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# Teacher benefits and their effects on job performance in higher education institutions

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## Abstract

The study sought to examine the effect of benefits on work productivity and performance of the employees in a Higher Education Institution (HEI). It aimed to describe the benefits they received from their workplace, and their perceived impact on productivity and performance. It also sought to determine if there is a significant relationship between the benefits received and employee productivity and performance. This research utilized a quantitative descriptive design using a survey questionnaire. The data gathered from 137 teachers were analyzed through statistical treatments such as frequency, percentage, weighted arithmetic mean, and Pearson correlation coefficient. Based on the results, the HEI workforce receives benefits including SSS, PhilHealth, Pag-IBIG, 13th Month Pay, uniforms, training seminars, gifts, and sick leave. These benefits were highly motivating, improving adherence to safety protocols, task completion, productivity, and overall job performance, with positive effects on teaching methods and stress reduction. Financial and non-financial benefits significantly influenced job-specific and personal standards, though not organizational standards, with variations based on demographics such as age, income, and civil status. The benefits should expand financial and non-financial benefits to support work-life balance and long-term security. It should also include professional development and stress reduction initiatives. Regular assessments and personalized benefits will ensure the plan remains effective in boosting employee performance and fostering a productive work environment.

**Keywords:** *employee benefits, human resource management, work productivity, teacher performance*

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## 1. Introduction

Employee productivity and performance are essential to the success of any organization. When employees are productive and performing at their best, the organization can achieve its goals and objectives. There are many factors that can influence employee productivity and performance, including employee motivation, job satisfaction, and working conditions. One way to motivate employees and improve their job satisfaction is to offer them benefits. Benefits can be financial or non-financial that are provided to employees as part of their compensation package.

The study conducted by the Philippine Institute for Development Studies (PIDS) in 2020 revealed that the Performance-Based Bonus (PBB) scheme had a beneficial effect on the performance of government employees, including teachers. Teachers who received the PBB demonstrated higher job satisfaction and increased motivation to perform effectively (Albert et al., 2020). On the other hand, private schools in the Philippines are facing a number of challenges, including rising costs and declining enrollment. As a result, many private schools are struggling to offer competitive salaries and benefits to their employees (Francisquete, 2024). This can lead to high turnover rates and difficulty attracting and retaining qualified employees. A lack of qualified employees can have a negative impact on the quality of education provided to students. Some private schools are beginning to recognize the importance of offering competitive salaries and benefits to their employees. However, more needs to be done to improve the status of benefits in Philippine private schools.

According to Daniel (2019), benefits had a positive impact on employee productivity. Employees who were provided with benefits exhibited higher motivation levels, leading to improved performance and a greater likelihood of achieving their goals; cash bonuses, medical benefits, and opportunities for professional development were the most significant benefits for employees. Furthermore, there is a growing body of research globally on the influence of benefits on employee productivity and performance in the education sector. For instance, the World Bank conducted a study that revealed teachers who are given financial benefits are more likely to remain in the profession and perform at a higher level (Pesambili et al., 2022). Similarly, Cohodes et al. (2023) found that school districts offering performance-based pay to teachers tend to have higher student achievement scores. Benefits can serve as effective tools for improving employee productivity and performance in the education sector. However, it is

crucial to acknowledge that not all benefit programs are equally effective. To yield positive outcomes, benefit programs must be well-designed and properly implemented.

In view of these considerations, this study examined the impact of employee benefits on performance within an HEI. The study identified the benefits received by the teachers, particularly financial and non-financial benefits, and assessed how these benefits influenced their job performance in relation to organizational standards, job-specific standards, and personal standards. Furthermore, the study determined whether a significant relationship existed between the benefits received and job performance, as well as between the demographic profile and their perceptions of how benefits affect performance.

Understanding the factors that influence employee performance is crucial for ensuring the institution's continued growth and success. By investigating this relationship, the study aims to provide valuable insights into how the institution can improve its work environment and enhance employee commitment. The findings could also guide informed decisions about resource allocation, ensuring investments are made in programs that yield the greatest returns in terms of employee performance and satisfaction.

## 2. Literature Review

### *2.1. Employee Benefits and Productivity*

Work is not only a means of earning financial resources to meet daily needs and obligations, but it also contributes significantly to an individual's sense of self-worth and social identity. Through work, individuals develop social relationships and derive physical and intellectual fulfillment, confidence, esteem, and a sense of value from contributing to society. An employee is a person hired under a contract of employment to perform specific duties in exchange for compensation. Employees may work on a part-time, full-time, or temporary basis and contribute their skills, knowledge, experience, and services to an organization in return for salaries and benefits. Employers generally determine how, when, and where work is performed, while employees receive compensation and other forms of support in exchange for their labor (Lazear, 2018).

The success and survival of any organization largely depend on how employees are compensated, as reward systems and motivating benefits significantly influence employees' commitment and attitudes toward work. Employers therefore utilize benefits programs to supplement cash compensation and provide security for employees and their families through

health, income protection, savings, and retirement programs (Prihantoko & Ferijani, 2021). Li (2023) defined employee benefits broadly as a variety of legislation, procedures, and programs that include social insurance contributions, private insurance and retirement plans, compensation for time off work, additional benefits, and employee services. Similarly, Kibet and Kalei (2020) described benefits as anything that alleviates needs and enhances motivation, ultimately stimulating employees' productivity to its highest level.

Each employee possesses different needs, goals, and aspirations, making both material and non-material factors essential for satisfaction and well-being (Daniel, 2019). Employee satisfaction depends on how organizations provide the necessary resources to support personal and professional growth, which in turn shapes employees' perceptions of their organization and work environment. According to Pinheiro and Palma-Moreira (2025), employees are more likely to remain satisfied and committed when they perform tasks aligned with their natural abilities and interests. In contrast, work assignments that do not match employees' capabilities may reduce satisfaction and eventually lead to resignation. Organizations can improve employee retention by establishing clear promotion pathways and personalized development programs. Managers also play a vital role in guiding employees by helping them manage tasks efficiently and overcome workplace challenges and distractions.

Benefits also play a crucial role in improving employee performance and organizational outcomes. As cited in Prihantoko and Ferijani (2021), benefits influence performance because organizational policies and activities are designed to achieve specific goals, and appropriate compensation and benefits increase the likelihood of optimal employee performance. Likewise, benefits help satisfy employees' desires and demands while aligning personal, job-specific, and organizational goals with the company's vision (Werner & Dulebohn, 2025). Employee benefit programs are therefore designed to uplift employees and enhance motivation, creating advantages for both employees and employers. Supporting this idea, the study of Liu et al. (2022) found that employees who were rewarded immediately and frequently showed greater interest in completing their tasks. Employee benefits such as health insurance, paid time off, and retirement plans can significantly improve employee happiness and engagement, resulting in lower absenteeism, greater productivity, and increased job satisfaction (Peemanee et al., 2025).

Mathis et al. (2013) further emphasized that organizations offering more attractive benefits packages gain a competitive advantage in recruiting and retaining qualified

employees, particularly when competing firms provide similar base salaries. Such benefits may even create "golden handcuffs," discouraging employees from transferring to other employers. Moreover, offering suitable employee benefits positively affects employees' mental and physical well-being, which contributes to lower absenteeism and improved productivity. Conversely, dissatisfied and highly stressed employees often struggle to perform effectively, negatively affecting organizational productivity and financial performance (Saleh & Shahidan, 2023).

### *2.2. Employee Performance and Organizational Success*

The success of an organization largely depends on employees performing according to the company's expectations. When employees fail to meet these expectations, achieving organizational goals becomes difficult. Thus, employee performance is considered one of the most important factors in sustaining organizational success. Employee performance refers to the ability of an individual employee or a team to effectively carry out tasks, fulfill responsibilities, and accomplish assignments based on established performance goals. It involves the efficient utilization of available resources to complete tasks successfully within organizational limitations (Kadir et al., 2019). Andreas (2022) further explained that performance is essential for all parties involved. For employees, performance contributes to self-preservation and well-being, while for organizations, it serves as an indicator of goal attainment. Because of this, performance remains a major concern within organizations, as quality work processes and standardized performance significantly influence a company's sustainability and existence.

Employee performance also reflects the proficiency, behavior, and conduct of workers in the workplace, particularly in how effectively they execute assigned duties and responsibilities. Organizations establish goals and targets for employees with the expectation that operations will remain efficient, cost-effective, and beneficial to customers. Individual performance directly affects operational success since poor employee performance often requires other workers to compensate for unfinished or poorly executed tasks. Inadequate performance may result in customer dissatisfaction, decreased profits, damaged organizational reputation, and lower sales (Wu, 2024; Kim & Jung, 2022). Moreover, accomplishment and productivity are crucial elements of employee performance because the success of an organization heavily depends on the productivity of its workforce (Moletsane et al., 2019).

This is further supported by Kadir et al. (2019), who emphasized that employee performance plays a vital role in organizational success and that organizations must develop effective employee benefit strategies to improve performance levels.

Benefits and compensation systems significantly influence employee performance because they help attract, motivate, and retain talented employees. According to Reddy (2020), a well-designed benefits package creates numerous positive outcomes for organizations. Fair benefits that align with employee performance improve job satisfaction and foster a positive work environment. Likewise, customized compensation schemes that address employees' varying needs encourage motivation and inspire employees to perform effectively. Performance-based incentives and bonuses also motivate employees to strive for excellence, which ultimately improves organizational outcomes. In addition, adequate compensation and a supportive work environment help reduce absenteeism and turnover rates, thereby strengthening employee loyalty. Providing insurance coverage and other forms of security also gives employees peace of mind, which enhances productivity and encourages them to contribute their best efforts to the organization. Ultimately, a strong employee benefits program increases employees' confidence, motivation, and overall performance within the company.

### *2.3. Personal and Organizational Goals*

Goal setting is a significant factor in employee motivation because it provides employees with clear intentions and objectives to strive toward through effort and determination. According to Schkolski (2025), setting specific, measurable, attainable, and time-bound goals encourages employees to pursue accomplishments and rewards, which in turn improves productivity and organizational efficiency. Productivity objectives for employees can increase overall business output by enabling organizations to accomplish more tasks within the same amount of time and workforce capacity (Siraj & Hágen, 2023). In relation to this, employee benefit programs are also essential in boosting employee morale and engagement. These programs are designed to attract, engage, and retain employees while encouraging positive workplace behavior. Effective benefit programs complement employees' personal needs and values while aligning with organizational goals. In the study of de la Torre-Ruiz et al., (2017), it was noted that employees who are satisfied with their benefits are more than twice as likely to be satisfied with their assigned work.

Employee retention and turnover are also closely associated with employee satisfaction, benefits, and organizational culture. A high rate of employee turnover often signals issues related to recruitment practices, compensation structures, workplace culture, management, training opportunities, and career advancement paths (Al-Suraihi et al., 2021). Employee turnover refers to the number of employees who leave an organization within a given period, whether voluntarily or involuntarily. Organizations are therefore encouraged to reduce turnover while strengthening employee engagement. Benchmarking turnover rates against similar organizations can help companies assess their performance and identify areas for improvement. Supporting this idea, Krekel et al. (2019) examined employee well-being and organizational productivity through a meta-analysis of the Gallup client database and found a strong positive relationship between employee satisfaction, productivity, customer loyalty, and profitability, alongside a strong negative relationship with staff turnover. Higher levels of workplace well-being were therefore associated with greater organizational profitability.

Employees are considered the greatest asset of any organization because their abilities, knowledge, and experience are irreplaceable. Organizational success largely depends on employees' performance and contributions, as companies thrive when employees perform effectively and suffer when they do not. Employers are therefore obligated to provide proper benefits mandated by the government to improve job satisfaction and ultimately enhance employee performance. However, employment challenges continue to exist, particularly in the Philippines, where Filipino workers risk losing jobs due to automation, upskilling, and retooling initiatives (Esguerra, 2020; Rosak-Szyrocka et al., 2025). In addition, employees must remain aware not only of their responsibilities but also of their rights under employment contracts. Employees work not only to earn income but also to enjoy benefits and security in employment (Hur, 2019; Al-Harthy &Yusof, 2022). The right to security of tenure protects employees from unjust dismissal, except in cases involving authorized causes and due process. In situations such as retrenchment, where employers reduce staff to minimize losses or increase profits, employees are entitled to separation benefits to help them recover and transition.

Benefits and incentives are effective tools in improving employee morale, commitment, satisfaction, and productivity. Studies from Liu and Liu (2022) and Li (2023) explained that benefits and incentives can help reduce workplace dissatisfaction, mismanagement, and poor governance while increasing employee motivation and engagement.

Incentives motivate employees to devote greater attention and effort to their work, leading to improved decision-making and productivity. Employee incentive programs also help organizations increase output, reduce turnover, minimize production costs, and promote teamwork. Likewise, targeted incentives and benefits consistently improve employee satisfaction and engagement in the workplace. Since a business is only as successful as its employees, evaluating the effects of benefits on employee productivity is essential in achieving organizational goals and objectives. Employees play a crucial role in carrying out the mission and vision of the company and have the capacity to shape the organizational environment (Daniel, 2019). When employees are not valued, appreciated, or respected, organizational success becomes difficult to sustain. According Noorazem et al. (2021) and Ranta and Ylinen (2024), employee benefits and rewards inspire employees to achieve goals and accomplish more tasks effectively. When used properly, rewards motivate employees to work harder and smarter, improve retention, and increase productivity.

## 3. Methodology

### *3.1. Research Design*

This study utilized quantitative descriptive research wherein the researcher collected information about variables without changing the environment or manipulating any variables. Using a researcher-made survey questionnaire, the study described the benefits employees receive, their perception on how these benefits impact their job performance and the significant relation between the benefits received by employees and their job performance.

### *3.2. Participants of the Study*

The participants of the study were the employees, specifically the teaching personnel, of an HEI. The study employed total population sampling since the entire population of the teaching personnel is 137.

Table 1 indicates that participants are largely young adults, with those aged 21–30 comprising 39.42% of the sample. Older age groups, such as those aged 46–50 and above 50, had minimal representation (0.73%). This suggests a younger workforce, likely due to entry-level roles or job demands typical of this age group (Do & Pham, 2024).

**Table 1**

*Profile of the participants*

| Variables | Frequency | Percentage | Rank |
|---|---|---|---|
| **Age:** | | | |
| 20 years old and below | 4 | 2.92 | 2 |
| 21 - 25 years old | 54 | 39.42 | 1 |
| 26 - 30 years old | 54 | 39.42 | 3 |
| 31 - 35 years old | 14 | 10.22 | 4 |
| 36 - 40 years old | 7 | 5.11 | 6 |
| 41 - 45 years old | 2 | 1.46 | 5 |
| 46 - 50 years old | 1 | 0.73 | 7.5 |
| More than 50 years old | 1 | 0.73 | 7.5 |
| **Civil Status:** | | | |
| Single | 97 | 70.80 | 1 |
| Married | 38 | 27.74 | 2 |
| Widowed | 2 | 1.46 | 3 |
| **Length of Service:** | | | |
| 5 years and below | 86 | 62.77 | 1 |
| 6 - 10 years | 37 | 27.01 | 2 |
| 11 - 15 years | 11 | 8.03 | 3 |
| 16 - 20 years | 1 | 0.73 | 5 |
| 21 - 25 years | 1 | 0.73 | 5 |
| More than 25 years | 1 | 0.73 | 5 |
| **Average Monthly Income:** | | | |
| P10,001 - P20,000 | 68 | 49.64 | 1 |
| P20,001 - P30,000 | 55 | 40.15 | 2 |
| P30,001 - P40,000 | 12 | 8.76 | 3 |
| P40,001 - P50,000 | 2 | 1.46 | 4 |
| **Total** | **137** | **100** | |

Most respondents were single (70.80%), which reflects a younger demographic focused on career development before family commitments, as seen in other studies (Goedereis et al., 2023). Regarding length of service, 62.77% had been employed for five years or less, while only 0.73% had more than 16 years of service. This indicates a relatively new workforce, with high turnover typical in such settings (Hom et al., 2017).

### *3.3. Instrumentation and Data Gathering Process*

The study utilized a researcher-made survey questionnaire, composed of three (3) main parts. The first part gathered the demographic profile of the respondents. The second part consisted of questions to determine what benefits are being received by each of the respondents. The third part of the survey consisted of questions designed to gather data on the impact of being recipients of the benefits given by the institution in terms of their job performance in relation to their organizational, job-specific and personal standards. Statements from the third and fourth part were measured using a 4-point Likert scale: Strongly Agree (4), Agree (3), Disagree (2) and Strongly Disagree (1).

A formal letter requesting permission to conduct the study was sent to the HEI's Human Resource Officer, outlining the study's purpose, target respondents, and scope, while assuring strict confidentiality of all collected data. After approval was granted, the researchers proceeded with data collection. Additional authorization was obtained from the Dean of the researchers' institution and the Program Head. The survey was then administered using Google Forms, with the link distributed to respondents. The researchers provided clarifications as needed during the process. Once completed, responses were collected, organized, and analyzed using appropriate statistical tools and techniques.

### *3.4. Data Analysis*

In order to determine the demographic profile of the respondents in terms of age, civil status, length of service and average monthly income, Percentage Distribution was used while Frequency-Ranking was used to determine the benefits being received by the respondents. For the impact of benefits to the employees' job performance in terms of organizational standards, job-specific standards, and personal standards, weighted arithmetic mean was used.

To measure the significant relationship between the benefits received and their job performance, the study used Pearson correlation coefficient. The Pearson correlation coefficient measures the linear relationship between pairs of variables, which requires numerical codes for categories of each variable (Chen & Anderson, 2023).

### *3.5. Research Ethics*

The study underwent careful review, critique, and validation to ensure its rigor. Experts in the field evaluated it using a structured validation tool with defined scales and

interpretations. It was also reviewed by the Ethics Committee and pre-tested prior to data collection. In addition, informed consent was obtained from all respondents before their participation.

## 4. Findings and Discussion

**Table 2**

*Financial and non-financial benefits received by the participants*

| Benefits | F | % | Rank |
|---|---|---|---|
| **Financial** | | | |
| 13th Month Pay | 18 | 13.14 | 3 |
| SSS | 2 | 1.46 | 7 |
| Philhealth, PAG-IBIG, 13th Month Pay | 1 | 0.73 | 10.5 |
| SSS, 13th Month Pay | 2 | 1.46 | 7 |
| SSS, Philhealth | 4 | 2.92 | 5 |
| SSS, Philhealth, 13th Month Pay | 21 | 15.33 | 2 |
| SSS, Philhealth, PAG-IBIG | 1 | 0.73 | 10.5 |
| SSS, Philhealth, PAG-IBIG, 13th Month Pay | 79 | 57.66 | 1 |
| SSS, Philhealth, PAG-IBIG, 13th Month Pay, Retirement/Pension, Separation Pay | 2 | 1.46 | 7 |
| SSS, Philhealth, PAG-IBIG, 13th Month Pay, Separation Pay | 5 | 3.65 | 4 |
| SSS, Philhealth, 13th Month Pay, Retirement/Pension Plan | 1 | 0.73 | 10.5 |
| SSS, Philhealth, Retirement/Pension Plan | 1 | 0.73 | 10.5 |
| **Total** | **137** | **100** | |
| **Non-Financial** | | | |
| UC | 4 | 2.92 | 6.5 |
| UC, CAG, SL | 4 | 2.92 | 6.5 |
| PDTS, CAG, | 2 | 1.46 | 14.5 |
| UC, PDTS, CAG | 15 | 10.95 | 3 |
| UC, PDTS, CAG, PVL | 2 | 1.46 | 14.5 |
| UC, PDTS, CAG, SL | 51 | 37.23 | 1 |
| UC, PDTS, CAG, SL, BL | 9 | 6.57 | 4 |
| UC, PDTS, CAG, SL, FRW | 2 | 1.46 | 14.5 |
| UC, PDTS, CAG, SL, MPL | 5 | 3.65 | 5 |
| UC, PDTS, CAG, SL, MPL, PVL, FRW | 3 | 2.19 | 9.5 |
| UC, PDTS, CAG, SL, FRW | 2 | 1.46 | 14.5 |
| UC, PDTS, CAG, SL, MPL | 2 | 1.46 | 14.5 |
| UC, PDTS, CAG, SL, MPL, PVL, FRW | 3 | 2.19 | 9.5 |
| UC, PDTS, CAG, SL, TR | 3 | 2.19 | 9.5 |
| UC, PDTS, SL | 3 | 1.46 | 9.5 |
| UC, PDTS, SL, BL | 2 | 1.46 | 14.5 |
| Others | 25 | 18.25 | 2 |
| **Total** | **137** | **100** | |

***Legend**:* UC = Uniform and Clothing, PVL = Paid Vacation Leave, CAG = Christmas and Anniversary Gift, BL = Bereavement Leave, FRW = Flexible Working/Remote Work, SL = Sick Leave, PDTS = Professional Training Development Seminar, MPL = Maternal/Paternal Leave, TR = Tuition Reimbursement

Table 2 shows that financial benefits such as SSS, PhilHealth, PAG-IBIG, and 13th Month Pay recorded the highest frequency (79 or 57.66%), indicating that most respondents receive these standard benefits commonly provided in Philippine organizations (Pineda, 2019; Reluao et al., 2023). These benefits address immediate financial needs and are commonly provided in compliance with legal requirements. In contrast, combinations that include retirement or pension plans had the lowest frequency, with only one response (0.73%), suggesting these are less commonly offered. This may be due to cost considerations or a workforce that prioritizes immediate benefits over long-term security (Rauh et al., 2020). While the institution provides necessary statutory benefits, there is a gap in offering long-term security benefits such as retirement plans. It is crucial to include retirement benefits to enhance employee retention and job performance (Doan et al., 2025). Addressing both immediate and future needs will likely improve overall employee satisfaction and institutional loyalty.

In terms of non-financial benefits, Uniform and Clothing (UC), Professional Development and Training Seminars (PDTS), Christmas and Anniversary Gifts (CAG), and Sick Leave (SL) had the highest frequency (51 or 37.23%), indicating that these are commonly provided. These benefits support professional image and safety, promote skill development, recognize employee contributions, and address health needs (Budhathoki, 2020; Ayandele & Etim, 2020).

In contrast, combinations including benefits like Paid Vacation Leave (PVL), Flexible/Remote Work (FRW), and Bereavement Leave (BL) had the lowest frequency (2 or 1.46%), suggesting limited provision due to cost, job constraints, or varying employee needs (Sharafizad et al., 2011; Msuya & Kumar, 2022; Brega et al., 2023). The institution provides a range of commonly used non-financial benefits that promote employee satisfaction and performance. However, the limited availability of specialized benefits such as flexible work arrangements and paid leave suggests that there is room for improvement in the overall benefits package (Lee et al., 2024). Incorporating these types of benefits, particularly those that address work-life balance and personal well-being, could help enhance job performance and employee retention in the long term (Peemanee et al., 2025; Guillory, 2025).

As shown in Table 3, teachers strongly agreed that the benefits they received significantly influenced their adherence to safe school practices, proper use of facilities, and compliance with health and safety regulations, with a weighted mean of 3.74 and the highest similar rank of 1.5. These results indicate that the benefits provided by the institution foster

responsibility, promoting a culture of safety and ethical behavior among employees (Eisenberger et al., 2020). However, while the benefits contributed to task completion and productivity, this aspect received the lowest mean score of 3.58, suggesting that while organizational support is important, it may not fully translate into higher productivity.

**Table 3**

*Effects of organizational standards on job performance*

| Items | WM | Interpretation | Rank |
|---|---|---|---|
| Because of the benefits provided by the school… | | | |
| I ensure the accuracy of my output, adhere to established processes, and meets the school stakeholders' expectations. | 3.64 | Strongly Agree | 7.5 |
| I outline expectations for me to complete the tasks within a certain timeframe or achieving specific productivity levels. | 3.58 | Strongly Agree | 10 |
| I help the school optimize the processes and resources. | 3.64 | Strongly Agree | 7.5 |
| I enhanced sense of value within the organization. | 3.64 | Strongly Agree | 7.5 |
| I make sure to follow safe schoolwork practices, proper use of facilities and compliance with health and safety regulations. | 3.74 | Strongly Agree | 1.5 |
| I align my job performance with DepEd regulations, legal requirements, and organizational policies | 3.69 | Strongly Agree | 2.5 |
| I follow guidelines to maintain ethical conduct and ensure legal compliance. | 3.74 | Strongly Agree | 1.5 |
| I have better sense of loyalty to the organization. | 3.69 | Strongly Agree | 2.5 |
| I have willingness to participate in curriculum development projects aligned with organization's goal. | 3.66 | Strongly Agree | 5 |
| I am more committed to the school's PMVGO. | 3.64 | Strongly Agree | 7.5 |
| **Composite Mean** | **3.66** | **Strongly Agree** | |

The benefits play a significant role in fostering a responsible and productive work environment. The study aligns with existing research that emphasizes the importance of organizational support in enhancing job performance and employee well-being (Rhoades & Eisenberger, 2002; Eisenberger et al., 2020). The results also suggest a need for a balanced approach: while immediate benefits improve safety and compliance, long-term incentives aimed at productivity, such as professional development opportunities, should also be considered to enhance overall job performance and retention (Dao, 2025; Zehra, 2025).

Table 4 reveals that teachers strongly agree that school-provided benefits positively influence their teaching practices, particularly in setting clear objectives, applying appropriate methods, differentiating instruction, and using varied assessments (mean = 3.69). Access to

professional development, resources, and curriculum support enhances instructional effectiveness (Sayman et al., 2025; Batonghinog & Chavez, 2025). These findings align with studies showing that organizational support encourages the use of effective and adaptive teaching strategies (Putra et al., 2024; Delgra, 2026).

**Table 4**

*Effects of job specific standards on job performance*

| Items | WM | Interpretation | Rank |
|---|---|---|---|
| *Because of the benefits provided by the school…* | | | |
| I engage myself into different trainings to meet the teaching standards, | 3.62 | Strongly Agree | 6 |
| I submit myself to an ongoing professional development aligned with evolving DepEd and PRC standards | 3.51 | Strongly Agree | 9 |
| I set clear learning objectives, using appropriate teaching methods and resources, and differentiating instruction to meet the needs of all students. | 3.69 | Strongly Agree | 1.5 |
| I use variety of assessment methods to measure my students' progress and inform instruction. | 3.69 | Strongly Agree | 1.5 |
| I arrive on time for work, submitting assignments on time, and meeting other school expectations. | 3.45 | Strongly Agree | 10 |
| I ensure being clear, respectful, and responsive in my communication with parents and colleagues | 3.68 | Strongly Agree | 3.5 |
| I am upholding the highest standards of professionalism and avoiding misconduct. | 3.68 | Strongly Agree | 3.5 |
| I reduce my tendency of absenteeism. | 3.66 | Strongly Agree | 5 |
| I am more open to additional and flexible work setting or arrangements. | 3.55 | Strongly Agree | 8 |
| I constantly seek ways to improve my students practice and to meet the needs of my students. | 3.61 | Strongly Agree | 7 |
| **Composite Mean** | **3.62** | **Strongly Agree** | |

While the respondents agreed that benefits also supported job expectations such as punctuality and task completion, this aspect received the lowest mean score of 3.45. While benefits contribute to meeting these expectations, their influence on such basic job requirements is less pronounced. Still, the composite mean of 3.62 reflects strong agreement that benefits enhance overall job performance, reinforcing the role of support systems in improving both teaching quality and employee outcomes (Hong et al., 2024; Kairania & Nabirye, 2025)

School-provided benefits are integral to enhancing instructional practices and overall job performance. It is crucial to ensure that benefits continue to focus on professional development and teaching resources (Ventista & Brown, 2023; Padillo et al., 2021). Additionally, addressing areas like punctuality and task completion through targeted benefits

could further improve job performance (Aeon et al., 2021). Expanding and refining the benefits package to support both teaching effectiveness and the basic job expectations of employees will help foster a more engaged, productive, and satisfied workforce (Shuls & Flores, 2020).

As shown in Table 5, participants strongly agree that school-provided benefits motivate them to work harder, achieve personal goals, and feel financially stable, with the highest mean of 3.64. This suggests that recognition, career development, and supportive work conditions enhance motivation and goal attainment (Locke & Latham, 2012; Ryan & Deci, 2020). Financial benefits further support stability, improving focus, productivity, and job satisfaction (Robinah & Akello, 2023; Peemanee et al., 2025; Rachman et al., 2025). Although stress reduction received the lowest mean (3.43), respondents still agreed that benefits help ease financial concerns and support well-being. This reflects the importance of organizational benefits in reducing stress and enhancing employee well-being (Diener & Biswas-Diener, 2002; Bakker & Demerouti, 2017).

**Table 5**

*Effect of personal standards on job performance*

| Items | WM | Interpretation | Rank |
|---|---|---|---|
| *Because of the benefits provided by the school…* | | | |
| I am motivated to work harder and achieve my personal goals and contribute to my sense of financial stability. | 3.64 | Strongly Agree | 1 |
| My overall job satisfaction and sense of job security amplified. | 3.50 | Strongly Agree | 7 |
| I feel it contributes efforts to a healthier work-life balance. | 3.56 | Strongly Agree | 3 |
| My stress and financial worries alleviated, allowing me to focus more on my students and maintain my commitment to high standards. | 3.43 | Strongly Agree | 10 |
| My job satisfaction and motivation to uphold and exceed my personal teaching standards increased. | 3.55 | Strongly Agree | 4.5 |
| I find balance between my professional and personal lives, preventing burnout and enabling me to dedicate more energy to my work. | 3.47 | Strongly Agree | 9 |
| I expand my skills and knowledge, allowing me to stay at the forefront of my field and uphold my standards of excellence. | 3.55 | Strongly Agree | 4.5 |
| I encourage teamwork and collaboration, like team-building activities or shared workspace resources that fosters a sense of belonging and shared responsibility. | 3.53 | Strongly Agree | 6 |
| I have a sense of stability and reducing anxiety about unforeseen circumstances. | 3.49 | Strongly Agree | 8 |
| My commitment to personal growth, exploring new teaching methods, and staying current with my field increased. | 3.59 | Strongly Agree | 2 |
| **Composite Mean** | **3.53** | **Strongly Agree** | |

The composite mean of 3.53 reflects strong agreement that benefits enhance motivation, personal performance, and overall job satisfaction, consistent with studies on organizational support (Amina et al., 2025; Desai & Jadav, 2025; Boadi et al., 2025). These results emphasize the critical role of benefits in enhancing motivation, job satisfaction, and personal performance. These also suggest that continuing to provide career development opportunities and financial stability will be key in improving overall performance and employee retention (Shiri et al., 2023). Additionally, addressing areas related to stress reduction, particularly through wellness and work-life balance benefits, could further enhance employee well-being (Prasad et al., 2025). This plan should ensure that benefits are aligned with employee needs, thereby fostering a supportive environment that promotes sustained motivation and productivity.

As gleaned in Table 6, when the responses on the financial benefits received were compared to the effect of the said benefits to their job performance, the computed r-values of 0.17 for job specific and 0.19 for personal standards have corresponding p-values of less than 0.05, thus rejecting the hypothesis. On the other hand, the computed r-value of 0.06 for organizational standards has a corresponding p-value of more than 0.05, thus failing to reject the hypothesis.

**Table 6**

*Relationship between the received benefits and effects on job performance*

| Variable | r-value | p-value | Decision | Interpretation |
|---|---|---|---|---|
| **Financial Benefits:** | | | | |
| Organizational | 0.06 | 0.48613 | Failed to Reject Ho | Not Significant |
| Job-Specific | 0.17 | 0.02687 | Reject Ho | Significant |
| Personal | 0.19 | 0.02616 | Reject Ho | Significant |
| **Non-Financial Benefits:** | | | | |
| Organizational | 0.11 | 0.20068 | Failed to Reject Ho | Not Significant |
| Job-Specific | 0.19 | 0.02616 | Reject Ho | Significant |
| Personal | 0.20 | 0.01912 | Reject Ho | Significant |

Similarly, non-financial benefits also show significant positive relationships with job-specific ($r = 0.19$) and personal standards ($r = 0.20$), but not with organizational standards ($r = 0.11$, $p > 0.05$). This suggests that both types of benefits improve performance at the individual level but do not strongly influence compliance with broader organizational expectations

(Kumar et al., 2021; Li, 2023). Both financial and non-financial benefits positively influence job performance according to job-specific and personal standards but not organizational standards. This aligns with existing literature, which suggests that while benefits enhance employee engagement and performance, their impact on adherence to organizational standards may be influenced by other factors (Nurhasanah et al., 2025; Yıldızoğlu & Topcu, 2025).

The study underscores the importance of considering various performance standards in organizational reward systems. Financial and non-financial benefits play crucial roles in fostering employee engagement, satisfaction, and productivity, particularly in educational settings. However, further investigation is needed to understand the factors influencing adherence to organizational standards.

**Table 7**

*Relationship between the teachers' profile and the effects of received benefits on job performance*

| Variable | r-value | p-value | Decision | Interpretation |
|---|---|---|---|---|
| **Age:** | | | | |
| Organizational | 0.03 | 0.72784 | Failed to Reject Ho | Not Significant |
| Job-Specific | 0.20 | 0.01912 | Reject Ho | Significant |
| Personal | 0.19 | 0.02616 | Reject Ho | Significant |
| **Civil Status:** | | | | |
| Organizational | 0.19 | 0.02616 | Reject Ho | Significant |
| Job-Specific | 0.10 | 0.24497 | Failed to Reject Ho | Not Significant |
| Personal | 0.02 | 0.81656 | Failed to Reject Ho | Not Significant |
| **Length of service** | | | | |
| Organizational | 0.01 | 0.90767 | Failed to Reject Ho | Not Significant |
| Job-Specific | 0.04 | 0.64259 | Failed to Reject Ho | Not Significant |
| Personal | 0.05 | 0.56176 | Failed to Reject Ho | Not Significant |
| **Average Monthly Income** | | | | |
| Organizational | 0.11 | 0.20068 | Failed to Reject Ho | Not Significant |
| Job-Specific | 0.20 | 0.01912 | Reject Ho | Significant |
| Personal | 0.20 | 0.01912 | Reject Ho | Significant |

As displayed in Table 7, when the responses on the effects of the benefits received to their job performances were compared based on their ages, the computed r-values of 0.20 for job specific, and 0.19 for personal standards have corresponding p-values of less than 0.05,

thus rejecting the hypothesis. On the contrary, the computed r-value of 0.03 for organizational standards have corresponding p-value of more than 0.05, thus failing to reject the hypothesis. These safely inferred that the responses of the respondents on the effects of the benefits they received to their job performances have significant relationships in terms of job specific and personal standards; and no significant relationship in terms of organizational standards when compared based on their ages.

On the correlation between financial benefits and job performance based on respondents' ages, the significant positive relationships with job-specific (r = 0.20) and personal standards (r = 0.19) suggest that financial benefits positively impact job performance across all age groups. However, the relationship with organizational standards (r = 0.03) is not significant. As younger employees often prioritize career growth and job satisfaction (Parmar, 2020), institutions must design employee benefits that support these needs. Offering career development opportunities, work-life balance, and financial security can enhance job performance and retention (Krishna & Agrawal, 2024; Apriliani et al., 2025). The high turnover rate further emphasizes the need for a benefits strategy that fosters long-term satisfaction and reduces turnover (Desai & Jadav, 2025; Bernus et al., 2026)

The study also examined non-financial benefits, revealing significant positive relationships with job-specific (r = 0.19) and personal standards (r = 0.20). No significant relationship is found with organizational standards (r = 0.11). This indicates that non-financial benefits, such as professional development and recognition, enhance performance according to job-specific and personal standards but not organizational standards (Maharvi, 2021; Aja et al., 2023).

Comparing responses based on civil status, a significant positive relationship exists between benefits and organizational standards (r = 0.19), but not with job-specific (r = 0.10) or personal standards (r = 0.02). This suggests that benefits positively influence adherence to organizational standards regardless of civil status, but not job-specific or personal standards (Aranibar et al., 2022).

When comparing based on income, significant positive relationships are found with job-specific (r = 0.20) and personal standards (r = 0.20), but not with organizational standards (r = 0.11). This indicates that benefits enhance performance in job-specific and personal areas regardless of income level, but not in organizational standards (Mohd Said et al., 2025; Peemanee et al., 2025)

Finally, the study finds no significant relationship between gender and the impact of benefits on job performance standards. This suggests that benefits influence job performance equally across genders (Sittenthaler & Mohnen, 2020; Yong-Chung et al., 2025). These emphasize the importance of tailoring benefits to meet diverse needs and preferences. Financial and non-financial benefits enhance job performance in specific areas but not necessarily in adherence to organizational standards, regardless of demographic factors like age, civil status, income, or gender. These insights highlight the need for nuanced benefit strategies to maximize employee engagement and productivity in educational settings.

## 5. Conclusion

The workforce at the Higher Education Institution is predominantly young, single, and relatively new to the school, with short tenures and moderate earnings. Employees benefit from a range of financial and non-financial incentives, such as social security, health insurance, housing funds, bonuses, uniforms, training, gifts, and leave. These benefits are seen by staff as motivating factors that promote adherence to safety protocols, proper use of facilities, and compliance with health and safety standards, which ultimately enhance job performance. Additionally, these benefits support setting and achieving teaching objectives, employing effective teaching methods, and assessing students appropriately. They also contribute to punctuality, meeting deadlines, and fulfilling school expectations, positively influencing both work performance and personal goals while reducing stress and improving focus on students. Financial and non-financial benefits showed significant positive correlations with job-specific and personal standards, though their impact on organizational standards was limited.

Furthermore, the study revealed significant relationships between the effects of benefits on job performance and demographic factors such as age, civil status, and income, but not sex, suggesting that benefits influence performance differently based on these factors. This highlights the need for a more tailored approach to benefits that aligns with the specific needs of diverse employee groups.

To enhance employee performance and satisfaction, the proposed Three-Year Employee Benefits Integration Plan should focus on expanding both financial and non-financial benefits that promote work-life balance and long-term security. Additionally, the plan should include professional development opportunities and stress reduction initiatives to further support job satisfaction and performance. Regular assessments and personalized benefit

offerings, aligned with employees' demographic needs, will ensure that the institution's benefits package remains effective in motivating employees and enhancing overall job performance.

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**AI Declaration**

The author declares the use of Artificial Intelligence (AI) in writing this paper. In particular, the author used QuillBot in summarizing key points and paraphrasing ideas. The author takes full responsibility in ensuring proper review and editing of contents generated using AI.

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