration is offered is a common strategy in many organizations, as higher pay or improved financial incentives can motivate employees to work harder and achieve better results.

Table 20. Improving performance when offered better remuneration.

Different Criteria	Frequency	Percentage (%)
Likely	28	70
Somewhat	9	22.5
Neutral	3	7.5
Unlikely	0	0
Total	**40**	**100.00**

Table 20 highlights 70% of the respondents likely that the respondent improving performance when offered betters remuneration, 22.5% of the respondent said somewhat, 7.5% of the respondent said neutral and none was unlikely.

Companies offer a fair and transparent salary structure: Offering a fair and transparent salary structure is a key factor in building a positive, motivated, and loyal workforce.

Table 21. A fair and transparent salary structure offered by company.

Yes		**No**	
Frequency	Percentage (%)	Frequency	Percentage (%)
25	62.5	15	37.5

In the above Table 21, the highest 25 (62.5%) are said Yes and lowest 15 (37.5%) they are said No against the fair and transparent salary structure.

Company provides adequate transparency in its salary bands and ranges: By providing clarity, the company fosters trust and motivates employees to achieve their best performance.

Table 22. Adequate transparency in its salary bands and ranges provides by company.

Different Criteria	**Frequency**	**Percentage (%)**
Positively	40	100
Negatively	0	0
Total	**40**	**100.00**

Table 22 shows that all the 40 respondents mentioned company provides adequate transparency in its salary bands and ranges. No respondents mentioned it negatively.

The findings from this exploratory study offer several critical theoretical, practical and social implications for human resource management, organizational behavior, and labor welfare within the context of the rapidly growing, values-driven cosmetic and herbal care manufacturing sector in Bangladesh. The results provide empirical evidence that strongly challenges the effective application of Equity Theory within this specific labor context. Despite 100% of respondents belonging to the upper lower-class and facing severe socio-economic vulnerability (80% living in rented houses), 57.5% report that their socio-economic status has worsened since joining the company. This suggests a profound lack of distributive justice and internal equity. Furthermore, 57.5% of employees reported that their remuneration has no effect on their motivation to perform better, directly undermining the core tenet of Expectancy Theory that effort leads to performance, which leads to valued rewards. Again, the study identifies a crucial theoretical link between poor compensation practices and adverse psychological outcomes. With 60% of employees very frequently experiencing stress or burnout and 57.5% perceiving that compensation does not align with their workload, the findings suggest that the current reward system functions as a demotivator rather than a motivator, necessitating theoretical models that incorporate the direct cost of labor stress (burnout) as an essential variable in HRM success metrics. The fact that 60% of employees feel their salary barely covers their expenses and an equal percentage feel their compensation does not align with their work demands a fundamental reevaluation of the wage and benefit structure. A significant portion of the workforce reports problematic relational dynamics, with 42.5% reporting a neutral communication level and 45% indicating a low trust level with the owner. The finding focus that 60% of employees very frequently experience stress or burnout, combined with 62.5% reporting that the owner does not take active steps to improve workplace conditions, highlights a serious organizational health crisis.

Conclusion: The research fundamentally contributes to organizational justice and equity theory by providing empirical evidence of how a severe lack of distributive equity and relational justice can actively undermine employee well-being, resulting in a worsening socio-economic status for the majority of the workforce. Again, contrary to the core tenets of expectancy theory, this finding shows that remuneration has 'no effect' on the motivation of workers demonstrates a critical 'Motivational Zero-State. The compensation and benefits can help to increase the level of performance but there are other factors that contribute more to increasing the level of performance. Organizations should focus on other factors besides rewards such as supportive and caring environment and good working conditions that allow employees to balance personal and professional spheres. This study has focused on the effect of a specific element of employee benefits on employee performance. These findings help us to understand the impact of individual benefit programs which support human resource managers when designing the benefits system. However, when implementing several benefit programs together, the internal connections and correlations among different benefits should not be overlooked. This calls for the need for future research to get a clearer picture of the interconnection among various employee benefits, which will contribute to the design of a more effective benefits package to enhance workforce performance. The importance of the satisfaction model, as mentioned in the third section of this study, can be applied to discover the relationship between the perceived importance of different perks and satisfaction.

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