

# Employees' Satisfaction with Motivational Incentives and Employees' Efficiency

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## ABSTRACT

Employee satisfaction is a critical factor of a company's success. This research aimed to assess the satisfaction level of motivational incentives and efficiency among employees of selected resorts and hotels in Dauis, Bohol. It intended to determine if there is a relationship between these two variables and the direction and intensity of this relationship. The study used a quantitative-correlational method and survey questionnaire was used in data gathering. It was conducted at selected resorts and hotels in Dauis, Bohol. The main respondents were 204 employees of these resorts and hotels. Stratified random sampling of respondents was utilized with a random sample size of 134.



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The collection of data was made through an online survey platform using google forms. This study underwent ethics review and the respondents were informed of their rights to privacy, secrecy, and the right to withdraw participation. This study revealed that the employees' level of satisfaction on motivational incentives is moderate and their level of efficiency, high. The results also show that there is a significant correlation between employees' satisfaction on motivational incentives and their efficiency. The researchers conclude that the employees' level of satisfaction on

motivational incentives does influence their level of efficiency.

## INTRODUCTION

Motivation is considered a psychological process (Miner, Ebrahimi and Wachtel 1995). Besides discernment, identity demeanors, and learning, motivation could be an exceptionally imperative component of behavior. Efficiency is described as the state or attribute of being efficient, or the capacity to complete a task with the least amount of time and effort spent on it. An efficient and productive employee is a priceless asset to any company. An effective employee can lift the entire team and have a favorable impact on a company's bottom line. Offering a small incentive to the staff can go a long way toward increasing productivity. Motivation in the workplace has a significant impact on overall productivity (Freedman, 2020). Incentives are not always necessarily in material or monetary form. They can be in the form of non-monetary rewards such as rewards for excellent job performance, opportunities for training, flexible work hours, and a favorable work environment.

Financial and non-monetary motivations are both primary in staff turnover and productivity. Employee satisfaction is a prerequisite for

increased productivity, quality work, and customer service (Jhajharia, & Gupta, 2015). Today, the business setup is changing with the global Covid-19 pandemic. Human resource managers are persistently evolving innovative, creative, and effective ways to engage the employees more healthily during this challenging time (Chanana, & Sangeeta 2020).

According to the labor force survey conducted by the Philippine Statistics Authority in February 2020, the total number of unemployed and jobless Filipinos aged 15 and above who were active in the labor market — rose to 47.3 million from December 2019 to 45.2 million in January 2020. Some employers have been innovative in extending support to their employees during this time of crisis. The employees are the front liners in marketing the services provided by the tourism and hospitality industries to various tourists. Employers or business owners, therefore, need to provide incentives to these employees to motivate them to work in spite of the challenges they are facing especially during the Covid-19 pandemic which significantly impacted the livelihoods of the employees.

The Incentive Theory of Motivation (Cherry 2020) proposes that people behave in a way which they believe will result in a reward. Also, the actions of employees in the workplace are driven by their desire to achieve reward and avoid punishment. Incentive theory suggests that extrinsic incentives influence our actions. The findings of the study of Agbo & Obiageri (2020) suggest that incentives do have a significant impact on employee commitment to work and employee motivation. The study recommended that organizations should ensure that their employees are well remunerated.

Maslow's Hierarchy of Needs also emphasizes the nature of need and what motivates individuals. There are at least five categories of objectives in Maslow's hierarchy of wants (Maslow, 1943), which we can refer to as fundamental needs. Among them are physiological, safety, love, esteem, and self-actualization. Maslow thought that people strive to achieve self-actualization (Stephens, 2000). The so-called physiological drives are the demands typically used as the foundation for a motivation theory. A person who lacks nourishment, safety, love, and respect is likely to seek food more intensely than any of these things (Stephens, 2000). The needs are generally satisfied by adequate wages/salary and the attractive motivational incentives package.

A study of Balba (2019) of the International Journal of Research in Engineering, Science, and Management, in the Division of Batangas

Province, believes that giving awards motivates and inspires people to continue improving the performance quality towards excellence. Employees and employers both benefit from workplace rewards and incentives. Employee morale, job happiness, and involvement in organizational functions improve when rewarded for exceptional performance and productivity. As a result, employers experience increased efficiency, sales, and production. Dela Cruz (2019) stated that employees perceived a very high job motivation from the motivating factors. The highest level of job motivation is power and achievement, while the social factor gives the slightest motivation. In addition (Gita-Carlos, 2019), the cash incentives are given to employees working under regular, contractual, or casual. Employees deserve to be rewarded for their efforts and invaluable contribution towards the establishment. Employees recognize that significant effort on their behalf will be recognized and rewarded when incentive systems are in place. It can enhance the amount of time, effort, and energy a member of your team is willing to devote to your firm (McQuerrey 2017).

Based on the study of Albatal (2019), the impact of the nonfinancial incentives on employees in the public sector in Norway is an integral part of their organization. To attain the organizational goals, organizations must take a position in employees. They are so important as part of any organization. The focus of organizations is to realize high productivity. Employees must inspire to work hard. On the other hand, financial incentives are never enough because employees seek more pay and allowances. In times of business, the main target is shifted to the utilization of non-financial incentives. Financial incentives, such as salary and bonuses, have been used by businesses to boost employee engagement (Albatal, 2019).

Through workplace rewards and incentives, employers and workers enjoy a positive and productive work environment. Satyendra (2019) states that benefits and opportunities will reward the employees according to their performance. Flexible work hours, training opportunities, and the chance to work autonomously are among the benefits. Employees value rewards and incentives because they learn new skills and pursue promotion chances (Sperling, 2015). A recent graduate, for example, may choose an outstanding training program within an organization over a more significant base wage because he believes the learning experience will enhance his career. These initiatives assist workers' mental and physical

well-being, allowing them to balance work and family life. For example, many programs provide counseling services to help cope with stress, family issues, and substance abuse (Scott, 2019). Employee assistance programs also provide discounts on memberships to fitness centers to encourage people to live a more active and healthier lifestyle.

Incentive programs are a great way to keep your staff motivated to accomplish their jobs to the best of their abilities. Employees need something to encourage them, so offer them something they can obtain if they hit a particular target or accomplish something. Giving rewards to your staff can drive them to try more at their jobs and stay longer at the company. These benefits may be the reason that employees stay with your firm rather than go elsewhere. Incentive programs are beneficial to both your company and your employees' satisfaction and well-being. Allowing them to detach steam or win prizes may be an excellent way to make sure they're happy working for the corporate. Employers are continuously looking for new strategies to keep motivated and engaged personnel. After all, the main important asset to any company is its people. With quite half of companies using incentive programs, it's no wonder that many companies are trying to find new and artistic strategies to both acknowledge and reward exceptional work. Both the employer and the employees profit from incentives and awards for outstanding performance.

In light of increasingly age-diverse workforces, organizations face the challenge of fostering satisfaction among both younger and older employees. The age-related shifts in motives and goals, younger versus older employees' satisfaction will depend differently on monetary rewards, task contributions as well as on imbalances in the relationship between monetary rewards and task contributions. The younger employees were satisfied on monetary rewards while the older employees primarily satisfied task contributions (Kollman, Kensbock & Peschl, 2019).

When employees are appreciated, their performance and productivity improvements, as well as their morale and as a result, employers experience higher efficiency and a rise in sales and productivity (Sperling 2015). To increase employee satisfaction, higher-level problems, like work-life balance, fulfilling and challenging tasks, and relationships among co-workers should be addressed. Understanding the distinction between contentment and dissatisfaction reveals some of the challenges of establishing employee incentive programs. What effect will a cash-based incentive program have on employees if boosting remuneration

lowers dissatisfaction but does not promote long-term satisfaction? If cash incentives become a part of an employee's complete compensation package, rather than feeling satisfied when they receive one, they will be unsatisfied if they do not receive one. (Perucci, 2018).

The main aim of this study was to assess the level of satisfaction on motivational incentives and level of efficiency of employees among selected hotels and resorts in Dauis, Bohol. Specifically, it sought to answer the following research questions:

- What is the respondents' level of satisfaction with motivational incentives according to financial and non-financial dimensions?
- What is the respondents' level of efficiency?
- Is there a significant degree of relationship between respondents' profiles and the satisfaction with motivational incentives; and efficiency?
- Is there a significant degree of correlation between respondents' satisfaction with motivational incentives and their efficiency?

## **RESEARCH METHODOLOGY**

The study used a quantitative-descriptive method through the use of a survey questionnaire in data gathering. This research utilized the descriptive method to gather, analyze, and interpret the data and determine the employees' satisfaction with motivational incentives to their efficiency in selected resorts and hotels, Dauis, Bohol. The study was conducted at the selected hotels and resorts around Dauis, Bohol. The respondents of this study were the employees of the four selected hotels and resorts and a random sample of 134 respondents was selected with a +/-5% margin of error at a 95% confidence interval. Stratified random sampling was utilized in this study.

The data for the study was collected using a researcher-made questionnaire for the employees' level of satisfaction on motivational incentives. And a modified questionnaire was used to assess the employees' level of efficiency. The instrument consists of three (3) parts. The first part contains the respondents' demographic profile, including their name, address, age, sex, civil status, work position, name of the establishment, and the number of years working in the resort. The second part contains twelve (12) questions that aim to assess the respondents' level of satisfaction with motivational incentives. The questions are grouped into

two, with the first six (6) items referring to the Financial Incentives and the following five items referring to the Non-Financial Incentives. The third part of the questionnaire was made up of the tools established for measuring the level of efficiency of the employees. The tool modified one dimension only after the reliability results, which is contextual performance.

The questionnaire used a four-point Likert scale and underwent a reliability test. The researchers used an online survey tool, Google Forms, to collect data in observance of the health protocols and considering that face-to-face was restricted. Before conducting the collection of data, letters were sent to be signed by the school heads first. After the permission to conduct the data was granted, the researchers proceeded to the selected hotel and resorts and asked for permission to conduct a data gathering to the employees. After the data were collected, it underwent normality test was undergone to dictate the appropriate statistical treatments and the researchers tallied and recorded the results for analysis and interpretation. The statistical treatments used were Frequency and Percentage, Weighted Mean, Pearson Correlation, and Spearman Rank Correlation or Chi-Square Tests.

## RESULTS AND DISCUSSIONS

**Satisfaction on motivational incentives according to the financial incentives dimension.** The data shows that most of the employees in this financial incentive dimension are more satisfied or highly satisfied in the health and safety dimension such as offering free COVID Vaccination and free medical check-up for the employees and their family having an average weighted mean of 3.5. The remaining four lowest average weighted means, which are interpreted as moderately satisfied, are the following dimensions: pension plans for employees that have been working for many years with an average weighted mean of 3.07; insurance such as accident insurance (caused by injury, accident, death etc.) and also offers comprehensive insurance (disease carrier/ critical illness, disabilities, etc.) with an average weighted mean of 3.04; Paid time off for the employees needing medical attention when infected with the virus, or when quarantined, or when recovering from the effects of the vaccination with an average weighted mean of 3.02; and lastly the cash assistance, groceries and goods with an average weighted mean of 2.77 respectively. It is revealed in the study of Teng-Calleja, Caringal-Go, Manaois, Isidro,

Zantua (2020) that motivating employees to achieve their maximum potential despite the pandemic is one of the critical elements in the industry's modern of Human Resource Management. And also, it reveals in the theory of Maslow's Hierarchy of needs that motivation results from a person who wants to meet the five basic needs; physiological, safety, social esteem, and self-actualization. The need are generally satisfied by adequate wages/salary and the attractive motivational incentives package.

The data shows the top three average weighted means in employees' satisfaction with non-financial incentive dimension were free alcohol, mask, and face shield for protection from getting infected with the Covid 19 virus with the highest weighted mean of 3.41; flexible working arrangement with the weighted mean of 3.38, and gives extra time off with the weighted mean of 3.32, with all three being interpreted as highly satisfied. The remaining three lowest average weighted means, which were interpreted as moderately satisfied were leadership program and career advancement opportunity to move up the career ladder or get promoted with an average weighted mean of 2.83; certificate of recognition and appreciation programs for a job well done with an average weighted mean of 3.08; and lastly free training program for skill upgrade and development with an average weighted mean of 3.13.

Table 1. Summary results of Employees Satisfaction

Items	Composite Mean
Financial Incentives	3.052
Non-Financial Incentives	3.193
<b>Level of Satisfaction Overall Mean</b>	<b>3.129</b>

Table 1 presents the summary results of employees' satisfaction as to financial and non-financial incentives they received in their workplace. The data shows that between the two motivational incentives, the non-financial incentives yields a higher satisfaction level than financial incentives which means employees were more satisfied with non-financial incentives. However, the data reveals that the overall level of satisfaction of the employees on the motivational incentives only yielded a weighted mean of 3.129, which shows that the employees were moderately satisfied with the incentives provided by their workplace. The result concurs with the study of Aziri (2019) that employee work performance, employee engagement,



originality and creativity, organizational commitment, and job happiness/satisfaction are all enhanced by incentives.

**Level of efficiency of the employees in their workplace based on the 5-item description.** The data shows that the top two average weighted means in employees' efficiency were actively looking for ways to improve performance at work with a weighted mean of 3.83, and do the job precisely and accurately with less supervision with a weighted mean of 3.82 respectively. The remaining low average weighted means were doing creative solutions to new problems with a weighted mean of 3.57, actively participate in meetings and/or consultations with a weighted mean of 3.75, and lastly make less absences and tardiness with a weighted mean of 3.78. The data shows that the level of efficiency of employees in their workplace was high. The results agree with the study of Balba (2019) that giving awards motivates and inspires people to continue improving the performance quality towards excellence. The employee morale, job happiness, and involvement in organizational functions improve when rewarded for exceptional performance and productivity and as a result employer experience increased efficiency.

### Profile and Satisfaction with Motivational Incentives.

Table 2. Relationships between Age and the Satisfaction with Motivational Incentives

Variables	Spearman Rank Test Value	P-value	Decision	Interpretation
Age and Level of Satisfaction	-0.231	0.007	Reject the null hypothesis	There is a significant relationship between the variables.

To determine the relationship between the respondents' level of satisfaction with motivational incentives and their efficiency, the data were subjected to spearman rank correlation coefficient in view of the fact that it measures the strength and direction of the collaboration between two ranked variables. The computation results in -0.231, while the P-value result is 0.007 which will compare to the level of significance 0.05. The decision was to reject the null hypothesis because p-value is less than the significance level of 0.05. Therefore, there is a significant relationship between these variables, age and level of satisfaction. The results concur

on the study of Kollman, Kensbock & Peschl, (2019) in which, age-related shifts in motives and goals, younger versus older employees' satisfaction will depend differently on monetary rewards and the younger employees were satisfied on monetary rewards while the older employees primarily satisfied task contributions.

Table 3. Relationships between Sex and the Satisfaction with Motivational Incentives

<b>Variables</b>	<b>Chi-Square Test Value</b>	<b>P-value</b>	<b>Decision</b>	<b>Interpretation</b>
Sex and Level of Satisfaction	7.764	0.048	Reject the null hypothesis	There is a significant relationship between the variables.

To determine the relationship between the respondents' sex and the satisfaction with motivational incentives, the data were subjected to a chi-square test. The computation results in 7.764 while the P-value of 0.048 which will compare to level of significance 0.05. The decision was to reject the null hypothesis because p-value is less than the significance level of 0.05. Therefore, there is a significant relationship between these variables, sex and level of satisfaction. These results concur with the studies of Oni-Ojo, Salau, Dirisu, and Waribo (2015) which both male and female or individual get motivated to work when they get frequent promotions and job security in their work place; while some also argued that factors such as promotion, training and career development, as well as appreciation and improved work environment give employees greater opportunities and that these will either directly or indirectly influence their satisfaction.

Table 4. Relationships between Civil Status and the Satisfaction with Motivational Incentives

<b>Variables</b>	<b>Chi-Square Test Value</b>	<b>P-value</b>	<b>Decision</b>	<b>Interpretation</b>
Civil Status and Level of Satisfaction	30.186	0.001	Reject the null hypothesis	There is a significant relationship between the variables.

The data were subjected to a chi-square test. The computation results in 30.186 while the P-value of 0.001 which is compared to level

of significance 0.05. The decision was to reject the null hypothesis, because p-value is less than the significance level of 0.05. Therefore, there is a significant relationship between these variables, civil status and level of satisfaction. These results concur with the study of Bennell and Akyeampong (2007) which state that intrinsic motivators are motivators that comes from within a person such as, their responsibility. It is expected that the married have high satisfaction on intrinsic motivators than the other marital statuses.

Table 5. Relationships between Work position and the Satisfaction with Motivational Incentives

Variables	Chi-Square Test Value	P-value	Decision	Interpretation
Work position and Level of Satisfaction	70.008	0.108	Failed to reject the null hypothesis	There is no significant relationship between the variables.

The data were subjected to a chi-square test. The computation results in 70.008 while the P-value of 0.108 which will compare to level of significance 0.05. The decision failed to reject the null hypothesis, because p-value is greater than the significance level of 0.05. Therefore, there is no significant relationship between the variables work position and level of satisfaction. The results concur with the study by Sperling (2015) that employees value rewards and incentives in which they are satisfied because they learn new skills and pursue promotions chances and their satisfaction on rewards are not depend on their work position.

Table 6. Relationships between the Establishment and the Satisfaction with Motivational Incentives

Variables	Chi-Square Test Value	P-value	Decision	Interpretation
Establishment and Level of Satisfaction	44.416	0.000	Reject the null hypothesis	There is a significant relationship between the variables.

The data were subjected to a chi-square test. The computation results in 44.416 while the P-value of 0.000 which will compare to level of significance 0.05. The decision was to reject the null hypothesis, because p-value is less than the significance level of 0.05. Therefore, there is a

significant relationship between the variables, hotel/resort and level of satisfaction. These results-agree with the study of Dela Cruz (2019) that employees perceived a very high job motivation from the motivation factors. Through workplace rewards and incentives, employers and workers enjoy a positive and productive work environment and leads to satisfaction.

Table 7. Relationships between Years of service and the Satisfaction with Motivational Incentives

Variables	Spearman Rank Test Value	P-value	Decision	Interpretation
Years of Service and Level of Satisfaction	-0.065	0.458	Failed to reject the null hypothesis	There is no significant relationship between the variables.

The data were subjected to spearman rank correlation coefficient. The computation results in -0.065 while the P-value of 0.458 which will compare to level of significance 0.05. The decision failed to reject the null hypothesis, because p-value is greater than the significance level of 0.05. Therefore, there is no significant relationship between the variables, years of service and level of satisfaction. These results concur with the study of Tolos and Diara (2016) which stated that employee benefit plans are crucial to employees and leads to the success of any organization. Employee's satisfaction is enhanced by providing enough rewards and incentives to boost productivity and not because of how long they stayed in the organization.

**Correlation between employees' satisfaction with motivational incentives and their efficiency.** The data were subjected to spearman rank correlation coefficient. The computation results in 0.408 while the P-value of 0.000 which will compare to level of significance 0.05. The decision was to reject the null hypothesis because p-value is less than the significance level of 0.05. Therefore, there is a significant correlation between these variables, level of satisfaction and level of efficiency.

Table 8. Correlation between Employees' Satisfaction with Motivational Incentives and their Efficiency

Variables	Spearman Rank Test Value	P-value	Decision	Interpretation
Level of satisfaction and Level of efficiency	0.408	.000	Reject the null hypothesis	There is a significant correlation between the variables.

The findings revealed that employees' satisfaction could influence employees' efficiency. So, it was revealed from the study by Aziri (2019) that it showed that employee work performance, employee engagement, originality and creativity, organizational commitment and job happiness are all enhanced by incentives. Also, in the study of Roguel (2015) that employees push and challenge themselves to achieve higher productivity levels due to incentive schemes.

## CONCLUSIONS

This study managed to give the researchers a peek into the satisfaction level towards the motivational incentives of the employees of the selected hotels and resorts of Dauis, Bohol, and their level of efficiency. Although it can be noted that the employees are more satisfied with the non-financial incentives at their workplace than the financial incentives, it is, however, revealed that they are only moderately satisfied with the motivational incentives given by their workplace. In spite of the rather unflattering satisfaction level with the motivational incentives, the employees' responses revealed that they value their work by being highly efficient.

The study also revealed different responses in terms of the employees' profile and their satisfaction level and their level of efficiency. The variables age, sex, civil status, and establishment of the employees influence the level of employees' satisfaction on motivational incentives. and that there is a significant relationship between these variables and the level of satisfaction of the employees. On the other hand, the variables in terms of work position, and years of service do not influence their level of satisfaction and it has been generated that there is no significant relationship between these variables and employees' level of satisfaction. This finding coincides with the theory of Maslow's Hierarchy of Needs which states that the

satisfaction of individuals is emphasized by the nature of their needs and what motivates them.

The researchers also conclude that the age, sex, civil status, work position, establishment and years of service do not influence their level of efficiency. The data generated shows that there is no significant relationship between employees' level of efficiency and employees' profile. The findings coincide with the Theory of Human Motivation which states that behaviours are often inspired by a desire to build up reinforcement or incentives (Human Kinetics). Also, it coincides in the incentive theory which proposes that the actions of employees in the workplace are driven by their desire to achieve reward and avoid punishment (Cherry 2020).

Furthermore, the researchers conclude that the employees' level of satisfaction on motivational incentives does influence their level of efficiency. The data generated shows that there is a significant correlation between employees' level of satisfaction on motivational incentives and their efficiency, therefore, employees' satisfaction is greatly affected by the motivational incentives which can influence job efficiency. These findings coincide with the Incentive Theory of Motivation that people are motivated by a drive for incentives and reinforcement. Also, it was stated in the study by Kim and Bak (2020) that the motivation crowding theories that the impact of performance-based monetary incentives on performance is influenced by how the employees perceive the incentives. In addition, the study of Dela Cruz (2019) stated that employees perceived a very high job motivation from the motivating factors. And lastly it proves in the study of Roguel (2015) that employees push and challenge themselves to achieve higher productivity levels due to incentive schemes. Furthermore, Maslow's Hierarchy of Needs aids this study to understand the importance of knowing what motivates employees' and results in their efficiency.

## **RECOMMENDATIONS**

In conformity with the findings of the study, the following recommendations are made for further enrichment:

1. The human resource managers should keep and improve incentives schemes to achieve optimum employee job satisfaction. They are encouraged to create strategies helpful for employees' satisfaction and employees' efficiency. Analyzing the employees' satisfaction and its relationship with their performance can be used by the employer/

administrator in order to make various organizational decisions and policies while considering their external and internal opportunities and weaknesses.

2. Resorts and Hotels owners should focus on non-financial incentives because sometimes money is not all that employees require for them to be motivated to work, in fact, they are more satisfied when their workplace sees to their health and safety, and the provision for opportunities to grow and develop their knowledge and skills. In order to maintain the employees' efficiency, the resort and hotel owners should generate and create much appealing motivational incentives.

3. Future researchers may conduct follow-up studies regarding the employees' satisfaction on motivational incentives in relation to their efficiency. Future researchers must extend their study not only on the profile but also on the other areas which make employees efficient. A wide scale survey to gather more data about the level of employees' satisfaction on motivational incentives and how it relates to their efficiency must be conducted.

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