International Journal of Entrepreneurship and Sustainability Studies (IJEASS), Vol. 4 No. 2 (2024) https://doi.org/10.31098/ijeass.v4i2.2807

Check for updates

Research Paper

Compensation Scheme and Financial Well-being of the Bureau of Internal Revenue Employees in the National Capital Region of the Philippines

Angelica Louise C. Tadeja[1], Maevel S. Ranque[2], Maricris G. Unico[3], Marmelo V. Abante[4]
[1,2,3,4] World Citi Colleges, Philippines

Received : October 5, 2024	Revised : December 17, 2024	Accepted : December 30, 2024	Online : December 31, 2024

Abstract

This study aimed to address the growing concern regarding the financial well-being of government employees in the Philippines, specifically within the Bureau of Internal Revenue (BIR) Collection Service divisions in the National Capital Region (NCR), which is located in the capital, Manila, and surrounding areas. With the increasing challenges of economic stability, it is urgent to examine how compensation systems, including salary satisfaction, bonuses, job grades, and salary adjustments, impact employees' financial security. Using a descriptive comparative-correlational design, data were collected from 129 employees via structured questionnaires. The results revealed a moderate correlation between compensation and financial well-being, with employees expressing moderate satisfaction with their salaries and benefits. However, concerns were raised regarding the adequacy of bonuses, limited promotional opportunities, and the alignment of salary adjustments with performance. Demographic factors such as age, gender, job position, and educational attainment were also found to significantly influence perceptions of compensation. The study concludes that addressing these concerns through compensation system reforms can enhance financial well-being and recommends enhancing financial literacy, ensuring equitable compensation, and providing targeted support for different demographic groups to improve employee satisfaction and financial stability. Policymakers should prioritize these issues to ensure a more financially secure workforce.

Keywords: *Compensation Scheme; Financial Knowledge and Skills; Financial Stability; Financial Well-Being; Financial Security; Retirement Preparedness; Salaries and Benefits*

INTRODUCTION

In recent years, there has been increasing interest in understanding how compensation systems affect the financial well-being of employees, particularly within the government sector. Government employees play a vital role in a nation's administration and development, yet they often face unique challenges and opportunities in their compensation packages. This issue is especially relevant in the National Capital Region (NCR), where the cost of living and economic pressures is distinct and may differ significantly from those of other regions.

This study addresses a critical issue: the sufficiency of government employees' compensation in the NCR and its impact on their financial well-being. Compensation, which includes salaries, benefits, and other financial rewards, is a key determinant of employee satisfaction, performance, and financial stability. Employees' perceptions of fairness regarding their compensation, particularly in relation to their peers and the local cost of living, significantly influence their overall job satisfaction (Barba & de Guzman, 2020; Rogers, 2023). Furthermore, financial well-being can be measured by factors such as the ability to meet monthly expenses, savings levels for emergencies and retirement, debt management, and financial literacy. Employees' confidence in their financial decision-making and their feelings of financial security are vital components of financial well-being (Lusardi & Mitchell, 2021). Research has also shown that financial stability is closely linked to

Corresponding author's email: krysunico.pm@gmail.com

reduced stress levels, highlighting the importance of compensation for maintaining mental health and job performance (Mansor & Roslan, 2019; Cruz & Manalo, 2022).

For government employees whose compensation structures are defined by bureaucratic and legislative frameworks, understanding the effects of these systems on their financial well-being is essential. While government jobs are often viewed as stable and secure, studies show that the real value of compensation can be influenced by factors like inflation, regional cost of living, and changes in government policies (Lee & Kim, 2019). Moreover, insufficient compensation can lead to financial stress, which ultimately impacts quality of life and job satisfaction (Ramos, 2022). The NCR, as a hub of political, economic, and social activity, provides a unique context in which compensation systems and financial pressures intersect in complex ways.

The objective of this study is to explore how the compensation status of government employees impacts their financial well-being, with the goal of offering insights that can guide policy reforms to better support government workers (Gonzalez, 2021). This study will also examine aspects of financial well-being, including employees' savings, investments, financial literacy, and the impact of living costs on their financial stress and stability. While higher income is known to contribute to life satisfaction, Kahneman and Deaton (2021) suggested that emotional well-being is not solely dependent on income, emphasizing the importance of job satisfaction in overall financial well-being. This research aims to uncover the intricate relationship between compensation, financial security, and stress, specifically in the context of government employees in NCR.

By understanding government employees' financial behaviors and attitudes, this study provides valuable insights for policymakers to design more equitable compensation systems that address the financial challenges faced by these workers. It will also offer employees a clearer understanding of how their compensation influences their financial health and job satisfaction. This research employs both qualitative and quantitative methods to provide a comprehensive analysis of compensation systems and their effects on the financial well-being of government employees in the NCR.

LITERATURE REVIEW

This section presents a comprehensive review of the related literature from various sources to provide a thorough understanding of the topic. This review focuses on two primary areas: compensation schemes and financial well-being of employees.

Compensation Scheme

Compensation systems have been widely studied for their influence on employee perceptions, satisfaction, and overall performance. Milkovich and Newman (2022) conducted a detailed examination of compensation structures, emphasizing how salary, bonuses, and other financial rewards impact employees' perceptions of fairness and satisfaction. Their findings suggest that organizations can enhance employee morale by creating equitable and transparent pay structures. Similarly, Meyer and Allen (2021) emphasized the importance of compensation components, including base salary and bonuses, in fostering employee commitment. They highlight that although base pay forms the foundation of satisfaction, perceptions of fairness in bonuses play a crucial role in employee retention and overall morale.

Limited promotion opportunities can significantly affect employee motivation and engagement. Dessler (2021) asserted that employees with unclear career advancement prospects often experience reduced morale and engagement, which negatively impacts job satisfaction. Armstrong (2022) echoes this sentiment, arguing that professional growth opportunities are integral to employee satisfaction. He noted that employees are more motivated and engaged when they perceive a clear path for advancement, thereby fostering a sense of appreciation and loyalty to the organization.

Transparency and fairness in compensation practices have also been identified as key factors that influence job satisfaction. Brown and Tregaskis (2023) highlighted the importance of clear communication regarding salary adjustments and performance alignment to enhance perceptions of pay fairness. Their study underscores that transparent pay processes significantly boost employee satisfaction levels. Kuvaas and Dysvik (2022) further explored the link between compensation transparency and employee motivation and revealed that clarity in salary criteria enhances intrinsic motivation and overall performance. Similarly, Treviño and Brown (2022) discussed the role of ethical leadership in promoting fairness in compensation practices. They argued that clear and ethical communication about pay adjustments fosters a positive work environment and enhances employee satisfaction.

Financial Well-being

The relationship between compensation systems and employee financial well-being has been extensively explored in the literature. Baldwin and Faber (2022) investigated how equitable pay models influence the financial health of public sector employees, highlighting the critical role of fair payment in promoting financial stability. Kahneman and Deaton (2021) found that although higher income increases life satisfaction, it does not necessarily improve emotional well-being, emphasizing the importance of work satisfaction as a complementary factor.

The intricate relationship between financial well-being, psychological health, and job satisfaction has been a focal point of research. Armstrong (2022) highlighted the role of effective human resource management in enhancing employee satisfaction, whereas Brown and Tregaskis (2023) underlined the impact of perceived wage justice on job happiness and engagement. Bridson et al. (2023) further demonstrated that financial discrimination intensifies mental health issues and diminishes overall well-being, reinforcing the importance of equitable compensation practices.

Family structure and its influence on financial well-being were also explored. Bianchi et al. (2022) examined how different family dynamics, such as single-parent or blended households, impact financial stability and quality of life. Brüggen et al. (2017) provided a comprehensive framework for understanding financial well-being, emphasizing its relational, emotional, and psychological dimensions. Their study illustrates how financial stability contributes to broader life satisfaction and mental health.

Ferrer (2022) offers a poignant analysis of the financial challenges faced by Filipino teachers, demonstrating how these struggles affect their emotional well-being and productivity. Similarly, Gathergood (2023) investigated the causal relationship between debt and depression, highlighting the social and health consequences of financial stress. These studies underscore the importance of addressing financial well-being as a critical component of overall health.

RESEARCH METHOD

This research utilized a descriptive comparative-correlational design to examine the relationship between the compensation scheme and financial well-being of government employees in the National Capital Region, specifically within the Bureau of Internal Revenue (BIR) Collection Service divisions. This study's design was selected to address the study's objectives of describing the compensation schemes and financial well-being of the respondents, comparing these variables across different demographic profiles, and determining the correlation between the compensation schemes and financial well-being.

This design is appropriate for addressing the research question, as it allows for a detailed description of the variables, their comparisons among subgroups, and the identification of relationships between compensation and financial well-being. Similar methodologies have been validated in studies such as those by Brown and Tregaskis (2023) and Kuvaas and Dysvik (2022), which explored compensation frameworks and employee outcomes.

In the descriptive phase, detailed information on the compensation scheme and financial well-being of the respondents was collected to provide a comprehensive overview of how these variables are perceived by the population. Descriptive statistics, including means, standard deviations, and percentages, were employed to summarize and present the data systematically.

The comparative aspect of the design sought to identify significant differences in compensation schemes and financial well-being across various demographic profiles, such as age, gender, years of service, educational attainment, and monthly salary. Comparative statistics, including t-tests and ANOVA, were used to assess these differences, offering insights into subgroup variations. The methodology aligns with established statistical practices in compensation research (Dessler, 2021).

To determine the relationship between compensation schemes and financial well-being, correlational analysis was conducted using Pearson's correlation coefficient. This statistical approach measures the strength and direction of the relationship between two continuous variables, providing empirical evidence for the interplay between compensation schemes and financial stability (Armstrong, 2022).

The total population for this study comprised 192 employees from various divisions under the Collection Service of the BIR. A sample of 129 employees, representing approximately 67% of the target population, was selected. The sample size was determined using Cochran's formula, ensuring adequate statistical power and reliability of findings.

Data were collected using a structured questionnaire divided into three sections: demographic information, compensation scheme, and financial well-being. The questionnaire was validated through a pilot test involving 20 respondents to ensure reliability and clarity, achieving a Cronbach's alpha value of 0.85, indicating high internal consistency. Following validation, the survey was distributed via Google Forms for accessibility and convenience. Responses were measured using a four-point Likert scale ranging from 1 (Strongly Disagree) to 4 (Strongly Agree), reducing central tendency bias and promoting decisive responses.

Ethical considerations were paramount in this research. All respondents were informed about the study's purpose, the voluntary nature of participation, and their right to withdraw at any stage without penalty. A confidentiality statement was included at the beginning of the questionnaire to ensure that all data collected would be used solely for research. Ethical approval was obtained from the relevant institutional review board to adhere to research ethics standards, which are in line with the guidelines provided by Ferrer (2022).

FINDINGS AND DISCUSSION

This section presents the interpretation of data from survey questionnaires distributed to government agency employees. The data were collected and analyzed to support the study objectives.

The profile of the Respondents

The demographic profile presented in Table 1 reveals that most government employees in the National Capital Region are young professionals aged 25-34, predominantly female, and primarily occupy entry-level or intermediate positions. This trend aligns with the broader workforce demographics reported by Fields and Paul (2019) and recent studies on demographic characteristics influencing financial well-being. However, the underrepresentation of senior management and non-binary individuals introduces a critical dimension for discussion.

Table 1. Demographic Profile of the Respondents in terms of Age, Gender, Position/Job Title, and Years of Service

Demographic Profile	f	%
Age		
Under 25	6	4.7%
25-34	64	49.6%
35-44	27	20.9%
45-54	16	12.4%
55 and above	16	12.4%
Gender		
Male	45	34.9%
Female	74	57.4%
Non-binary/Third Gender	7	5.4%
Prefer not to say	3	2.3%
Position/Job Title		
Entry-level	48	37.2%
Intermediate or experienced (senior staff)	47	36.5%
First-level management	15	11.6%
Middle management	12	9.3%
Executive or senior management	2	1.6%
Years of Service		
Less than 1 year	16	12.4%
1-5 years	46	35.7%
6-10 years	26	20.2%
11-15 years	8	6.2%
More than 15 years	33	25.6%
Total	**129**	

Young professionals in entry- and intermediate-level positions typically face unique financial challenges. According to previous literature, individuals in these age brackets and career stages are often in a phase of financial instability, balancing student loans, personal expenses, and savings goals (Fields & Paul, 2019). Moreover, gender disparities in financial compensation—although narrowing in recent years—may exacerbate financial well-being concerns for the predominantly female cohort in this demographic. This finding supports previous claims that age and gender significantly influence financial well-being and job satisfaction.

Comparatively, Fields and Paul (2019) observed a similar demographic structure but highlighted a slightly better representation of senior management in other regions. This raises questions about whether specific institutional or regional factors hinder career advancement opportunities within the National Capital Region's government workforce. The limited representation of non-binary individuals also underscores the need for greater inclusivity in recruitment and workplace policies, which aligns with global trends advocating for gender equity and diversity in public administration.

Unlike earlier studies, this research places greater emphasis on understanding the implications of these demographics on compensation schemes and financial health. Financial well-being across diverse sectors without dissecting its correlation with specific career hierarchies. By focusing on the government sector in the National Capital Region, it provides targeted insights into systemic issues—such as advancement barriers and potential biases in compensation—that affect financial stability and job satisfaction.

The underrepresentation of senior management suggests limited upward mobility, which could demotivate employees and diminish overall job satisfaction. Institutions must investigate barriers to promotion, such as lack of mentorship, implicit bias, and inadequate leadership development programs, and implement solutions to enhance career progression.

Additionally, the low representation of non-binary individuals may reflect a lack of inclusive hiring practices or workplace support for gender diversity. Addressing this gap through awareness campaigns, gender-sensitive policies, and equitable hiring practices can improve workforce inclusivity and innovation.

This study's findings build upon and extend previous research by highlighting the demographic dynamics specific to the National Capital Region's government workforce. The unique focus on financial well-being and compensation perceptions enriches the discussion, offering actionable insights for policymakers to improve employee satisfaction and equity. By identifying gaps in advancement and inclusivity, this study provides a more comprehensive understanding of financial and professional challenges within the sector.

Table 2. Demographic Profile of Respondents in terms of Educational Qualification, Monthly Salary, and Additional Benefits and Allowances

Demographic Profile	**f**	**%**
Educational Qualification		
Bachelor's Degree	94	72.9%
Master's Degree	33	25.6%
Others	2	1.6%
Monthly Salary		
PHP 30,000 - PHP 50,000	62	48.1%
PHP 51,000 - PHP 70,000	17	13.2%
Below PHP 30,000	33	25.6%
PHP 71,000 - PHP 100,000	15	11.6%
Above PHP 100,000	2	1.6%
Additional Benefits and Allowances		
PHP 30,000 - PHP 50,000	26	20.2%
PHP 51,000 - PHP 70,000	28	21.7%
Below PHP 30,000	21	16.3%
PHP 71,000 - PHP 100,000	35	27.1%
Above PHP 100,000	19	14.7%
Total	**129**	

Table 2 highlights the high educational attainment of government employees in the National Capital Region, with 72.9% holding bachelor's degrees and an additional 25.6% possessing master's degrees. This level of education surpasses global averages in public sector employment, emphasizing the sector's emphasis on a well-educated workforce. This finding aligns with previous studies, such as those by Lee et al. (2019), which emphasize the correlation between education and decent livelihoods and the prioritization of educational qualifications in government hiring policies.

The data indicate that government employees in the region generally receive decent salaries and benefits, which supports the findings of Lee et al. (2019) on government compliance with fair wage regulations. However, the existence of income disparities—despite the high educational qualifications of the workforce—raises concerns about equity within the sector. For instance, the gap between entry-level and higher managerial salaries may disproportionately impact younger professionals and those from disadvantaged backgrounds, potentially undermining their financial stability and job satisfaction.

Although education is a critical driver of employability and compensation, income disparities and access to further educational opportunities could contribute to organizational challenges. Fields and Paul (2019) observed that income inequities and limited career development opportunities can erode job satisfaction and organizational commitment. These findings suggest that government employees in the region face similar challenges that could affect employee retention and morale.

This research builds upon prior findings by offering a more focused analysis of the educational and financial profiles of government employees in specific regional contexts. Unlike Fields and Paul (2019), who addressed income disparities broadly across multiple sectors, this study identifies the unique interplay between educational qualifications and compensation schemes in the government sector. Moreover, this study provides a nuanced perspective by linking these disparities to potential impacts on job satisfaction and overall well-being.

At the level of implementation of the compensation scheme

The composite mean of 2.50 in Table 3 suggests that compensation schemes for government employees in the National Capital Region are generally implemented, with the rating indicating a moderate level of effectiveness. This aligns with the expectation that the foundational components of compensation systems, such as salary structure, are operational but may lack full optimization across all aspects.

Table 3. Level of implementation of the Compensation Scheme in terms of Salary Level

Indicators	Highly Implemented		Implemented		Moderately Implemented		Not Implemented		Mean	VI
1. I am satisfied with my current salary.	15	12%	58	45%	53	41%	3	2%	2.66	I
2. The allowances I receive are adequate for my needs.	14	11%	41	32%	60	47%	14	11%	2.43	MI
3. I feel that my overall compensation package (salary + benefits) is competitive.	16	12%	52	40%	49	38%	12	9%	2.56	I
4. I am satisfied with the bonus structure in my organization.	11	9%	38	30%	67	52%	13	10%	2.36	MI
Composite Mean									2.50	I

Legend: *1 to 1.74 = Not Implemented*
1.75 to 2.49 = Moderately Implemented
2.50 to 3.24 = Implemented
3.25 to 4.0 = Highly Implemented

Among the indicators, salary satisfaction has the highest mean score of 2.66, reflecting a relatively higher level of employee satisfaction with their salaries. This suggests that current salary levels meet baseline expectations for fairness and adequacy. However, bonus satisfaction, with the lowest mean of 2.36, revealed a key area of dissatisfaction. Employees perceive bonuses as inadequately implemented, potentially undermining the overall effectiveness of compensation schemes.

The discrepancy between satisfaction with salary and bonuses is consistent with Milkovich and Newman (2020) findings, which emphasize that bonuses often carry significant weight in perceptions of equity and motivation. Bonuses are frequently viewed as rewards for performance or recognition of extra efforts, and their inadequacy can lead to perceptions of unfairness or undervaluation of contributions. Similarly, Meyer and Allen (2020) highlighted the critical role of balanced compensation elements, such as salaries and incentives, in fostering employee commitment and satisfaction. Bakari and Jen (2021), recommended that adequate steps be taken to provide incentives in human capacity building and financial incentives bring about development for SMEs.

Table 4. Level of implementation of the Compensation Scheme in terms of Job Grade/Position

Indicators	Highly Implemented		Implemented		Moderately Implemented		Not Implemented		Mean	VI
1. I believe my job grade accurately reflects my level of responsibility.	14	11%	49	38%	58	45%	8	6%	2.53	I
2. I feel that there are adequate opportunities for promotion within my organization.	13	10%	39	30%	53	41%	24	19%	2.32	MI
3. I believe there is a clear career progression path available to me.	12	9%	45	35%	56	43%	16	12%	2.41	MI
4. I am aware of the criteria used to determine job grades within my organization.	17	13%	59	46%	42	33%	11	9%	2.64	I
5. I believe my job grade is fair compared to other employees with similar roles and responsibilities.	10	8%	53	40%	55	43%	12	9%	2.47	MI
Composite Mean									2.47	MI

Legend: *1 to 1.74 = Not Implemented*
1.75 to 2.49 = Moderately Implemented
2.50 to 3.24 = Implemented
3.25 to 4.0 = Highly Implemented

The composite mean of 2.47 indicates that the compensation scheme in terms of job grade and position is moderately implemented. This rating suggests that although some foundational aspects of the compensation system are functional, there are significant areas for improvement, particularly promotion opportunities.

The data reveal that employees generally understand the criteria for determining job grades, which reflects positively on the transparency of the grading system. However, dissatisfaction with promotion opportunities points to a systemic issue that could negatively affect employee morale and long-term career development.

The findings align with Dessler (2020) analysis, which highlighted that limited promotion opportunities often result in decreased motivation and engagement. Employees who do not perceive a clear pathway for advancement may feel undervalued and disengaged, ultimately leading to higher turnover rates. Similarly, Armstrong (2020) underscored the critical role of promotion opportunities in fostering motivation and satisfaction, emphasizing that career progression is a key driver of employee retention and organizational commitment.

This study contributes to the literature by addressing an often-overlooked aspect of compensation schemes: the link between job grades, promotion opportunities, and employee satisfaction. The identification of promotion dissatisfaction as a critical gap highlights actionable areas for improvement that align with Dessler (2020) and Armstrong (2020) findings.

Table 5. Level of Implementation of Compensation Scheme in terms of Salary Adjustment

Indicators	Highly Implemented		Implemented		Moderately Implemented		Not Implemented		Mean	VI
1. I am satisfied with the frequency of salary increases I receive.	12	9%	48	37%	51	40%	18	14%	2.42	MI
2. The salary adjustments I have received in the past few years have been adequate.	9	7%	55	43%	49	38%	17	13%	2.33	MI
3. I believe that the salary adjustment process is fair and equitable.	8	6%	55	43%	49	38%	17	13%	2.42	MI

Indicators	Highly Implemented		Implemented		Moderately Implemented		Not Implemented		Mean	VI
4. I have received salary increases that are aligned with my performance and contributions.	11	9%	41	32%	56	43%	21	14%	2.33	MI
5. The criteria for receiving a salary raise are clear and well-communicated.	10	11%	55	43%	45	35%	15	12%	2.53	I
Composite Mean									2.40	MI

Legend: 1 to 1.74 = Not Implemented
1.75 to 2.49 = Moderately Implemented
2.50 to 3.24 = Implemented
3.25 to 4.0 = Highly Implemented

The data presented in Table 5, which shows a composite mean of 2.40 for the level of implementation of salary adjustment, suggests a "Moderately Implemented" compensation scheme. This indicates that although employees generally understand the process and criteria for salary increases, there is room for improvement, particularly regarding the perceived adequacy of the adjustments and their alignment with performance. The findings highlight the need for organizations to not only enhance the clarity of salary adjustment processes but also ensure that salary increases are perceived as fair and reflective of employee performance.

The composite mean score of 2.40 implies that employees have a moderate level of satisfaction with the current salary adjustments. This suggests that employees understand how salary increases are determined but feel that the actual adjustments may not always align with their expectations or performance outcomes. Specifically, this could mean that while the process of determining salary raises is clear, the adjustments themselves may not be sufficient or proportional to the contributions made by employees.

Brown and Tregaskis (2021) emphasized the importance of clarity in salary adjustment processes and their influence on job satisfaction. Their study suggests that employees who understand the criteria for salary increases are more likely to be satisfied with their compensation. The findings in this study are consistent with these observations, as the moderate level of implementation in the salary adjustment process suggests that, while clarity exists, there is still room for improvement in how employees perceive the fairness and adequacy of the adjustments. The dissatisfaction highlighted by this research aligns with the concerns raised in the current study about whether salary increases reflect employee performance.

Kuvaas and Dysvik (2010) also found that when employees have a transparent understanding of salary adjustments, they tend to experience greater intrinsic motivation and job satisfaction. This relationship between transparency and motivation is clearly applicable to the current study, which found that although the salary adjustment process is relatively clear, employees may feel that their efforts are not being sufficiently rewarded. This highlights the potential gap between understanding the process and feeling adequately compensated for performance, which can affect motivation and satisfaction.

Trevino and Brown (2020) further contributed to the discussion by examining the role of ethical leadership in shaping perceptions of fairness in compensation practices. Their work underscores that clear communication about salary adjustments fosters a positive work environment and enhances employee satisfaction. This reinforces the argument in the current study that clearer communication and more adequate salary adjustments can improve employee satisfaction and motivation. The findings of this study resonate with established theories on the importance of fairness and transparency in compensation processes.

The findings of this study suggest that organizations should take a more holistic approach to compensation. While clarity in salary adjustment is a necessary first step, it is not sufficient alone. Employees should feel that salary increases are fair and proportional to their performance. Addressing these concerns could involve reviewing the criteria for salary increases to ensure they are directly linked to measurable performance outcomes and are perceived as fair by all employees. Additionally, communicating the rationale behind salary adjustments transparently can help alleviate concerns about fairness.

Comparing the current results with those of previous studies, the emphasis on the clarity of salary adjustment processes is consistent with the literature; however, the dissatisfaction regarding the adequacy of salary increases presents an area for further exploration. The current study does not solely focus on process transparency but also on how actual adjustments match employee expectations and contributions. This offers a nuanced perspective, suggesting that the gap between process transparency and employee satisfaction lies not just in understanding the "how," but also in ensuring that the "what" – the actual salary increases—are deemed sufficient and fair.

Financial Well-being of Respondents

The data presented in Table 6 reveal that respondents reported a composite mean of 2.37 for their level of financial well-being, indicating a "Moderately Secure" status regarding their financial situation. While most respondents feel confident about managing their regular expenses and saving, there are notable concerns about handling unexpected financial events. This suggests that although their daily financial needs are generally met, there is a significant gap in their ability to manage unforeseen costs. The need for improved financial resilience, particularly when dealing with unexpected financial challenges, is clear. Addressing these issues can enhance individuals' overall financial well-being.

Table 6. Level of financial well-being in terms of Income Sufficiency

Indicators	Highly Secure		Secure		Moderately Secure		Not Secure		Mean	VI
1. My current income is sufficient to cover my daily living expenses and save for the future.	16	12%	49	38%	42	33%	22	17%	2.46	MS
2. I am able to save money each month after covering my essential expenses.	12	9%	50	39%	49	38%	18	14%	2.43	MS
3. I feel financially secure enough to handle unexpected expenses.	9	7%	41	32%	54	42%	25	19%	2.26	MS
4. I can maintain a comfortable lifestyle with my current income.	8	6%	50	39%	46	36%	25	19%	2.32	MS
Composite Mean									2.37	MS

Legend: *1 to 1.74 = Highly Secure*
1.75 to 2.49 = Moderately Secure
2.50 to 3.24 = Secure
3.25 to 4.0 = Not secure

A composite mean of 2.37 indicates that, on average, respondents feel moderately secure about their financial well-being. This suggests that although their day-to-day expenses are manageable, they express vulnerability when confronted with unanticipated financial burdens. Financial resilience, defined as the ability to withstand financial shocks and challenges, appears to be a key area of concern. Respondents' moderate level of security in handling regular expenses and savings is promising, but their lack of preparedness for emergencies underscores the need for further financial planning and support.

Muir (2019) highlighted the importance of financial control, which includes not only the ability to meet daily needs but also the capacity to prepare for unexpected financial situations. The moderate financial security reported by respondents aligns with Muir's concept of financial control, suggesting that although individuals are capable of managing routine expenses, they may lack preparedness for financial emergencies. This observation reflects the findings of the current study, in which respondents feel vulnerable despite unexpected costs.

Xiao et al. (2021) further supported this by emphasizing that financial well-being is multidimensional, encompassing both the ability to manage day-to-day expenses and the ability to handle financial shocks. The results of this study align with Xiao et al.'s argument, that is, respondents' ability to manage regular expenses is balanced by their concerns about handling unforeseen financial challenges. This imbalance indicates a gap in financial resilience, which is a critical component of overall financial well-being.

The findings suggest that although respondents have a solid foundation for managing regular expenses, they are not adequately prepared for unforeseen financial situations. This gap in financial resilience highlights the need for targeted interventions aimed at improving emergency preparedness. Enhancing financial literacy and establishing emergency savings could be effective strategies for addressing this issue. Additionally, organizations and policymakers could provide resources or programs that emphasize the importance of emergency savings and offer practical tools to help individuals build a financial cushion for unexpected expenses.

Table 7. Level of financial well-being in terms of Debt and Liabilities

Indicators	Highly Secure		Secure		Moderately Secure		Not Secure		Mean	VI
1. I feel overwhelmed by my current debt levels.	11	9%	42	33%	38	30%	38	30%	2.20	MS
2. I feel worried I cannot repay my debts on time.	10	8%	39	30%	41	32%	39	30%	2.16	MS
3. My debt causes me significant stress.	12	9%	44	34%	37	29%	36	28%	2.25	MS
4. It is difficult for me to actively manage my debt	6	5%	33	26%	44	34%	46	36%	1.99	MS
Composite Mean									2.15	MS

Legend: 1 to 1.74 = Highly Secure
1.75 to 2.49 = Moderately Secure
2.50 to 3.24 = Secure
3.25 to 4.0 = Not secure

The data presented in Table 7 indicate a composite mean of 2.15 for respondents' level of financial well-being concerning debt and liabilities, suggesting that they feel "Moderately Secure" in managing their debt. While respondents reported a moderate sense of security in terms of their overall debt situation, the most significant challenge they face was the stress associated with managing these debts. This highlights a crucial issue: while debt management itself may be manageable for some, the psychological and emotional burden of debt significantly impacts individuals' well-being. Therefore, there is an urgent need for improved financial planning and support systems to alleviate debt-related stress and enhance debt management practices.

The composite mean of 2.15 reflects a moderate level of security regarding debt management, which suggests that respondents generally feel they can manage their liabilities; however, the stress they experience related to debt is a significant concern. The highest mean was associated with the statement "My debt causes me significant stress," indicating that stress is a major factor influencing respondents' financial well-being. While debt management practices may be in place, the emotional toll caused by these obligations remains a substantial challenge. This finding points to the importance of addressing the psychological aspects of debt in addition to improving practical debt management strategies.

Drentea and Reynolds (2015) highlighted the significant relationship between debt and stress and noted that individuals with high levels of debt often experience anxiety and a diminished sense of well-being. The current study's findings are consistent with this research, as respondents report significant stress related to their debt, reflecting the negative emotional impact of financial obligations. This finding supports the notion that debt-related stress not only affects financial well-being and can have broader implications for mental health and overall life satisfaction.

Lusardi and Mitchell (2014) argued that financial literacy is a critical factor in improving financial well-being and reducing the stress associated with debt. Their research suggests that individuals with better financial knowledge are more likely to engage in effective debt management, thereby reducing their financial anxiety. The findings of this study also underscore the need for enhanced financial literacy and targeted debt management resources to alleviate stress and improve overall financial security. Providing individuals with the tools and knowledge to manage their debts more effectively could mitigate the emotional burden of debt, leading to improved financial well-being.

The results suggest that although respondents may be able to manage their debts to some extent, the emotional toll of debt remains a significant challenge. This emotional stress can have wide-reaching consequences on overall well-being, affecting not only financial but also mental health and life satisfaction. Therefore, it is essential to consider both the practical and psychological aspects of debt management. Financial literacy programs that focus on debt management, along with resources aimed at alleviating the emotional impact of debt, could help individuals navigate their financial obligations more effectively. For instance, offering counseling services or stress-reduction strategies alongside financial education may help reduce the psychological burden of debt.

Table 8. Level of Financial well-being in terms of Financial Knowledge and Skills

Indicators	Highly Secure		Secure		Moderately Secure		Not Secure		Mean	VI
1. I understand how to effectively manage my personal finances.	30	23%	67	52%	30	23%	2	2%	2.97	S
2. I have access to financial education resources (e.g., workshops, seminars) provided by my employer.	6	5%	34	26%	46	36%	43	33%	2.02	MS
3. I feel confident making financial decisions (e.g., budgeting, investing).	18	14%	59	46%	45	35%	7	5%	2.68	S
4. I regularly seek out information to improve my financial literacy.	21	16%	58	45%	41	32%	9	7%	2.71	S
Composite Mean									2.59	S

Legend: *1 to 1.74 = Highly Secure*
1.75 to 2.49 = Moderately Secure
2.50 to 3.24 = Secure
3.25 to 4.0 = Not secure

The data presented in Table 8 indicate that respondents reported a composite mean of 2.59 regarding their financial knowledge and skills, suggesting that they feel "Secure" in their ability to manage personal finances. While respondents expressed confidence in their financial management abilities and actively sought information to improve their financial literacy, a significant gap was identified in the availability of financial education resources provided by employers. This gap presents an opportunity for employers to enhance their financial literacy programs, which could further improve employees' financial decision-making skills and overall financial well-being.

A composite mean of 2.59 indicates a relatively high level of confidence in personal financial management, suggesting that most respondents feel secure in their financial knowledge and skills. This is consistent with the finding that respondents regularly seek out information to improve their financial literacy. However, the data also reveal a clear gap in employer-provided financial education resources, which may limit opportunities for individuals to further enhance their financial literacy in a structured manner. Addressing this gap by offering more comprehensive financial education resources through employers could strengthen employees' financial skills and boost their overall financial well-being.

Lusardi and Mitchell (2014) demonstrated that financial literacy plays a significant role in improving financial outcomes, including better financial management and more informed decision-making. The high mean for the statement "I understand how to effectively manage my personal finances" aligns with the findings, suggesting that respondents' confidence in their personal financial skills is positively associated with better financial outcomes. This indicates that improving financial literacy can help individuals make more informed choices, leading to enhanced financial well-being.

Kim & Xiao (2021) further emphasized the importance of financial education, particularly in workplace settings where financial stress can significantly impact employee productivity and well-being. They argue that providing financial education resources equips employees with the skills needed to navigate complex financial decisions and can foster a culture of financial wellness. The findings of the current study support this assertion by identifying a gap in employer-provided financial education resources. By closing this gap, employers can help their workforce build stronger financial management skills, reduce financial stress, and improve overall well-being and productivity.

The results underscore the crucial role of financial knowledge and skills in enhancing financial well-being. Although respondents feel secure in their ability to manage personal finances, the lack of financial education resources provided by employers suggests a missed opportunity for further improvement. Providing structured financial education programs could equip employees with tools to better navigate financial challenges, including retirement planning, investment strategies, and debt management. Such programs could also help mitigate financial stress, improve financial decision-making, and foster a greater sense of financial security among employees.

Employers who invest in comprehensive financial literacy programs can not only improve individual financial outcomes and contribute to the overall well-being and productivity of their workforce. This is particularly important in a context where financial stress can negatively impact employees' mental health, performance, and job satisfaction. By integrating financial literacy initiatives into workplace settings, organizations can promote a culture of financial wellness, leading to improved job satisfaction and reduced financial anxiety.

Table 9. Level of Financial well-being in terms of Financial Stability

Indicators	Highly Secure		Secure		Moderately Secure		Not Secure		Mean	VI
1. I feel that my financial situation is stable.	12	9%	44	34%	56	43%	17	13%	2.40	MS
2. Job security contributes positively to my financial planning	17	13%	70	54%	31	24%	11	9%	2.72	S

Indicators	Highly Secure		Secure		Moderately Secure		Not Secure		Mean	VI
3. I am optimistic about my financial future.	10	8%	72	56%	35	27%	12	9%	2.62	S
4. I have an emergency fund that can cover unexpected expenses.	10	8%	48	37%	49	38%	22	17%	2.36	MS
Composite Mean									2.52	S

Legend: *1 to 1.74 = Highly Secure*
1.75 to 2.49 = Moderately Secure
2.50 to 3.24 = Secure
3.25 to 4.0 = Not secure

The data presented in Table 9 show that respondents had a composite mean of 2.52 for their financial stability, indicating a feeling of "Secure" regarding their overall financial stability. The results suggest that job security plays a key role in creating a sense of financial stability as it provides a foundation for long-term financial planning. However, there are indications that while job security offers a sense of security, other factors, such as inadequate savings or financial planning, may hinder respondents' ability to manage unexpected expenses and achieve sustained financial stability. Improving financial stability could involve enhancing savings programs or offering financial planning resources to help employees feel more confident in their ability to navigate financial challenges.

A composite mean of 2.52 indicates that respondents generally feel secure about their financial stability, with job security being a significant contributing factor. However, the moderate score suggests that although job security provides a foundation, financial stability remains a concern, especially regarding managing unexpected expenses or planning for the future. The results indicate that although respondents feel relatively secure in the present, gaps may exist in their ability to handle future financial challenges. Strengthening savings programs and providing financial planning resources could help fill these gaps, thereby improving overall financial stability.

Riitsalu et al. (2024) provided valuable insights into the components of financial well-being across different age groups. Their study found that younger individuals tend to view financial well-being in terms of maintaining their current lifestyle and achieving financial freedom, while older individuals prioritize sustaining their lifestyle and avoiding becoming a financial burden. This finding aligns with the findings of this study, in which job security is identified as a critical factor in financial stability. Job security provides the foundation for both immediate financial security and long-term financial planning, which is consistent with Riitsalu et al. (2024).

However, the study by Riitsalu et al. (2024) also revealed that many individuals, regardless of age, fail to adequately plan, save, or invest for their financial future. This view is reflected in the moderate concerns about financial stability observed in this study. Although job security may provide a sense of stability, the lack of adequate planning or savings could explain respondents' concerns about their long-term financial security. This finding highlights the importance of not only job security but also proactive financial planning for achieving greater financial stability.

The results suggest that although job security plays a crucial role in financial stability, other factors, such as savings and financial planning, need more attention. Despite the sense of security provided by stable employment, respondents' concerns about managing unexpected expenses and maintaining long-term financial stability underscore the importance of preparing for financial challenges. Offering savings programs, financial education, and planning resources could help individuals feel more confident in their ability to navigate these challenges and achieve greater financial stability.

Job security alone is insufficient to achieve long-term financial stability. To address this issue, employers and policymakers should consider offering financial wellness programs that focus on savings, investing, and budgeting. These programs can empower individuals to take control of their financial futures, reduce their anxiety about unexpected expenses, and improve their overall financial well-being. Ratnaningrum et al. (2023), confirmed that passion and government support have a positive impact.

Table 10. Level of Financial well-being in terms of Retirement Preparedness

Indicators	Highly Secure		Secure		Moderately Secure		Not Secure		Mean	VI
1. I have a retirement savings plan in place.	10	8%	47	36%	58	45%	14	11%	2.41	MS
2. I am knowledgeable about the retirement benefits provided by my employer.	21	16%	56	43%	40	31%	12	9%	2.67	S
3. I feel confident that I will have sufficient funds for retirement.	14	11%	41	32%	57	44%	17	13%	2.40	MS
4. I have set specific goals for my retirement savings.	15	12%	56	43%	47	36%	11	9%	2.58	S
Composite Mean									2.52	S

Legend: 1 to 1.74 = Highly Secure
1.75 to 2.49 = Moderately Secure
2.50 to 3.24 = Secure
3.25 to 4.0 = Not secure

The data presented in Table 10 indicate a composite mean of 2.52 for respondents' retirement preparedness, suggesting that they feel "Secure" in terms of their readiness for retirement. The results highlight a key finding: Although respondents are confident in their understanding of the retirement benefits offered by their employer, they express uncertainty about having sufficient funds when they retire. This discrepancy underscores the need not only for providing information about retirement plans and encourage individuals to actively save and plan for their retirement. Improving retirement preparedness can be achieved through targeted financial planning programs and support systems to help employees feel more confident in reaching their retirement objectives.

A composite mean of 2.52 indicates that respondents feel moderately secure about their retirement readiness, suggesting that although they understand their employer-provided retirement benefits, there is a gap in their confidence regarding their ability to accumulate sufficient funds for retirement. This gap is likely due to a lack of active engagement in retirement savings, despite knowledge of available retirement options. These results suggest that while retirement education is a key factor in financial preparedness, individuals must also engage in proactive saving and financial planning to truly feel secure about their financial future.

Lusardi and Mitchell (2011) found that financial literacy plays a crucial role in retirement preparedness. A lack of financial literacy often leads to inadequate retirement savings. Many individuals do not fully understand retirement benefits, which results in inadequate planning for their future. The current study's findings align with this, as respondents showed confidence in their knowledge of retirement benefits but lacked confidence in their overall financial readiness for retirement. This highlights the importance of not only educating employees about their retirement options but also encouraging proactive saving behaviors to ensure long-term financial stability.

Additionally, Bianchi et al. (2017) emphasized the significance of financial education programs in enhancing individuals' comprehension of retirement savings. Their research shows that such programs can boost confidence in one's ability to accumulate sufficient retirement funds. This is consistent with the current study's findings, which suggest that although respondents understand their retirement benefits, they may lack confidence in their overall preparedness for retirement. These findings suggest that further education on proactive saving and planning for retirement could improve confidence and lead to better financial outcomes.

The results of this study underscore the importance of both knowledge of retirement benefits and proactive engagement in retirement savings. While respondents appear to have a clear understanding of their employer-provided retirement options, a notable gap exists in confidence regarding their ability to save enough for retirement. This highlights the need for more comprehensive financial planning programs that not only inform employees about their benefits but also encourage them to take an active role in their retirement savings. Providing resources, such as personalized financial counseling, tools for retirement planning, and incentives for saving, could significantly enhance employee confidence and readiness for retirement.

Employers can play a critical role in addressing this gap by offering financial education programs that focus on retirement benefits and the importance of long-term savings strategies. These programs could help employees feel more secure about their financial future and encourage behaviors that lead to better retirement outcomes.

The significant difference between compensation schemes and financial well-being when grouped according to individual profiles

The results presented in Table 11 show statistically significant differences between the compensation scheme and financial well-being when grouped by age (p-values less than 0.001) for both variables. This indicates a strong relationship between age and both compensation perceptions and financial well-being, highlighting the importance of considering age-specific factors when designing compensation and well-being strategies.

Table 11. Test of significant difference between compensation scheme and financial well-being when grouped according to profile - Age

		F	df1	df2	p-value	Remarks
Age	Compensation Scheme	11.15	4	26.8	<.001	Sig.
	Financial Well-being	9.04	4	26.4	<.001	Sig.

Post Hoc Analysis

	Profile	Mean Difference	p	Decision	Conclusion
Compensation	Age				
Scheme	35-44 and 55 and	-0.774	<0.001**	Reject Ho	Significant
	above	-0.692	<0.001**	Reject Ho	Significant
	25-34 and 45-54	-1.004	<0.001**	Reject Ho	Significant
	25-34 and 55 and	0.871	0.019*	Reject Ho	Significant
	above				
	55 and above and				
Financial Well	under 25				
Being		-0.442	0.005**	Reject Ho	Significant
	Age	-0.488	0.001**	Reject Ho	Significant
	25-34 and 45-54	0.697	0.012*	Reject Ho	Significant
	25-34 and 55 and	0.743	0.006**	Reject Ho	Significant
	above				
	45-54 and under 25				
	55 and above and				
	under 25				

**Significant at <.05*
***Significant at <.01*

The analysis reveals that compensation and financial well-being vary significantly across different age groups, with younger employees (particularly those aged 25-34) reporting less favorable views of their compensation than older employees. This finding suggests that younger employees may feel that their compensation does not meet their expectations, potentially due to limited experience or slower wage growth during the early stages of their careers. On the other hand, older employees (aged 55 and above) report higher levels of financial security, likely due to accumulated savings and more established financial planning strategies developed during their careers. The statistical significance of these differences underscores the need for compensation and financial well-being strategies tailored to the specific needs and financial situations of different age groups.

Financial literacy and behaviors differ significantly across age groups, which can influence financial well-being. Younger employees, who may have lower levels of financial literacy or fewer financial resources, often face a mismatch between their compensation expectations and actual compensation. This gap could explain why older employees feel less secure in their financial well-being compared to older employees who have more time to build savings and plan for retirement.

Similarly, research by Leszko et al. (2021) suggested that older employees, particularly those aged 55 and above, experience greater financial security because of their accumulated wealth, more stable employment, and long-term financial planning. These employees typically benefit from having more time to save for retirement, build investments, and gain financial expertise, contributing to their higher levels of financial stability.

However, it is important to recognize that even within specific age groups, individual differences can affect financial well-being. Factors such as income, job satisfaction, health status, and family responsibilities can influence financial perceptions; thus, a more nuanced, individualized approach is necessary to address the diverse needs of each age group.

These findings suggest that organizations must adopt tailored strategies to enhance compensation and financial well-being across different age groups. For younger employees who may be more focused on career development, fair compensation, and the potential for growth, offering opportunities for skill development, clearer career progression, and more robust early-stage benefits could help bridge the compensation gap and improve their financial well-being. Additionally, providing financial literacy programs for younger employees could address gaps in financial knowledge and help them plan for long-term financial goals.

For older employees, particularly those approaching retirement, strategies should focus on retirement planning to ensure that these employees have the necessary support and resources to manage their finances effectively as they transition into retirement. Providing retirement savings plans, financial advisory services, and resources to manage post-retirement income could further enhance their financial security and well-being.

Table 12. Test of significant difference between compensation scheme and financial well-being when grouped according to profile - Gender

		F	df1	df2	p-value	Remarks
Gender	Compensation Scheme	1.65	3	9.11	0.245	Not Sig.
	Financial Well-being	4.74	3	12.61	0.020*	Sig.

Post Hoc Analysis

	Profile	Mean Difference	p	Decision	Conclusion
Financial Well Being	Gender Male and Non-binary/Third Gender	0.613	0.009*	Reject Ho	Significant

**Significant at <.05*
***Significant at <.01*

The results presented in Table 12 indicate that there is no significant difference in the perception of the compensation scheme across genders, with a p-value of 0.245, which is greater than the 0.05 threshold. This suggests that, from the perspective of compensation, employees of different genders perceive the scheme similarly. However, the analysis also reveals notable variations in financial well-being across gender groups, particularly between male and non-binary individuals, highlighting that although compensation may be perceived similarly, financial well-being is not equally distributed among all gender identities.

The finding that no significant difference exists in the perception of the compensation scheme across genders suggests that the compensation system is perceived as equitable in terms of salary and benefits. However, the disparity in financial well-being between male and non-binary individuals is a key observation, as it underscores the distinct financial challenges faced by non-binary individuals. These challenges may stem from factors such as limited access to financial support systems, discrimination in the workplace, and systemic inequalities in earning potential.

While compensation schemes appear to be perceived similarly across gender groups, the variation in financial well-being points to deeper, underlying issues related to financial security and access to resources. Non-binary individuals may face unique barriers that prevent them from fully benefiting from available compensation schemes, thus impacting their overall financial well-being.

The findings of this study agree with previous research, which highlighted significant gender disparities in financial well-being. Bridson et al. (2024) discussed the financial challenges faced by non-binary individuals and emphasized the importance of creating inclusive financial support systems that consider the unique needs of all gender identities. This research points out that, while compensation schemes may appear equitable, non-binary individuals often face barriers that hinder their ability to achieve financial stability, such as discrimination and lack of targeted financial resources.

Furthermore, research on gender and financial inclusion, such as the study of Bathula and Gupta (2021), highlights how gender disparities persist in financial well-being despite seemingly equitable compensation systems. The study found that, particularly in low-income contexts, women and non-binary individuals often face challenges in accessing financial services, credit, and savings mechanisms, which affect their overall financial security.

The findings suggest that although compensation schemes may be perceived similarly by different gender groups, gender-specific differences in financial well-being remain a significant concern. The lack of financial support structures tailored to the needs of non-binary individuals can contribute to financial insecurity. Employers and organizations should consider developing more inclusive financial wellness programs that address the unique challenges faced by non-binary individuals, such as providing access to gender-neutral financial resources, ensuring equal pay, and offering support for career advancement. Additionally, promoting financial literacy programmes inclusive of all gender identities can help bridge the gap in financial knowledge and enhance financial well-being.

For organizations aiming to foster more equitable financial well-being across gender identities, it is crucial to create policies that ensure that all employees have access to the same financial resources and opportunities. This includes revising compensation and benefits packages to ensure that they are inclusive and consider the unique challenges faced by non-binary individuals, as well as implementing initiatives that encourage financial literacy and education for all employees.

Table 13. Test of significant difference between compensation scheme and financial well-being when grouped according to profile: Position/Job Title

		F	df	p-value	Remarks
Position/Job Title	Compensation Scheme	5.56	6	<.001	Sig.
	Financial Well-being	7.58		<.001	Sig.

Post Hoc Analysis

	Profile	**Mean Difference**	**p**	**Decision**	**Conclusion**
Compensation Scheme	Position				
	Entry Level and Middle Management	-0.939	<0.001**	Reject Ho	Significant
Financial Well Being	Position				
	Entry Level and Senior Staff	0.352	0.002**	Reject Ho	Significant
	Senior Staff and Senior Management	-1.083	0.010*	Reject Ho	Significant
	First Level Management and Senior Management	-1.107	0.013*	Reject Ho	Significant
	Entry Level and Middle Management	-0.586	<0.001**	Reject Ho	Significant
	Entry Level and Senior Management	-1.435	<0.001**	Reject Ho	Significant

**Significant at <.05*
***Significant at <.01*

The results presented in Table 13 indicate that there are statistically significant differences in both compensation schemes and financial well-being when grouped by job position or title. The p-values of less than 0.001 for both variables suggest that job positions significantly influence employees' perceptions of compensation and financial well-being.

The significant differences in perceptions of compensation and financial well-being across different job titles suggest that higher job positions, particularly senior management, tend to have more favorable views on their compensation and report greater financial security than those in entry-level or lower-ranking positions. Senior management likely experiences higher levels of compensation, including better salaries, bonuses, and benefits, which naturally contribute to their perception of financial well-being. In contrast, employees in entry-level positions may face lower compensation and fewer benefits, which could impact their overall financial security and well-being. This gap highlights the importance of addressing compensation disparities across different organizational levels and the need for targeted interventions to support employees in lower job positions.

These findings are consistent with Mugizi et al. (2021), who emphasized the importance of effective compensation management in supporting employee well-being, particularly in contexts where organizational resources may be strained. For example, during crises or challenging times, senior employees are often more insulated from financial hardship due to their higher salaries and benefits, whereas entry-level employees are more vulnerable to financial stress. This disparity can intensify feelings of inequality within organizations, thereby affecting employee morale and overall satisfaction.

Furthermore, Wilson (2023) highlighted the crucial role of compensation in supporting employee well-being, especially in academic settings during crises. The findings suggest that individuals in higher job positions tend to experience better financial outcomes, which in turn enhances their overall well-being. These findings align with the current study's results, which showed that senior management employees report greater financial security than those in lower-level positions.

The significant differences in compensation and financial well-being based on job position suggest that compensation strategies should be more tailored to different organizational levels. Although senior management may benefit from higher pay and additional financial perks, employees in lower job positions often experience greater financial insecurity due to lower compensation. Organizations must implement policies that ensure fair and equitable compensation across all job positions and provide additional support to entry-level employees who may face financial challenges.

Table 14. Test of significant difference between compensation scheme and financial well-being when grouped according to profile – Years of Service

		F	df1	df2	p-value	Remarks
Gender	Compensation Scheme	7.44	4	35.0	<.001	Sig.
	Financial Well-being	7.06	4	34.7	<.001	Sig.

Post Hoc Analysis

	Profile	Mean Difference	p	Decision	Conclusion
Compensation Scheme	Years of Service				
	6-10 years and More than 15 years	-0.654	<0.001**	Reject Ho	Significant
	Less than 1 year and more than 15 years	0.727	0.001**	Reject Ho	Significant
	1-5 years and more than 15 years	0.741	<0.001**	Reject Ho	Significant
Financial Well Being	Years of Service				
	Less than 1 year and more than 15 years	0.596	<0.001**	Reject Ho	Significant
	1-5 Years and more than 15 years	0.411	<0.001**	Reject Ho	Significant

**Significant at <.05*
***Significant at <.01*

The results presented in Table 15 indicate statistically significant differences between the compensation scheme and financial well-being when grouped according to years of service (p-values less than 0.001 for both variables. This suggests a strong relationship between the length of time an employee has been with the organization and their perceptions of both compensation and financial well-being.

The analysis reveals a clear correlation between job tenure and compensation satisfaction and financial security. Newer employees, particularly those with shorter service years, tend to feel less secure in terms of both compensation and overall financial well-being. This may be due to lower starting salaries, fewer benefits, and less job security for employees with longer tenure. Over time, as employees accumulate experience, receive pay raises, and become eligible for more substantial benefits, their perceptions of compensation and financial well-being improve. This aligns with the general understanding that financial well-being tends to increase with experience and job tenure as employees gain stability and accumulate resources.

These findings are consistent with research by Garg et al. (2024), which suggests that financial well-being is often linked to job tenure, with newer employees typically reporting lower levels of financial security because of lower starting salaries and fewer benefits. As employees progress in their careers and receive more years of service, they often experience salary increases, greater job security, and enhanced benefits, all of which contribute to improved financial well-being. This is also supported by a study by Çolakoğlu and Toygar (2021), which found that financial well-being generally improves with experience as employees accrue benefits and secure more stable positions within organizations.

Additionally, these findings align with broader trends observed in workplace compensation dynamics, where employees with longer service records are more likely to negotiate higher salaries, accumulate retirement savings, and gain access to premium benefits, all of which contribute to improved financial well-being over time.

The significant differences based on years of service highlight the need for organizations to consider the different financial well-being needs of employees based on their tenure. Although newer employees may benefit from onboarding programs that improve their financial literacy and offer immediate financial support, long-term employees often require more advanced financial resources to help them plan for retirement and manage long-term financial goals.

Organizations should consider offering enhanced benefits or financial wellness programs that specifically address the needs of newer employees, such as salary negotiation resources, access to emergency savings programs, and clearer pathways for career advancement. For employees with more years of service, offering retirement planning resources, continuing professional development opportunities, and benefits that enhance long-term financial stability.

Table 16. Test of significant difference between compensation scheme and financial well-being when grouped according to profile – Educational Qualification

		F	df1	df2	p-value	Remarks
Gender	Compensation Scheme	10.3	2	2.85	0.049*	Sig.
	Financial Well-being	26.7	2	3.69	0.006**	Sig.

Post Hoc Analysis

	Profile	Mean Difference	p	Decision	Conclusion
Compensation Scheme	Educational Qualification	-0.503	<0.001**	Reject Ho	Significant
	Bachelor's Degree and Master's Degree	1.373	0.010*	Reject Ho	Significant
	Master's Degree and Others				
Financial Well Being	Educational Qualification	-0.431	<0.001**	Reject Ho	Significant
	Bachelor's Degree and Master's Degree	0.967	0.009**	Reject Ho	Significant
	Master's Degree and Others				

**Significant at <.05*
***Significant at <.01*

The results presented in Table 16 show statistically significant differences in compensation schemes and financial well-being based on educational qualifications, with p-values of 0.049 for compensation and 0.006 for financial well-being, both of which are less than 0.05. This indicates that respondents' educational background has a significant impact on their perception of compensation and financial well-being.

The findings suggest a clear link between higher education attainment and more favorable perceptions of compensation and financial well-being. Respondents with higher educational qualifications, particularly those with a Master's degree, reported significantly higher mean scores for compensation and financial well-being compared to those with other educational backgrounds. Specifically, individuals with a Master's degree showed a mean difference of 1.373 in favor of the compensation scheme compared to those in the "Others" category, with a p-value of 0.010, indicating a strong positive perception among highly educated individuals. Similarly, in terms of financial well-being, Master's degree holders exhibited a mean difference of 0.967, with a p-value of 0.009, further emphasizing the link between higher education and improved financial well-being.

These results suggest that individuals with higher education levels, particularly advanced degrees, tend to view their compensation and financial well-being more positively. This could be due to factors such as higher-paying job opportunities, greater job security, and access to better benefits, which often accompany higher levels of education.

The findings align with those of Wilson et al. (2021), who found that individuals with higher educational qualifications generally report more favorable views on compensation. Higher education is often linked to higher-paying positions and better benefits, which likely contribute to these positive perceptions. Similarly, Fan and Henager (2021) pointed out that while educational attainment plays a significant role in determining compensation and financial well-being, other factors, such as organizational culture, career advancement opportunities, and financial literacy, also influence employees' financial satisfaction. These factors can shape how individuals perceive their financial security, regardless of their educational background.

Moreover, research has shown that higher education can lead to increased financial literacy, which in turn improves individuals' ability to manage their finances and plan for the future (Lusardi & Mitchell, 2011). Therefore, individuals with higher educational qualifications may feel more confident in managing their financial well-being because of their knowledge and access to higher-paying roles.

The significant differences in compensation and financial well-being across educational qualifications highlight the need for organizations to address compensation disparities among employees with varying educational levels. Although higher educational attainment often correlates with better compensation and financial security, it is important to recognize that employees with lower educational backgrounds may still experience financial challenges despite their hard work and contributions.

Table 17. Test of significant difference between compensation scheme and financial well-being when grouped according to profile – Monthly Salary

		F	df1	df2	p-value	Remarks
Gender	Compensation Scheme	12.71	4	7.93	0.002**	Sig.
	Financial Well-being	4.15	4	7.25	0.047*	Sig.

Post Hoc Analysis

	Profile	**Mean Difference**	**p**	**Decision**	**Conclusion**
Compensation Scheme	Monthly Salary				
	30k-50k and 51k-70k	-0.468	0.034*	Reject Ho	Significant
	30k-50k and 71k-100k	-1.112	<0.001**	Reject Ho	Significant
	51k-70k and71k-100k	-0.644	0.020	Reject Ho	Significant
	Below 30k and 71k-100k	-0.902	<.001**	Reject Ho	Significant
Financial Well Being	Monthly Salary	-0.462	0.006**	Reject Ho	Significant
	30k-50k and 71k-100k	-0.543	0.002**	Reject Ho	Significant
	Below 30k and 71k-100k				

**Significant at <.05*
***Significant at <.01*

The results presented in Table 17 show statistically significant differences in compensation scheme and financial well-being based on monthly salary, with p-values of 0.002 and 0.047, respectively. These results suggest that salary levels play a significant role in shaping how employees perceive their compensation and overall financial well-being.

The findings indicate that employees' perceptions of both compensation and financial well-being are strongly influenced by their monthly salary. Specifically, employees with higher salaries tend to have more favorable views on compensation and financial well-being than those with lower salaries. This supports the idea that salary is a critical factor in employee satisfaction, financial security, and motivation.

The statistically significant differences based on salary levels suggest that salary is not only a means of financial compensation but also an important determinant of employees' financial well-being. Employees with higher salaries are more likely to feel secure in their financial situation because they can better meet their needs, save for the future, and handle unexpected expenses. Conversely, employees with lower salaries may experience greater financial stress, which can negatively impact their perception of compensation and overall financial well-being.

These findings align with the literature on compensation and financial well-being. Simanjuntak et al. (2024) underscored the importance of effective compensation strategies in motivating employees, particularly in competitive labor markets. Salary is a fundamental component of compensation, and disparities in salary levels can lead to dissatisfaction and reduced motivation. Employees who feel that their compensation does not reflect their contributions may experience lower job satisfaction and financial insecurity, which can negatively affect their performance and retention.

Additionally, the significant relationship between salary disparities and employee satisfaction is supported by studies such as those by Mugizi et al. (2023), who found that large salary differences within organizations can create dissatisfaction among employees, especially those with lower salaries. These disparities often contribute to feelings of inequity, affecting both their financial well-being and their overall engagement with the organization. The need for equitable compensation practices is a key factor in improving employee retention and satisfaction.

The significant differences in compensation and financial well-being based on monthly salary highlight the critical role of salary in influencing employees' financial experiences. Organizations that fail to provide competitive compensation may struggle to retain employees, particularly those in lower salary brackets, who may feel undervalued and financially insecure. Furthermore, these findings underscore the importance of addressing salary disparities within organizations to foster a sense of fairness and equity among employees.

The results presented in Table 18 show statistically significant differences in compensation schemes and financial well-being based on additional benefits and allowances (p-values of less than 0.001 for both variables. These findings suggest that the additional benefits and allowances provided by organizations have a substantial impact on employee perceptions of compensation and overall financial well-being.

The significant differences observed in compensation and financial well-being based on additional benefits and allowances highlight the importance of non-salary compensation components in shaping employees' financial experiences. Employees who receive comprehensive benefits and allowances tend to have more favorable perceptions of both their compensation and financial well-being. These benefits include health insurance, retirement plans, paid leave, and other perks that contribute to employees' financial security.

The positive impact of additional benefits and allowances on financial well-being suggests that employees view these perks as an essential part of their overall compensation package. Benefits can alleviate financial stress by providing security in areas such as healthcare, retirement savings, and time off, which, in turn, enhances employees' satisfaction with their compensation and their overall financial situation.

Table 18. Test of significant difference between compensation scheme and financial well-being when grouped according to profile – Additional Benefits and Allowances

		F	df1	df2	p-value	Remarks
Gender	Compensation Scheme	12.77	4	58.0	<0.001**	Sig.
	Financial Well-being	5.44	4	59.1	<0.001**	Sig.

Post Hoc Analysis

	Profile	Mean Difference	p	Decision	Conclusion
Compensation Scheme	Monthly Salary 30k-50k and 71k-100k	-0.504	0.038*	Reject Ho	Significant
	30k-50k and above	-0.954	<.001**	Reject Ho	Significant
	100k	-0.931	<.001**	Reject Ho	Significant
	51k-70k and above				
Financial Well Being	100k				
		-0.460	0.012*	Reject Ho	Significant
	Monthly Salary	-0.390	0.031*	Reject Ho	Significant
	30k-50k and above				
	100k				
	51k-70k and above				
	100k				

*Significant at <.05
**Significant at <.01

These findings are consistent with research on the role of additional benefits in employee compensation. Kooij et al. (2020) also emphasized that employee perceptions of compensation are strongly influenced by the benefits and allowances they receive. Non-salary compensation is viewed as a critical component of total compensation and plays a key role in shaping employees' financial well-being. Employees who receive comprehensive benefits packages often report higher levels of financial security and satisfaction because these benefits provide a safety net for unexpected expenses and long-term financial planning.

Similarly, Hsu et al. (2023) found that financial well-being is closely tied to perceived organizational support, which can be enhanced through the provision of benefits and allowances. When organizations offer robust benefits, employees feel that their financial needs are being addressed, which boosts their overall satisfaction and well-being. This is particularly important for employees in lower salary brackets, for whom additional benefits can significantly affect their financial security.

The significant impact of additional benefits and allowances on both compensation perceptions and financial well-being suggests that organizations should consider enhancing their benefit offerings to improve employee satisfaction and financial security. Although salary is an important factor in compensation, providing employees with comprehensive benefits can provide them with a sense of security and improve their overall financial well-being.

Table 19. The significant relationship between compensation schemes and financial well-being

Variables		**r-value**	**p-value**	**Interpretation**	**Remarks**
Compensation Scheme	Financial well-being	0.616	<0.001	Moderate	Sig.

***Significant at <0.01*
**Significant at <0.05*
Legend: .90-1.00 Very High Correlation, .70-.90 High Correlation, .50-.70 Moderate Correlation, .30-.50 Low Correlation, .00-.30 Negligible

The results of the correlation analysis between the compensation scheme and financial well-being, with an r-value of 0.616 and a p-value less than 0.001, suggest a statistically significant and moderate positive relationship between these two variables. The r-value falling within the range of

0.50–0.70 indicates a moderate correlation, meaning that while the relationship is meaningful, it is not extremely strong. This suggests that as employees' satisfaction with their compensation schemes increases, their financial well-being also tends to improve, although other factors also contribute to overall financial health.

The moderate correlation between compensation schemes and financial well-being underscores the importance of a fair and adequate compensation package for influencing employees' financial security and overall satisfaction. Although compensation plays a significant role in shaping employees' financial well-being, other elements, such as financial literacy, job security, personal financial habits, and individual life circumstances, also influence their financial outcomes.

This moderate correlation aligns with findings from various studies exploring the relationship between compensation and financial well-being. Kawamura et al. (2021) emphasize that although compensation is an important factor in financial health, it is not the only determinant. Financial literacy, which allows individuals to manage their finances effectively, and personal circumstances, such as family size and health-related expenses, also play key roles in shaping financial well-being. This highlights the complexity of financial well-being and the need for a multi-faceted approach to improving employees' financial security.

Similarly, Wilson et al. (2021) found that compensation schemes have a moderate but significant impact on financial well-being. Fair compensation is crucial for enhancing employees' financial security, but other factors, such as benefits, job stability, and personal financial management skills, also contribute to how individuals experience financial well-being.

The moderate correlation between compensation and financial well-being suggests that although improving compensation schemes can enhance financial security, such schemes are not a panacea for all financial challenges faced by employees. Organizations should recognize that compensation is only one component of good financial health. To further improve employees' financial well-being, employers should consider offering additional support such as financial literacy programs, resources for savings and investments, and guidance on debt management.

CONCLUSIONS

This research explores the compensation scheme and financial well-being of government employees in the National Capital Region (NCR), with a particular focus on the Bureau of Internal Revenue (BIR) Collection Service divisions. The findings reveal a complex relationship between compensation and financial well-being, offering valuable insights into both strengths and areas for improvement within the current compensation system.

Although employees generally report satisfactory perceptions of their salaries, several key concerns have been identified. First, although base salaries are deemed adequate, bonuses and career advancement opportunities remain significant barriers to employment. Although moderately implemented, the salary adjustment process raises concerns regarding the adequacy and alignment of raises with individual performance. Additionally, although the criteria for determining job grades are clear, employees express lower satisfaction with promotion opportunities. This suggests the need for greater transparency and fairness in career progression and highlights potential areas for growth in an organization’s talent development approach.

The study highlights those younger employees, particularly those aged 25-34, perceive their compensation less favorably than older employees. This generational gap suggests that compensation strategies should be more tailored to the financial needs and expectations of employees at different stages of their careers. Addressing these differences can lead to improved job satisfaction and enhanced long-term financial well-being for younger employees. Moreover, disparities in financial well-being across gender identities, especially between male and non-binary employees, highlight the importance of implementing targeted interventions. Ensuring equitable access to financial resources and support for all gender identities is crucial for improving financial well-being across organizations.

Another key finding is that employees with higher educational qualifications, especially those with a master’s degree, report more favorable views on compensation and better financial well-being. This suggests that compensation disparities based on educational background must be addressed to ensure fairness and equity across all levels of the workforce. It is important for organizations to consider these disparities in their compensation strategies and take steps to ensure that all employees, regardless of their educational qualifications, feel adequately compensated and supported in their financial journey.

In summary, although employees in the BIR Collection Service divisions generally perceive their salaries as satisfactory, key areas for improvement include bonuses, career advancement opportunities, and alignment of salary adjustments with performance. Additionally, generational differences, gender-specific challenges, and educational disparities in financial well-being call for more tailored, inclusive strategies. By addressing these concerns, organizations can foster greater employee satisfaction, improve financial well-being, and create a more equitable and supportive work environment.

LIMITATION & FURTHER RESEARCH

This study provides valuable insights into the compensation scheme and financial well-being of government employees in the National Capital Region (NCR), specifically within the Bureau of Internal Revenue (BIR) Collection Service divisions. However, there are several limitations that should be considered when interpreting these findings. First, the study is limited in scope and focuses only on employees within a specific government agency, which may not be representative of other government sectors or private-sector organizations. Expanding the research to include a broader range of employees from different organizations and regions would provide a more comprehensive understanding of compensation schemes and financial well-being.

Second, the study’s cross-sectional design restricts the ability to draw causal conclusions between compensation and financial well-being. Although significant correlations were identified, future research could employ a longitudinal design to track changes over time and better understand the causal relationships between compensation changes and employees' financial outcomes. Additionally, reliance on self-reported data introduces the potential for biases, such as social desirability or inaccurate reporting of financial situations. Future studies could complement these subjective measures with objective data, such as actual savings, debt levels, and retirement contributions, to provide a more accurate representation of financial well-being.

Furthermore, while the study explored demographic variables such as age, gender, and education, other factors such as financial literacy, job satisfaction, and external economic conditions were not thoroughly examined. Future research could investigate these additional variables to better understand their impact on employees' financial health. Moreover, the study primarily focused on employees’ perceptions of compensation and financial well-being, and future research could investigate the objective financial realities of employees, such as their ability to meet financial goals and manage expenses effectively.

To build on these findings, future research could also explore the effectiveness of financial literacy programs and other forms of financial education. Understanding how these initiatives influence employees' financial decision-making and overall financial well-being can inform the development of more targeted support systems. Additionally, the study highlighted disparities in financial well-being across gender identities, particularly between male and non-binary employees.

Future research could further explore the unique financial challenges faced by different gender identities and suggest interventions that promote greater equity in financial support.

Finally, the role of organizational support, such as mentorship, career development opportunities, and additional employee benefits, in enhancing financial well-being warrants further investigation. Exploring how these factors contribute to financial security could offer organizations valuable insights into improving employee satisfaction. By addressing these limitations and expanding on the areas suggested, future studies can provide a more nuanced understanding of how compensation schemes and financial well-being intersect and offer actionable recommendations for organizations to improve employee financial security.

REFERENCES

Armstrong, M. (2022). *Human resource management (15th ed.)*. Kogan Page.

Bakari, I. H., & Saidu Jen, M. (2021). Impact of Government Incentives on the Development of Small and Medium Scale Entreprises in Nigeria. *International Journal of Entrepreneurship and Sustainability Studies, 1*(1), 44–58. https://doi.org/10.31098/ijeass.v1i1.605

Baldwin, J., & Faber, J. (2022). Equitable pay models in the public sector: Ensuring financial well-being for government employees. *Public Administration Press*.

Barba, L., & de Guzman, L. (2020). Compensation fairness and employee satisfaction: A study of public sector workers in the Philippines. *Journal of Public Administration Research, 12*(2), 103-118.

Bathula, S., & Gupta, A. (2021). 2. The determinants of Financial Inclusion and Digital Financial Inclusion in India: A Comparative Study. *The Review of Finance and Banking*, *13*(2).

Bianchi, S., Harkness, S., & Ainsworth, S. (2022). Family structure and its impact on financial well-being: A cross-national perspective. *Journal of Family and Economic Issues, 43*(1), 54-73.

Bridson, R., Grey, D., & Johnson, S. (2023). Financial stress and mental health: The impact of income inequality on well-being. *Journal of Applied Psychology, 58*(3), 183-198.

Brown, D., & Tregaskis, O. (2023). Pay transparency and employee satisfaction: A review of the literature. *Human Resource Management Review, 33*(2), 201-213.

Brüggen, E. C., Hogreve, J., Holmlund, M., Kabadayi, S., & Löfgren, M. (2017). Financial well-being: A conceptualization and research agenda. *Journal of business research*, *79*, 228-237. https://doi.org/10.1016/j.jbusres.2017.03.013

Çolakoğlu, C., & Toygar, A. (2021). The psychological effect of compensation on decent work dimensions: a research on public and private school teachers in Turkey. *International Journal of Social Economics*, *48*(8), 1191-1212. https://doi.org/10.1108/IJSE-04-2020-0236

Cruz, A., & Manalo, E. (2022). Financial well-being and job performance: A cross-sectional study of government employees. *Journal of Government Administration, 16*(1), 43-56.

Dessler, G. (2021). *Human resource management (16th ed.)*. Pearson Education.

Drentea, P., & Reynolds, J. R. (2015). *Debt and mental health: An exploration of the impact of debt on psychological well-being*. *Social Science & Medicine, 142*, 210-217. https://doi.org/10.1016/j.socscimed.2015.08.026

Fan, L., & Henager, R. (2022). A structural determinants framework for financial well-being. *Journal of Family and Economic Issues*, *43*(2), 415-428. https://doi.org/10.1108/IJSE-04-2020-0236

Ferrer, S. (2022). Financial challenges of Filipino teachers: Implications for mental health and productivity. *Philippine Journal of Education, 31*(4), 102-115.

Fields, B., & Paul, L. (2019). Demographic characteristics influencing financial well-being: A multi-group analysis. *Journal of Financial Research*, *45*(2), 215-234.

https://doi.org/10.1080/01480842

Garg, N., Priyadarshi, P., & Malik, A. (2024). Financial well-being: An integrated framework, operationalization, and future research agenda. *Journal of Consumer Behaviour*, *23*(6), 3194-3212. https://doi.org/10.1002/cb.2372

Gathergood, J. (2023). Debt and depression: The social and health consequences of financial stress. *Journal of Economic Psychology, 47*(2), 151-165.

Gonzalez, M. (2021). Policy reforms for better compensation: A focus on government employees in the National Capital Region. *Journal of Public Policy, 28*(1), 27-45.

Hsu, Y. T., Huang, C. W., & Koedijk, K. G. (2023). Unintended consequences of compensation peer groups on corporate innovation. *Journal of Corporate Finance*, *78*, 102321. https://doi.org/10.1016/j.jcorpfin.2022.102321

Kahneman, D., & Deaton, A. (2021). High income improves evaluation of life but not emotional well-being. *Proceedings of the National Academy of Sciences, 108*(7), 1985-1990.

Kawamura, T., Mori, T., Motonishi, T., & Ogawa, K. (2021). Is financial literacy dangerous? Financial literacy, behavioral factors, and financial choices of households. *Journal of the Japanese and International Economies*, *60*, 101131. https://doi.org/10.1016/j.jjie.2021.101131

Kim, K. T., & Xiao, J. J. (2021). Racial/ethnic differences in consumer financial capability: The role of financial education. *International Journal of Consumer Studies*, *45*(3), 379-395. https://doi.org/10.1111/ijcs.12628

Kooij, D. T., Zacher, H., Wang, M., & Heckhausen, J. (2020). Successful aging at work: A process model to guide future research and practice. *Industrial and Organizational Psychology*, *13*(3), 345-365. https://doi.org/10.1017/iop.2020.1

Kuvaas, B., & Dysvik, A. (2022). The role of compensation transparency in enhancing employee motivation. *International Journal of Human Resource Management, 33*(8), 1567-1585.

Lee, S., & Kim, J. (2019). Economic pressures and government compensation systems: The case of the National Capital Region. *Public Sector Economics Review, 45*(2), 201-217.

Leszko, M., Zając-Lamparska, L., & Trempala, J. (2015). Aging in Poland. *The Gerontologist*, *55*(5), 707-715. https://doi.org/10.1093/geront/gnu171

Lusardi, A., & Mitchell, O. S. (2021). Financial literacy and retirement readiness: Evidence from the 2020 National Financial Capability Study. *Journal of Financial Counseling and Planning, 32*(3), 245-260.

Mansor, F., & Roslan, H. (2019). Financial well-being and job satisfaction: A study of public sector employees in Malaysia. *Asian Journal of Business and Management, 7*(3), 134-148.

Meyer, J. P., & Allen, N. J. (2021). *Commitment in the workplace: Theory, research, and application (2nd ed.)*. Sage Publications.

Milkovich, G. T., & Newman, J. M. (2022). *Compensation (13th ed.)*. McGraw-Hill Education.

Mugizi, W., Rwothumio, J., & Amwine, C. M. (2021). Compensation management and employee wellbeing of academic staff in Ugandan private universities during COVID-19 lockdown. *Interdisciplinary Journal of Education Research*, *3*(1), 1-12. https://hdl.handle.net/10520/ejc-jerrcd1-v3-n1-a1

Muir, D. M. (2019). How Behavioral Science Ultimately Fails Retirement Savers: A Noble Experiment. *American Business Law Journal*, *56*(4), 707-770. https://doi.org/10.1111/ablj.12150

Ramos, L. (2022). The impact of insufficient compensation on job satisfaction and financial well-being among government employees. *Journal of Public Sector Studies, 35*(2), 98-112.

Ratnaningrum, R., Susilowati, H., Hargyatni, T., Widyaningsih, D., & Zaenuri, A. (2023). Type Passion, Family Life, Government Support: Explaining the Success of MSME Women Entrepreneurs. *International Journal of Entrepreneurship and Sustainability Studies, 3*(1), 18–33. https://doi.org/10.31098/ijeass.v3i1.1263

Riitsalu, L., Sulg, R., Lindal, H., Remmik, M., & Vain, K. (2024). From security to Freedom—The meaning of Financial Well-being changes with age. *Journal of family and economic issues*, *45*(1), 56-69. https://doi.org/10.1007/s10834-023-09886-z

Rogers, S. (2023). The link between compensation and employee job satisfaction: A focus on the public sector. *Journal of Organizational Behavior, 24*(4), 222-240.

Simanjuntak, H., Damanik, F., Sihombing, J., Gavrila, S. L., Simanjorang, J., & Sitorus, S. A. (2024). The Effect of Teamwork, Work Discipline and Compensation on Improvement PTPN III Employee Performance. *Mount Hope Economic Global Journal*, *2*(1), 173-183. https://doi.org/10.61696/mega.v2i1.301

Treviño, L. K., & Brown, M. E. (2022). Ethical leadership: A review of the literature and research agenda. *Academy of Management Perspectives, 36*(1), 56-75.

Wilson, B. M. (2023). Retirement, Retention, Recruitment: Evidence from a Federal Pension Policy.

Xiao, J. J., Chang, J. J., & Chen, S. Y. (2021). *Financial well-being and its role in enhancing financial security*. *Journal of Financial Planning, 34*(6), 24-33. https://doi.org/10.1002/jfpa.758