

# Motivational Schemes and Employees Job Design of a Manufacturing Company

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**Abstract**—Employees play a crucial role in an organization's success, contributing their skills, knowledge, and commitment to achieving business goals. Their dedication makes them indispensable, yet remuneration alone may not be enough to sustain motivation. Organizations must implement strategic initiatives to encourage employees to consistently perform at their best. This study aims to assess the impact of motivational schemes on employee performance at EMD Technologies Philippines Inc., a manufacturing company in Calamba, Laguna. Using a Quantitative Research Design with a Descriptive Correlational approach, the study examines the relationship between motivational schemes and job design. Stratified Random Sampling was employed to categorize respondents into lower- and middle-level employees. The research is anchored in Maslow's Hierarchy of Needs, highlighting the motivational factors affecting performance, and the Job Characteristics Model (JCM), which enhances job satisfaction through effective job design. Findings indicate a stable workforce with extensive tenure and specialized roles, providing valuable insights into employee engagement. However, lower scores in love and belonging, self-esteem, and self-actualization suggest areas for improvement in fostering interpersonal connections, confidence, and professional growth. Additionally, limited skill variety highlights the need to enhance job diversity. To address these concerns, the study recommends sustaining strategies such as employee development programs, retention initiatives, health and wellness efforts, recognition programs, career advancement opportunities, diversity and inclusion efforts, empowerment in decision-making, workplace safety improvements, continuous evaluation, and fostering a supportive organizational structure. Implementing these strategies can enhance motivation, job satisfaction, and productivity, ultimately driving long-term success.

**Index Terms**— motivational schemes, employees' job-design, Maslow's Hierarchy of Needs, JCM Model.

## 1. Introduction

Employees play a major role in the organization's profitability. For without them, the business will not be able to achieve its goal. Their strength, leadership quality and relationships with customers are what the company drives its success. Through their skills, knowledge and abilities, they can be able to complete their tasks and solve the problems effectively. Their ideas matter. Their dedication and commitment to the organization's goals and objectives are matchless making them an indispensable part of the organization.

On the other hand, the organization itself pays back to their employees the right remuneration that they may receive for the service rendered to the company. Is this enough to be get motivated? Thus, the organization created a strategies and initiatives to encourage their employees to contribute their best efforts in achieving company's goals. One of which is the reward system. This maybe an intrinsic and extrinsic factor. People when praised and get rewarded, felt to be motivated at work which makes their commitment in the organization and work efficiency increases and at the same time may boost their engagement throughout the workplace. By providing them with rewards and recognition, companies create a positive working environment which encourages their employees to do more. That's why this study is necessary for the organization, for they may be able to know the impact of a motivational scheme towards employees' performance.

In the Bi-Worldwide Journal written by Rodd Wagner and Amy Stern, summarized that over the past quarter-century, a lot of companies have spent a lot of time and money on "employee engagement". Ever since Boston University professor William Kahn coined the term "engagement" in a 1990 issue of the Academy of Management Journal enterprises have been trying to get more of it – whatever it is - from their employees.

Twenty-five years after the term was introduced, there still is no widely accepted definition, but most agree engagement is a state of mind and the right circumstances that allow and motivate the employee to do as much as possible for the business. Engaged employees are more loyal to the company, less likely to have an accident on the job, more focused on customers, more careful with company resources, more innovative, and they speak well of the firm. Numerous studies have demonstrated that, in those areas where employees can make a difference, engagement is connected to higher levels of company performance.

In the research journals, it's most often called employee "voice." Employees are more motivated in jobs where their opinions matter. People are more committed to doing things that are at least partly their own idea, rather than having their goals and the way they do their work dictated.

While some workers are naturally highly motivated, others require outside influences like praise or incentives. The psychologists David Merrill and Roger Reid sought to see whether they could forecast sales performance, managerial

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style, and leadership in the early 1960s. They accomplished this by identifying four social styles that most individuals find motivating. These styles—analytical, driving, agreeable, and expressive—have since been used by leaders to identify the behaviors of their staff.

Although it's difficult, finding strategies to inspire your staff is essential if you want to create a profitable business. Without a doubt, productivity is directly impacted by workplace motivation. Motivated staff members deliver better work, fulfill their obligations, and foster a happier workplace.

Japanese people prefer private acknowledgment over public recognition. Feeling included in a group is a major source of motivation for Japanese people, who have a strong group orientation. The more you can organize work as group projects and give teams credit for their achievements, the better.

In addition to being part of a group, Japanese want to feel that the group they belong to is a prestigious one. Any efforts to raise the public profile of your company in Japanese society will pay off in increased motivation. It very much matters to Japanese whether friends and family members will recognize the name of their employer – indeed many Japanese seem to choose their employers with this as a primary consideration.

A mere 5% of Japanese workers in 2022 were engaged at work—which means they are involved in and enthusiastic about their workplace—contrasting sharply with the global average of 23%.

The purpose of the study was to ascertain the level of work motivation among employees in a Philippine industrial facility and the extent to which the company's motivational tactics are successfully reflected in its workforce. Theoretically, the company's human resource management's request for a motivational plan had an impact on the motivational score. These tactics fall into the following categories: leadership, non-monetary incentives, rewards, punishment, and work environment. (Fugoso 2019)

Filipino workers are more intrinsically and extrinsically motivated, according to the results. But when it comes to material reward options, money is the most popular option, followed by vacation, prizes and festivities, and food. The study also demonstrates that preferences vary by income level, gender, and civil status.

According to Dim et al. (2020), firms should develop and implement policies that encourage employee recognition in order to benefit the company and guide it toward performance, growth, and profitability. Every firm should have a conscious policy that encourages professional progression for employees that leads to self-fulfillment. In order to improve organizational performance, the business should establish appropriate incentives. Additionally, it should strengthen the employee incentive program and benefits, including leave grants, housing subsidies, transportation subsidies, and meal subsidies. The type of motivational incentive that these manufacturing companies offer determines how well their organizations operate. Lastly, the organization should correctly arrange both monetary and non-monetary rewards for its personnel. It should also carefully analyze the impact of non-monetary rewards on the profitability and performance of the company.

Since many organizations see keeping talented and skilled employees as the cornerstone for cutting costs and accomplishing organizational goals, effective employee retention strategies are essential to the growth of a firm. The most motivated workers who understand the fundamentals of the company's operations and procedures will be the ones retained. They serve as the organization's primary pillars and are somewhat prepared to give up their own interests in order to ensure the organization's success. They put forth endless effort to achieve the goals of the organization. As a result, they need to receive a lot of attention, particularly when it comes to the things that will inspire them to perform their duties well. They ought to receive equitable treatment and be assessed using the criteria that specify employee retention tactics for the success of the company. Abdulai and Kanko (2019).

Moreover, there are still issues and problems arise in the organization even though there is an implementation of motivational scheme of a manufacturing company. By addressing these gaps and exploring motivational scheme and employee job design of a manufacturing company can create a more positive and productive work environment, leading to improve overall performance.

Being in the company for 18 years, the researcher does witnessed people leaving in the organization, that in spite of the initiatives that the company furnished in order for their people to be engaged, still there are employees quitting on their jobs and I believe that one of the reasons is the lack of motivating factor or maybe the incentives are not enough for them to be get motivated. Thus, this research study “Motivational Scheme and Employees Job Design of a Manufacturing Company”, will provide a valuable insight for the organization to optimize motivational schemes, enhance employee performance, and drive business success.

## 2. Literature Review

Relative to the literature, references, and studies presented, Lomza (2023) and Ovcharuk (2021), affirmed that the companies must create an efficient tool for both tangible and intangible incentives for these will be a motivating plan to improve employees' performance while achieving organization's goal. Both types of rewards can be used to motivate and incentivize people in various context such as work, education and personal achievements. Nowadays, workers are preferable to receive a tangible reward rather than from being praised. These may be in the form of cash bonuses, pay rises, vouchers, company merchandise and other items that can be quantified. An effective motivation framework can combine both tangible and intangible incentives.

According to Sorn et al. (2023) and Aurora Training Advantage (2023), compensation plays a vital role in employee retention. Establishing ethical compensation practices is essential for fostering equity, fairness, and trust in the workplace. Employees who feel fairly compensated are more likely to be motivated and engaged, leading to higher retention rates, increased productivity, and overall organizational success. Additionally, higher-paid employees tend to remain with their companies for longer periods, reinforcing the

importance of competitive compensation strategies.

Additionally, Hart (2020) and Rajeswari et. al (2024), mentioned that to increase job happiness and productivity in a manufacturing company, it is recommended that compensation plans be improved and additional benefits be offered for the workers to be satisfied and remain loyal to the company and at the same time may complete their work effectively which may have a positive effect in organization's performance.

In the study of Bes and Strzalkowski (2024) and Estudillo et. al (2025), both agreed that safety training is crucial for enhancing employees' abilities, assisting them in carrying out their jobs safely, and lowering their risk exposure, all of which help to lower the number of accidents. For training to be truly effective, it must be carefully planned, thoughtfully designed, and strategically prepared. Applying design thinking to instructional methods and resources is crucial for optimizing learning experiences and ensuring successful skill development. Because of its high efficiency, well-planned training contributes to a company's sustainability, which in turn leads to increased work safety.

As Saepudin et. al. (2024), Indeed Editorial Team (2024) and Semenchuk and Gusak (2020) agreed that a well-established and transparent motivation system of the company may boost employees' engagement which enables them to be productive. Through motivational theories, this enable also their employees to boost their earnings, employee satisfaction and the retention rates may also be high. By strengthen motivational techniques like knowledge sharing, performance-based rewards and training and development may encourage the team to achieve a particular objective.

Baker (2024), Dewar (2024), Hill (2024) and Ponisciakova et. al. (2024), assert that giving recognition and having an employee incentive program has a favorable impact on worker performance in industrial organizations. Employees are more engaged and dedicated on their jobs when felt appreciated. On the contrary, employee disengagement and lack of incentives may result from lack of acknowledgment which raises turn-over rates and reduces productivity. Thus, maintaining employee motivation and engagement are largely responsibility of leaders and HR specialist.

According to the Gallup Business Journal (2024), Wilson (2024), and Quantum Workplace (2023), workplace recognition plays a vital role in motivating employees, fostering a sense of accomplishment, and making them feel valued for their contributions. Celebrating and acknowledging employees' efforts naturally reinforces their engagement on an individual level.

Beyond enhancing motivation, recognition has been proven to boost productivity, strengthen loyalty to the organization, and contribute to higher retention rates. Additionally, expressing gratitude and appreciation not only inspires the honored employee but also sets a positive example of success for the rest of the workforce. Ultimately, recognition helps cultivate an environment where employees feel respected, valued, and committed to the organization's vision.

From the perspectives of D' Angelo (2023) and Arshad (2023), one of the most effective ways for leaders to enhance

their leadership skills is by actively listening to their employees. When leaders provide workers with a platform to voice their thoughts on corporate decisions and initiatives, it fosters higher engagement and morale within the organization.

In today's evolving business landscape, strong listening skills are more essential than ever, as they empower companies to innovate, grow, and retain top talent. Leaders must always remember that communication is a two-way process, whether they are mentoring or instructing employees. By listening attentively and exchanging ideas, both parties benefit and contribute to a more collaborative and dynamic work environment.

Bingham (2023) and Indeed Editorial Team (2024), asserted that maintaining employee motivation may engage the workers to stay in the company longer, perform better and be dedicated at work. Furthermore, enhancing employee performance may eventually lower employee turnover and increase employee happiness.

As Ichdan (2024) and Ekasari et. al. (2023) states that employees' performance in manufacturing is influenced by motivation which makes them to be competent in increasing engagement and productivity and a desire for career growth. Employees are more likely to demonstrate commitment to their tasks, exhibit high performance, and remain dedicated to fulfilling their responsibilities effectively.

From the point of view of Setiawan et al. (2020) and Kustiawan et al. (2022), establishing effective hiring practices has a positive and significant impact on employee performance within manufacturing companies. These practices contribute to sustaining job satisfaction, fulfillment, and overall workplace happiness. Their study emphasizes the importance of advanced knowledge in human resource management, as it equips recruitment staff with the ability to optimize employee performance, ultimately leading to higher worker satisfaction and productivity in the industrial sector.

Majumdar (2024), Chris-Madu (2020), Saraih et al. (2021), and Arulsamy et al., research suggests that on-the-job training, off-the-job training, and coaching do not significantly contribute to employee retention. Their findings highlight that training and development alone, without a competitive compensation package, are insufficient for ensuring higher retention rates.

To effectively enhance employee engagement and productivity, organizations must prioritize fair remuneration and additional incentives. Furthermore, career development plays a crucial role in the reward system, prompting many companies to invest in employee skill enhancement, allowing workers to navigate career progression effectively. As noted, providing meaningful learning opportunities is essential for businesses striving to remain competitive in today's global marketplace.

According to Mahmood et al. (2023), employee performance is influenced by several key factors, including work-related aspects, financial compensation, job security, and the work environment. However, the study found that acknowledgment had a negligible effect on overall performance. Among the factors analyzed, financial benefits emerged as the most

significant contributor to employee motivation. The findings suggest that job stability, competitive financial compensation, and work-related elements play a crucial role in encouraging employees to remain with a company, highlighting the importance of these factors in employee retention and satisfaction.

According to the research made by Budilestari *et. al.* (2024) and Spagnoli *et. al.* (2020), both concurs that, excessive workloads can significantly affect how satisfied employees are with their jobs and benefits. An employee may feel stressed, exhausted, and less satisfied with their work when they have an excessive or uneven workload. Heavy workloads can be seen as a potentially harmful stressor, negatively affecting performance by placing excessive demands on employees who may lack the time or resources to meet them effectively. When employees face high workloads without adequate compensation, they may feel that their efforts are undervalued and unrecognized. Additionally, excessive workload pressures can disrupt work-life balance, leading to increased stress and dissatisfaction in the workplace.

As mentioned by Onyekwelu (2022) and Melhem and Majid Melhem (2023) in their research that, according to experts and scholars, one strategy to increase employee outputs along with other job-related outcomes is to implement flexible working arrangements. When it comes to managing a flexible work environment, education is crucial for improving productivity because workers want direction when setting priorities. One of the best methods for successfully handling work prioritization is time management. Employee performance in task prioritizing is also impacted by the organizations' flexible work environments.

Baeisu and Bogus (2024) and Ariussanto *et. al.* (2020) assume that work environment and employee engagement are significantly impacted by leadership style. A successful motivational approach also encourages staff members to contribute as much as possible to the company's success. Thus, motivating people to achieve company's goal is a remarkable task of a leader for this may increase productivity, improved performance and have a sense of accomplishment.

In the article written by Elkady (2025), Maryville University (2023) and Kaudela-Baum *et. al.* (2023), discussed that, leaders must trust their staff to make the right decisions after hiring them based on their skills and alignment with the company's goal in order to foster an innovative culture. Exposure to a variety of viewpoints can foster rich environments that support stimulating and comprehensive conversations, especially at work and in the classroom. Giving workers personal freedom or autonomy at work could be a useful strategy for CEOs assisting their companies in becoming more inventive. Although it can be unsettling to come across viewpoints that contradict one's views and perspective, these experiences are essential for personal development. Lack of these kinds of experiences can hinder a person's growth and learning. giving workers personal freedom or autonomy at work could be a useful strategy for CEOs assisting their companies in becoming more inventive. The degree of freedom granted in a job to set one's own hours, act freely, make judgments, and select how to

carry out assigned tasks is known as autonomy

As stated in the Mentoring Complete Article (2023) and Diem (2024), shows that regular feedback increases employee engagement by three times, which has a direct impact on total productivity. However, without a strong feedback system, staff members could find it difficult to recognize and correct their errors, which could endanger the expansion and financial success of the business. Consequently, an effective employee feedback mechanism is crucial for enhancing performance while also serving as a key driver in motivating employees to achieve their professional goals.

### 3. Methodology

This section presents the relevant procedures used in data gathering and analysis. It contains Research Design, Research Locale, Respondents/Participants of the Study, Sampling Design, Instrumentation, Evaluation and Scoring, Data Gathering Procedure, Statistical Treatment of Data and Ethical Considerations.

#### A. Research Design

The researcher used the Descriptive Correlational Research Design to help identify the relationships between motivational factors and employees job design of a manufacturing company. This is suitable for analyzing numerical data from surveys and questionnaires. By identifying correlations between motivational schemes and employee motivation, the company can develop targeted strategies to boost employee motivation and engagement. This research can inform the design of jobs that align with employee's needs, skills and motivations, leading to improve job satisfaction and performance. This can help also the company to identify key factors that influence employee motivation and job satisfaction, enabling more effective talent management and retention strategies. Additionally, by employing such research design, the researcher may gain insight into motivational schemes effectiveness and may inform evidence-based decisions for improvement.

In the Publication Manual of American Psychological Association (2020), stated that, "the Correlational Research Design", helped identify associations between variables, forecast outcomes based on relationships and detect trends, correlations or interactions. This may help the researcher to know the significant relationship between motivational scheme and employees job design of a manufacturing company.

#### B. Research Locale

The research study conducted at EMD Technologies, Philippines Inc., located at #1 Ring Road, Light Industry and Science Park II, Calamba, Laguna. The company is considered to be of medium-size with approximately 2,000 employees. In spite of having a large population, the company can still have an initiatives and strategies that may enable their employees to be engaged and to retain longer. By focusing on this geographical area, the researcher may have found a better understanding on identifying the relationship between motivational schemes and employees' job design, basically

inform strategic decision making and enrichment strategies which may drive toward organization's success.

### *C. Respondents/Participants of the Study*

The respondents of the study are the permanent employees in the EMD Technologies, Philippines Inc. in the 2nd Production Line with at least 10 years of service in the company and 30 years old and above as to their age. The over-all target population is 232 employees. For the lower-level employees, the target population is 213 employees, with a total sampling size of 138 employees, and for the middle level employees, the target population is 19 employees with a total sampling size of 19 employees. By using the Raosoft Sample Size Calculation Method, to re-sample the size out of the 100% total population, with 5% margin of error and 95% level of confidence which result to 138 sample size for lower-level employees and 19 sample size for middle-level employees. The researcher divides subjects into subgroups based on the characteristics that the respondents shared as to their gender, age, employment status, length of service at the company, highest educational attainment and job title.

### *D. Sampling Design*

The researcher used Quota sampling. It is a non-probability sampling technique in which researchers intentionally select participants based on specific characteristics, ensuring that various segments of the population are adequately represented. The researcher categorized the population on the demographic profile of the respondents as to Age, Gender, Employment Status, Educational Attainment, Length of Service in the Company, and Job Title. Participants are chosen non-randomly to meet each quota, ensuring that the required number for each subgroup is reached. This method guarantees adequate representation of diverse subgroups within the sample.

### *E. Instrumentation*

In order to collect the data that is needed to proceed with the study, the researcher used survey questionnaire as the research instrument to ask questions to the respondents of the study. The questionnaire is divided into three parts: Part 1: The Demographic Profile of the Respondents of the Study in terms of: Age, Gender, Employment Status, Length of Service in the Company, Highest Educational Attainment and Job Title; Part 2: The Level of Implementation of Motivational Scheme of a Manufacturing Company in terms of: Physiological Needs, Safety and Security, Love and Belonging, Self-Esteem and Self-Actualization; The level of implementation of motivational scheme of a manufacturing company can be interpreted as highly implemented, implemented, moderately implemented and not implemented; and Part 3: The Level of Effectiveness of Employees Job Design in terms of: Skill Variety, Task Identity, Task Significance, Autonomy and Feedback. All of those questions are related to the study of "Motivational Scheme and Employees Job Design of a Manufacturing Company". The level of effectiveness of employees' job design of a manufacturing company can be interpreted as very effective, effective, moderately effective and not effective. Also include in the questionnaire, is the

significant difference in the level of implementation of motivational scheme of a manufacturing company as assessed by the respondents when grouped according to their demographic profile and the significant relationship between the motivational scheme and employees' job design of a manufacturing company.

To validate the research instrument, it undergone a thorough evaluation by the adviser and the research field experts and make sure that all the essential items are included and eliminates undesirable ones. For the criteria of the questionnaire, it should have a clear and concise language and the questions are aligned with research objectives. Validation and reliability are crucial for ensuring survey questionnaire quality. Under validation process, the questionnaire is being assessed and evaluate as to what it claims to measure and determining if the questionnaire measures the theoretical concept or construct. After the validation of instrument by the research field experts, the researcher conducts a preliminary study or pilot testing to identify the potential flaws in the research design, sampling strategy and data collection methods, through such, the researcher can be able to refine the methods, instruments and research design to ensure a successful and meaningful study. Computing the reliability of the questionnaire involves assessing its consistency and dependability; by using the Cronbach Alpha Method, this would administer the questionnaire to a sample of respondents and may calculate the variance of each question in the questionnaire. After the calculation method, this will give the interpretation of the results,  $> 0.7$ : good reliability;  $> 0.5$  and  $< 0.7$ : fair reliability and  $< 0.5$ : poor reliability.

### *F. Data Gathering Procedure*

The researcher submitted a permission letter for the study to be conducted at EMD Technologies Philippines Inc. After it was approved by the Department Manager of HR Department, make sure that the survey questionnaire is valid, reliable and culturally sensitive. It undergoes a pilot testing method with 15 participants but not a respondent of the study. The instrument also reviewed by the Research Ethics Committee to ensure the ethical conduct of research involving human participants by reviewing proposals to safeguard their rights, safety, dignity and well-being, while also promoting research integrity and scientific merit.

## **4. Results**

### *A. Demographic Profile of the Respondents of the Study*

The Demographic Profile of the Respondents of the Study are characterized in terms of Age, Gender, Employment Status, Length of Service in the Company, Highest Educational Attainment and Job Title

#### *1) Age*

The Demographic Profile of the respondents of the study in terms of Age as shown in Table 1, This presents the demographic profile of respondents based on age distribution. The highest percentage of respondents (34.39%) falls within the 30 to 35 years old category, ranking first. This suggests that the study primarily gathered insights from younger middle-aged

individuals. The 36 to 40 years old and 41 to 45 years old groups together make up 49.68% of the respondents. This indicates that nearly half of the participants belong to the middle-adult demographic. As age increases, the number of respondents decreases. Those in the 46 to 50 years old range comprise 15.29%, while respondents 51 years old and above are the least represented, with only 0.64%. There is a gradual decline in frequency and percentage as age increases, suggesting a younger-dominated respondent pool.

Table 1  
Demographic profile of the respondents of the study in terms of age

AGE	Frequency	Percentage
30 to 35 years old	54	34.39
36 to 40 years old	40	25.48
41 to 45 years old	38	24.20
46 to 50 years old	24	15.29
51 years old and above	1	0.64
<b>TOTAL</b>	<b>157</b>	<b>100.00</b>

## 2) Gender

Table 2 shows the Demographic Profile of the respondents of the study in terms of Gender. The vast majority of respondents are female (96.18%), ranking first. This indicates that the study primarily reflects perspectives from women. Only 3.82% of the respondents are male, ranking second. This is a significantly small proportion, suggesting an imbalanced gender representation. The dataset is heavily skewed toward female participation, with male respondents forming a very small fraction of the total sample size.

Table 2  
Demographic profile of the respondents of the study in terms of gender

GENDER	Frequency	Percentage
Male	6	3.82
Female	151	96.18
<b>TOTAL</b>	<b>157</b>	<b>100.00</b>

## 3) Employment Status

Table 3 presents the Demographic Profile of the respondents of the study in terms of Employment Status. Every participant in the study holds a regular employment status (100%), meaning there are no probationary employees in the dataset. Since all respondents are regular employees, the study may exclusively reflect experiences from fully tenured workers, rather than those in transitional or temporary roles.

Table 3  
Demographic profile of the respondents of the study in terms of employment status

EMPLOYMENT STATUS	Frequency	Percentage
Probationary	-	-
Regular	157	100
<b>TOTAL</b>	<b>157</b>	<b>100.00</b>

## 4) Length of Service in the Company

Table 4 shows the Demographic Profile of the respondents of the study in terms of Length of Service in the Company. The largest group of respondents falls within the 10 to 15 years range, indicating a high retention rate within this tenure bracket. Employees in this category likely hold significant experience, making them familiar with company operations and culture. A substantial portion of employees has stayed between 16 to 25 years, showing long-term commitment to the company. This

suggests an organization that supports career stability and employee loyalty over decades. There are fewer employees with over 26 years of service, likely due to retirement or workforce changes. This trend is expected in aging workforces, where senior employees gradually exit for retirement.

Table 4  
Demographic profile of the respondents of the study in terms of length of service in the company

LENGTH OF SERVICE IN THE COMPANY	Frequency	Percentage
10 to 15 years	81	51.59
16 to 20 years	27	17.20
21 to 25 years	34	21.66
26 years and above	15	9.55
<b>TOTAL</b>	<b>157</b>	<b>100.00</b>

## 5) Highest Educational Attainment

Table 5 expresses the Demographic Profile of the respondents of the study in terms of Highest Educational Attainment. The largest group of respondents have a high school diploma, indicating that many individuals did not pursue higher education. This may reflect the job requirements, economic factors, or accessibility of higher education. A notable portion of respondents completed a college degree, ranking second. This suggests that while higher education is present, it is not the dominant qualification among employees. A sizeable percentage of respondents have vocational training (21.02%) or have attended college but not graduated (22.29%). This indicates that many employees may have acquired technical or specialized skills without necessarily obtaining a degree. Very few employees pursued graduate studies, suggesting that advanced degrees may not be a requirement for positions within the company.

Table 5  
Demographic profile of the respondents of the study in terms of highest educational attainment

HIGHEST EDUCATIONAL ATTAINMENT	Frequency	Percentage
High School	51	32.48
Vocational	33	21.02
College Undergraduate	35	22.29
College Graduate	37	23.57
Master's Degree	1	0.64
<b>TOTAL</b>	<b>157</b>	<b>100.00</b>

## 6) Job Title

The Demographic Profile of the respondents of the study in terms of Job Title as shown in Table 6 presents the job classification of respondents, distinguishing between lower-level and middle-level employees. The vast majority of respondents belong to lower-level positions with (87.90%), suggesting that the study primarily reflects experiences from operational and frontline workers. This may indicate that the organization has a larger workforce concentrated at execution-level roles compared to management positions. A much smaller portion of respondents hold middle-level positions with (12.10), such as Supervisors or Managers. This could imply that leadership roles are exclusive or that the study has a stronger focus on employees working directly in operations rather than in managerial capacities. The significant gap between lower-level and middle-level employees suggests a traditional hierarchical structure, where supervisory and managerial roles

are more selective or fewer in number. Lower-level employees likely carry out technical, hands-on, or routine tasks, while middle-level employees oversee team performance, operations, and strategy implementation.

Table 6

JOB TITLE	Frequency	Percentage
Lower-level Employees	138	87.90
Middle-level Employees	19	12.10
<b>TOTAL</b>	<b>157</b>	<b>100.00</b>

### B. Level of Implementation of Motivational Schemes of a Manufacturing Company

The Level of implementation of a Motivational Scheme of a Manufacturing Company were express in terms of Physiological Needs, Safety and Security, Love and Belonging, Self-Esteem and Self-Actualization.

#### 1) Physiological Needs

Table 7 presents the Level of Implementation of Motivational Scheme of a Manufacturing Company in terms of Physiological Needs. It has a general assessment of 3.50 as “Highly Implemented” for lower-level employees and 3.77 as “Highly Implemented” for middle-level employees.

Table 7

INDICATORS	WEIGHTED MEAN		VERBAL INTERPRETATION		TOTAL	
	LOWER-LEVEL EE	MIDDLE-LEVEL EE	LOWER-LEVEL EE	MIDDLE-LEVEL EE	WM	VI
1.The company or organization gives a fair and just compensation.	3.10	3.58	I	HI	3.34	HI
2.The company or organization provides necessary resources and equipment that are needed in completing the task assigned.	3.46	3.63	HI	HI	3.55	HI
3.The company or organization motivates employees to do “KAIZEN” and giving cash incentives and gift certificates as a reward.	3.54	3.90	HI	HI	3.72	HI
4.The company or organization offers financial assistance and support program to those affected by the crisis situation such as natural disasters, financial crises and others.	3.33	3.79	HI	HI	3.56	HI
5.The company or organization gives a cash incentives and rewards for achieving perfect attendance.	3.77	3.95	HI	HI	3.86	HI
6.The company or organization provides a clean drinking water throughout the workday.	3.80	4.00	HI	HI	3.90	HI
7.The company or organization furnish adequate supplies of toilet paper and soap in the comfort rooms.	3.51	3.58	HI	HI	3.55	HI
<b>GENERAL ASSESSMENT</b>	<b>3.50</b>	<b>3.77</b>	<b>HI</b>	<b>HI</b>	<b>3.66</b>	<b>HI</b>

#### 2) Safety and Security

Table 8 shows the Level of Implementation of Motivational Scheme of a Manufacturing Company in terms of Safety and Security. It has general assessment of 3.56 and 3.73 which was verbally interpreted as Highly Implemented for both groups.

Table 8

Level of implementation of the motivational scheme of a manufacturing company in terms of safety and security

INDICATORS	WEIGHTED MEAN		VERBAL INTERPRETATION		TOTAL	
	LOWER-LEVEL EMPLOYEES	MIDDLE-LEVEL EMPLOYEES	LOWER-LEVEL EMPLOYEES	MIDDLE-LEVEL EMPLOYEES	WM	VI
1.The company or organization furnish a safety and healthful working condition.	3.63	3.79	Highly Implemented	Highly Implemented	3.81	HI
2.The company or organization provides and updates regular safety trainings.	3.65	3.74	Highly Implemented	Highly Implemented	3.70	HI
3.The company or organization ensures the safety and protection of employees by having a natural disaster preparedness and safety measures.	3.49	3.68	Highly Implemented	Highly Implemented	3.59	HI
4.The company or organization ensures and protect confidential information.	3.44	3.74	Highly Implemented	Highly Implemented	3.59	HI
5.The company or organization dispense the right personal protective equipment on the task where it is being required.	3.59	3.58	Highly Implemented	Highly Implemented	3.59	HI
6.The company or organization takes adequate measures to prevent workplace accidents.	3.54	3.79	Highly Implemented	Highly Implemented	3.67	HI
7.The company or organization encourage employees to report any unsafe conditions in the workplace and giving a gift certificate as a form of reward.	3.60	3.79	Highly Implemented	Highly Implemented	3.70	HI
<b>GENERAL ASSESSMENT</b>	<b>3.56</b>	<b>3.73</b>	<b>Highly Implemented</b>	<b>Highly Implemented</b>	<b>3.65</b>	<b>HI</b>

#### 3) Love and Belonging

Table 9 shows the Level of Implementation of the Motivational Scheme of a Manufacturing Company in terms of Love and Belonging. It has a general assessment of 3.29 and 3.59 for both groups.

Table 9

Level of implementation of the motivational scheme of a manufacturing company in terms of love and belonging

INDICATORS	WEIGHTED MEAN		VERBAL INTERPRETATION		TOTAL	
	LOWER-LEVEL EEs	MIDDLE-LEVEL EEs	LOWER-LEVEL EEs	MIDDLE-LEVEL EEs	WM	VI
1.The company or organization contributes a strong relationship to improve one's innovative thinking as peers support each other.	3.27	3.58	Highly Implemented	Highly Implemented	3.43	HI
2.The company or organization provides a recognition program which may lead to a higher level of engagement.	3.34	3.63	Highly Implemented	Highly Implemented	3.49	HI
3.The company or organization supplies a clear roles and responsibilities which can help feel a sense of ownership.	3.25	3.58	Highly Implemented	Highly Implemented	3.42	HI
4.The company or organization fosters a sense of community through promoting diversity, equity and inclusion in the workplace.	3.30	3.53	Highly Implemented	Highly Implemented	3.42	HI
5.The company or organization appreciates recognition for a job well done.	3.21	3.58	Implemented	Highly Implemented	3.40	HI
6.The company or organization supports employees personal and professional development	3.25	3.47	Highly Implemented	Highly Implemented	3.36	HI
7.The company or organization provides a team building activity to enhanced collaboration	3.41	3.74	Highly Implemented	Highly Implemented	3.58	HI
<b>GENERAL ASSESSMENT</b>	<b>3.29</b>	<b>3.59</b>	<b>Highly Implemented</b>	<b>Highly Implemented</b>	<b>3.44</b>	<b>HI</b>

#### 4) Self-Esteem

Table 10 shows the Level of Implementation of Motivational Scheme of a Manufacturing Company in terms of Self-Esteem. It has a general assessment of 3.24 which was verbally interpreted as “Implemented” for lower-level employees and 3.49 which was verbally interpreted as “Highly Implemented” for middle-level employees.

Table 10  
Level of implementation of motivational scheme of a manufacturing company in terms of self-esteem

INDICATORS	WEIGHTED MEAN		VERBAL INTERPRETATION		TOTAL	
	LOWER-LEVEL EEs	MIDDLE-LEVEL EEs	LOWER-LEVEL EEs	MIDDLE-LEVEL EEs	WM	VI
1.The company or organization values and respects efficient, productive, and deliver high-quality work through appreciation.	3.33	3.58	Highly Implemented	Highly Implemented	3.46	HI
2.The company or organization considers and listens to one's perspectives.	3.11	3.42	Implemented	Highly Implemented	3.27	HI
3.The company or organization provides opportunities and growth to open up new career paths.	3.29	3.42	Highly Implemented	Highly Implemented	3.56	HI
4.The company or organization celebrates employees' achievements and milestones.	3.28	3.53	Highly Implemented	Highly Implemented	3.41	HI
5.The company or organization utilizes skills and abilities that makes employees feel more confident in doing tasks.	3.25	3.48	Highly Implemented	Highly Implemented	3.37	HI
6.The company or organization maintains a healthy work-life balance.	3.17	3.53	Implemented	Highly Implemented	3.35	HI
7.The company or organization promotes a positive and respectful work environment.	3.30	3.48	Highly Implemented	Highly Implemented	3.39	HI
<b>GENERAL ASSESSMENT</b>	<b>3.24</b>	<b>3.49</b>	<b>Implemented</b>	<b>Highly Implemented</b>	<b>3.37</b>	<b>HI</b>

### 5) Self-Actualization

Table 11 shows the Level of Implementation of Motivational Scheme of a Manufacturing Company in terms of Self-Actualization. It has a general assessment of 3.24 which was verbally interpreted as “Implemented” for lower-level employees and 3.55 which was verbally interpreted as “Highly Implemented” for middle-level employees.

Table 11  
Level of implementation of motivational scheme of a manufacturing company in terms of self-actualization

INDICATORS	WEIGHTED MEAN		VERBAL INTERPRETATION		TOTAL	
	LOWER-LEVEL EEs	MIDDLE-LEVEL EEs	LOWER-LEVEL EEs	MIDDLE-LEVEL EEs	WM	VI
1.The company or organization provides challenging experiences to learn and grow.	3.24	3.58	Implemented	Highly Implemented	3.41	HI
2.The company or organization recognizes innovation through financial non-financial rewards.	3.20	3.37	Implemented	Highly Implemented	3.29	HI
3.The company or organization ensures that everyone has a clear understanding on one's role and impacts to overall performance.	3.22	3.53	Implemented	Highly Implemented	3.38	HI
4.The company or organization trusts the process owner in the area of one's job specialization.	3.24	3.53	Implemented	Highly Implemented	3.39	HI
5.The company or organization uses feedback to support employee's growth and development	3.29	3.42	Highly Implemented	Highly Implemented	3.36	HI
6.The company or organization allows employees to utilize skills and abilities to their fullest potential.	3.25	3.63	Highly Implemented	Highly Implemented	3.44	HI
7.The company or organization allows employees to work independently and take ownership of the projects.	3.22	3.53	Implemented	Highly Implemented	3.38	HI
<b>GENERAL ASSESSMENT</b>	<b>3.24</b>	<b>3.55</b>	<b>Implemented</b>	<b>Highly Implemented</b>	<b>3.40</b>	<b>HI</b>

### C. The Level of Effectiveness of Employees Job Design of a Manufacturing Company

The level of Effectiveness of Employees Job Design of a Manufacturing Company was expressed in terms of Skill Variety, Task Identity, Task Significance, Autonomy and Feedback.

### 1) Skill Variety

Table 12 shows the Level of Effectiveness of Employees Job Design of a Manufacturing Company in terms of Skill Variety. It has a general assessment of 3.29 and 3.55 which was verbally interpreted as “Very Effective” for both groups.

Table 12  
Level of effectiveness of employee's job design of a manufacturing company in terms of skill variety

INDICATORS	WEIGHTED MEAN		VERBAL INTERPRETATION		TOTAL	
	LOWER-LEVEL EEs	MIDDLE-LEVEL EEs	LOWER-LEVEL EEs	MIDDLE-LEVEL EEs	WM	VI
1.My job offers a wide range of duties and skills.	3.36	3.53	Very Effective	Very Effective	3.45	VE
2.My job provides opportunity to learn and acquire new skills that lead to personal development.	3.36	3.63	Very Effective	Very Effective	3.50	VE
3.My job offers flexibility to undertake tasks where I can best contribute to be productive.	3.33	3.68	Very Effective	Very Effective	3.51	VE
4.My job supports professional and personal growth.	3.30	3.58	Very Effective	Very Effective	3.44	VE
5.My job allows and considers our workloads.	3.03	3.58	Effective	Very Effective	3.31	VE
6.My job provides opportunities to collaborate and share knowledge with others.	3.33	3.42	Very Effective	Very Effective	3.38	VE
7.My job furnishes resources and tools to help develop employees' skills and knowledge	3.29	3.59	Very Effective	Very Effective	3.44	VE
<b>GENERAL ASSESSMENT</b>	<b>3.29</b>	<b>3.55</b>	<b>Very Effective</b>	<b>Very Effective</b>	<b>3.42</b>	<b>VE</b>

### 2) Task Identity

Table 13 shows the Level of Effectiveness of Employees Job Design of a Manufacturing Company in terms of Task Identity. It has a general assessment of 3.35 and 3.62 which was verbally interpreted as “Very Effective” for both groups.

Table 13  
Level of effectiveness of employees' job design of a manufacturing company in terms of task identity

INDICATORS	WEIGHTED MEAN		VERBAL INTERPRETATION		TOTAL	
	LOWER-LEVEL EEs	MIDDLE-LEVEL EEs	LOWER-LEVEL EEs	MIDDLE-LEVEL EEs	WM	VI
1.My job is well defined and specific that leads to focus on what aspects of the job are needs to be done.	3.28	3.79	Very Effective	Very Effective	3.54	VE
2.My job helps understand how my contributions fit into the organization's goals.	3.30	3.47	Very Effective	Very Effective	3.39	VE
3.My job organizes task priority, track deadlines and monitor progress to improve performance and productivity.	3.33	3.63	Very Effective	Very Effective	3.48	VE
4.My job demonstrates to prioritize tasks, manage time and meet deadlines.	3.34	3.79	Very Effective	Very Effective	3.57	VE
5.My job receives regular feedback on task performance that leads to improvement.	3.30	3.37	Very Effective	Very Effective	3.34	VE
6.My job contributes to the over-all quality of the products.	3.47	3.68	Very Effective	Very Effective	3.58	VE
7.My job provides opportunities to learn and develop new skills.	3.34	3.63	Very Effective	Very Effective	3.49	VE
<b>GENERAL ASSESSMENT</b>	<b>3.35</b>	<b>3.62</b>	<b>Very Effective</b>	<b>Very Effective</b>	<b>3.49</b>	<b>VE</b>

### 3) Task Significance

Table 14 shows the Level of Effectiveness of Employees Job Design of a Manufacturing Company in terms of Task Significance. It has a general assessment of 3.43 and 3.52 which was verbally interpreted as “Very Effective” for both groups.

Table 14  
Level of effectiveness of employees' job design of a manufacturing company in terms of task significance

INDICATORS	WEIGHTED MEAN		VERBAL INTERPRETATION		TOTAL	
	LOWER-LEVEL EEs	MIDDLE-LEVEL EEs	LOWER-LEVEL EEs	MIDDLE-LEVEL EEs	WM	VI
1.My job affects organizational outcomes such as stronger customer loyalty, and reduced absenteeism and turnover.	3.36	3.47	Very Effective	Very Effective	3.42	VE
2.My job benefited colleagues or customers by making the product with the highest level of quality.	3.46	3.63	Very Effective	Very Effective	3.55	VE
3.My job decides to reach the goal which lead to better performance and improved productivity.	3.48	3.47	Very Effective	Very Effective	3.48	VE
4.My job seeks challenges and opportunities to learn.	3.39	3.47	Very Effective	Very Effective	3.43	VE
5.My job acknowledges publicly that enables to do more and perform better.	3.36	3.32	Very Effective	Highly Implemented	3.34	VE
6.My job is important to the overall success of the organization.	3.49	3.68	Very Effective	Very Effective	3.59	VE
7.My job has a significant impact on the quality of the products.	3.49	3.58	Very Effective	Very Effective	3.54	VE
<b>GENERAL ASSESSMENT</b>	<b>3.43</b>	<b>3.52</b>	<b>Very Effective</b>	<b>Very Effective</b>	<b>3.48</b>	<b>VE</b>

#### 4) Autonomy

Table 15 shows the Level of Effectiveness of Employees Job Design of a Manufacturing Company in terms of Autonomy. It has a general assessment of 3.41 and 3.56 which was verbally interpreted as “Very Effective” for both groups.

Table 15  
Level of effectiveness of employees' job design of a manufacturing company in terms of autonomy

INDICATORS	WEIGHTED MEAN		VERBAL INTERPRETATION		TOTAL	
	LOWER-LEVEL EEs	MIDDLE-LEVEL EEs	LOWER-LEVEL EEs	MIDDLE-LEVEL EEs	WM	VI
1.My job requires minimal supervision in completing the tasks.	3.46	3.63	Very Effective	Very Effective	3.55	VE
2.My job prioritizes tasks in achieving organizational goals.	3.47	3.74	Very Effective	Very Effective	3.61	VE
3.My job opens to new ideas and perspectives to learn new skills and capable of change and growth.	3.45	3.63	Very Effective	Very Effective	3.54	VE
4.My job manages distractions and interruptions by focusing on the daily task.	3.38	3.37	Very Effective	Very Effective	3.38	VE
5.My job is being valued in the organization through finding a creative solution to complete the tasks.	3.38	3.42	Very Effective	Very Effective	3.40	VE
6.My job gives me authority to stop operation when problems occur.	3.46	3.74	Very Effective	Very Effective	3.60	VE
7.My job gives me freedom to experiment new ideas.	3.29	3.42	Very Effective	Very Effective	3.56	VE
<b>GENERAL ASSESSMENT</b>	<b>3.41</b>	<b>3.56</b>	<b>Very Effective</b>	<b>Very Effective</b>	<b>3.49</b>	<b>VE</b>

#### 5) Feedback

Table 16  
Level of effectiveness of employees' job design of a manufacturing company in terms of feedback

INDICATORS	WEIGHTED MEAN		VERBAL INTERPRETATION		Total	
	LOWER-LEVEL EEs	MIDDLE-LEVEL EEs	LOWER-LEVEL EEs	MIDDLE-LEVEL EEs	WM	VI
1.My job needs constructive feedback to identify area for improvement.	3.36	3.32	Very Effective	Very Effective	3.34	VE
2.My job addresses key area for growth to understands the impact of the action.	3.33	3.42	Highly Implemented	Very Effective	3.38	VE
3.My job enhances the skills and knowledge to take it as an opportunity to learn and grow.	3.42	3.42	Very Effective	Very Effective	3.42	VE
4.My job provides valuable perspectives to facilitate learning and development.	3.42	3.53	Very Effective	Very Effective	3.48	VE
5.My job gives a clear idea of the things that needs to be improved.	3.39	3.53	Very Effective	Very Effective	3.46	VE
6.My job tracks my progress and able to perform better.	3.37	3.63	Very Effective	Very Effective	3.50	VE
7.My job motivates me to work well.	3.38	3.53	Very Effective	Very Effective	3.46	VE
<b>GENERAL ASSESSMENT</b>	<b>3.38</b>	<b>3.48</b>	<b>Very Effective</b>	<b>Very Effective</b>	<b>3.43</b>	<b>VE</b>

Table 16 shows the Level of Effectiveness of Employees Job Design of a Manufacturing Company in terms of Feedback. It has a general assessment of 3.38 and 3.48 which was verbally interpreted as “Very Effective” for both groups.

#### D. Significant Difference in the Level of Implementation of Motivational Schemes of a Manufacturing Company as Assessed by the Respondents When Grouped According to Their Profile

Table 17 shows no significant difference in the Level of Implementation of Motivational Schemes of Manufacturing Company as assessed by the respondents when grouped according to their Demographic Profile. This means that the analysis did not find enough evidence to reject the null hypothesis (Ho). Therefore, the null hypothesis is accepted (Ho). This implies that the demographic factor does not significantly impact the motivational schemes.

Table 17

Test of significant difference in the level of implementation of motivational scheme of a manufacturing company as assessed by the respondents when grouped according to their demographic profile

Motivational Scheme	Demographic Profile	F-value / t-value*	P-value	F Crit	Remarks	Decision
(Physiological Needs; Safety and Security; Love and Belonging; Self-Esteem; and Self-Actualization)	Age	0.43634	0.782194	2.433208	No significant difference	Accept Ho
	Gender	0.017605*	0.894614	3.902154	No significant difference	Accept Ho
	Length of Service in the company	0.903692	0.440893	2.663715	No significant difference	Accept Ho
	Educational Attainment	0.528167	0.715193	2.432264	No significant difference	Accept Ho
	Job Title	0.945908	0.511832	1.76201	No significant difference	Accept Ho

#### E. Significant Relationship Between Motivational Schemes and Employees Job Design of a Manufacturing Company

Table 18 presents a statistical analysis that examines the relationship between employees' job design and the level of motivational schemes. The findings suggest that motivational schemes show a strong positive relationship with employees' job design factors.

Table 18

Test of significant relationship between motivational scheme and employees job design of a manufacturing company

MOTIVATIONAL SCHEME LEVEL	EMPLOYEES JOB DESIGN LEVEL	R VALUE	P VALUE	REMARKS	DECISION
Physiological Needs	Skill Variety	0.682	0.000	Significant	Reject H <sub>0</sub>
	Task Identity	0.665	0.000	Significant	Reject H <sub>0</sub>
	Task Significance	0.591	0.000	Significant	Reject H <sub>0</sub>
	Autonomy	0.600	0.000	Significant	Reject H <sub>0</sub>
	Feedback	0.601	0.000	Significant	Reject H <sub>0</sub>
Safety and Security	Skill Variety	0.627	0.000	Significant	Reject H <sub>0</sub>
	Task Identity	0.619	0.000	Significant	Reject H <sub>0</sub>
	Task Significance	0.600	0.000	Significant	Reject H <sub>0</sub>
	Autonomy	0.541	0.000	Significant	Reject H <sub>0</sub>
	Feedback	0.593	0.000	Significant	Reject H <sub>0</sub>
Love and Belonging	Skill Variety	0.798	0.000	Significant	Reject H <sub>0</sub>
	Task Identity	0.754	0.000	Significant	Reject H <sub>0</sub>
	Task Significance	0.667	0.000	Significant	Reject H <sub>0</sub>
	Autonomy	0.600	0.000	Significant	Reject H <sub>0</sub>
	Feedback	0.630	0.000	Significant	Reject H <sub>0</sub>
Self-Esteem	Skill Variety	0.857	0.000	Significant	Reject H <sub>0</sub>
	Task Identity	0.798	0.000	Significant	Reject H <sub>0</sub>
	Task Significance	0.715	0.000	Significant	Reject H <sub>0</sub>
	Autonomy	0.650	0.000	Significant	Reject H <sub>0</sub>
	Feedback	0.712	0.000	Significant	Reject H <sub>0</sub>
Self-Actualization	Skill Variety	0.890	0.000	Significant	Reject H <sub>0</sub>
	Task Identity	0.841	0.000	Significant	Reject H <sub>0</sub>
	Task Significance	0.757	0.000	Significant	Reject H <sub>0</sub>
	Autonomy	0.672	0.000	Significant	Reject H <sub>0</sub>
	Feedback	0.744	0.000	Significant	Reject H <sub>0</sub>

### F. Based on the Findings of the Study, the Action Plan can be Proposed to Further Better the Implementation of Motivational Scheme and Employees' Job Design of a Manufacturing Company

Table 19  
Output of the study

KEY AREAS FOR IMPROVEMENT	OBJECTIVES	ACTION TAKEN	TIME LINE / DEADLINE	RESPONSIBLE INDIVIDUALS	RESOURCE S (BUDGET, PERSONNELS, EQUIPMENT, ...)	MONITORING AND EVALUATION
1. Physiological Needs	-To strengthen and enhance motivational schemes related to employees physiological needs	-Continuous provision of basic needs such as clean drinking water, hygienic supplies, and fair compensation; Maintain standard for food, safety, work space, cleanliness and rest areas	-Month 1&2 (Assessment & Planning) -Month 3-6 (Initial Implementation) -Month 7-10 (Expansion & Adjustment) -Month 11 & 12 (Full Optimization & Review)	-Human Resources (HR Department) -General Affairs (G.A. Department) -Finance & Accounting Department -Middle-level & Senior Management	-Financial Resources -Infrastructure Resources -Human Resource & Workforce Management -Policy Framework & Documentation	Regularly review the plan and make adjustments as needed (distribution of evaluation forms to assess and track progress)
2. Safety & Security	-Ensure a safe and secure work environment -Enhance emergency preparedness and crisis response -Promote employee well-being and stress management	-Maintain current safety standards -Enhance Workplace Security & Protection -Expand employee wellness & Safety Programs	-Month 1&2 (Assessment & Planning) -Month 3-6 (Initial Implementation) -Month 7-10 (Expansion & Adjustment) -Month 11-12 & beyond (Full Optimization & Continuous Improvement)	-Safety Officers -Human Resources (HR Department) -General Affairs (G.A. Department) -Finance & Accounting Department -Middle-level & Senior Management	-Financial Resources -Infrastructure Resources -Human Resource & Workforce Management -Technological & Digital Tools -Policy Framework & Documentation	
3. Love and Belonging	-To foster stronger workplace relationships and enhance employees sense of connection and inclusivity within the company.	-Provide a team building activities -Offer a Collaborative Mentorship Program (e.g. buddy system) As needed -Additional recognition incentives for every achievement made (e.g. Achieving a productivity target)	-In-house Team Building Activities (Twice a month) -Collaborative Mentorship Program (e.g. buddy system) As needed -Recognition Incentives (Monthly Cash Rewards)	-Team Building (10 employees per session) -Human Resources (HR Department) -General Affairs (G.A. Department) -Finance & Accounting Department -Middle-level & Senior Management	-Financial Resources -Infrastructure Resources -Human Resource & Workforce Management -Technological & Digital Support -Policy & Documentation Support	
4. Self Esteem	-This aims to empower employees, enhance their confidence and ensure they feel valued in the workplace.	-Strengthen Employee Recognition programs -Enhance Career Growth & Development by	-Month 1&2 (Assessment & Planning) -Month 3-6 (Initial Implementation)	-Employees -Human Resources (HR Department) -General Affairs (G.A. Department)	-Financial Resources -Infrastructure Resources	

## 5. Discussion

### A. Summary of Findings

The study was conducted to examine the level of motivational scheme and employees job design of a manufacturing company. The following are the findings of the study:

1. The largest number of responses range from ages 30-35 years old with 39%; majority of the employees are female with 96.18% responses; in terms of employment status 100% regular employees are the respondents of the study; 10-15 years serving the company has the largest responses equivalent to 51.59%; High School Graduate is the highest educational attainment of the responses with 32.48%; and in terms of job title, lead operator has the highest number of responses with 28.03%.
2. The Level of Implementation of the Motivational Scheme of a Manufacturing Company in terms of Physiological Needs has a general assessment of 3.50 for lower-level employees and 3.77 for middle level employees; Safety and Security has a general assessment of 3.56 for lower-level employees and 3.73 for middle-level employees; Love and Belonging with a general assessment of 3.29 for lower-level employees and 3.59 for middle-level employees; in terms of Self-Esteem with a general assessment of 3.24 for lower-level employees and 3.49 for middle-level employees; and Self-Actualization has a general assessment of 3.24 for lower-level employees and 3.55 for middle-level employees.
3. The Level of Effectiveness of Employees Job Design in terms of Skill Variety has a general assessment of 3.39 for lower-level employees and 3.55 for middle-level employees; Task Identity has a general assessment of 3.35 for lower-level employees and 3.62

for middle-level employees; in terms of Task Significance with general assessment of 3.43 for lower-level employees and 3.52 for middle-level employees; in terms of Autonomy with general assessment of 3.41 for lower-level employees and 3.56 for middle-level employees; and Feedback has a general assessment of 3.38 for lower-level employees and 3.49 for middle-level employees.

4. There is no significant difference in the level of implementation of motivational schemes of manufacturing company as assessed by the respondents when grouped according to their demographic profile. This is based on the conclusion that all the p-values are above 0.05 and the F-value is less than the F-Crit which means that the demographic factors does not significantly impact the motivational schemes of the manufacturing company.
5. There is a strong positive relationship between motivational scheme and employees job design of a manufacturing company. This conclusion is based on the result that the R-Values are closer to  $\pm 1$  which indicates a stronger correlational coefficient and the P-values of 0.000 which has a threshold of  $p < 0.05$  which reveals that all relationships are statistically significant. This signifies that work design components are successfully matched with the company's incentive schemes

## 6. Conclusions

Based on the above summary of findings, the following conclusions were drawn:

1. The demographic profile of the respondents reveals a workforce predominantly composed of regular employees aged 30-35, with women representing the vast majority. A significant portion of employees have served the company for 10-15 years, indicating an experienced and loyal workforce. High school graduates make up the largest educational attainment group, while lead operators hold the most common job title. These results suggest a stable and committed workforce, characterized by extensive tenure and specialized roles, which forms the backbone of the company's operations. Such demographic consistency provides valuable insights for designing strategies tailored to support the well-being, growth, and productivity of this distinct employee group.
2. The findings suggest that the manufacturing company has successfully implemented motivational schemes that align with Maslow's Hierarchy of Needs, though perception gaps exist between lower-level and middle-level employees. Higher level needs are less implemented compared to basic needs. Enhancing structured recognition programs, leadership pathways, and professional learning opportunities could bridge the gap in motivation and ensure that employees feel valued beyond basic needs. Employees feel well-supported in fundamental areas but may struggle with

professional development, appreciation, and fulfillment. Middle-level employees consistently rated motivational schemes higher than lower-level employees across all categories. This suggests that higher-ranking employees may have better access to resources, incentives, and growth opportunities, while lower-level employees may feel overlooked in recognition and advancement.

3. The findings suggest that the manufacturing company effectively implements job design strategies, ensuring employees experience variety, role clarity, meaningful work, autonomy, and structured feedback. However, middle-level employees consistently rate effectiveness higher than lower-level employees, indicating potential gaps in experience and accessibility of job design benefits. The job design effectiveness is strong across all dimensions. The general assessment ratings for Skill Variety, Task Identity, Task Significance, Autonomy, and Feedback, all indicate that employees experience diverse responsibilities, meaningful contributions, decision-making power, and performance insights. These well-structured job characteristics contribute to higher job satisfaction, engagement, and efficiency. Across all job design dimensions, middle-level employees consistently rate the effectiveness higher than lower-level employees. This suggests that higher-ranking employees may have more opportunities to leverage job autonomy, skill development, and feedback, while lower-level employees may experience limitations in role flexibility or professional growth. Strengthening structured empowerment initiatives could allow lower-level employees more control over their workflow.
4. The results of the study indicate that demographic factors such as age, gender, education level, tenure, and job title do not significantly influence the level of implementation of motivational schemes within the manufacturing company. Statistical analysis, showing p-values above 0.05 and F-values below the F-Crit, supports the conclusion that motivational schemes are perceived consistently across diverse demographic groups. This suggests that the company's motivational strategies are universally effective, providing equitable impact on employees regardless of their demographic profiles. These findings highlight the potential for the organization to maintain or further develop inclusive motivational approaches that address the needs of its workforce holistically.
5. The study establishes a strong positive relationship between the motivational schemes and employees' job design within the manufacturing company. The R-values, being closer to  $\pm 1$ , confirm a robust correlation, while the P-values of 0.000 ( $p < 0.05$ ) validate the statistical significance of these relationships. This demonstrates that the company's work design components are effectively aligned with

its incentive schemes, successfully addressing employee needs and fostering engagement. These findings underscore the importance of integrating motivational strategies with job design to enhance workforce satisfaction, productivity, and overall organizational success.

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