



A Philippine Setting: Work Motivation of Employees and Motivational Strategy Evaluation In an Industrial Establishment

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ABSTRACT

The study sought to determine the work motivation of employees in an industrial establishment in the Philippines and how the motivational strategies that the company carries out are effectively translated into their workforce. The data was taken from a consented establishment and the employees were asked to answer the multi-dimension work motivation questionnaire. Qualitative data was also collected to determine the motivational strategies done by the company through an interview with their human resources department. Results showed that the workers in the industrial establishment were moderately motivated. This was constituted by the motivational dimensions with the majority of the respondents having a low amotivation score, low to moderate extrinsic regulation score, high introjected regulation score, identified regulation and intrinsic regulation score. Likewise, there was a significant prediction with three variables from the demographic data, which include the number of years in service, educational attainment and pay grade. The latter variable had the only negative predicting factor against the motivational score. The motivational score was, by theory, affected by the motivational strategy that was implored by the human resource management of the company. These strategies are categorized as work environment, rewards, punishment, leadership, and non-monetary incentives. Thus, the study recommended that there is room for additional strategies that can be made and added to current practices in industrial management, especially in the implementing department, to increase the motivation of workers.

Keywords: Industry, Motivation, Strategy, Philippines, Workplace.

INTRODUCTION

Organizations engage on human, physical and financial resources in order to attain expected results. Thus, organizations will cease to exist without people or employees (du Plessis et al, 2016). According to Flucher and Scott (2011), an organization has generally have three features: a specific goal, defined membership, and conduct and authority relationships. In order to achieve their specific goal, motivation and its related aspects are stated as key

elements. Especially in the business sector today, motivating the people to exert all their efforts and feel more than a sense of responsibility to achieve the company's goal has become crucial due to the competition of other establishment and economic uncertainties (Hosseini, 2014). Latham (2007) reported that motivation is an important factor that concerns human resources management.

A significant part of the organization, human resource carries out major activities such as recruitment, selection, and training, planning and developing key programs for its employee and continue to motivate employees while in the system (Sherif et al., 2014). Hence, human resource is set to have the same value as that of marketing, finance and production management. One significant aspect of human resource is to keep the life blood or the employees further motivated in the organization. Thus, the human resource management must have a capable working knowledge on the ways and means to carry out activities in order to keep employees with the necessary fervor to love and be passionate about their individual or collaborative tasks (Sharma, 2006).

The motivation for employees may come in different forms such as salary, rewards, recognition, relations with peers and seniors. Nowadays, many firms have created new designs and schemes to ensure the needs of their employees are met and techniques to induce motivation (Kimani, 2015). However, these schemes are likely to be very subjective depending on the employees' perceptions (Munjal and Goyal, 2017). These perceptions of employees, according to Aluko (2003), are affected by culture, hence an evaluation of specific settings for organizational performances, including motivational assessments must be conducted.

Based on the current review and research articles, this study aims to assess the motivational level of employees and evaluate the motivational strategy of an industrial firm in the Philippines. As of the recent data released by the Bureau of Industries (2017), the industrial sector generates over 3.21 million jobs, contributes 23.25% of the county's GDP and has a consciously rising growth rate of over 5.77%. This research paper will be able to provide a substantive overview of motivation is valued at an industrial firm.

LITERATURE REVIEW

Definition of Motivation. The term "motivation" originates from a Latin word "movere". "Movere" simply means to move (Nguyen, 2017). Hence, motivation makes an impression that something is going and makes us do things.

Motivation is an act or a process that provides an individual a reason to do something in a particular way. It gives a reason for repeated behaviors (Elliot, 2001). Jeffrey S. Nevid, a professor of psychology, defined motivation as: “factors that activate, direct and sustain directed behavior. Motives are the ‘whys’ of behavior – the needs or wants that drive behavior and explain what we do” (Nevid, 2013).

In management, motivation is defined as “the sum of the processes that influence the arousal, direction, and maintenance of behaviors relevant to work settings”. When an employee is motivated, he or she shows enthusiasm and eagerness towards the work and a strong determination to implement and accomplish the work task. Hence, the worker’s motivation at work is considered as a necessary drive as it generates effort and action towards work-related activities. Consequently, the employee’s willingness to spend the energy to achieve a common goal or reward (Moran, 2013).

Motivation is further described as a “psychological forces that determine the direction of a person’s behavior in an organization, a person’s level of effort and a person’s level of persistence” (Jones & George 2008).

A review of Badubi (2017) and Mbah (2015) enumerated the theories of motivation as well as their application in organizations. Accumulated reports suggest that these pre-established theories affect motivation, which includes: Maslow’s hierarchy of needs, Herzberg’s two-factor theory, McGregor’s X and Y theories, McClelland’s need achievement theory, etc. Studies of Ruso and Avasilcai (2013) suggested that appropriate research on the type of firm, human resource management strategy, the current motivational assessment of employees, a combination of strategic theories may be evaluated and be considered to mesh with culture and perspective of the working force.

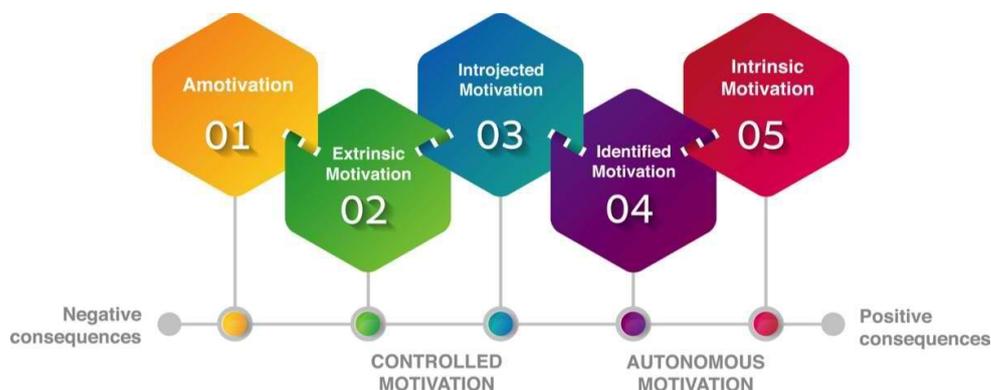


Figure 1. Motivation Typology and the continuum of Self-Determination Theory

(Gagne et al., 2014).

Autonomous motivation includes the intrinsic and identified motivation, while controlled motivation encompasses introjected and extrinsic motivation. At the end of the continuum, we find a lack of motivation.

Based on the self-determination theory (Deci and Ryan, 1985), there are three major categories which are 1. A motivation, the absence of motivation to activities; 2. Intrinsic motivation, doing activities for one's own benefit; and 3. Extrinsic motivation, doing activities due to awards, approval, avoiding punishments, and other instrumental reasons. However, supplementary studies suggest that extrinsic motivation is further subcategorized into external introjected and identified regulation. The first subcategory is described as non-internalized as doing activities to obtain rewards or punishment avoidance while the introjected subcategory is internalized behavior for doing activities such as ego-connected, guilt and shame. And the latter is described as doing activities because one can identify with its value and thus having volition. Although similar to intrinsic, identification is doing the activity for the instrumental value it represents rather than doing it out of inherent satisfaction (Deci and Ryan, 2008).

METHODS

Company Profile. An industrial establishment was chosen which focuses on interior designs and construction of world-class interiors for hotels, houses, and other business or personal offices. The company acquires tools and equipment to fabricate essentials for interiors so they would be able to fabricate moldings, cornices and wood trimmings for doors, cabinets and other furniture with intricate carvings and designs.

The company started in the 1990s. The said establishment has two major branches located in Lapu-Lapu, Cebu City and in Parañaque, Metro Manila. The company has an established structure that enables the company to run properly and achieve its goal (Fig. 2). A letter was sent to the company which entails the request to conduct the study which was duly granted by the management.

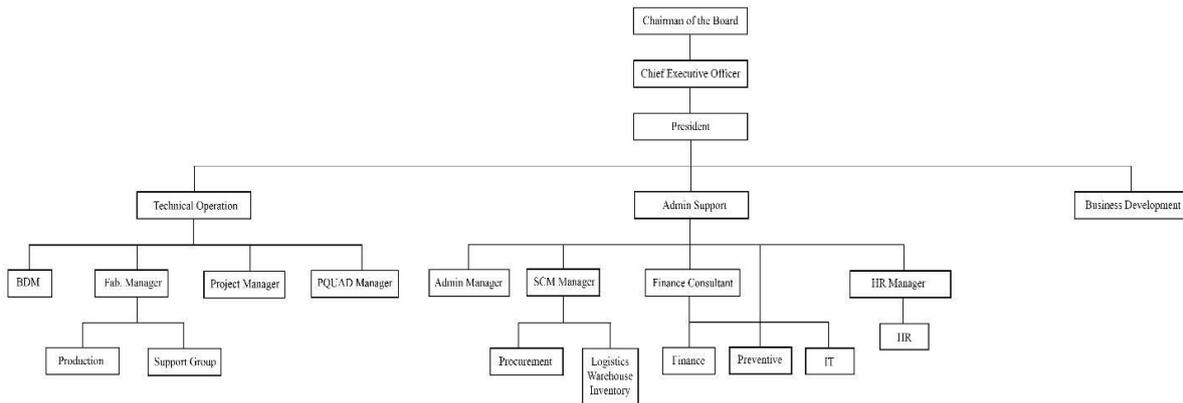


Figure 2. The organizational structure of the company showing three major branches under the executive positions which includes technical operations, administrative support, and business development.

Population. In relation to the total population of the workforce which is 103, the size of 100 respondents was considered in the study as the remaining three were on leave. Based on the company profile, the general workforce is secluded in only two out of the three branches of the company which are technical operations and admin support.

Instruments and Data Collection. The study used two data collection methods. To assess the motivation of the employees, questionnaires were made and distributed based on the research design. A supplemental interview was conducted with the human resources manager to determine and discuss their motivational strategies in the company.

The questionnaire was divided into two parts, the demographic information of the consented respondent and the validated motivational questionnaire. Demographic information included age, sex, marital status, highest educational attainment, number of years in service and paygrade. The Multidimensional Work Motivation Scale (MWMS) was used in the study as a validated and standardized questionnaire. MWMS consists of 19 questions which are all stemmed in the primary question, ‘Why do you or would you put efforts into your current job.

This questionnaire is accompanied by a 7-point Likert scale with 1 as ‘not at all’ and 7 as ‘completely’ (Gagne et al., 2014). It included five measurement regulations: intrinsic motivation level (3 statements), external regulation (6 Items), introjected regulation (4 Items) and identified regulation (3 Items). Plus, the fifth aspect of motivation which is called amotivation (3 Items). The total score was ranged from 19 to 133, regarding 19-45 indicates low work motivation level; 46-91 represents moderate work motivation level and 92-133 points to high work motivation level.

Data Analysis. All the participant's responses from the survey were encoded and analyzed using SPSS version 23.0 software. Descriptive analysis was done for the demographic data and composite scores for MWMS. Multiple regression analysis was done to determine the direction of work motivation of employees against the independent variables such as that of the demographic data.

RESULTS

Respondents' Profile. Table 1 shows workers' demographic profile data including their respective frequency which can also be considered as percentages (N=100). The majority of company workers are females (63%). Considerably, about more than half (54%) of the subjects are in their twenties (20-29) followed by those in their 30's (28%), 40's (13%) and 50's (5%). Most of their workers are single (62%). Most of the workers have also graduated from college (87%), and only a few of the workers have graduated from high school (5%), vocational courses (5%) and proceeded to finish graduate studies (3%).

Likewise, the majority of the workers are regular employees (89%) and only a few workers are under probationary contracts (11%). However, most of the workers have only worked around 1-5 years (78%), 20% of the workers have 6-10 years in service, and only 2% of the workers have worked longer than a decade (11+ years).

Based on the pay grade set by the company and in connection to the nature of the employees job and rank, the majority of the workers are on the second pay grade level which amounts to Php 15,001 – Php 20,000 (45%) while those with the first (Php 10,000 – Php 15,000) and fourth pay grade level (Php 30,001 – Php 40,000) followed with 19%. This was then followed by those with the third (Php 20,001 – Php 30,000) and fifth (Php 40,001 – Php 50,000) pay grade level of 7%, and only 3% of the respondents have a salary over Php 50,000.

Although the questionnaire given to the company requested to identify their ranks or positions, the management requested that details be not reported.

Table 1. **Demographic profile of workers in an industrial establishment**

Demographic Profile	Frequency % (N = 100)
Age	
20-29	54
30-39	28
40-49	13

Sex	50+	5
	Male	37
	Female	63
Marital Status	Single	62
	Married	38
Employment Status	Probationary	11
	Regular	89
No. of Years in Service	1-5 years	78
	6-10 years	20
	11+ years	2
Pay Grade	Php 10,000 – Php 15,000	19
	Php 15,001 – Php 20,000	45
	Php 20,001 – Php 30,000	7
	Php 30,001 – Php 40,000	19
	Php 40,001 – Php 50,000	7
	Above Php 50,000	3
Highest Educational Attainment	Highschool	5
	Vocational	5
	College	87
	Graduate Studies	3

Multidimensional Work Motivational. According to the revealed scores from the Multidimensional Work Motivation Scale (Gagné et al., 2015), Table 2 shows the percent distribution of study subjects scoring according to low, moderate and high level of work motivation out of the five categories (Amotivation, Extrinsic Regulation, Introjected Regulation, Identified Regulation and Intrinsic Regulation) mentioned in the scale.

More than half (61%) of the respondents have a high intrinsic motivation, but their introjected and identified regulation level was higher with 74% and 90%, respectively. More than one third of the respondents had a low and moderate extrinsic regulation work motivation. For extrinsic motivation, it was observed that 39% of the respondents had a low level and another 39% had a moderate level. Majority of the respondents had a low amotivation level (81%). The average total score of the answers provided in the questionnaire revealed that the majority of the study subjects have moderate work motivation in general.

Multiple regression was run to predict the multidimensional work motivation score from the demographic data. There was linearity as assessed by partial regression plots and a plot of

studentized residuals against the predicted values. Only three of the variables, which are number of years in service, pay grade and highest educational attainment, added statistically significant to the prediction, $p < 0.05$.

Regression coefficients and standard errors can be found in Table 3. The number of years in service and the highest educational attainment had a positive directional effect towards the work motivation of employees. However, there was a negatively significant directional effect towards work motivational of respondents.

Table 2. Percent distribution of respondents in an industrial establishment according to their work motivation scores

Work Motivation Items	Frequency % (N=100)
Amotivation	
Low	81
Moderate	19
High	0
Extrinsic Regulation (Social & Material)	
Low	39
Moderate	39
High	22
Introjected Regulation	
Low	4
Moderate	33
High	74
Identified Regulation	
Low	0
Moderate	10
High	90
Intrinsic Regulation	
Low	5
Moderate	34
High	61
Total Score	
Low	0
Moderate	83
High	17

Table 3. **Summary of the multiple regression analysis of work motivational score and demographics of workers in an industrial establishment**

Variable	<i>B</i>	SE _B	β
Intercept	87.831	13.00	
Age	-0.056	0.162	-0.035 ^{NS}
Sex	0.675	2.894	0.233 ^{NS}
Marital status	1.417	3.043	0.050 ^{NS}
Status of Employment	-5.590	4.269	-0.128 ^{NS}
No. of Years in Service	1.007	0.549	0.890 [*]
Pay Grade Level	-5.381	1.042	-5.166 ^{**}
Highest Educational Attainment	4.710	2.575	0.177 [*]

Note: $p < 0.05$, *B* = unstandardized regression coefficient; SE_B = Standard error of the coefficient; β = standardized coefficient

Motivational Strategies of Human Resources Management. Based on interviews, qualitative data was taken from the Human Resource Manager of the company what the perceived motivational strategies are implemented for their employees. The different types of strategies or conditions that the Human Resource Department provide their employees are categorized into work environment, rewards and punishment, leadership, and non-monetary incentives. The interview details are presented below:

Work Environment. The Human Resource Officer underscores the company's effort to provide a conducive working environment having a highly hygienic condition. She emphasized that the sound security and safety system in the workplace and the highly efficient office design spaces enhance communication and work movement.

Rewards and Punishments. Emphasis on providing monetary needs and benefits are likewise seen by the Human Resource as a tool for motivation this includes the promotion and upgrade in their pay grade which is sometimes related to their number of years of service in the company or being transferred to a higher position. However, bad behavior, poor performance or indecent actions in the company constitute punishments including suspension and warnings which can lead to termination.

Leadership. The company provides a good structure which provides distinct leaders for each department or job such as that of supervisors or foreman. These people who lead provides workers with a main person whom they are able to look up to or provide them the avenue to raise their concerns with any changes or suggestions to improve work efficiency or operation.

Non-monetary incentives. The company also provide non-monetary incentives such as birthday party celebrations and company outings for team-building and bonding.

DISCUSSION

Employee motivation is the degree of commitment, creativity, and energy workers in a company bring to their jobs (Shahzadi et al., 2014). Workers are important resources because they actually combine the other resources to produce the final output expected by the company. The efforts of employees can be directed, intensified or even perpetuated with proper implementation of the concept of motivation (Choi, 2006). Motivation is a very important phenomenon that must be seriously looked upon even though some managers usually consider it as costs to their companies and turn to neglect it.

Motivation as, “predisposition to behave in a purposeful manner to achieve specific, unmet needs and the will to achieve, and the inner force that drives individuals to accomplish personal organizational goals” (Linder, 1998). A person becomes motivated in order to achieve their own personal goals as well as the organizational goals. The more motivated an employee is, the more likely they are to have the organizational commitment and identify themselves with the organization.

To better comprehend motivation at work, it is important to know that it is a multidimensional concept which can take different forms. The traditional dichotomy between intrinsic and extrinsic motivation is generally well known in psychology, but this macroscopic vision of the motivation is not sufficiently precise to understand the behavior at work.

It is also at this level that the Self-Determination Theory assists to understand more precisely the motivation to work because it distinguishes between four types of motivation that vary according to their degree of self- determination (Gagné and Deci, 2015).

Autonomous motivation includes intrinsic motivation and identified while controlled motivation encompasses introjected and extrinsic motivations. At the end of the continuum, we find a lack of motivation.

Intrinsic Motivation. Results showed that 61% has high intrinsic motivation while 34% has a moderate degree of intrinsic motivation while 5% has low intrinsic motivation. 61% of the respondents are performing the task with interest, pleasure or by inherent satisfaction. This is supported by the 2016 MWMS Study of Institut de Recherches Psychologiques that indicates that workers who are primarily motivated intrinsically indicate they have a lot of fun working

and they have fun to perform tasks related to their jobs (Gagné et al., 2015). Intrinsic motivation is relatively similar to the concept of flow, which is a transient absorption, fun, and intense concentration.

Identified Motivation. The identified motivation, relating to the tasks carried out by personal conviction, because they are considered as important or because they correspond to the values of the individual. Results showed that there is a high indication of identified motivation which is 90% followed by moderate with 10% and 0% for low. The study shows that 90% of the employees feel the tasks are not necessarily pleasant but it is vital for them to achieve those tasks. Studies show that employees with a high level of motivation identified argue that their job allows them to reach their goals in life or their job fits well with their personal values (Van Wingerden and Van der Stoep, 2018; Purc and Laguna, 2019).

Introjected Motivation. This type of motivation deals overall commitment of the ego and personal value contingent on performance (Weinstein et al., 2010). Results show that respondents have 74% high introjected motivation, 33% has moderate while 4% has low scores. High introjected motivation indicates that self-esteem is contingent on its performance (Ryan and Brown, 2003). Hence, individuals with a strong degree of motivation introjected would contend that they are working to avoid losing their reputation or that they must be the best in their field to feel good.

Extrinsic Motivation. This form of motivation is one that is the least self-determined and which involves action by compliance or to seeking external rewards and avoiding punishments (Gagné and Deci, 2005). Individuals with a high level of extrinsic motivation will advance among others they do their work because it gives them a certain standard of living, their work allows them to make a lot of money or that the main reason why they go to work every morning is the wages and benefits that it provides. Extrinsic motivation meets the economic function of work (Hofeditz et al., 2017). Results showed that low and moderate levels have equals scores of 39% scores while high levels have only 22%.

Amotivation. The amotivation, or just lack of motivation, manifested by degrees of relatively low energy, lack of behavioral control and a non-engagement in the workplace. This concept is similar to that of learned helplessness and is mostly strongly related to negative consequences at work. For Amotivation, it registers a low score of 81%, moderate as 19% and 0% for high amotivation.

Results further showed that paygrade has a negative effect on the motivational score. Studies conducted by Burton (2012) shows that compensation may be more important, but it may not

serve as a strong motivator. Results clearly show the relationship between number of years and motivation. It appears that security in terms of years of service is another positive factor to increase motivation.

Conclusion

On the current findings of the study, the investigated industrial establishment had a moderate work motivational level score, which may significantly be affected by employees' pay grade, number of years in service and their educational attainment. Although there are established and identified motivational strategies of the company, the scores taken from the respondents are believed to be insightful and may provide the company with the opportunity to increase their programs for their workforce.

Recommendation

It is recommended that the company may be able to determine more adequately and strengthen their plans on how to increase motivation, especially for their young workers who have only worked a few years in their company.

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