

Reward System and Teachers' Commitment in Secondary Schools in Babak District, Island Garden City of Samal

Ana Baluarte Pagulong

Abstract. The study navigated the relationship between the reward system and teachers' commitment in Babak District, Island Garden City of Samal. A non-experimental quantitative research design was employed, and data were collected from 100 secondary school teachers with at least three years of meaningful experience in the field through stratified sampling. Modified survey questionnaires were utilized to assess the reward system and its significant relationship, if any, with teachers' commitment. The findings revealed that the overall mean score for the reward system was extensive agreement among the primary respondents. On the other hand, the overall mean score for the teachers' commitment was pervasive. Furthermore, a significant positive relationship was observed between the reward system and teachers' commitment, suggesting the importance of implementing effective reward systems within educational institutions to foster a supportive and motivating work environment for teachers. The indicators of the reward system include extrinsic (financial) and intrinsic (non-financial) rewards. These findings support the existing literature highlighting the importance of proper compensation and educators' work commitment. Thus, the teacher will have a positive self-image, value his job, and give his all for everyone's success. The study provides valuable insights for the Department of Education, school administrators, teachers, and future researchers to understand better the importance of those things stated above in fostering a much better learning community for teachers, students, and everyone in it.

KEY WORDS

1. Reward system 2. Teachers' commitment 3. Quantitative

1. Introduction

The secondary school reward system has a significant impact on instructors' dedication and general job performance. Schools may greatly increase the morale and dedication of teachers by providing incentives like bonuses, recognition, professional development opportunities, and career promotion. But putting these compensation schemes into place can be difficult; problems with fairness, consistency, and compatibility with teachers' innate motivations are common. Inefficient incentive programs might undermine the same objectives they are designed to accomplish by causing discontent and disengagement. Therefore, cultivating a dedicated and motivated teaching staff is crucial to improving the educational outcomes for children. This requires an awareness of the significance of a well-designed reward system and resolving any potential concerns. Recently, Australian secondary school teachers' perceptions dedication to their profession and the institutions they work for have been thoroughly examined by Milligan and Lonsdale (2019). This study sheds light on the subtleties of teacher motivation within the Australian educational setting and offers insightful information about the many forms of recognition and rewards that influence teachers' dedication. Onyango et al. (2018) explores the unique environment of public universities in Kenya in the meantime. The study examines the relationship between various forms of rewards, such as cash incentives, intrinsic motivators, and extrinsic benefits, and instructors' levels of commitment in a higher education context through a thorough examination. This study sheds light on the variables affecting teacher commitment in the context of postsecondary education by analyzing the intricacies of reward schemes in Kenya. Similar to this, Sultan et al. (2018) looks into the connection between Punjab, Pakistan's secondary school system and teachers' commitment using reward systems. This study examines the effects of several reward systems, including pay scales, awards, and chances for professional growth, on the levels of dedication of teachers in both public and private educational settings. This study adds to a better knowledge of the regional differences in teacher motivation and dedication by examining the dynamics of reward and commitment across Pakistan's various educational sectors. An organization's integrated policies, processes, and practices of rewarding employees without bias following skills, competencies, contributions, and market value can be a reward system of that particular organization (Armstrong, 2010). Organizations have different approaches to managing rewards to ensure effectiveness and efficiency. A reward system consists of financial rewards and employee benefits, commonly called total remuneration. The reward system outlines the pay levels, pay structure, base pay, employee benefits, and all non-

of reward systems and how they affect their financial rewards. From the employee's point of view, reward systems should meet their expectations regarding equity and fairness. The reward policies should be well-communicated to the employees' understanding, and the rewards should match market rate, qualification, and skills. Management must, therefore, put in place proper procedures to manage this reward system so that the organization can achieve its goals and objectives. In the competitive environment of business of the twenty-first century, where universities are facing severe competition and worker retention questions, reward systems act as a management catalyst for the attraction, retention, and motivation of high-performance workers that give it a competitive advantage in the realization of the vision, mission and overall improvement in terms of performance. Thus, Brewster et al. (2018) maintained that a bestperforming workforce is a sine qua non for realizing an organization's vision, mission, and goals in its strategic plan. So, the foundation stone of thriving organizations is workers who are rewarded, and the most significant impact of reward systems is felt through the ability of organizations to catch, motivate, and retain a high caliber of workers and get high levels of performance in return. Davao region is known as the "melting pot of culture in the Philippines. Like the rest of the country, the best education is always the pursuit of higher education in Davao. As such, one challenging role is to keep committed teachers to continue to serve the demand of educational reforms the region necessitates. This necessity has come to a critical stage since teachers are also vulnerable. Watanabe (2019), pronounced that highly qualified teachers are sought after in many countries around the world Filipino teachers if often awarded for competency and commitment. Despite these valuable insights, there remains a substantial research gap concerning the waves of reward systems and the commitment of Babak District, Island Garden City of Samal elementary school educators.

Specifically, there is a need to explore the pre-system of educators and the quality of education dictive power of various aspects of reward systems, such as extrinsic or financial rewards and intrinsic or non-financial rewards. This study will fill this gap by examining the relationship between the rewards system and teachers' commitment in Babak District, Island Garden City of Samal. The findings of this study will contribute to the existing literature on the reward system and teacher commitment, as well as provide insights for policymakers and educational leaders on how to improve the compensation

in the Philippines. Therefore, this study helped prove the predictive relationship between the reward system and teacher's commitment. Specifically, it scrutinized how different aspects of the reward system, extrinsic and intrinsic rewards, impacted the educator's commitment to service. The findings from this study contributed to the existing body of literature on reward systems and teacher's commitment and provided valuable insights for educators, administrators, and policymakers aiming to enhance these aspects.

2. Methodology

This section contains the research design, research respondents, research instrument, data gathering procedure, and data analysis. By detailing the research design, identifying the research respondents, and selecting an appropriate research instrument, the study systematically gathers and analyzes data to provide meaningful insights.

2.1. Research Design—This study applied a quantitative research method to determine the influence of the reward system on teachers' and employees' commitment in Babak District, Island Garden City of Samal. Quantitative research is presented in numerical form, and analyzed through the use of statistics and the proponents tended to use mathematical models as the methodology of data analysis; it includes the collection of data so that the information can be quantified and subjected to statistical treatment to support or refute alternate knowledge claims (Williams, 2017). This study is composed of one independent and one dependent variable with corresponding indicators that will affect the mentioned variable above. Hence, the researchers use a test instrument as the main gathering tool to assess the reward system's influence on teacher commitment. The researchers consider this design, which would help them gather the needed data and propose concrete guidelines regarding teachers' commitment analysis, if any.

2.2. Research Respondents—The respondents of the study were secondary school teachers with at least 3 years of meaningful experience in Babak District, Island Garden City of Samal. In this study, the 100 respondents were selected through a stratified random sampling technique. Stratified random sampling is a method of sampling that involves the division of a population into smaller sub-groups known as strata. According to Shi (2015), in stratified random sampling, or stratification, the strata are formed based on members' shared attributes or characteristics, such as income or educational attainment. Stratified random sampling is appropriate in this study because there is heterogeneity in a population that can be classified with ancillary information. In this study, certain inclusion criteria were implemented in determining the respondents of the study. The primary consideration of this study is to select respondents who can provide information to achieve the purpose of this study. Hence, only those with at least 3 years' meaningful experience in Babak District, Island Garden City of Samal,

NIJSE (2024) X-X

those teachers who were not subjected to any administrative or criminal cases, and those who voluntarily signed the ICF were given the survey questionnaires. Moreover, the study was delimited only to the nature of the problem based on the research questions and, thus, it did not consider the performance rating of the teachers.

This means that the questionnaire was adopted from different sources such as the internet and it is modified to contextualize the professional setting and has simplified the question items for the respondents understanding. To determine the extent of the reward system in relation to teachers' commitment, the following scale was used.

2.3. *Research Instrument*—The adoptedmodified questionnaire is used in this study.

| Range of Means | Descriptive Equivalent | Descriptive Meaning | | |
|-----------------------|-------------------------------|---|--|--|
| 4.2 - 5.0 | Very Extensive | The reward system of teachers is always manifested. | | |
| 3.4 – 4.19 | Extensive | The reward system of teachers is frequently manifested. | | |
| 3.0 - 3.39 | Moderately Extensive | The reward system of teachers is sometimes manifested. | | |
| 1.8 – 2.59 | Less Extensive | The reward system of teachers is seldom manifested. | | |
| 1.00 – 1.79 | Not Extensive | The reward system of teachers is never manifested. | | |
| Range of Means | Descriptive Equivalent | Descriptive Meaning | | |
| 4.2 - 5.0 | Very Extensive | Teachers' commitment is al- ways manifested. | | |
| 3.4 – 4.19 | Extensive | Teachers' commitment is fre- quently manifested. | | |
| 3.0 - 3.39 | Moderately Extensive | Teachers' commitment is some- times manifested. | | |
| 1.8 – 2.59 | Less Extensive | Teachers' commitment is sel- dom manifested. | | |
| 1.00 - 1.79 | Not Extensive | Teachers' commitment is never manifested. | | |

2.4. Data Gathering Procedure—After the validation of the research questionnaire, the researcher would undergo certain steps in conducting the study: Permission to Conduct the Study. The researcher secured permission to conduct the study. An endorsement was obtained from the Dean of the Graduate School in Rizal Memorial Colleges, Inc., Davao City, in December 2023. The endorsement letter from

the Dean of the Graduate School in Rizal Memorial Colleges, Inc., Davao City, was attached to the permission letters endorsed to the school principals of the selected secondary schools in Babak District, Island Garden City of Samal. The identified respondents in Babak District, Island Garden City of Samal, were contacted by email to explain the research study and obtain consent. To preserve the anonymity of the sur-

NIJSE (2024) X-X

vey, the researcher sent a link for the survey and consent form to principals, and the principals sent out the link to the identified respondents. An explanation of the voluntary study was sent with the link so that the respondents were fully informed, and if requested, a paper copy was provided. The email explained that the principals of the participants' schools had granted prior approval. Distribution and Retrieval of the Questionnaire. Once all necessary permissions were obtained, the researcher proceeded with distributing the questionnaires to the respondents during the month of January 2024. Before

distributing the questionnaires, the researcher briefed the respondents on the importance of the survey and its potential benefits. The respondents were given ample time to complete the questionnaires, and the data collected were analyzed using quantitative methods. Collation and Statistical Treatment of Data. After retrieving the questionnaire data, the scores of each respondent were tallied to organize the data per indicators in February 2024. Subsequently, each score was subjected to descriptive and inferential analysis using SPSS.

2.5. Data Analysis—The gathered data were tabulated and analyzed using the following statistical tools: Weighted Mean. This statistical tool was used in this study to compute the extent of the reward system's impact on teachers' commitment in Babak District, Island Garden City of Samal. Pearson-r. This statistical tool

was used in this study to determine the relationship between the reward system and teachers' commitment in Babak District, Island Garden City of Samal. Multiple Regression Analysis. This statistical tool was used in this study to determine the influence of the reward system on teachers' commitment in Babak District, Island Garden City of Samal.

3. **Results and Discussion**

This chapter presents the results generated from the data gathered. It is sequenced based on the study's objectives, as presented in the first chapter. Thus, it presents the extent of the Reward system and its indicators, the extent of the Teacher's commitment and its indicators, and the significant influence between the two variables.

Indicators Table 1 presents the overall mean results for the reward system, specifically focusing on extrinsic and intrinsic rewards. The over-

Summary of the Extent of Reward System all mean scores for these aspects range from 3.34 to 4.15, indicating extensive agreement among the respondents in all areas.

| Indicator | Overall Mean | Descriptive Equivalent Extensive | |
|---------------------|---------------------|--|--|
| Extrinsic reward | 3.95 | | |
| Intrinsic reward | 4.34 | Very Extensive | |
| Overall Mean | 4.15 | Extensive | |

Table 1. Overall Mean Results for Reward System Indicators

all mean score of 4.34. These results indicate that the teachers in Babak District, Island Garden City of Samal, believe that intrinsic rewards contribute to ongoing professional development and continuous improvement among teachers. The joy derived from non-financial motivators often fuels a desire for excellence and growth. The second and last indicator for the independent variable, reward systems, is the extrinsic reward, with the lowest mean of 3.95, demonstrating extensive agreement among the respondents. This suggests that the teachers generally support and appreciate external incentives as practical tools for motivation and recognition in

Summary of the Extent of Teacher's Commitment Indicators

Table 1 presents the overall mean results for the indicators of affective, Continuous, and Normative commitment. The mean scores for all the indicators range from 4.22 to 4.28, indicating a pervasive level of agreement among the respondents in each aspect. Among all the indicators. Continuous commitment has an over-

Intrinsic rewards received the highest over- the given context. In summary, the study reveals that the teachers in Babak District, Island Garden City of Samal, prioritize intrinsic reward over extrinsic reward. This extensive intrinsic reward compared to extrinsic reward suggests that teachers find deep personal satisfaction and motivation from within themselves, driven by the inherent value they see in their work. While extrinsic rewards are acknowledged, they are secondary in motivating behavior and maintaining job satisfaction. These findings have important implications for improving educational practices, fostering a positive workplace environment, and enhancing student outcomes in Babak District, Island Garden City of Samal.

> all mean of 4.28, suggesting a pervasive level of agreement among the respondents. These results demonstrate that the teachers in Babak District, Island Garden City of Samal, exhibit a profound connection to their roles within the educational institution based on practical considerations and perceived costs associated with leaving.

| Indicator | Overall Mean | Descriptive Equivalent | |
|-----------------------|---------------------|------------------------|--|
| Affective commitment | 4.22 | Very Extensive | |
| Continuous commitment | 4.28 | Very Extensive | |
| Normative commitment | 4.25 | Very Extensive | |
| Overall Mean | 4.25 | Very Extensive | |

Table 2. Overall Mean Results for Teacher's Commitment Indicators

This elevated level of commitment suggests that teachers recognize and highly value their investment in time, professional development, and accrued benefits. It also implies that teachers in Babak District, Island Garden City of Samal, the primary respondents of this study, continued service as integral to their personal and professional well-being, choosing to stay based on a practical acknowledgment of the costs associ-

portunities. The Normative commitment is the second highest mean score among the teachers' commitment indicators. It indicates a substantial level of commitment based on a sense of obligation, duty, and shared values with the educational institution. This alignment suggests that teachers feel a moral responsibility to stay with their school due to a genuine belief in the importance of their role in fulfilling the organiated with seeking alternative employment op- zation's mission and upholding its values. Achas the lowest mean among the three. This involves a deep emotional connection and identification with the organization, indicating that teachers with this commitment component place importance on their positive feelings and attachments towards their school. This emotional bond contributes to a positive work atmosphere, job satisfaction, and a sense of belonging, enhancing overall morale and engagement among teachers. In summary, a third-place ranking for affective commitment signifies that teachers recognize and value the emotional aspect of their commitment alongside other factors, such as practical considerations and a sense of duty. Overall, the extensive level of agreement in all aspects shows that teachers in Babak District, Island Garden City of Samal, are multi-faceted. This commitment dimension contributes to a positive school culture, instilling a sense of com- Conversely, if extrinsic rewards are withheld or munity and shared responsibility among educa- reduced, there may be a corresponding decrease tors. Together, these commitment components in the desired behavior or performance. create a holistic and sustainable educational en-

cording to the results, Affective commitment vironment, ensuring that teachers are professionally satisfied and retained and aligned with the educational institution's values and goals.

> Relationship Between Reward System and Teacher's Commitment in Babak District, Island Garden City of Samal

> Table 3 presents the correlation coefficients (R-values) and p-values for the relationship between reward system factors and teachers' commitment. The interpretations indicate that all factors significantly link teachers' commitment, as all p-values are less than 0.05. The findings reveal that Extrinsic with an r value of 0.864, this suggests a high degree of correlation between the provision of extrinsic rewards and the resulting behavior or performance. In practical terms, this means that when individuals receive extrinsic rewards, they are highly likely to exhibit the desired behavior or performance.

Table 3. Relationship Between Reward System and Teacher's Commitment in Babak District, Island Garden City of Samal

| Reward System Factors | Teacher's Commit- ment | r-value | p-value | Decision |
|-----------------------|------------------------------|---------|---------|---------------------------|
| Extrinsic Reward | | 0.864 | 0.018 | Significant, Reject H0 |
| Intrinsic Reward | | 0.464 | 0.046 | Significant, Reject H0 |

*Significant at p < 0.05.

extrinsic rewards can be effective in motivating certain behaviors or performance outcomes in the short term, their long-term impact may be limited. Research in psychology and behavioral economics suggests that excessive reliance on extrinsic rewards can lead to a phenomenon known as "motivation crowding out," where in-

However, it's important to note that while ternal factors such as personal interest or enjoyment) is undermined. Therefore, while the strong positive correlation indicated by an r value of 0.864 suggests that extrinsic rewards can be effective motivators, it's essential for organizations and individuals to also consider the role of intrinsic motivation and other factors in fostering sustained and meaningful behavtrinsic motivation (i.e., motivation driven by in- ior change or performance improvement. Bal-

recognition and support can help create a more holistic and sustainable approach to motivation and performance management. To continue, an r value of 0.464 indicates a moderate positive correlation between intrinsic rewards and a particular outcome, such as employee motivation, job satisfaction, or performance. In the context of intrinsic rewards, this correlation suggests that as the provision or experience of intrinsic rewards increases, the desired outcome also tends to increase, albeit to a moderate degree. While a moderate positive correlation indicates that intrinsic rewards can have a meaningful impact on outcomes, it's important to recognize that other factors may also influence these outcomes. For example, organizational culture, job design, leadership style, and individual differences can all play a role in shaping motivation and job satisfaction. Therefore, organizations and individuals should strive to create environments that support intrinsic rewards and motivation, recognizing their importance in fostering engagement, satisfaction, and well-being. This may involve providing opportunities for autonomy, mastery, and purpose, as well as cultivating a culture that values personal growth, creativity, and meaningful work. The findings from the correlation analysis between reward system factors and teachers' commitment align with the existing literature on this topic. The results of this study are also supported by the research of Afshar and Doosti (2016), who suggested that

ancing extrinsic rewards with other forms of higher rewards for employees at work play an essential role in the advancement of employee job satisfaction and higher profitability in associations. Higher rewards for employees in the workplace play an essential role in advancing employee job satisfaction and higher profitability in the association. In addition, satisfaction with the profession is a factor of teachers' satisfaction or dissatisfaction. The positive and significant correlations observed in this study indicate that the teachers' commitment improves as teachers demonstrate higher levels of extrinsic and intrinsic rewards. These findings are consistent with the research by Male Nut Official (2016), who clamored that teaching is a noble profession. Teachers need to be rewarded by both financial and non-financial means. Nevertheless, in our situation, we prefer the monetary reward. Given any teacher, a recognition award would only be with an ordinary certificate, and no funds or cash prizes are attached to such awards. The significant relationships between reward system factors and teachers' commitment provide valuable insights for improving educational practices and strengthening educational institutions' partnerships with their teaching staff. By recognizing the importance of extrinsic and intrinsic rewards in influencing teachers' commitment, administrators and policymakers can develop more effective strategies for enhancing teacher motivation and job satisfaction.

Conclusions and Recommendations 4.

This section of the paper provides the researcher's conclusion and recommendations based on the findings. The conclusions drawn are supported by the existing literature discussed in the earlier chapters, and they address the research problem identified in this study.

this study was to evaluate the influence of a reward system on teacher commitment using a quantitative research design that involves admin- ing a stratified random sampling method. To

4.1. Findings-The primary purpose of istering questionnaires. This study comprises 100 secondary school teachers from Babak District, Island Garden City of Samal, selected us-

ensure the reliability and internal consistency of the questionnaire items, the researcher modified and enhanced existing survey questionnaires and pilot-tested them in a nearby school. Based on the analysis of the data and results obtained from the study, the following summary of findings can be highlighted: The overall mean results for the reward system indicators, such as extrinsic motivation (3.95) with extensive descriptive equivalent and intrinsic motivation (4.34), with descriptive very extensive indicate an overall mean of (4.15) extensive level of reward system involvement among the Babak District, Island Garden City of Samal respondents. The findings support previous research highlighting the importance of reward systems in fostering the need for ongoing evaluation and refinement to ensure their continued relevance and effectiveness in a rapidly evolving educational landscape. The findings revealed that teachers perceive extrinsic rewards as a helpful tool for motivating students in educational settings and help establish clear goals for students to work towards, giving them a sense of direction in their learning journey. The overall mean results for the Teacher's Commitment, such as Affective commitment, (4.22) with very extensive descriptive equivalent, Continuous commitment, (4.28) with very extensive descriptive equivalent, and Normative commitment, (4.25), with descriptive very extensive indicate an overall mean of (4.25) very extensive level of Teacher's Commitment among the Babak District, Island Garden City of Samal respondents. The very extensive teachers' commitment indicates practical affective commitment, continuous commitment, and normative commitment displayed by the educators within the school setting. The extensive teachers' commitment indicates affective commitment, continuous commitment, and normative commitment between educational institutions and educators. There was a significant relationship between the reward system

tering a supportive and rewarding work environment was essential for enhancing teacher commitment and dedication. A positive and significant relationship between the reward system and teachers' commitment indicates solid associations. The aspects of the reward system that have the most substantial impact on teachers' commitment are extrinsic reward and intrinsic reward. Educational institutions could achieve this by implementing effective reward systems that recognize and appreciate teachers' contributions, both extrinsically and intrinsically. While both extrinsic and intrinsic rewards can influence teachers' commitment, research suggests that intrinsic rewards may have a more sustainable and lasting impact on motivation and job satisfaction. Teachers who are intrinsically motivated tend to be more resilient, creative, and engaged in their work, even in the absence of external incentives. Therefore, fostering a supportive work environment that values both extrinsic and intrinsic rewards is essential for promoting teachers' commitment and well-being. Extrinsic and intrinsic rewards are two reward system domains in Babak District, Island Garden City of Samal, that have the potential to greatly affect instructors' commitment. Teachers' commitment was strongly impacted by extrinsic rewards, which include bonuses, promotions, pay increases, and other financial incentives. Teachers receive instant, tangible recognition for their work, which boosts their motivation and job satisfaction. On the other side, intangible advantages like chances for professional growth, acknowledgment, encouraging remarks, and a nice work atmosphere are included in intrinsic rewards. These incentives play a critical role in helping teachers develop a feeling of fulfillment and purpose, which in turn raises their levels of dedication and commitment to their jobs. To create a balanced incentive system that meets instructors' material and psychological demands, both intrinsic and extrinsic rewards and teachers' commitment, suggesting that fos- are necessary. When used well, these incentives

improve instructors' general dedication to their gagement. Their proactive approach to learning, teaching responsibilities and boost retention and performance in Babak District. Fairness and equity in the distribution of rewards are essential for fostering trust and confidence among teachers. A transparent and equitable reward system ensures that all educators feel valued and recognized for their contributions, strengthening their commitment to their profession. A welldesigned reward system is a powerful incentive for teachers to maintain and improve their performance. The prospect of receiving rewards motivates educators to strive for excellence in their teaching practices.

Conclusions—Based on the extensive 4.2. analysis of the results presented in this study, the following conclusions can be drawn: The extent of reward system indicators in terms of extrinsic motivation and intrinsic motivation was extensive. The teachers in Babak District, Island Garden City of Samal, exhibit a positive and supportive work environment facilitated by an effective reward system. This system contributes to extensive levels of teacher commitment to extrinsic and intrinsic rewards. The extent of Teacher Commitment in terms of Affective commitment, Continuous commitment, and Normative commitment was very extensive. The very extensive commitment indicates practical affective commitment, continuous commitment, and normative commitment displayed by the educators within the school setting. There was a strong positive relationship between the reward system and teachers' commitment. This indicates that teachers feel that their efforts and contributions are recognized and rewarded appropriately, and they tend to demonstrate a higher commitment to their work and their students. A well-designed reward system acknowledges teachers' hard work and incentivizes continued dedication and excellence in their teaching practices. The teachers in Babak District, Island Garden City of Samal, demonstrate a commitment to ongoing professional development and en-

collaboration, and student support is a testament to their dedication. Most teachers firmly believe in fostering a positive and inclusive learning environment; a supportive atmosphere is essential for promoting student success, well-being, and academic achievement. Teachers in Babak District, Island Garden City of Samal, perceive themselves as committed professionals driven by a passion for teaching, learning, and making a positive difference in the lives of their students and communities. The reward system supports teachers' ongoing professional growth and development. Opportunities for rewards such as access to training, workshops, and career advancement initiatives incentivize educators to invest in enhancing their skills and knowledge. In conclusion, while both extrinsic and intrinsic rewards can significantly influence teachers' commitment, intrinsic rewards may play a more profound role in fostering long-term motivation, job satisfaction, and professional fulfillment. Therefore, organizations and educational institutions should strive to create environments that support both types of rewards to promote teachers' commitment and enhance the quality of education.

4.3. Recommendations-Based on the findings and conclusions generated from the study, the researcher recommends the following: The findings of this study provide important implications for various stakeholders in the education sector, including the Department of Education, teachers, parents, and future researchers. Department of Education. Enhancing existing reward systems to recognize and support teachers' contributions can involve providing opportunities for professional development, creating a culture of appreciation, and ensuring fairness and transparency in reward distribution. Such measures will likely boost teacher commitment and contribute to overall educational quality in the district. School Administrators. Prioritizing the recognition and support of teachers

ing these aspects, administrators can promote teacher satisfaction, motivation, and commitment, ultimately leading to improved student outcomes and overall school success. Teachers. Recognizing and valuing their efforts within the educational community: Fostering a supportive work environment where collaboration and communication are encouraged can enhance job satisfaction and commitment among teachers. By prioritizing these aspects, teachers can cultivate a sense of fulfillment and dedication to their profession, ultimately benefiting student learning and the overall educational experience. Engage in continuous professional development by participating in workshops, seminars, and online courses, educators can enhance their teaching skills, stay updated with educational trends, and address student needs effectively. Continuous learning fosters a culture of lifelong improvement and adaptability, empowering teachers to remain dynamic and responsive to changing educational landscapes. Future Researchers. Delv- ing educational community.

within the educational community: By address- ing deeper into the specific mechanisms through which reward systems influence teacher's behavior and attitudes: Investigating the long-term effects of different types of rewards on teacher retention and job satisfaction could provide valuable insights for educational policy and practice. Future research in this area has the potential to inform evidence-based strategies for enhancing teacher commitment and improving educational outcomes. By implementing these recommendations, the Department of Education, School administrators, Teachers, and Future researchers can collectively improve the learning experience. Recognizing and supporting teachers through enhanced reward systems and professional development opportunities fosters teacher satisfaction, commitment, and effectiveness. Ongoing research into these strategies informs evidence-based practices, driving continuous improvement in education. This collaborative effort empowers educators, enhances student learning outcomes, and fosters a thriv-

5. References

- Aboelmaged, M. G. (2018). Knowledge sharing through enterprise social network (esn) systems: Motivational drivers and their impact on employees' productivity. Journal of Knowledge Management, 22(2), 362-383.
- Ali, M., Li, Z., Khan, S. J., Shah, S. J., & Ullah, R. (2021). Linking humble leadership and project success: The moderating role of top management support with the mediation of team-building. International Journal of Managing Projects in Business, 14(3), 545–562.
- Anku, J., Amewugah, B., & Glover, M. (2018). Concept of reward management, reward system and corporate efficiency. International Journal of Economics, Commerce Management, 6(2), 621–637.
- Arif, I., Komardi, D., & Putra, R. (2021). Brand image, educational cost, and facility on student satisfaction and loyalty at stie pelita indonesia pekanbaru. Journal of Applied Business and Technology, 2(2), 118-133.
- Armstrong, M., & Taylor, S. (2020). Armstrong's handbook of human resource management practice. Kogan Page Publishers.
- Ashraf, N., & Bandiera, O. (2018). Social incentives in organizations. Annual Review of Economics, 10, 439-463.

- Baqir, M., Hussain, S., Waseem, R., & Islam, K. M. A. (2020). Impact of reward and recognition, supervisor support on employee engagement. *American International Journal of Business* and Management Studies, 2(3), 8–21.
- Bhatti, M. A., Farhan, M., Ahmad, M. J., & Sharif, M. N. (2019). The impact of social crm capabilities and customer engagement on the firm performance: The mediating role of social media usage. *Pakistan Journal of Humanities and Social Sciences*, 7(3), 313–324.
- Brewster, C., Mayrhofer, W., & Farndale, E. (2018). *Handbook of research on comparative human resource management*. Edward Elgar Publishing.
- Chantal, M., Manyange, M., & Asuman, B. (2022). The relationship between extrinsic rewards and employee performance of shyogwe diocese. *International Digital Organization for Scientific Research*, 8(1), 66–78.
- Chikukwa, T., Msosa, S. K., & Mlambo, C. (2022). Analyzing extrinsic rewards, employee motivation and organizational effectiveness in turbulent economic times: A case study of the zimbabwean manufacturing sector [(Version 1)].
- Dahlan, S., & Dewasiri, J. (2019). Factors influencing employee performance in leading conglomerate in sri lanka. *Colombo Journal of Advanced Research*, 1(1), 1–12.
- Dakhoul, Z. M. (2018). The determinants of employee performance in jordanian organizations. *Journal of Economics Finance and Accounting*, 5(1), 137–143.
- Emmanuel, N., & Nwuzor, J. (2021). Employee and organizational performance: Employees perception of intrinsic and extrinsic rewards system. *Applied Journal of Economics*, *Management and Social Sciences*, 2(1), 26–32.
- Gbenga, B. O., & Yakub, N. F. (2018). Reward system and public secondary school teachers performance. *Covenant Journal of Business and Social Sciences*.
- Harwiki, W. (2016). The impact of servant leadership on organization culture, organizational commitment, organizational citizenship behavior (ocb) and employee performance in women cooperatives. *Procedia-Social and Behavioral Sciences*, 219, 283–290.
- Hashmi, A., Ahmad, M. A., & Nawaz, M. A. (2021). The role of coordination, decision making and spatial data infrastructure on the disaster management in pakistan: Moderating role of information system. *Review of Applied Management and Social Sciences*, 4(1), 79–91.
- Hussain, S. D., Khaliq, D., Nisar, Q. A., Kamboh, A. Z., & Ali, S. (2019). The impact of employees' recognition, rewards and job stress on job performance: Mediating role of perceived organizational support. *Journal of Management*, 2(2), 69–82.
- Ihsani, N., & Wijayanto, A. (2020). The effect of organizational culture, motivation, and job satisfaction on employee performance. *Dinasti International Journal of Digital Business Management*, 1(4), 492–502.
- Kabuki, S. W. (2019). *Effect of reward management strategies on employee performance in impact sourcing companies in kenya* [Doctoral dissertation, Africa International University].
- Kappel, M. (2018). How to establish a culture of employee engagement?
- Khan, A. J., & Iqbal, J. (2020). Training and employee commitment: The social exchange perspective. *Journal of Management Sciences*, 7(1), 88–100.
- Kotzé, M., & Nel, P. (2020). The influence of job resources on platinum mine workers' work engagement and organizational commitment: An explorative study. *The Extractive Industries* and Society, 7(1), 146–152.

- Kwarteng, S., Frimpong, S. O., Asare, R., & Wiredu, T. (2024). Effect of employee recognition, employee engagement on their productivity: The role of transformational leadership style at ghana health service. *Current Psychology*, *43*, 5502–5513.
- Malec, S., Sarin, S., & Haon, C. (2020). Extrinsic rewards, intrinsic motivation, and new product development performance. *Journal of Product Innovation Management*, 37(6), 528–551.
- Martono, S., Khoiruddin, M., Wijayanto, A., Ridloah, S., Wulansari, N. A., & Udin, U. (2018). Remuneration reward management system as a driven factor of employee performance. *International Journal of Business and Society*, 19(4), 535–545.
- Martono, S., Khoiruddin, M., Wijayanto, A., Ridloah, S., Wulansari, N. A., & Udin, U. (2020). Increasing teamwork, organizational commitment and effectiveness through the implementation of 9borative resolution. *Journal of Asian Finance, Economics and Business*, 7(6), 427–437.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, *1*(1), 61–89.
- Montani, F., Boudrias, J.-S., & Pigeon, M. (2020). Employee recognition, meaningfulness and behavioral involvement: Test of a moderated mediation model. *The International Journal of Human Resource Management*, *31*(3), 356–384.
- Motyka, B. (2018). Employee engagement and performance: A systematic literature review. *International Journal of Management and Economics*, 54(3), 227–244.
- Muhammad, S., Afridi, F. K., Ali, M. W., Shah, W. U., & Alasan, I. I. (2021). Effect of training on employee commitment: Mediating role of job satisfaction. *Pakistan Journal of Society*, *Education and Language (PJSEL)*, 7(1), 28–37.
- Napitupulu, B., Sudarno, S., & Junaedi, A. T. (2021). Budget realization as a management control tool for company performance. *Journal of Applied Business and Technology*, 2(3), 243–250.
- Noorazem, N. A., Md Sabri, S., & Mat Nazir, E. N. (2021). The effects of the reward system on employee performance. *Jurnal Intelek*, 40–51.
- Oh, H. S., & Sawang, S. (2021). Qualitative differences in the mindsets associated with the dual nature of normative commitment. *Plos One*, *16*(6), e0251193.
- Potnuru, R., Sahoo, C., & Sharma, R. (2019). Team building, employee empowerment and employee competencies: Moderating role of organizational learning culture. *European Journal of Training and Development*, *43*(1/2), 39–60.
- Pramono, R. (2021). The effect of intrinsic rewards and extrinsic rewards on performance with job satisfaction as intervening variables. *Journal of Social Science*, 2(2).
- Purba, D., Catherine, C., Saebani, H., & Bella, C. (2020). Psychological meaningfulness and work engagement effect on doctor's job satisfaction. *Journal Name*, *10*(2), 229–239.
- Putra, R., & Renaldo, N. (2020). Improving job satisfaction and performance of high school equivalent teachers through commitment, organizational culture, motivation, and leadership style in rokan hilir district. *Procuratio: Scientific Journal of Management*, 8(1), 125–139.
- Qu, C., Météreau, E., Butera, L., Villeval, M. C., & Dreher, J.-C. (2019). Neurocomputational mechanisms at play when weighing concerns for extrinsic rewards, moral values, and social image. *PLoS Biology*, 17(6), e3000283.

- Rai, A., Ghosh, P., Chauhan, R., & Singh, R. (2018). Improving in-role and extra-role performances with rewards and recognition: Does engagement mediate the process? *Management Research Review*, 41(8), 902–919.
- Rainey, H. (2014). Understanding and managing public organizations.
- Saks, A. (2022). Caring human resources management and employee engagement. *Human Resource Management Review*, 32(3).
- Setiawan, Y., Junaedi, A. T., & Chandra, T. (2021). The effect of employee work ethics and training on employee performance and service quality at pt xl axiata riau. *Journal of Applied Business and Technology*, 2(3), 194–205.
- Shabbir, T., Naz, K., & Trivedi, S. D. (2021). Perceived organizational support and employee performance: A moderating role of organizational justice during covid-19. *International Journal of Educational Administration, Management, and Leadership*, 2(1), 35–44.
- Shafiq, M. N., Hua, L., Bhatti, M. A., & Gillani, S. (2021). Impact of taxation on foreign direct investment: Empirical evidence from pakistan. *Pakistan Journal of Humanities and Social Sciences*, 9(1), 10–18.
- Sidhu, G., & Nizam, I. (2020). Coaching and employee performance: The mediating effect of rewards recognition in malaysian corporate context. *International Journal of Management, Accounting and Economics*, 7(1), 41–72.
- Singh, J., Chand, P., Mittal, A., & Aggarwal, A. (2020). High-performance work system and organizational citizenship behavior at the shop floor. *Benchmarking (Bradf)*, 27(4), 1369– 98.
- Toste, J. R., Didion, L., Peng, P., Filderman, M. J., & McClelland, A. M. (2020). A meta-analytic review of the relations between motivation and reading achievement for k–12 students. *Review of Educational Research*, *90*(3), 420–456.
- Van Lieshout, L., Colizoli, O., Holman, T. L. L., Kühnert, F., & Bekkering, H. (2023). Rewards can be costly: Extrinsic rewards are not beneficial during autonomous learning.