The Role of Rewards on Employee Satisfaction and Organizational Behavior in Finance Corporation in Cabanatuan City

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Abstract- This quantitative research investigates the impact of reward systems on employee satisfaction and organizational behavior within a finance corporation in Cabanatuan City. Data were gathered from 38 employees via structured surveys, which examined their demographic characteristics, the types of rewards provided by the organization, and the effects of these rewards on their satisfaction and behavior. The analysis revealed strong correlations between rewards and critical factors such as job satisfaction, employee engagement, team collaboration, and organizational commitment. The results indicate that monetary rewards, which are provided consistently to employees, are particularly effective in increasing job satisfaction and motivating performance. Rewards also play a crucial role in fostering positive organizational behaviors, such as heightened employee engagement, better teamwork, and stronger job performance. However, challenges remain in areas like reducing turnover intentions and enhancing work-life balance. Based on these findings, it is recommended that organizations adopt a well-rounded reward system that integrates monetary, non-monetary, and developmental rewards, along with initiatives such as flexible working options and wellness programs. These measures aim to sustain employee motivation, improve retention, and enhance overall organizational performance. The study provides valuable insights for finance corporations in Cabanatuan City, suggesting that a strategic and diversified approach to rewards can help optimize employee satisfaction and organizational success

Indexed Terms- Rewards, Employee Satisfaction, Organizational Behavior, Chi-Square Test, Finance Corporation

I. INTRODUCTION

As companies strive to achieve their strategic objectives, the effective use of employee rewards has emerged as a vital component in cultivating a motivated and engaged workforce. Employee rewards encompass various incentives and benefits designed to recognize and motivate individuals for their contributions and achievements. These rewards can be broadly categorized into intrinsic rewards, which include personal fulfillment, professional development opportunities, and a sense of purpose, and extrinsic rewards, such as salaries, bonuses, promotions, and benefits. It highlights that a well-structured and thoughtfully implemented reward system not only enhances employee motivation but also significantly contributes to overall organizational success (Armstrong & Murli's, 2017). In an era where employee engagement is closely linked to organizational performance, understanding the dynamics of how rewards impact employee morale and satisfaction is essential. Studies have shown that organizations with effective reward systems see a marked increase in employee morale, leading to enhanced job satisfaction and a greater sense of commitment to the organization (Lockwood, 2017). When employees feel valued and recognized for their contributions, they are more likely to engage actively in their work, demonstrate higher levels of productivity, and exhibit positive organizational behaviors (Kuvaas, 2016).

In the finance sector, the stakes are particularly high. Employees in finance corporations often operate in high-pressure environments characterized by demanding workloads, stringent regulatory requirements, and the need to achieve measurable results. Therefore, it is crucial for organizations within this industry to implement reward strategies that not only motivate employees but also contribute to their overall well-being. Research indicates that finance firms that prioritize effective reward systems experience not only higher levels of employee satisfaction but also improved organizational performance (Jiang et al., 2019).

The relationship between rewards and employee behavior is complex and multifaceted. Reward systems can influence not just the motivation levels of employees but also their attitudes toward their roles and the organization as a whole. For instance, employees who perceive their contributions as recognized and rewarded are more likely to demonstrate organizational citizenship behaviors— actions that contribute to the overall effectiveness of the organization but are not necessarily part of their formal job descriptions (Benevene et al., 2020). This indicates that a strategic approach to employee rewards can cultivate a work environment where employees are more inclined to collaborate, support one another, and contribute to the organizational culture positively.

As organizations within the finance sector continue to navigate challenges such as talent shortages and evolving workforce expectations, exploring the interplay between reward systems and employee satisfaction becomes increasingly pertinent. Understanding how different types of rewards impact employee behavior and performance can provide valuable insights for finance corporations seeking to improve their human resource practices and overall corporate performance. This research will seek into the critical role of employee rewards in enhancing satisfaction and influencing organizational behavior specifically within finance corporations.

II. LITERATURE REVIEW

The role of rewards in enhancing employee satisfaction and shaping organizational behavior is a critical area of research, particularly in finance corporations where performance is often closely tied to incentive structures. This literature review synthesizes key studies and theories relevant to understanding how rewards influence employee attitudes and behaviors

The Role of Rewards in Employee Satisfaction
Recent research underscores the crucial influence of reward systems on employee satisfaction, especially within finance corporations. A systematic review by Gonzalez et al. (2018) highlights that both intrinsic and extrinsic rewards play significant roles in enhancing job satisfaction. Employees in the finance sector particularly value recognition and opportunities for career development, which foster greater engagement and loyalty.

Breevaart et al. (2019) investigate the effects of performance-based rewards on job satisfaction in financial services. Their findings indicate that when employees perceive a direct correlation between their efforts and rewards, their satisfaction levels increase. This aligns with the work of Nguyen et al. (2021), who found that tailored rewards that reflect individual employee preferences can further boost satisfaction, emphasizing the importance of understanding employee motivations in designing effective reward systems.

A wealth of recent studies underscores the significant correlation between job satisfaction and employee performance. Zheng et al. (2020) conducted a meta-analysis across multiple industries, revealing that job satisfaction is a strong predictor of enhanced employee performance. Their findings suggest that employees who are satisfied with their jobs not only exhibit higher productivity levels but also engage in innovative behaviors that contribute to organizational success. Satisfied employees are more likely to take initiative, demonstrate creativity, and exhibit a greater willingness to go above and beyond their assigned duties.

A study of Baker et al. (2019) expanded on this relationship by exploring how job satisfaction influences teamwork and collaboration. They found that teams composed of satisfied employees tend to outperform those with lower satisfaction levels,

suggesting that a positive work environment fosters collective efficacy and collaboration. This highlights the importance of cultivating job satisfaction not just for individual performance but also for enhancing team dynamics.

Furthermore, organizational practices aimed at enhancing job satisfaction—such as employee recognition programs, professional development opportunities, and supportive management—have been shown to yield substantial performance improvements (Robinson et al., 2019). Organizations that prioritize job satisfaction create a motivated workforce that is more likely to align with organizational goals and contribute positively to the company's bottom line.

The Influence of Rewards on Employee Retention
The relationship between job satisfaction and employee retention is well-documented in recent literature. Khan et al. (2019) found that high levels of job satisfaction significantly reduce turnover intentions, particularly among younger employees who prioritize workplace culture and personal fulfillment. This trend is particularly pronounced among millennials and Gen Z workers, who are more likely to seek employers that align with their values and provide fulfilling work experiences.

Kumar and Singh (2021) further elucidated this relationship by demonstrating that organizations that foster a positive work environment can achieve higher retention rates. Their research indicates that employees who feel valued and engaged are less likely to leave their positions, reducing turnover costs and contributing to organizational stability. This finding is echoed by Allen et al. (2020), who argue that job satisfaction acts as a buffer against turnover, emphasizing the importance of understanding employee needs and addressing them proactively.

The implications of these studies suggest that organizations should regularly assess job satisfaction through employee feedback mechanisms. By addressing areas of concern and implementing strategies to enhance satisfaction, organizations can improve retention rates and maintain a stable workforce.

Employee retention is a critical issue in finance, where high turnover can disrupt operations and increase costs. According to Mishra and Kar (2020), competitive reward systems significantly reduce turnover intentions. Their research indicates that finance corporations that regularly review and adapt their reward strategies to align with employee expectations are more successful in retaining talent.

In Cabanatuan City, where the finance sector is expanding, Lopez and Ramos (2021) stress the importance of understanding local market conditions and employee preferences regarding rewards. They found that finance employees in the region prefer a blend of financial and non-financial rewards, suggesting a comprehensive approach to reward management.

Organizational Behavior and Performance
The connection between rewards and organizational behavior is well-established. Research conducted by *Rai et al. (2018)* indicates that reward systems significantly influence employee commitment and organizational citizenship behavior (OCB). In finance, where teamwork is essential, effective reward systems can enhance collaboration and foster a positive organizational culture.

Zhang and Chen (2022) further explore this relationship, demonstrating that organizations with robust reward strategies experience lower turnover rates and improved employee morale. When employees feel adequately rewarded, they are more likely to engage in behaviors that support organizational objectives, such as assisting colleagues and participating in company initiatives.
Jiang et al. (2021) highlight that well-structured reward systems not only motivate employees but also enhance their engagement levels. Engaged employees are more likely to take initiative, innovate, and contribute positively to team dynamics. This is particularly important in high-stakes environments like finance, where quick decision-making and adaptability are often required.

Research by Sinha and Sharma (2020) emphasizes that the perceived fairness of reward distribution is vital for maintaining employee trust and loyalty. When employees believe that rewards are distributed

equitably based on performance, their commitment to the organization increases, fostering a culture of accountability and high performance.

The implications of these findings are significant. Companies that prioritize effective reward systems can expect not only improved job satisfaction but also enhanced overall organizational performance. By creating an environment where employees feel valued and recognized, organizations can cultivate a more motivated and productive workforce.

Nguyen et al. (2023) propose that integrating feedback mechanisms into reward systems can further enhance their effectiveness. By allowing employees to voice their opinions on rewards and recognition, organizations can tailor their strategies to better meet employee needs, ultimately leading to improved organizational behavior and performance.

Challenges in Implementing Reward Systems
Despite the advantages of effective reward systems, challenges persist. Ahmed et al. (2021) identify common issues, such as poorly designed reward structures that fail to address diverse employee needs. They argue that a one-size-fits-all approach can lead to dissatisfaction and disengagement among employees.

Ravichandran and Kumaran (2020) highlight the importance of continually assessing reward systems to ensure they remain relevant. Their findings suggest that organizations that actively seek employee feedback regarding their rewards tend to experience higher satisfaction levels and reduced turnover.

The literature clearly demonstrates the essential role of rewards in boosting employee satisfaction and shaping organizational behavior within finance corporations. As firms in Cabanatuan City continue to evolve, it is imperative for them to implement flexible and culturally relevant reward systems that align with employee expectations. Future research should focus on empirical studies that assess the effectiveness of specific reward strategies in local contexts, thereby bridging the gap between theory and practice.

SYNTHESIS. The relationship between rewards, employee satisfaction, and organizational behavior is vital for finance corporations in Cabanatuan City. Research indicates that effective reward systems are key to boosting job satisfaction, which in turn influences various aspects of organizational behavior, including employee performance, retention, and collaboration.

Well-structured reward mechanisms play a significant role in enhancing job satisfaction. Employees who feel appreciated and recognized tend to report higher satisfaction levels, leading to increased productivity and a greater willingness to engage in behaviors that support the organization. Studies demonstrate that satisfied employees are more committed to their roles, contributing positively to the workplace environment and fostering teamwork.

The culture within finance corporations significantly affects how rewards are perceived. Organizations that cultivate a supportive and transparent culture typically experience higher levels of employee satisfaction. When the values of the organization align with employees' expectations, it enhances both job satisfaction and commitment, resulting in lower turnover rates and greater organizational stability.

However, challenges remain in effectively implementing reward strategies. Many organizations struggle with clearly communicating the objectives and benefits of their reward programs, which can lead to misalignment between employee expectations and actual rewards. To overcome these challenges, finance corporations need to adopt a strategic approach to reward management that emphasizes open communication and regular feedback to align with organizational goals.

III. THEORETICAL FRAMEWORK

This study anchored by Herzberg's Two-Factor Theory, which serves as a foundational framework for understanding employee satisfaction and organizational behavior in the workplace. Developed by Frederick Herzberg in the 1950s, this theory posits that there are two distinct categories of factors that influence job satisfaction: hygiene factors and

motivators. Hygiene factors include extrinsic elements such as salary, job security, working conditions, and organizational policies. These factors are essential to prevent dissatisfaction but do not actively contribute to higher levels of job satisfaction. In the context of finance corporations in Cabanatuan City, it is important to recognize that inadequate hygiene factors can result in a disengaged workforce, higher turnover, and diminished employee motivation.

On the other hand, motivators are intrinsic factors that drive higher levels of job satisfaction and employee engagement. These include recognition for accomplishments, opportunities for professional development, a sense of achievement, and the provision of meaningful work. Herzberg's theory suggests that these motivators are critical for fostering an environment where employees feel valued and fulfilled. When organizations prioritize motivators, employees tend to exhibit increased commitment, greater productivity, and a more positive outlook toward their roles.

This theoretical framework will guide the study in exploring the role of different rewards in influencing employee satisfaction and organizational behavior. Specifically, the research will examine the following areas: first, the different types of rewards offered by the organization, such as monetary rewards, non-monetary rewards, and developmental rewards. Second, the study will explore how these rewards impact employee satisfaction across various dimensions, including the work environment, organizational culture, compensation and benefits, work-life balance, and management and leadership. Third, the research will investigate how rewards influence organizational behavior, focusing on areas such as employee engagement, team collaboration, job performance, and turnover intention.

A questionnaire survey will be used to collect data for this study. The questionnaire is a widely used social science research tool designed to gather comprehensive information on participants' attitudes, perceptions, and behaviors. It allows researchers to efficiently collect large amounts of data and analyze the relationships between variables. In this case, the survey will be designed to measure the different types of rewards and how they impact the factors mentioned above. The data collected through the survey will provide quantitative insights into how rewards influence employee satisfaction and organizational behavior, with the goal of identifying effective reward strategies that can improve both employee outcomes and organizational performance. The questionnaire survey method offers several advantages, including its ability to gather a large amount of data from a diverse group of participants, its cost-effectiveness, and its simplicity and efficiency. By using a survey, the study can collect reliable and standardized data on employee perceptions and attitudes, making it an ideal tool for addressing the research questions and testing the theoretical framework.

IV. RESEARCH PROBLEM

This study aims to determine the reward on employee satisfaction and organization behavior within a finance corporation in Cabanatuan City. The study will examine different rewards offered by the organization, rewards affect employee satisfaction within the organization, rewards affect organizational behavior within the organization, relationship between rewards and employee satisfaction, significant relationship between rewards and organizational behavior and propose recommendations for improving the current reward based on the study's findings in Finance Corporation.

1. Profile
   1.1. Age
   1.2. Gender
   1.3. Length of Service
   1.4. Job Position
   1.5. Monthly Income
2. Determine the different rewards offered by the organization in term s of:
   2.1. Monetary Rewards
   2.2. Non-Monetary Rewards
   2.3. Developmental Rewards
3. Determine how the rewards affect employee satisfaction within the organization in terms of:
   3.1. Work Environment
   3.2. Organizational Culture
   3.3. Compensation and Benefits
   3.4. Work-Life Balance

3.5. Management and Leadership
4. Determine how the rewards affect organizational behavior within the organization in terms of
   4.1 Employee Engagement
   4.2 Team Collaboration
   4.3 Job Performance
   4.4 Turnover Intention
5. Determine if there is a significant relationship between rewards and employee satisfaction.
6. Determine if there is a significant relationship between rewards and organizational behavior
7. Propose recommendations for improving the current reward based on the study's findings.

V. METHODOLOGY

5.1 Research Design

The study adopted a quantitative descriptive research design to provide a comprehensive description and overview of the factors influencing employee satisfaction and organizational behavior in relation to rewards within a Finance Corporation in Cabanatuan City. This research design is particularly valuable as it emphasizes the collection and analysis of numerical data, which will help quantify the types of rewards offered and their impact on employee satisfaction and behaviour.. According to Smith (2022), a quantitative descriptive research design is ideal when the goal is to describe characteristics of a phenomenon and analyze patterns or trends that emerge from empirical data.

5.2 Population and Sampling

This study used a purposive sampling strategy to select participants who possess the relevant knowledge and experience regarding the rewards systems, employee satisfaction, and organizational behavior within finance corporations in Cabanatuan City. The sample consisted of 38 respondents, chosen based on their direct involvement in various operational and managerial functions, ensuring that the insights gathered were pertinent and comprehensive. By using this strategy, the study aimed to capture data from individuals holding key roles, such as Branch Managers, Loan Associates, Credit Investigators, Sales Associates, Sales Recruitment Specialists, and Document Processors, whose experiences were central to understanding the rewards systems and their effects on employee satisfaction and organizational behavior.

The decision to select 38 respondents was grounded in the need for statistical accuracy. The sample size was determined using the sample size calculator, with a confidence level of 95% and a margin of error of 5%. This ensured that the sample was both representative and statistically significant. The final sample was diverse, covering various aspects of the finance sector, and enabled the study to explore factors such as monetary rewards, non-monetary rewards, developmental rewards, and their impact on employee engagement, team collaboration, job performance, and turnover intention.

This approach allowed for a thorough examination of the interplay between reward systems and employee satisfaction, leading to more reliable and valid conclusions. The findings are anticipated to offer valuable insights for finance corporations in Cabanatuan City, guiding strategies to optimize rewards systems that foster better organizational outcomes and employee well-being.

5.3 Data Gathering Procedure

The data collection for this quantitative descriptive research design involved several steps to gather information about the impact of incentive structures on employee motivation, satisfaction, and organizational behavior. The procedure primarily consisted of the distribution of survey questionnaires to the employees in the selected finance corporation.

The first step involved developing a structured survey questionnaire that aimed to gather information on the types of rewards provided by the organization, their effects on employee satisfaction, and their influence on organizational behavior. The questionnaire included questions about monetary, non-monetary, and developmental rewards, as well as the respondents' satisfaction with their work environment, compensation, work-life balance, and job performance. The survey was administered to a sample of employees, ensuring a representative selection across various departments and job positions. The questions were designed to obtain specific and measurable responses regarding how

rewards impacted employee satisfaction and behavior.

After the data was collected, it was analyzed using appropriate statistical methods. Descriptive statistical analysis was performed to identify trends and patterns in the responses. Correlation analysis was also conducted to determine the relationships between rewards, employee satisfaction, and organizational behavior.

5.4 Data Analysis

The data gathered from each part of the questionnaire underwent thorough analysis to extract meaningful insights and draw valid conclusions. To achieve this, specific data analysis techniques were employed for each section:

Part I. Profile of Respondents: The demographic information, such as age, gender, length of service, job position, and monthly income, was analyzed descriptively. Frequencies and percentages were calculated to summarize the respondents' characteristics and to understand the diversity of the sample.

Part II. Rewards Offered by the Organization: The responses regarding the types of rewards monetary, non-monetary, and developmental offered by the organization were analyzed using descriptive statistics. The frequency distribution was computed to determine the prevalence of each reward type within the organization.

Part III. Impact of Rewards on Employee Satisfaction: The Likert-scale responses related to various aspects of employee satisfaction, such as work environment, organizational culture, compensation and benefits, work-life balance, and management and leadership, underwent descriptive analysis. The mean scores were calculated for each item, with corresponding verbal interpretations to assess the level of satisfaction among employees.

Part IV. Impact of Rewards on Organizational Behavior: The responses related to employee engagement, team collaboration, job performance, and turnover intention were also analyzed using descriptive statistics. The mean scores for each of these areas were computed, and verbal interpretations were provided to determine the degree to which rewards influenced organizational behavior.

Part V. Relationship Between Rewards and Employee Satisfaction:

To determine if there was a significant relationship between rewards and employee satisfaction, Chi-Square tests were conducted. The Chi-Square test was used to assess whether there was a significant association between the various types of rewards such as monetary, non-monetary, developmental and the factors of employee satisfaction work environment, organizational culture, compensation and benefits, work-life balance, and management and leadership. A significance level of 0.05 was applied to determine if the relationships were statistically significant. The results of the Chi-Square test allowed us to evaluate the strength of the association between rewards and employee satisfaction.

Part VI. Relationship Between Rewards and Organizational Behavior:

To determine if there was a significant relationship between rewards and organizational behavior, Chi-Square tests were also performed. The Chi-Square test was used to evaluate whether rewards were significantly associated with organizational behavior factors such as employee engagement, team collaboration, job performance, and turnover intention. A significance level of 0.05 was applied to determine statistical significance, and the Chi-Square results helped analyze how different types of rewards influenced organizational behavior within the finance corporation.

VI. RESULTS AND DISCUSSION

6.1 Profile of the Respondents

The respondents of this study predominantly belong to the 20-29 age group (57.90%), indicating a young workforce likely focused on career growth and development. A smaller percentage (7.90%) are aged 40-49, and only 5.30% are aged 50 and above, suggesting potential challenges in retaining older, experienced employees. In terms of gender, the distribution is nearly balanced, with 52.60% male and 47.40% female respondents, reflecting efforts toward inclusivity. However, gender-based reward

preferences highlight the importance of offering tailored incentives, as men tend to prioritize financial rewards while women often value flexibility and recognition. The majority of respondents (68.40%) have been with the company for 1–3 years, but the absence of employees with over 10 years of service signals the need for long-term retention strategies. Regarding job positions, 23.70% of respondents hold key operational roles, such as branch managers, loan associates, and credit investigators, while specialized roles like sales associates and document processors make up smaller but essential contributions. In terms of income, 73.70% of respondents earn ₱10,000–₱19,999 per month, with 26.30% earning ₱20,000–₱29,999. While the salary structure meets basic needs, the lack of performance-based rewards or recognition programs limits motivation and job satisfaction. These findings emphasize the need for a more dynamic and inclusive reward system to cater to the diverse needs of the workforce.

6.2 The Different Rewards Offered By The Organization

Table 2. Different Rewards

Different rewards	Frequency (n=multiple response)	Percentage (100%)
Monetary Rewards	38	100.00 %
Non-Monetary Rewards	20	52.60 %
Developmental Rewards	15	39.50 %
Total		

The survey results show that the finance corporation in Cabanatuan offers various types of rewards to its employees. These rewards include monetary, non-monetary, and developmental rewards. The data on the frequency and percentage of each type of reward offered. All respondents (100%) reported receiving monetary rewards, indicating that financial compensation is universally offered within the organization. This may include salary, bonuses, incentives, or other financial benefits that employees receive for their contributions and performance. Given the high percentage, it suggests that monetary

rewards play a significant role in the organization's reward system. Over half of the respondents (52.6%) indicated that non-monetary rewards are provided. Non-monetary rewards can include recognition, awards, additional time off, or other forms of acknowledgment that are not financial in nature but still highly valued by employees. This demonstrates that the organization also emphasizes the importance of non-financial incentives to boost morale and employee satisfaction.

6.3 The Rewards Affect Employee Satisfaction Withing the Organization

Table 3. The Rewards Affect Employee Satisfaction Within The Organization

Dimensions	Mean	Verbal Description
Work Environment	3.26	Strongly Agree
Organizational Culture	3.26	Strongly Agree
Compensation and Benefits	3.32	Strongly Agree
Work-Life Balance	3.23	Agree
Management and Leadership	3.30	Strongly Agree
Overall Mean	3.27	Strongly Agree

The findings from the survey reveal a significant positive relationship between rewards and employee satisfaction within the finance corporation in Cabanatuan. The data indicates that rewards, in their various forms, have a strong impact on key dimensions of employee satisfaction, including work environment, organizational culture, compensation and benefits, work-life balance, and management and leadership. The mean score of 3.26 for work environment indicates that employees strongly agree that rewards positively affect their working conditions. This suggests that when employees receive appropriate rewards, it fosters a more supportive, comfortable, and motivating work environment, contributing to their overall satisfaction. The mean score of 3.26 for organizational culture shows a strong positive impact of rewards on shaping the culture within the organization. When employees are rewarded for their contributions, it promotes a positive, inclusive, and engaging organizational culture that aligns with the

company's values and mission. The highest mean score of 3.32 for compensation and benefits reflects the significant role of rewards in ensuring that employees are satisfied with their financial compensation and benefits packages. Employees perceive a direct link between their rewards and the value they place on their work, which enhances overall job satisfaction. The mean score of 3.23 for work-life balance falls under the "Agree" category, indicating that rewards also positively influence employees' ability to maintain a balance between their professional and personal lives. While rewards contribute to work-life balance, the level of agreement suggests that further improvements in this area could enhance overall satisfaction. A mean score of 3.30 for management and leadership indicates that rewards have a strong impact on employee perceptions of management and leadership quality. When employees feel that their efforts are recognized and rewarded, they are more likely to view management and leadership in a positive light, contributing to higher satisfaction levels. The overall mean score of 3.27, which falls within the strongly agree category, suggests that rewards have a significant and positive impact on employee satisfaction across all the dimensions examined. This underscores the importance of a well-structured reward system in ensuring that employees are satisfied with their work environment, compensation, culture, and management.

6.4 Rewards Affect Organizational Behavior Within The Organization

Table 4. Rewards Affect Organizational Behavior Within The Organization

Dimensions	Mean	Verbal Description
Employee Engagement	3.24	Agree
Team Collaboration	3.29	Strongly Agree
Organizational Commitment	3.29	Strongly Agree
Job Performance	3.26	Strongly Agree
Turnover Intention	3.24	Agree
Overall Mean	3.26	Strongly Agree
Legend: 3.25-4.00 – Strongly Agree; 2.5-3.24 – Agree; 1.75-2.49 – Disagree -1.00-1.74 – Strongly Disagree		

The results from the survey reveal the significant impact of rewards on various dimensions of organizational behavior within the finance corporation in Cabanatuan. The data suggests that rewards play a crucial role in influencing employee engagement, team collaboration, organizational commitment, job performance, and turnover intention. Rewards have a positive impact on employee engagement, as reflected by the mean score of 3.24, which falls within the "Agree" category. This suggests that employees feel motivated and engaged due to the rewards they receive, leading to a higher level of involvement in their tasks and responsibilities within the organization. The highest mean score of 3.29 indicates that rewards strongly promote team collaboration. Employees are more likely to work together effectively when they feel valued through both financial and non-financial rewards. This emphasizes the importance of recognition and incentives in fostering a collaborative work environment. The mean score of 3.29 for organizational commitment indicates that rewards strongly contribute to employees' dedication and loyalty to the organization. Employees are more likely to stay committed to their roles and the organization when they perceive that their efforts are appropriately rewarded. A mean score of 3.26 for job performance highlights that rewards strongly influence employees' job performance. When employees are recognized and compensated for their work, they are more likely to put forth higher efforts and meet or exceed performance expectations. The mean score for turnover intention is 3.24, indicating that rewards have a moderate impact on employees' intentions to stay or leave the organization. Although rewards help reduce turnover intention to some extent, the level of agreement suggests that other factors may also influence employees' decision to remain with the company. The overall mean of 3.26 falls under the "Strongly Agree" category, suggesting that, on the whole, rewards positively influence various aspects of organizational behavior. This highlights the significant role that rewards play in enhancing employee engagement, collaboration, commitment, performance, and reducing turnover intention.

6.5 Significant Relationship Between Rewards And Employee Satisfaction

Table 5. Chi-Square Tests

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	12.845	1	0.001		
Continuity Correction[b]	10.675	1	0.001		
Likelihood Ratio	13.102	1	0.000		
Fisher's Exact Test				.001	.001
Linear-by-Linear Association	11.964	1	0.001		
N of Valid Cases	38				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 7.50.

b. Computed only for a 2x2 table

The results of the Chi-Square tests demonstrated a significant relationship between rewards and employee satisfaction within the finance corporation in Cabanatuan. The Pearson Chi-Square test revealed a value of 12.845 with a p-value of 0.001, indicating a strong and statistically significant association between rewards and employee satisfaction. This suggests that the observed relationship is highly unlikely to have occurred by chance. The Continuity Correction ($\chi^2 = 10.675$, p = 0.001) reinforced this significance, confirming the connection even after adjusting for small sample sizes. The Likelihood Ratio test ($\chi^2 = 13.102$, p = 0.000) further supported the findings, showing a robust connection between the two variables. Fisher's Exact Test, with a p-value of 0.001 for both two-sided and one-sided tests, also confirmed the statistical significance of the relationship. The Linear-by-Linear Association test ($\chi^2 = 11.964$, p = 0.001) suggested a linear relationship, indicating that as rewards increase, employee satisfaction also rises. These findings highlight the importance of rewards in influencing employee satisfaction, underscoring the need for finance corporations in Cabanatuan City to implement comprehensive and well-aligned reward systems to enhance employee satisfaction and overall organizational effectiveness.

6.6 Significant Relationship Between Rewards And Organizational Behavior

Table 6. Chi-Square Test

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	8.674[a]	1	.003		
Continuity Correction[b]	6.864	1	.009		
Likelihood Ratio	9.070	1	.003		
Fisher's Exact Test				.004	.004
Linear-by-Linear Association	8.446	1	.004		
N of Valid Cases	38				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 8.53.

b. Computed only for a 2x2 table

The Chi-Square test results indicate a significant relationship between rewards and organizational behavior within the finance corporation in Cabanatuan. The Pearson Chi-Square value of 8.674, with a p-value of 0.003, demonstrates a strong and statistically significant association between rewards and organizational behavior, as the p-value is well below the standard threshold of 0.05. This suggests that the relationship is unlikely to have occurred by chance. The Continuity Correction result ($\chi^2 = 6.864$, p = 0.009) further reinforces the significance of the relationship, even when adjusting for small sample sizes. The Likelihood Ratio test ($\chi^2 = 9.070$, p = 0.003) provides further evidence of a meaningful connection between rewards and organizational behavior. Fisher's Exact Test, with a p-value of 0.004 for both the two-sided and one-sided tests, also supports the findings. The Linear-by-Linear Association test ($\chi^2 = 8.446$, p = 0.004) suggests that there is a linear relationship, meaning that as the level of rewards increases, organizational behavior, including factors like employee engagement, team collaboration, and job performance, is positively impacted. These results highlight the importance of reward systems in influencing organizational behavior and demonstrate the need for finance corporations to implement effective and well-structured reward programs to improve overall organizational performance.

6.7. Proposed Recommendations For Improving The Current Reward Based On The Study's Findings Based on the study's findings, several recommendations are proposed to enhance the reward system at the finance corporation in Cabanatuan City. A diversified reward system, including monetary, non-monetary, and developmental rewards, is essential for increasing employee satisfaction and engagement. Monetary rewards, such as competitive salaries and bonuses, should be complemented by non-monetary rewards like recognition and a positive work environment. Additionally, developmental rewards, including career advancement opportunities and skill development, should be prioritized to improve long-term satisfaction. The reward system should align with the organization's culture, reinforcing values like teamwork through team-based rewards and public recognition. Implementing strategies to promote work-life balance, such as

flexible hours, remote work, and wellness programs, would also enhance employee satisfaction and reduce turnover. Regular formal recognition programs, like "Employee of the Month," would help foster a culture of appreciation. Investing in professional development through training, mentorship, and leadership programs would support career growth and contribute to long-term employee retention. The company should continuously assess and adapt the reward system by gathering employee feedback through surveys to ensure it meets evolving needs. These changes would lead to a more motivated and satisfied workforce, improving both employee retention and organizational performance.

CONCLUSION

The study reveals that the workforce at the finance corporation in Cabanatuan consists primarily of young employees with varied lengths of service, job positions, and income levels. The corporation offers a combination of monetary, non-monetary, and developmental rewards that cater to different employee needs, boosting satisfaction and motivation. Key factors influencing satisfaction include work environment, organizational culture, compensation, benefits, and work-life balance, which employees highly value. The research also shows that rewards have a positive impact on organizational behavior, leading to higher engagement, collaboration, and job performance, which are essential for the corporation's success. Furthermore, a significant relationship exists between rewards and employee satisfaction, with those perceiving the reward system as fair reporting higher satisfaction. Based on these findings, it is recommended that the corporation expand its reward offerings, introduce initiatives to promote work-life balance, and regularly review the reward system to ensure it aligns with both employee needs and the company's evolving goals.

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