

# The Impact of Extrinsic and Intrinsic Rewards on Employee Satisfaction: Towards a Reward Management Plan

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**Abstract:** This study evaluated how extrinsic and intrinsic could potentially impact the levels of employee satisfaction at Y College, in order to suggest inputs for reward management strategies. The study involved 69 non-teaching staff members from Y College, representing the entire population of interest. The researcher employed total enumeration, ensuring ethical standards and rigorous data collection and analysis for all participants involved in the study. The goal of this research was to propose a reward management plan incorporating Herzberg's Two Factor Theory of Motivation that could enhance employee satisfaction. Based on the conclusions derived in this study, the following are the recommendations: (1) Offer flexible work arrangements, considering the significant number of female employees balancing work and family responsibilities. (2) Implement diverse recognition programs alongside cash rewards, including employee of the month awards, team-based incentives, and non-monetary rewards like extra time off or professional development opportunities. (3) Maintain consistency and transparency in reward systems across all employees, irrespective of demographic variables. (4) Foster a culture of appreciation by celebrating achievements, milestones, and performance-based incentives. (5) Address gender gaps in job satisfaction through gender-sensitive policies, support resources, diversity promotion, regular monitoring, training, and leadership commitment to gender equality. (6) Align reward systems with organizational objectives and values, acknowledging individual preferences and career goals. (7) Adopt the proposed Rewards Management Plan to integrate both hygiene and motivator factors, optimizing intrinsic and extrinsic rewards for enhanced employee satisfaction.

**Keywords:** Intrinsic Rewards; Extrinsic Rewards; Job Satisfaction.

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## 1. Introduction

### 1.1. Background of the Study

The satisfaction of employees is significantly influenced by the reward systems. (Alkandi et al., 2023). Reward systems satisfy employee requirements and strengthen relationships between the employee and the institution as a whole. Every company values its employees, and they should be compensated for their hard work.

An employees' level of commitment to a company is closely related to their level of job satisfaction, which is a result of the benefits they receive from their employers. A worker's level of job satisfaction determines how happy they are at work, and satisfied workers perform better overall (Ngwa et al., 2019).

The impact of rewards on employees' satisfaction with their jobs has been widely acknowledged by numerous companies. How happy people are with their professions is directly correlated with how much they can pursue their personal interests while doing their jobs. Jobs that provide rewards including a sense of accomplishment, a diversity of difficulties, and opportunities for personal growth are highly valued by employees.

According to Manzoor, et al (2021) everything an employee receives in exchange for their work is regarded as a reward. Extrinsic rewards and intrinsic rewards are the two main categories that they fall within. Examples of extrinsic rewards include pay, bonuses, and benefits. Intrinsic rewards, on the other hand are the psychological advantages that each employee enjoys as a result of meaningfully contributing to

their work.

As the Manager of the Personnel Department, the researcher needs to look into how extrinsic and intrinsic rewards impact employee satisfaction at her own institution, the Y College, Hebei, China. Many studies assert that rewards, like compensation, incentives, and recognition, have a significant impact on employee satisfaction levels. How well employees are compensated and recognized for their work has an impact on how satisfied they are overall with their jobs (Manzoor, 2019). In contrast to extrinsic rewards, which come from external factors, intrinsic rewards come from the innate fulfillment and satisfaction workers get from their work. These rewards are linked to the fulfillment, fun, and significance that people derive from their work. A sense of meaning, self-determination, development as an individual, recognition, and having the opportunity to have a positive impact are a few examples of intrinsic benefits.

In many Chinese colleges and universities, to include the researcher's own context where employees include teaching and non-teaching personnel, implementing effective reward management systems can increase job satisfaction. When compared to the non-teaching personnel, the teaching staff members including professors, associate professors, and lecturers typically earn more money. As the Personnel Manager in her institution, there is a significant research gap that warrants attention, particularly within the context of the school's dynamics.

Apparently, the disparity between teaching and non-teaching personnel is evident. Teaching staff typically possess higher academic credentials and are deeply involved in both

instruction and research, which are fundamental aspects of the institution. Conversely, non-teaching staff, encompassing roles in administration, technical support, and maintenance, often find themselves in lower income brackets.

This discrepancy underscores the need to explore the factors contributing to differential compensation and benefits within the researcher's institution. While job tasks, ranks, seniority, and other considerations may play a role, it's crucial to ensure fairness and recognition for all staff members.

This research gap within the researcher's own school is significant not only from a professional standpoint but also in terms of fostering an inclusive and supportive work environment. It highlights the importance of acknowledging the contributions of all staff members and striving for equity across the board. By addressing this gap, the researcher can help the management work towards building a more equitable and cohesive institution.

Chinese school employees may be more likely to be satisfied with their jobs if they receive competitive salary, performance-based bonuses, chances for professional promotion, and other types of recognition (Liu & Liu, 2022).

The objective of this research is to investigate how rewards affect employee satisfaction. In particular, the study seeks to understand the effects of the various types of reward, particularly intrinsic and extrinsic rewards on the non-teaching personnel's overall job satisfaction. Similarly, the study will assess workplace, management, benefit, and communication variables in order to determine how satisfied the non-teaching personnel are.

The study intends to offer inputs for a reward management practices that can improve job satisfaction and eventually contribute to the general well-being and performance of the non-teaching personnel within the school through the analysis of the effect of rewards on employee satisfaction.

The successful operation of colleges and universities depends on both teaching and non-teaching personnel. Recognizing that schools are complex organizations with many roles and functions that collaborate to accomplish their objectives is vital. For instance, non-teaching personnel deliver crucial administrative support services like managing student records, scheduling classes, planning events, managing finances, and maintaining campus infrastructure. These activities are essential for running the school effectively and fostering a positive learning environment. Additionally, they are important because they offer students with support services like counseling, career guidance, library services, IT assistance, and extracurricular activities. By assisting students in successfully navigating their academic journey, these programs enhance the overall educational experience and well-being. In educational institutions, the non-teaching personnel participate in a variety of administrative and governing systems of all kinds. They take part in the formulation of policies, strategic planning, and decision-making processes, assuring the efficient administration and expansion of the organization (Lawal, et al 2019). Needless to say, non-teaching roles help the university's various departments run efficiently. They assist teaching personnel or the faculty in their duties, allowing them to concentrate on teaching, research, and other academic pursuits.

Therefore, it can be said that the achievement and image of an educational institution are influenced by the collaborative efforts of both teaching and non-teaching personnel, who are both vital parts of this environment.

However, the reward and job satisfaction of non-teaching personnel in Chinese colleges and universities, are a major concern. For instance, in Y College, compared to teaching staff, non-teaching staff typically earns less money and is eligible for fewer financial benefits. The disparity in salary could make non-teaching staff feel unfairly treated and unsatisfied.

Additionally, the school system may not offer many options for non-teaching staff to enhance their careers. Promotions and career development opportunities might be more constrained, which could have an effect on job satisfaction and impede long-term career advancement.

The current popularity of temporary or contract-based employment arrangements is another factor contributing to the insecurity that many non-teaching personnel feel about their jobs. Because of this lack of job security, stress levels may rise, job satisfaction may decline, and general wellbeing may suffer.

To be able to validate the current scenario described, the research will take a suitable number of samples from the non-teaching personnel of Y College, Beijing, China, the target university.

## 1.2. Theoretical Framework

Frederick Herzberg's Two Factor Theory of Motivation provides a robust theoretical foundation for understanding the dynamics of employee satisfaction and dissatisfaction at work. In this content model of motivation, Herzberg identifies two distinct sets of factors: motivating factors and hygiene factors.

Motivating factors, are those elements of the work environment that, when present, have the potential to elicit feelings of contentment and satisfaction among employees. These factors include aspects such as recognition, achievement, responsibility, and opportunities for personal growth and advancement (Forson et al, 2021). When employees perceive these motivating factors in their work environment, they are more likely to experience intrinsic motivation and derive satisfaction from their roles.

Hygiene factors, such as salary, job security, and working conditions, are considered extrinsic rewards. Herzberg posited that these factors are essential for preventing dissatisfaction but are not sufficient for promoting job satisfaction. In contrast, motivators, such as recognition, achievement, and opportunities for growth, are intrinsic rewards. These factors are crucial for fostering satisfaction and motivation among employees.

Herzberg's Two Factor Theory provides a comprehensive framework for understanding the relationship between extrinsic and intrinsic rewards and employee satisfaction, offering valuable insights into the processes and mechanisms that may underpin the results of the present study.

## 1.3. Statement of the Problem

This study's objective was to evaluate how extrinsic and intrinsic rewards impact employee satisfaction at Y College in order to suggest inputs for reward management strategies.

The following problems were looked up for answers:

1. What are the employee respondents' demographic characteristics in terms of:

- 1.1. Sex
- 1.2. Age
- 1.3. Civil Status
- 1.4. Years of Service

2. What is the assessment of the employee respondents of

their reward management in terms of:

2.1. Extrinsic Reward

2.2. Intrinsic Reward

3. Is there a significant difference in how the employee respondents assess their reward management when their profiles are taken as test factors?

4. What is the assessment of the employee respondents of their satisfaction level in terms of?

4.1. Workplace

4.2. Management

4.3. Benefits

4.4. Communication

5. Is there a significant difference in how the employee respondents assess their level of job satisfaction when their profiles are used as test variables?

6. Is there a significant relationship between rewards management and employee satisfaction?

7. In light of the study, what program may be suggested?

## 1.4. Hypotheses

In the present study, the following null hypotheses were advanced:

Ho1: There are no significant differences in the assessment of the employee respondents of their extrinsic and intrinsic rewards when their profiles are taken as factors.

Ho2: There are no significant differences in the assessment of the employee respondents of their satisfaction when their profiles are taken as factors.

Ho3: There is no significant relationship between extrinsic and intrinsic rewards and employee performance.

## 1.5. Scope and Delimitation of the Study

The study's focus centered around exploring how the connection between extrinsic and intrinsic rewards and employee satisfaction played out within the unique context of Y College. The objective was to examine how various types of rewards, both extrinsic and intrinsic, could potentially impact the levels of employee satisfaction. The study involved gathering and analyzing responses from the non-teaching personnel of the college to evaluate the effects of rewards on their satisfaction.

The study was only undertaken in the target area; thus, it was possible that, without additional research, the results could not be applied to other Chinese educational institutions. In terms of sample size, this study included all of Y College's non-teaching staff, which might have been fewer than at larger institutions. However, the researcher was confident in the accuracy of the data she obtained because she utilized total enumeration.

Having said that, it should be noted that the results may not apply to all employees or organizations outside and should be evaluated in the context of the chosen sample. Last but not least, because this survey took place during the first semester of the school year 2023–2024, it might not have been possible to measure developments in employee satisfaction over a prolonged period of time.

## 2. Methodology

This chapter provides information on the study's design, participants, research methodology, data collection procedures, and the statistical analysis of the data.

### 2.1. Research Design

The descriptive cross-sectional study is the research

approach used to examine the relationship between rewards and employee satisfaction. By employing such design, this researcher was able to investigate the relationship between different types of rewards and employee satisfaction, understand the relative importance of various reward factors, and identify any significant correlations or patterns that exist. This design provided a structured and systematic approach to exploring the impact of rewards on employee satisfaction.

### 2.2. Research Instruments

To assess the relationship between extrinsic and intrinsic rewards and employee satisfaction, modifications were made to the questionnaires. The first section of the questionnaire was based on Mia's (2021) study and will be administered to all non-teaching personnel. Validated scales capturing both extrinsic and intrinsic dimensions will be used to evaluate rewards.

The second section of the questionnaire, called the Boone County Employee Satisfaction Survey, was adapted to assess the satisfaction of non-teaching personnel. This section focuses on factors such as the workplace, management, benefits, and communication (Spence, 2022).

The adapted questionnaires demonstrated validity and reliability in numerous recent studies on rewards and employee satisfaction, ensuring their credibility.

### 2.3. Data Gathering Procedure

The researcher used total enumeration, which makes it essential that the non-teaching personnel who participated in this study are assured of preserving ethical standards and rigor in data collection and analysis. Additionally, they received comprehensive information from the researcher regarding the study's objectives, methods, potential risks and benefits.

The administration of the questionnaires to the participants was done electronically, adhering to standardized instructions while maintaining consistency among respondents, after the questionnaire items have been checked for clarity and understandability. Furthermore, protecting the privacy and confidentiality of survey respondents requires maintaining the cybersecurity of the online platform. To limit who can produce, disseminate, and access the survey, strong access controls were put in place. Password protection and multi-factor authentication were also used to block attempts by unauthorized users to access the survey.

Finally, it must be guaranteed that the researcher applied the proper statistical analysis methodologies based on the characteristics of the research questions and the data.

### 2.4. Statistical Treatment

The data collected in the study were analyzed using the Statistical Package for Social Sciences (SPSS) software. Statistical techniques outlined below were employed, and a significance level of 0.05 was used for the analysis.

#### 2.4.1. Frequency Count and Percentage

The researcher employed this technique to assess the demographic characteristics of the employee respondents, including their sex, age, civil status, and years of service.

#### 2.4.2. Weighted Mean

Utilizing both extrinsic and intrinsic variables, the researcher initially used this technique to assess the management of rewards. In addition, the variables utilized for assessing employee satisfaction were workplace, management, benefits, and communication.

### 2.4.3. Standard Deviation

This statistical measure was used to provide significant insights into the distribution of data points in regard to the mean value, assisting in determining whether they have an even spread or a close concentration.

The following descriptions were used to provide an overview of the study's final result:

**Table 1.** Standard Deviation

Weight	Scale/Range	Descriptions
4	3.51-4.00	Strongly Agree/Highly Manifested
3	2.51-3.50	Agree/Manifested
2	1.51-2.50	Disagree/Lowly Manifested
1	1.00-1.50	Strongly Disagree/Not Manifested

### 2.4.4. T-test /ANOVA

The researcher utilized statistical tests such as the t-test, Analysis of Variance (ANOVA), or F-test to examine whether there are statistically significant differences in the employee respondents' perceptions of extrinsic and intrinsic rewards and employee satisfaction when their profiles are considered. These tests helped determine if there are any notable variations among different demographic groups in terms of their perceptions and satisfaction levels.

### 2.4.5. Pearson's r Correlation Analysis

To determine the relationship between extrinsic and intrinsic rewards and employee satisfaction, the researcher employed Pearson's correlation analysis. This statistical technique measured the strength and direction of the linear relationship between these variables, providing insights into the degree of association between extrinsic and intrinsic rewards and employee satisfaction.

## 2.5. Decision Criteria

During the analysis of the hypotheses, a significance threshold of 0.05 will be utilized. The null hypotheses were accepted as valid only if the calculated significance value exceeds the predetermined cutoff of 0.05. If the significance value is less than or equal to 0.05, the null hypotheses were rejected, indicating that there is a statistically significant relationship or difference between the variables being studied.

## 3. Results and Discussions

The data collection, its findings, and the researcher's analysis are all shown in this section in accordance with the problem statement. There will also be an explanation of his deductions and interpretations based on factual evidence and personal experience.

1. The employee respondents' demographic characteristics in terms of Sex, Age, Civil Status, and Years of Service

The table above shows that majority of the employee respondents are female (52.2%) within the age group of 31-40 years old (56.5%), married (76.8%) and mostly have been in the service for about 11-15 years.

This may indicate patterns in hiring or retention as well as consequences for gender diversity as well as factors such as experience level, career stage, and potential needs or preferences of employees within the company.

2. The assessment of the employee respondents of their reward management in terms of Intrinsic Reward and Extrinsic Reward

**Table 2.** Frequency Distribution of the Respondents' Profile

Profile	Frequency	Percentage
Sex		
Male	33	47.8%
Female	36	52.2%
Total	69	100%
Age		
21-30 years old	10	14.5%
31-40 years old	39	56.5%
41-50 years old	17	24.6%
Above 50 years old	3	4.3%
Total	69	100%
Civil Status		
Single	14	20.3%
Married	53	76.8%
Divorced	2	2.9%
Total	69	100%
Years of Service		
1-5 years	11	15.9%
6-10 years	22	31.9%
11-15 years	25	36.2%
Above 15 years	11	15.9%
Total	69	100%

**Table 3.** Respondents' Assessment on their Reward Management in Terms of Intrinsic Reward

Intrinsic Reward	Mean	SD	Qualitative Description	Interpretation	Ranking
Our intrinsic rewards encourage us to work harder.	3.28	0.64	Agree	Manifested	2
We have a pleasant working environment.	3.32	0.56	Agree	Manifested	1
The security and safety measures at our school are adequate.	3.20	0.58	Agree	Manifested	3
Our supervisor's assistance increases productivity.	3.12	0.61	Agree	Manifested	6
We are given the chance to make decisions.	3.12	0.68	Agree	Manifested	6
We receive guidance for improving our performance and loyalty.	3.14	0.60	Agree	Manifested	4
Overall, the intrinsic rewards system and practice in our organization are adequate.	3.12	0.63	Agree	Manifested	6
Composite Mean	3.18	0.45	Agree	Manifested	

Legend: 3.51-4.00 Strongly Agree/ Highly Manifested; 2.51-3.50 Agree/Manifested; 1.51-2.50 Disagree/Lowly Manifested; 1.00-1.50 Strongly Disagree/Not Manifested

Employee respondents agree that they have a pleasant working environment with the highest assessment of 3.32 interpreted as manifested. Though they also agree that their supervisor's assistance increases productivity, that they are given the chance to make decisions, and that the intrinsic

rewards system and practice in their organization are adequate, however, it was given the lowest assessment of 3.12 respectively interpreted as manifested. The result shows that intrinsic rewards are manifested as perceived by the employee respondents.

This could mean that although the organization generally offers a pleasant work environment and supports productivity through opportunities for decision-making and supervisor assistance, there may be some areas—particularly those related to intrinsic rewards—where additional development

or attention could be helpful in raising employee motivation and satisfaction. Another important result is that the motivation of the employee plays a positive and significant mediating role in the association of intrinsic rewards and performance of the employee. There is a widespread belief that motivated workers do superior work. It implies that employees will be highly motivated and their performance will increase to a greater extent if a firm has an effective reward management system.

**Table 4.** Respondents’ Assessment on their Reward Management in Terms of Extrinsic Reward

Extrinsic Reward	Mean	SD	Qualitative Description	Interpretation	Ranking
The basic pay scale plays a major role in determining our performance and commitment.	3.25	0.69	Agree	Manifested	4
We get commission and rewards for productivity.	3.07	0.69	Agree	Manifested	6
Our compensation and promotion system is performance-based.	3.06	0.64	Agree	Manifested	7
We are entitled to appropriate liability protection mechanisms, such as health and life insurance.	3.30	0.46	Agree	Manifested	2.5
Our sense of security is increased by our health and life insurance.	3.30	0.49	Agree	Manifested	2.5
Liability protection improves our efficiency and profitability as a whole.	3.19	0.46	Agree	Manifested	5
We are willing to put in extra effort for performance based bonuses and wage premium.	3.38	0.49	Agree	Manifested	1
Composite Mean	3.22	0.41	Agree	Manifested	

Legend: 3.51-4.00 Strongly Agree/ Highly Manifested; 2.51-3.50 Agree/Manifested; 1.51-2.50 Disagree/Lowly Manifested; 1.00-1.50 Strongly Disagree/Not Manifested

Employee respondents agree that they are willing to put in extra effort for performance-based bonuses and wage premium with the highest assessment of 3.38 interpreted as manifested. Though they also agree that their compensation and promotion system is performance-based, however, it was given the lowest assessment of 3.06 interpreted as manifested. The result indicates that extrinsic rewards are highly manifested as perceived by the employee respondents.

While employees are willing to work hard for performance-based rewards, they perceive shortcomings in how the organization implements its compensation and promotion system, leading to a greater emphasis on extrinsic rewards as perceived by the employees. This suggests that the organization may need to place greater emphasis on these types of rewards in its compensation and motivation strategies to align more closely with employee preferences and motivations.

While both intrinsic and extrinsic rewards were perceived by the employee respondents to be manifested, it can be noted that extrinsic rewards were given the higher assessment than the intrinsic rewards. This could indicate that they place a higher value or emphasis on concrete rewards offered by the organization than on internal satisfaction received from the labor itself. This finding may have consequences for how organizations plan reward systems and staff motivation techniques. It was pointed out that employee performance is influenced by intrinsic as well as extrinsic rewards applied in the company, and cash rewards and promotions are among the most desirable rewards for the employees of all levels.

**Table 5.** Summary of the Respondents’ Assessment on their Reward Management

Rewards	Mean	SD	Qualitative Description	Interpretation	Ranking
Intrinsic Reward	3.18	0.45	Agree	Manifested	2
Extrinsic Reward	3.22	0.41	Agree	Manifested	1
<b>Over-all Mean</b>	<b>3.20</b>	<b>0.40</b>	<b>Agree</b>	<b>Manifested</b>	

Legend: 3.51-4.00 Strongly Agree/ Highly Manifested; 2.51-3.50 Agree/Manifested; 1.51-2.50 Disagree/Lowly Manifested; 1.00-1.50 Strongly Disagree/Not Manifested

3. The difference in the employee respondents’ assessment of their reward management when their profiles are taken as test factors

The table shows that Intrinsic reward obtained a computed t- value of -0.33 with a significance value of 0.74. Since the significance value is more than 0.05, the null hypothesis is accepted which means that there is no significant difference in the assessment of the respondents when their sex is taken as a test factor.

Extrinsic reward obtained a computed t- value of -0.44 with a significance value of 0.66. Since the significance value is more than 0.05, the null hypothesis is accepted which means that there is no significant difference in the assessment of the respondents when their sex is taken as a test factor.

The result shows that male and female employee respondents have relatively the same assessment on the reward management in terms of intrinsic and extrinsic

rewards. This could mean that the company's reward system successfully satisfies the requirements and expectations of workers of both genders. Higher levels of employee

happiness and engagement may be a result of this harmony in perception.

**Table 6.** Differences in the Assessment of Employee Respondents on Reward Management When Sex is Taken as Test Factor

Reward Management	Sex	Mean	SD	Computed t-value	Sig	Decision on Ho	Interpretation
Intrinsic	Male	3.17	0.48	-0.33	0.74	Accepted	Not Significant
	Female	3.20	0.43				
Extrinsic	Male	3.20	0.42	-0.44	0.66	Accepted	Not Significant
	Female	3.24	0.40				
Over-all	Male	3.18	0.41	-0.42	0.68	Accepted	Not Significant
	Female	3.22	0.39				

Consequently, men were more opportunistic, while women also worked more for smaller rewards.

**Table 7.** Differences in the Assessment of Employee Respondents on Reward Management When Age is Taken as Test Factor

Reward Management	Age	Mean	SD	Computed F-value	Sig	Decision on Ho	Interpretation
Intrinsic	21-30 y/o	2.99	0.65	2.70	0.07	Accepted	Not Significant
	31-40 y/o	3.24	0.42				
	41-50 y/o	3.08	0.35				
	>50 y/o	3.71	0.15				
Extrinsic	21-30 y/o	3.24	0.44	1.41	0.25	Accepted	Not Significant
	31-40 y/o	3.21	0.43				
	41-50 y/o	3.15	0.30				
	>50 y/o	3.67	0.46				
Over-all	21-30 y/o	3.11	0.53	2.13	0.11	Accepted	Not Significant
	31-40 y/o	3.23	0.39				
	41-50 y/o	3.11	0.29				
	>50 y/o	3.69	0.29				

The table shows that Intrinsic reward obtained a computed F- value of 2.70 with a significance value of 0.07. Since the significance value is more than 0.05, the null hypothesis is accepted which means that there is no significant difference in the assessment of the respondents when their age is taken as a test factor.

Extrinsic reward obtained a computed F- value of 1.41 with a significance value of 0.25. Since the significance value is more than 0.05, the null hypothesis is accepted which means that there is no significant difference in the assessment of the

respondents when their age is taken as a test factor.

The overall result shows that having obtained a computed F- value of 2.13 with a significance value of 0.11 indicates

Employee perceptions of reward management that are consistent across age groups indicate that the organization's aims and values are effectively reflected in the reward system. As a result, regardless of age or career level, employees feel that their contributions are adequately acknowledged and rewarded, which is vital for morale maintenance and the development of a positive organizational culture.

**Table 8.** Differences in the Assessment of Employee Respondents on Reward Management When Civil Status is Taken as Test Factor

Reward Management	Civil Status	Mean	SD	Computed F-value	Sig	Decision on Ho	Interpretation
Intrinsic	Single	3.07	0.60	2.71	0.07	Accepted	Not Significant
	Married	3.24	0.40				
	Divorced	2.58	0.40				
Extrinsic	Single	3.25	0.47	0.85	0.43	Accepted	Not Significant
	Married	3.23	0.39				
	Divorced	2.86	0.21				
Over-all	Single	3.16	0.51	1.80	0.17	Accepted	Not Significant
	Married	3.23	0.36				
	Divorced	2.72	0.11				

The table shows that Intrinsic reward obtained a computed F- value of 2.71 with a significance value of 0.07. Since the significance value is more than 0.05, the null hypothesis is accepted which means that there is no significant difference in the assessment of the respondents when their Civil Status is taken as a test factor.

Extrinsic reward obtained a computed F- value of 0.85 with a significance value of 0.43. Since the significance value is more than 0.05, the null hypothesis is accepted which means that there is no significant difference in the assessment of the respondents when their civil status is taken as a test factor.

The overall result shows that having obtained a computed

F- value of 1.80 with a significance value of 0.17, The employee respondents have relatively the same assessment on

the reward management in terms of intrinsic and extrinsic rewards regardless of their civil status.

**Table 9.** Differences in the Assessment of Employee Respondents on Reward Management When Years of Service is Taken as Test Factor

Reward Management	Years of Service	Mean	SD	Computed F-value	Sig	Decision on Ho	Interpretation
Intrinsic	1-5 years	3.00	0.63	0.96	0.42	Accepted	Not Significant
	6-10 years	3.27	0.43				
	11-15 years	3.21	0.39				
	>15 years	3.13	0.44				
Extrinsic	1-5 years	3.22	0.44	0.14	0.94	Accepted	Not Significant
	6-10 years	3.26	0.42				
	11-15 years	3.18	0.41				
	>15 years	3.23	0.39				
Over-all	1-5 years	3.11	0.49	0.39	0.76	Accepted	Not Significant
	6-10 years	3.27	0.40				
	11-15 years	3.20	0.37				
	>15 years	3.18	0.39				

The table shows that Intrinsic reward obtained a computed F- value of 0.96 with a significance value of 0.42. Since the significance value is more than 0.05, the null hypothesis is accepted which means that there is no significant difference in the assessment of the respondents when their years of service is taken as a test factor.

Extrinsic reward obtained a computed F- value of 0.14 with a significance value of 0.94. Since the significance value is more than 0.05, the null hypothesis is accepted which means that there is no significant difference in the assessment of the

respondents when their years of service is taken as a test factor.

The overall result shows that having obtained a computed F- value of 0.39 with a significance value of 0.76, The employee respondents have relatively the same assessment on the reward management in terms of intrinsic and extrinsic rewards regardless of how long they have been in the service.

4. The assessment of the employee respondents of their satisfaction level in terms of Workplace, Management, Benefits, and Communication.

**Table 10.** Respondents' Assessment of their Job Satisfaction in Terms of Workplace

Workplace	Mean	SD	Qualitative Description	Interpretation	Ranking
My work environment is secure.	3.23	0.55	Agree	Manifested	4
I like the people I work with.	3.13	0.54	Agree	Manifested	5
I enjoy carrying out my duties at work.	3.30	0.46	Agree	Manifested	1
I am aware of my responsibilities at work.	3.29	0.60	Agree	Manifested	2
We have the same chance to continue our education.	3.26	0.56	Agree	Manifested	3
<b>Composite Mean</b>	<b>3.24</b>	<b>0.45</b>	<b>Agree</b>	<b>Manifested</b>	

Legend: 3.51-4.00 Strongly Agree/ Highly Manifested; 2.51-3.50 Agree/Manifested; 1.51-2.50 Disagree/Lowly Manifested; 1.00-1.50 Strongly Disagree/Not Manifested

Employee respondents agree that they enjoy carrying out their duties at work with the highest assessment of 3.30 interpreted as manifested. This suggests that they find fulfillment in their job tasks, which is an important aspect of job satisfaction. Though they also agree that they like the

people they work with, however, it was given the lowest assessment of 3.13 interpreted as manifested. This implies that that while employees generally like their colleagues, there may be some room for improvement or that there are aspects of their working relationships that could be enhanced.

**Table 11.** Respondents' Assessment of their Job Satisfaction in Terms of Management

Management	Mean	SD	Qualitative Description	Interpretation	Ranking
My department has the workforce and expertise necessary to carry out its duties.	3.26	0.68	Agree	Manifested	2
High standards and ethics are upheld by my department.	3.25	0.58	Agree	Manifested	3
My department consistently shows that it supports an inclusive workforce.	3.29	0.55	Agree	Manifested	1
I am aware of what is happening with the company.	2.99	0.44	Agree	Manifested	5
I have my supervisor's trust.	3.19	0.49	Agree	Manifested	4
<b>Composite Mean</b>	<b>3.19</b>	<b>0.44</b>	<b>Agree</b>	<b>Manifested</b>	

Legend: 3.51-4.00 Strongly Agree/ Highly Manifested; 2.51-3.50 Agree/Manifested; 1.51-2.50 Disagree/Lowly Manifested; 1.00-1.50 Strongly Disagree/Not Manifested

A composite mean value of 3.24 shows that employees' satisfaction in the workplace is manifested based on their own assessment. This indicates that, on average, the employees are content with their work environment and the various factors that contribute to their job satisfaction.

Employee respondents agree that their department consistently shows that it supports an inclusive workforce with the highest assessment of 3.29 interpreted as manifested. Though they also agree that they are aware of what is happening with the company, however, it was given the

lowest assessment of 2.99 interpreted as manifested. This could mean that they feel less informed or connected to what is happening within the company as a whole.

A composite mean value of 3.19 shows that employees' satisfaction with the management is manifested based on their own assessment. This indicates a positive organizational culture within the department, where employees feel supported and valued regardless of their background or identity and a positive relationship between employees and their immediate supervisors.

**Table 12. Respondents' Assessment of their Job Satisfaction in Terms of Benefits**

Benefits	Mean	SD	Qualitative Description	Interpretation	Ranking
I believe I am being compensated fairly for the work I do.	3.16	0.63	Agree	Manifested	1
The benefits that I receive satisfy me.	3.12	0.65	Agree	Manifested	2
There are numerous rewards for those who work here.	3.06	0.64	Agree	Manifested	3
I want to put in additional hours at work.	2.54	0.53	Agree	Manifested	5
Overall, the benefit package is sufficient.	2.90	0.69	Agree	Manifested	4
<b>Composite Mean</b>	<b>2.95</b>	<b>0.42</b>	<b>Agree</b>	<b>Manifested</b>	

Legend: 3.51-4.00 Strongly Agree/ Highly Manifested; 2.51-3.50 Agree/Manifested; 1.51-2.50 Disagree/Lowly Manifested; 1.00-1.50 Strongly Disagree/Not Manifested

Employee respondents agree that they are being compensated fairly for the work they do with the highest assessment of 3.16 interpreted as manifested. Though they also agree that they want to put in additional hours at work, however, it was given the lowest assessment of 2.54 interpreted as manifested.

A composite mean value of 2.95 shows that employees'

satisfaction in Benefits is manifested based on their own assessment. This suggests that, while employees feel well compensated for their work and are generally content with their benefits package, they are less likely to work extra hours, which could indicate a desire for improved work-life balance or dissatisfaction with workload expectations.

**Table 13. Respondents' Assessment of their Job Satisfaction in Terms of Communication**

Communication	Mean	SD	Qualitative Description	Interpretation	Ranking
Within this company, communications appear to be effective.	3.04	0.58	Agree	Manifested	5
My department seeks my suggestions as it makes future plans.	3.07	0.69	Agree	Manifested	4
I am able to offer my opinion on decisions that will effect my work.	3.16	0.50	Agree	Manifested	2
I am aware of the success indicators used by my organization.	3.12	0.65	Agree	Manifested	3
In our department, everyone is allowed to express themselves.	3.28	0.54	Agree	Manifested	1
<b>Composite Mean</b>	<b>3.13</b>	<b>0.50</b>	<b>Agree</b>	<b>Manifested</b>	

Legend: 3.51-4.00 Strongly Agree/ Highly Manifested; 2.51-3.50 Agree/Manifested; 1.51-2.50 Disagree/Lowly Manifested; 1.00-1.50 Strongly Disagree/Not Manifested

Employee respondents agree that in their department, everyone is allowed to express themselves with the highest assessment of 3.28 interpreted as manifested. Though they also agree that within the company, communications appear to be effective, however, it was given the lowest assessment of 3.04 interpreted as manifested.

A composite mean of 3.13 shows that employees' job satisfaction with regards to communication is manifested based on their own assessment. This suggests that the department has a positive and inclusive culture in which people feel valued and heard, generating a sense of belonging and involvement.

**Table 14. Summary of the Respondents' Assessment of their Job Satisfaction**

Job Satisfaction Indicators	Mean	SD	Qualitative Description	Interpretation	Ranking
Workplace	3.24	0.45	Agree	Manifested	1
Management	3.19	0.44	Agree	Manifested	2
Benefits	2.95	0.42	Agree	Manifested	4
Communication	3.13	0.50	Agree	Manifested	3
<b>Over-all Mean</b>	<b>3.13</b>	<b>0.40</b>	<b>Agree</b>	<b>Manifested</b>	

Legend: 3.51-4.00 Strongly Agree/ Highly Manifested; 2.51-3.50 Agree/Manifested; 1.51-2.50 Disagree/Lowly Manifested; 1.00-1.50 Strongly Disagree/Not Manifested



The result shows that employees' job satisfaction was manifested mostly on the workplace which ranked as first among the four indicators, followed by management ranked as second, while third on communication, and the last was on benefits. The over-all result indicates a manifestation of job

satisfaction among the employee respondents.

5. The significant difference in the employee respondents' assessment of their level of job satisfaction when their profiles are used as test variables?

**Table 15.** Differences in the Assessment of Employee Respondents on their Level of Job Satisfaction When Sex is Taken as Test Factor

Job Satisfaction Indicators	Sex	Mean	SD	Computed t-value	Sig	Decision on Ho	Interpretation
Workplace	Male	3.15	0.44	-1.66	0.10	Accepted	Not Significant
	Female	3.33	0.44				
Management	Male	3.13	0.44	-1.22	0.23	Accepted	Not Significant
	Female	3.26	0.44				
Benefits	Male	2.83	0.44	-2.39	0.02	Rejected	Significant
	Female	3.07	0.38				
Communication	Male	3.01	0.54	-2.09	0.04	Rejected	Significant
	Female	3.25	0.43				
Over-all	Male	3.03	0.42	-2.06	0.04	Rejected	Significant
	Female	3.23	0.37				

The table shows that Workplace obtained a computed t-value of -1.66 with a significance value of 0.10. Since the significance value is more than 0.05, the null hypothesis is accepted which means that there is no significant difference in the assessment of the respondents when their sex is taken as a test factor.

Management obtained a computed t-value of -1.22 with a significance value of 0.23. Since the significance value is more than 0.05, the null hypothesis is accepted which means that there is no significant difference in the assessment of the respondents when their sex is taken as a test factor.

Benefits obtained a computed t-value of -2.39 with a significance value of 0.02. Since the significance value is less than 0.05, the null hypothesis is rejected which means that there is a significant difference in the assessment of the respondents when their sex is taken as a test factor.

Communication obtained a computed t-value of -2.09 with a significance value of 0.04. Since the significance value is less than 0.05, the null hypothesis is rejected which means that there is a significant difference in the assessment of the respondents when their sex is taken as a test factor.

**Table 16.** Differences in the Assessment of Employee Respondents on their Level of Job Satisfaction When Age is Taken as Test Factor

Job Satisfaction Indicators	Age	Mean	SD	Computed F-value	Sig	Decision on Ho	Interpretation
Workplace	21-30 y/o	3.20	0.57	2.25	0.09	Accepted	Not Significant
	31-40 y/o	3.30	0.44				
	41-50 y/o	3.06	0.29				
	>50 y/o	3.67	0.58				
Management	21-30 y/o	3.18	0.68	1.05	0.38	Accepted	Not Significant
	31-40 y/o	3.24	0.43				
	41-50 y/o	3.06	0.25				
	>50 y/o	3.47	0.42				
Benefits	21-30 y/o	2.94	0.65	1.63	0.19	Accepted	Not Significant
	31-40 y/o	2.94	0.40				
	41-50 y/o	2.89	0.30				
	>50 y/o	3.47	0.12				
Communication	21-30 y/o	3.20	0.64	4.13	0.01	Rejected	Significant
	31-40 y/o	3.11	0.47				
	41-50 y/o	2.99	0.36				
	>50 y/o	4.00	0.00				
Over-all	21-30 y/o	3.13	0.58	2.41	0.08	Accepted	Not Significant
	31-40 y/o	3.15	0.39				
	41-50 y/o	3.00	0.26				
	>50 y/o	3.65	0.26				

The overall result shows that having obtained a computed t- value of 2.09 with a significance value of 0.04, male and female employee respondents have relatively the same assessment on their level of job satisfaction in terms of workplace, and management, while significant difference exists in terms of benefits and communication. This indicates that male and female employees perceived differently their level of job satisfaction.

The table shows that Workplace obtained a computed F-value of 2.25 with a significance value of 0.09. Since the significance value is more than 0.05, the null hypothesis is accepted which means that there is no significant difference in the assessment of the respondents when their age is taken as a test factor.

Management obtained a computed F- value of 1.05 with a significance value of 0.38. Since the significance value is more than 0.05, the null hypothesis is accepted which means that there is no significant difference in the assessment of the

respondents when their age is taken as a test factor.

Benefits obtained a computed F- value of 1.63 with a significance value of 0.19. Since the significance value is more than 0.05, the null hypothesis is accepted which means that there is no significant difference in the assessment of the respondents when their age is taken as a test factor.

Communication obtained a computed F- value of 4.13 with a significance value of 0.01. Since the significance value is less than 0.05, the null hypothesis is accepted which means that there is a significant difference in the assessment of the respondents when their age is taken as a test factor.

The overall result shows that having obtained a computed F- value of 2.41 with a significance value of 0.08, Employee respondents have relatively the same assessment on their level of job satisfaction in terms of workplace, management, and benefits regardless of their age, however, significant difference exists in terms of communication.

**Table 17.** Follow-up Test on the Differences in the Assessment of Employee Respondents on their Level of Job Satisfaction When Age is Taken as Test Factor

Job Satisfaction Indicators	Age	Mean	21-30 y/o	31-40 y/o	41-50 y/o	>50 y/o
			3.20	3.11	2.99	4.00
Communication	21-30 y/o	3.20				*
	31-40 y/o	3.11				*
	41-50 y/o	2.99				*
	>50 y/o	4.00				

The result shows that employee respondents who are more than 50 years old have better perceptions of their level of job satisfaction in terms of communication than those who are in

the age bracket of 21-30 years old, 31-40 years old, and 41-50 years old. This could mean that older employees are more satisfied than the younger ones.

**Table 18.** Differences in the Assessment of Employee Respondents on their Level of Job Satisfaction When Civil Status is Taken as Test Factor

Job Satisfaction Indicators	Civil Status	Mean	SD	Computed F-value	Sig	Decision on Ho	Interpretation
Workplace	Single	3.19	0.51	1.82	0.17	Accepted	Not Significant
	Married	3.28	0.42				
	Divorced	2.70	0.14				
Management	Single	3.16	0.57	2.88	0.06	Accepted	Not Significant
	Married	3.23	0.38				
	Divorced	2.50	0.42				
Benefits	Single	2.93	0.55	1.89	0.16	Accepted	Not Significant
	Married	2.98	0.38				
	Divorced	2.40	0.28				
Communication	Single	3.19	0.57	3.12	0.06	Accepted	Not Significant
	Married	3.15	0.46				
	Divorced	2.30	0.14				
Over-all	Single	3.11	0.51	2.94	0.06	Accepted	Not Significant
	Married	3.16	0.36				
	Divorced	2.48	0.18				

The table shows that Workplace obtained a computed F-value of 1.82 with a significance value of 0.17. Since the significance value is more than 0.05, the null hypothesis is accepted which means that there is no significant difference in the assessment of the respondents when their civil status is taken as a test factor.

Management obtained a computed F- value of 2.88 with a significance value of 0.06. Since the significance value is

more than 0.05, the null hypothesis is accepted which means that there is no significant difference in the assessment of the respondents when their civil status is taken as a test factor.

Benefits obtained a computed F- value of 1.89 with a significance value of 0.16. Since the significance value is more than 0.05, the null hypothesis is accepted which means that there is no significant difference in the assessment of the respondents when their civil status is taken as a test factor.

Communication obtained a computed F- value of 3.12 with a significance value of 0.06. Since the significance value is more than 0.05, the null hypothesis is accepted which means that there is no significant difference in the assessment of the respondents when their civil status is taken as a test factor.

The overall result shows that having obtained a computed F- value of 2.94 with a significance value of 0.06, Employee respondents have relatively the same assessment on their level of job satisfaction in terms of workplace, management, benefits, and communication regardless of their civil status.

**Table 19.** Differences in the Assessment of Employee Respondents on their Level of Job Satisfaction When Years of Service is Taken as Test Factor

Job Satisfaction Indicators	Years of Service	Mean	SD	Computed F-value	Sig	Decision on Ho	Interpretation
Workplace	1-5 years	3.22	0.61	0.72	0.55	Accepted	Not Significant
	6-10 years	3.35	0.39				
	11-15 years	3.20	0.42				
	>15 years	3.15	0.44				
Management	1-5 years	3.15	0.63	1.00	0.40	Accepted	Not Significant
	6-10 years	3.33	0.39				
	11-15 years	3.12	0.42				
	>15 years	3.15	0.32				
Benefits	1-5 years	2.91	0.62	0.81	0.49	Accepted	Not Significant
	6-10 years	3.00	0.42				
	11-15 years	2.87	0.36				
	>years	3.09	0.33				
Communication	1-5 years	3.11	0.60	0.29	0.83	Accepted	Not Significant
	6-10 years	3.14	0.47				
	11-15 years	3.09	0.48				
	>15 years	3.25	0.53				
Over-all	1-5 years	3.10	0.55	0.47	0.71	Accepted	Not Significant
	6-10 years	3.20	0.37				
	11-15 years	3.07	0.39				
	>15 years	3.16	0.37				

The table shows that Workplace obtained a computed F-value of 0.72 with a significance value of 0.55. Since the significance value is more than 0.05, the null hypothesis is accepted which means that there is no significant difference in the assessment of the respondents when their years of service is taken as a test factor.

Management obtained a computed F- value of 1.00 with a significance value of 0.40. Since the significance value is more than 0.05, the null hypothesis is accepted which means that there is no significant difference in the assessment of the respondents when their years of service is taken as a test factor.

Benefits obtained a computed F- value of 0.81 with a significance value of 0.49. Since the significance value is more than 0.05, the null hypothesis is accepted which means that there is no significant difference in the assessment of the respondents when their civil status is taken as a test factor.

Communication obtained a computed F- value of 0.29 with a significance value of 0.83. Since the significance value is more than 0.05, the null hypothesis is accepted which means that there is no significant difference in the assessment of the respondents when their years of service is taken as a test factor.

The overall result shows that having obtained a computed F- value of 0.47 with a significance value of 0.71, Employee respondents have relatively the same assessment on their level of job satisfaction in terms of workplace, management, benefits, and communication regardless of how long they have been in the service.

6. The correlation of extrinsic and intrinsic rewards with

employee satisfaction

The assessed rewards management in terms of intrinsic rewards was found to be significantly correlated to a very high degree with employees' job satisfaction in terms of workplace, and management, and to a high degree in terms of benefits and communication. Extrinsic rewards were found to be significantly correlated to a high degree with employees' job satisfaction in terms of workplace, management, benefits and communication.

Effective intrinsic rewards can contribute to a positive work environment. Recognition and opportunities for personal growth can foster a culture of appreciation, which, in turn, enhances overall job satisfaction. According to Kerketta and Chauhan's (2023) study, which investigated the impact of reward and recognition systems on job satisfaction and motivation, quantitative data analysis revealed a strong relationship between the adoption of such systems and employee motivation levels. The study also emphasized the importance of intrinsic motivation, indicating that incentives and recognition can boost intrinsic motivation, which occurs when people engage in activities for the intrinsic enjoyment they bring rather than for external benefits.

A holistic approach to rewards management, where both intrinsic and extrinsic factors are considered, reflects organizational support for employee well-being, which can positively influence job satisfaction. If benefits are tailored to individual needs and preferences, employees may perceive them as more meaningful and relevant, leading to higher job

satisfaction. Effective communication regarding intrinsic rewards, such as clear explanations of career development opportunities, can enhance employees' understanding and

appreciation of the organization's commitment to their growth, positively affecting satisfaction.

**Table 20.** Relationship Between the Rewards and Job Satisfaction of Employees

Rewards	Job Satisfaction	Computed r	Sig	Decision on Ho	Interpretation
Intrinsic Rewards	Workplace	0.79	0.00	Rejected	Significant
	Management	0.79	0.00	Rejected	Significant
	Benefits	0.61	0.00	Rejected	Significant
	Communication	0.67	0.00	Rejected	Significant
	Average	0.80	0.00	Rejected	Significant
Extrinsic Rewards	Workplace	0.71	0.00	Rejected	Significant
	Management	0.72	0.00	Rejected	Significant
	Benefits	0.57	0.00	Rejected	Significant
	Communication	0.70	0.00	Rejected	Significant
	Average	0.73	0.00	Rejected	Significant
Over-all Rewards Management	Over-all Job Satisfaction	0.84	0.00	Rejected	Significant

Extrinsic rewards, encompassing benefits and bonuses, play a crucial role in fostering a positive workplace environment and enhancing job satisfaction. The provision of attractive benefits not only contributes to employees' well-being but also strengthens their relationship with management. According to Ali et al. (2015), there is a significant relationship between employee performance and variables like wages, bonuses, regular commissions, and working conditions. Based on these results, the researchers came to the conclusion that there is a positive correlation between external rewards such as salary, bonuses, and commissions, and employee satisfaction.

Clear communication about rewards and recognition further boosts satisfaction with management, creating a positive communication environment. Additionally, comprehensive benefits like health insurance and retirement plans address employees' needs beyond salary considerations, collectively contributing to an overall sense of job satisfaction within the organization.

The over-all result indicates that the rewards management is significantly correlated with the with the employees' job satisfaction to a very high degree indicating a very strong relationship.

According to Hee et al. (2020), job satisfaction is defined as the general sense of contentment and fulfillment that employees derive from their work setting. This includes considerations of diverse elements like the characteristics of the work itself, interpersonal relationships with colleagues and supervisors, prospects for personal and professional advancement, compensation and benefits, the equilibrium between work and personal life, and the prevailing organizational culture. When employees experience satisfaction in their roles, it typically correlates with heightened levels of engagement, motivation, and productivity.

## 4. Conclusion and Recommendations

### 4.1. Conclusion

The study's presented findings led to the researcher's formation of the following conclusions.

1. According to the data, the majority of employee respondents are females between the ages of 31 and 40, who are married and have been in the workforce for an average of 11 to 15 years.

2. Overall, the assessment of their reward management in terms of extrinsic reward and intrinsic reward was found to be manifested in general as perceived by the employee respondents. It was pointed out that employee performance is influenced by intrinsic as well as extrinsic rewards applied in the company, and cash rewards and promotions are among the most desirable rewards for the employees of all levels.

3. Based on the results, there are no significant differences in how the employee respondents assess their reward management. This holds true across factors like sex, age, civil status and years of service. It appears that these demographic variables do not significantly influence how the employee respondents assess their reward management both Intrinsic and Extrinsic reward.

4. The result shows that there was a manifestation of job satisfaction among the employee respondents. The organization has effectively established an excellent place to work in which employees are content with different aspects of their jobs, such as the workplace, management practices, communication, and benefit packages. This high level of job satisfaction indicates a strong corporate culture, implying that the organization is well-positioned to attract, retain, and encourage its employees.

5. Based on the results, it can be concluded that there are no significant differences in the assessment of the respondents regarding their level of job satisfaction in terms of workplace, management, communication and benefit when considering

factors such as age, civil status, and years of service. However, there is significant difference on their level of job satisfaction in terms of sex.

6. The assessed rewards management in terms of extrinsic and intrinsic rewards was shown to be highly correlated to employees' job satisfaction in terms of workplace and management, as well as communication and benefits. Overall, the results reveal a significant relationship between reward management and employee job satisfaction.

7. In conclusion, the Rewards Management Plan is based on

Herzberg's Two Factor Theory and aims to increase staff satisfaction by taking into account both motivational and hygiene factors. Opportunities for growth and recognition help people feel satisfied, whereas elements like compensation and working conditions keep people from being dissatisfied. The strategy aims to establish a positive and motivating work environment by rewarding accomplishment and offering competitive benefits, with the ultimate goal of achieving overall employee well-being and satisfaction.

**Table 21. Reward Management Plan**

KPI	KRA	TARGET SCHEDULE	PEOPLE INVOLVED	BUDGET	EXPECTED OUTCOME
<p>Establish a structured program to recognize and reward outstanding individual and team performances.</p> <p>Implement monthly or quarterly awards to celebrate achievements and contributions.</p> <p>Encourage peer-to-peer recognition through a formalized acknowledgment system.</p>	<b>Performance Recognition Program</b>	Quarter 1 (August – October) : Establish the Performance Recognition Program.	<p>Human Resources Department for program development and implementation.</p> <p>Department Heads for performance evaluations and recommendations.</p> <p>Employee Engagement Committee for feedback collection and improvement suggestions.</p>	¥15,000	Increased employee morale and motivation demonstrated by a measurable rise in the number of peer-to-peer recognitions and positive feedback.
<p>Introduce training and development programs to enhance employees' skills and career growth.</p> <p>Provide educational assistance and sponsor relevant workshops or courses.</p> <p>Link career advancement opportunities with performance and achievement.</p>	<b>Professional Development Opportunities</b>	Quarter2 (November – January) : Roll out Professional Development Opportunities.	<p>Human Resources Department for program development and implementation.</p> <p>Department Heads for performance evaluations and recommendations.</p> <p>Employee Engagement Committee for feedback collection and improvement suggestions.</p>	¥20,000	Enhanced employee skills and capabilities, reflected in improved job performance and increased participation in relevant training programs.
<p>Customize benefits packages to meet individual needs and preferences.</p> <p>Include health and wellness initiatives, flexible working arrangements, and additional leave options (Hygiene).</p> <p>Tie benefits to performance, creating a sense of achievement and motivation (Motivator).</p> <p>Regularly review and update benefits offerings based on employee feedback.</p>	<b>Flexible Benefits Packages</b>	Quarter3 (February – April) : Implement Flexible Benefits Packages.	<p>Human Resources Department for program development and implementation.</p> <p>Department Heads for performance evaluations and recommendations.</p> <p>Employee Engagement Committee for feedback collection and improvement suggestions.</p>	¥25,000	Improved work-life balance, demonstrated by a reduction in stress-related issues and an increase in employee satisfaction survey scores.
<p>Implement a performance-based bonus system tied to individual and team accomplishments.</p> <p>Set clear, measurable targets aligned with organizational objectives.</p> <p>Allocate budget for quarterly or annual bonuses based on performance evaluations.</p>	<b>Performance-Based Bonuses</b>	Quarter 4 (May – July) : Launch Performance-Based Bonuses.	<p>Human Resources Department for program development and implementation.</p> <p>Department Heads for performance evaluations and recommendations.</p> <p>Employee Engagement Committee for feedback collection and improvement suggestions.</p>	¥30,000	Higher individual and team performance levels, as evidenced by the achievement of predetermined targets and objectives.
<b>TOTAL</b>					<b>¥90,000</b>

## 4.2. Recommendations

The following recommendations are based on the findings of this research:

1. Given the demographics of employees, including a sizable number of women who may be juggling work and family duties, providing flexible work arrangements can be extremely advantageous. This could include remote work choices, flexible hours, or reduced workweeks, allowing employees to better balance their personal and professional responsibilities.

2. According to the assessment, reward management, both in terms of extrinsic and intrinsic rewards, is highly

manifested among employee respondents. Along with cash rewards, consider implementing a variety of recognition programs, such as employee of the month awards, team-based incentives, and non-monetary rewards such as additional time off, professional development opportunities, or personalized rewards tailored to individual interests.

3. Since demographic variations do not significantly influence the employees' perceptions of rewards management, it is vital for an organization to maintain consistency in its reward systems. Ensure that reward systems are transparent, equal, and administered consistently to all employees, regardless of demographic variables.

4. While job satisfaction is high, recognizing and praising

employees' achievements can strengthen an effective workplace environment and promote morale. Implementing recognition programs, celebrating accomplishments and milestones, and providing performance-based incentives can all help employees feel valued and appreciated for their efforts. Access to training programs, skill-building workshops, and career advancement opportunities illustrates the organization's commitment to investing in its employees' long-term success and professional development.

5. Given the significant difference in job satisfaction based on sex, it is recommended to address gender gaps in job satisfaction through gender-sensitive policies and practices, provide support and resources tailored to the needs of male and female employees, promote diversity and inclusion, regularly monitor and evaluate progress, provide training and awareness programs, and demonstrate leadership commitment to gender equality. By taking proactive actions to address these concerns, the organization can make the workplace more equitable and inclusive, allowing all employees to fulfill their full potential.

6. Based on the findings that reward management, both in terms of extrinsic and intrinsic rewards, is highly correlated with employees' job satisfaction, it is therefore essential to ensure that reward systems are closely aligned with organizational objectives and values. Recognize and reward behaviors and achievements that help the organization succeed. Recognize that employees' reward preferences and motives may vary. Provide tailored incentive and recognition systems that take into consideration individuals' preferences, hobbies, and career goals.

7. The researcher strongly recommends the adoption of the proposed Rewards Management Plan by other schools, incorporating Herzberg's Two Factor Theory. This plan not only comprehensively addresses both Hygiene and Motivator factors but also establishes a nuanced relationship with intrinsic and extrinsic rewards, ultimately enhancing overall employee satisfaction. Its balanced approach recognizes achievements, offers growth opportunities, and ensures competitive benefits, making it a valuable model for cultivating a positive and motivating work environment.

## 5. Rationale

The Rewards Management Plan is strategically designed, incorporating Herzberg's Two Factor Theory of Motivation, to address both Hygiene and Motivator factors essential for enhancing employee job satisfaction. This plan aims to create a balanced and motivating work environment by recognizing and rewarding achievements (Motivator factors) while ensuring competitive and personalized benefits packages (Hygiene factors).

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