



PERCEPTION ON REWARD SYSTEM AND LEVEL OF MOTIVATION AMONG BUSINESS PROCESS OUTSOURCING EMPLOYEES

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ABSTRACT

This descriptive-correlational study investigated the relationship between BPO employees' perceptions of their company's reward system and their motivation levels in Iloilo City for the fiscal year 2022-2023. It also examined the impact of demographic variables such as age, sex, civil status, and company affiliation. The sample comprised 98 BPO employees selected via convenience sampling. Data were collected using a personal descriptive questionnaire, a custom-designed perception assessment of the reward system, and a modified version of Mullen's "Employee Motivation" questionnaire. Analytical methods included mean, median, t-tests, Mann-Whitney tests, ANOVA, Kruskal-Wallis tests, and Spearman's rho, with significance set at $p < 0.05$. Results indicated that overall, respondents rated their company's reward system as 'very good', with Company B receiving an 'excellent' rating. Motivation levels were generally 'high', except for Company A, which had a 'moderate' motivation level. Statistical analysis revealed no significant differences in reward system perceptions or motivation levels across demographic categories. Additionally, there was no significant correlation between perceptions of the reward system and motivation levels. The study concludes that while BPO employees in Iloilo City generally perceive their reward systems positively and exhibit high motivation, demographic factors and perceptions of the reward system do not significantly influence motivation levels.

Keywords: Perception, Reward System, Motivation, Business Process Outsourcing, Employees

1. Introduction

The Business Process Outsourcing (BPO) Industry is one of the backbones of the Philippine economy. Employees oversee handling transactions, which frees up time for businesses to concentrate on their core strengths. The BPO sector in the Philippines started to take off in the 1990s, and "overly optimistic" government support helped it flourish. As of 2020, the Philippines had the highest concentration of call center employees in the world. Its contribution to the Philippine economy was second only to remittances received from migrants (Reed, Ruehl, & Parkin, 2020). The BPO Industry is developing in the Philippines, especially in Iloilo City. The Philippines' Information Technology and Business Process Association (IBPAP) BPO is a current trend. This is only proved that BPO Industry is considered as forefront of the economic development, they bring huge revenue that can help the country recessions activities (Ledonio & Tacuban, 2016). If a company treats their employee right, giving them the proper treatment, they deserve, it can motivate and get satisfied in their job. Motivation is something which

initiates movement. Motivation is about what makes people act in a certain way. To motivate people is to point them in a certain direction and take whatever steps are required to ensure that they get there. Motivation as the work of manager performs to induce subordinates to act in the desired manner by satisfying their needs and desires. Employees would work harder because they will always expect something valuable from their extra effort that they devote (Mgalu, 2017). The researchers conducted this study to investigate how establishing incentives and promotions influences employee motivation. This research addresses a gap in the literature, as previous studies have largely focused on the theoretical aspects of motivation rather than empirically examining the impact of incentives and promotions on employee in organizational settings.

2. Literature Review

2.1 The Impact of Motivation on Employees' Job Performance

Adebayo (2021) conducted his research at Nigeria he mentioned that it has several challenges at work, including a lack of promotion possibilities, a delay in paying salary and benefits, and layoff. While an organization's personnel can be encouraged by a variety of factors, including the regular and proper payment of salary, wages, and benefits; a lack of these factors can impair employee productivity and the output of the organization. The average Nigerian worker views job satisfaction and motivation in terms of financial compensation; without these, there is low morale to perform better, which has an impact on the organization's productivity. This research determine how reward system brings impact to every Nigerian worker it allows staff to feel appreciated for their contributions to the company. This show that every workplace there is a challenge, but workers can encourage by proper incentives and giving salary. This can result to the productivity of employees. Every employee will strive for positive rewards by setting if the company will impose clear standards for reward management. Which indicate that all employees have the equal opportunity to receive reward. The researchers of the present see their research's relation to the Impact of motivation on employees'.

In addition, if their abilities and contributions to the organization are not acknowledged or compensated, their employees get discouraged. The research shows how reward system brings impact to employees in their job motivation. They will work harder by having a reward system in their workplace. They will feel more committed to their work as well it can increase their productivity. An increase of job performance will benefit the company.

2.2 Impact of Financial and non-Financial Rewards on Employee Motivation

As claimed by Yousaf, Latif, Aslam, and Saddiqui (2014), lack of financial and non-financial rewards typically results in discontent, which in turn causes significant employee turnover and bad performance. The advantages that the employee sees for themselves, and their families inspire them to work hard. He also claimed that Financial and non-financial benefits are divided into two sections in the classification of rewards. Extrinsic rewards are those that are not financial in nature, whereas intrinsic rewards are the financial benefits include wages, bonuses, allowances, insurance, incentives, promotions, and job stability, while the non-financial benefits include recognition, acceptance of new challenges, an employer's concern for the employee, and admiration. Healthy working conditions that encourage a professional relationship between the supervisor and the employee, satisfy the demands of the employees for training and growth, and guarantee job security inspire employee motivation. Intrinsic reasons motivate above a specific income level. Financial and non-financial incentives are discussed below. Employee fringe benefits are extra pay. Inspires workers. Fringe services affect profits, output, and sales. Meeting targets and standards earns bonuses. Unfairly compensated workers are less likely to work hard and more like to skip work or quit. This study proves that employees will provide their utmost effort if an appropriate reward system has been established. The factors that keep and inspire employees are having a good working environment that fosters a professional connection between management and employees, provides training and development for employees to show their talents, and ensures job security.

2.3 Employee Motivation and Employee Performance

Myo (2019) found out on his study entitled, "Employee Motivation on Employee Performance of No (1) Furniture Factory, Myanmar Timber Enterprise," the way a company rewards its employees determines which employee traits are rewarded. Salaries, bonuses, and privileges compensate the most essential factors of the reward system. The incentive system is a very mechanical but nonetheless efficient instrument for encouraging employee innovation. Members of a company are more inclined to work creatively if they realize they will be rewarded for such efforts. Companies should take the initiative to offer monetary and non-monetary rewards to individuals and groups who produce new ideas. It's as important, though, to refrain from penalizing employee when it doesn't lead to a very successful innovation. He observed that they favor service above self-interest, reward systems are essential. Additionally, it implies that bonuses must be distributed fairly. How well a company can confirm that people at every level are responsible for the company success is one way to measure equity. As what he claimed, rewarding employees for their efforts toward the work and duties assigned to them makes them work more. This is a simple, effective, and strong technique. Employees strive to express their ability, talents, and abilities when they are acknowledged and recognized for their work. Recognizing staff members is also regarded as a form of communication that strengthens and recognizes the outcomes people produce for your company.

The study shows in every company employee job motivation play an essential role in addressing workplace challenges. More motivated and dedicated workers are those that are satisfied with their jobs. Also, they will act and operate in a more enthusiastic and passionate manner, which will result in higher-quality results. The research shows in every company, employee job satisfaction and motivation play an essential role in addressing workplace challenges. More motivated and dedicated workers are those that are satisfied with their jobs. Also, they will act and operate in a more enthusiastic and passionate manner, which will result in higher-quality results.

2.4 Intrinsic and Extrinsic Rewards on Employee Performance

Job security serves as a more effective reward system than a large income or more responsibilities. The majority of the employees at the company are not loyal; if they can find a similar position elsewhere, they will go. Given that many of them believe that having a secure job enables them to work at their best, the company should reassure its employees about job security. If they are to achieve peak performance, the organization must also try to guarantee that there is career advancement, promotion, and growth as well as serving as a major motivator within the company. Kilimo, Namusonge, Makokha, and Nyagechi (2016) observe at Kapsara Tea Factory Company Trans Nzoia County Kenya. Rewards are viewed as including all rewards, from monetary compensation to favorable working conditions. He stated that the objective of enhancing the results of their human resources departments, companies provide both intrinsic and extrinsic rewards to their employees. The incentive system should be in line with the company's plan to inspire employee performance, recruit and retain talent with the knowledge, skills, and abilities required to achieve the company's strategic goal, and foster a positive organizational culture. The researcher supports the notion that organizational effectiveness is influenced by the reward system's alignment with the company's strategy. Reward systems are carefully designed, when awards are connected to behaviors, traits, and productivity levels that support the strategic direction of the business and encourage the accomplishment of its goals. Moreover, a reward system is likely to have an immediate impact on the focus of each employee's attention and effort.

2.5 Impact of Motivation on Employee Performance

Ibrahim found out when he conducted his study at Micro Company in Ghana (2015), he defined motivation as an internal process that causes a person to take steps in the direction of a goal. He continued by saying that, like Intellectual ability, motivation cannot be seen in action. In addition, motivation as the

innate urge that propels a person to action. A goal-directed behavior is provoked, controlled, and sustained by motivation. He stated that motivation in the context of a business and said that it is "the will to work." It might result from a desire to advance professionally or earn more money, as well as from the enjoyment of the work itself. It can also result from the sense of accomplishment we feel after finishing a task, reaching a desirable result following a challenging undertaking, or solving a challenging challenge. He believes that motivation is a decision-making process whereby the person selects the desired outcomes and establishes the behavior appropriate to them. Our actions and capacity to reach our objective are influenced by motivation. The researcher mentioned that motivation and performance go along with each other. Employees won't be effective unless they are particularly disciplined, he continued, if they are not committed. There are many different types of motivation, and each one affects behavior in a certain way, the researcher indicates that different people respond differently to depending on the types of motivation and that people's perceptions affect how they respond. A study demonstrates how motivation influences organizational performance by increasing staff productivity, assisting them in achieving their own goals, increasing employee satisfaction, and strengthening employee connections to the company.

2.6 The Business Process Outsourcing Industry in the Philippines

Thompson (2022), in her research at BPO industries within the Philippines, she believes a positive emotional, stated that results from an assessment of the work or employment experience is referred to as job satisfaction. If their effort offers positive outcomes, employees will feel satisfied, which will increase their level of motivation at work. Additionally, highly satisfied employees will feel good about their tasks, responsibilities, or work. This study shows if an employee feels like they belong at work and receives the respect and compensation they deserve, they are more likely to work harder and stay with the organization. A company culture that prioritizes excellence is raised and fostered by productivity, which enhances the working environment. When a business is successful and profitable, it offers its employees' incentives like higher pay, bonuses, health insurance, etc. As the sector grows, it motivates workers and advances their careers.

2.7 Reward System and Employee Job Motivation

Abosco (2014) conducted his study at Uganda believes that rewards refer to both remuneration and other tangible gains of value to the employees. He further defined rewards as the monetary value of the compensation an employee receives in return for their contracted duties and responsibilities. Accordingly, rewards constitute compensation plus indirect and direct incentives such as development opportunities, study time, travel and the like. Reward system may also be defined as the material and psychological pay offs to the employees for the work done. These pay offs are likely to have a given impact on the level of commitment among employees towards the achievement of organizational goals and will also determine how and hard employees are willing to work for that organization. Reward typically encompasses not only traditionally quantifiable elements like salary, variable pay, and benefits but also more intangible non-cash elements such as hope to achieve and exercise responsibility, career opportunity, learning and development, the intrinsic motivation provided by the work itself and the quality of working life provided by the organization. However, the employees perceive the salaries as being low and insufficient because it's not the reflection of what the organization send which are not in terms of dollars from United States of America and the effort they put in the organizational success. As a result of this the employees have shown signs of job dissatisfaction such as absenteeism, gossiping and late coming among others. Unless it improved on the strategies.

The research shows how reward system brings impact on the workers motivation. It establishes a relationship between reward system and employee job motivation. The researcher indicates how low motivation in the workplace, leads to many problems such as high absenteeism, decline in productivity, lower profit margins, and so on. Employees feel that motivation can be increased by recognition in work, bonus, and promotion.

2.8 The Impact of Reward Systems as a Motivation for Employees Performance

Tayo (2018) conducted his research at Ireland believed that incorporates all types of rewards, including direct and indirect, as well as intrinsic and extrinsic. Meanwhile, he also stated, global human resource association that focuses on compensation and benefits, defines total rewards as a tool that is available to employers for the purpose of attracting, retaining, and motivating talented employees. It includes everything that the employees deem to be of significant worth in their employment relationship. He defines rewards as a significant tool to attract, motivate and retain employees. Total reward is a way of attracting, motivating, and retaining employees. They also suggest that companies who apply total rewards are likely to experience a better and string return on their investment in their employees he also adds that outlining total reward includes both financial and nonfinancial rewards. Financial rewards refer to basic pay, variable pay, share ownership and employee benefits. While non-financial rewards represent the way an organization identifies individuals, employees or a team for praise, acknowledgement, or satisfaction. Nonfinancial rewards may vary and may include recognition such as non-cash award given.

The researchers wanted to attain a deep insight into employee's perception and understanding of the rewards system that is available in the BPO sector today. This research hopes to articulate more knowledge that will enable organizations to pay better attention when implementing reward strategies while also identifying ways to better motivate employees better in this sector. In addition to this, the research aims to encourage more study and discussion within this area.

2.9 The Effect of Reward System on Employee Creativity

As stated of Zewdie (2021) who conducted his research at East Shewa. Reward system is an essential aspect of any organization. They can actively engage and renew the overall sense of community and mission of an organization. A properly administered system of rewards can provide incentive for quality workmanship and staff performance. Similarly, a badly managed reward system can lead to low morale, uncreative performance, and even lead to an elevated percentage of staff turnover. Rewarding and recognizing employees is a ticklish business. He also added that it can also encourage people to explore more effective ways to carry out their career or it can absolutely discourage such efforts. For any organization to experience effective functioning and quality performance, it should have an in-depth understanding of its employee's needs that should inform the organizations appropriate reward systems. Due to the fact that organizations have to perform optimally and compete effectively, they must make best use of on the resources they have. One of which is the human asset, this is the most important asset any organization can possess. To achieve the required performance standards from the human resource, employee motivation is necessary. The real success of companies originates from employees would be accessed to use their creativity, abilities and knowledge in favor of and as a result motivational factor of employees lies in their performance.

The research determines an effective reward system leads to increased satisfaction for employees; recognition of accomplishments; a desire to attain high standards; a means to achieve personal and social goals; high productivity and feeling of competence and freedom. Consequently, the overall aim of reward system is to support the objectives by helping the organization to have the skilled, committed, and well-motivated work force it needs.

2.10 Evaluation of Employee Perceptions on the Reward System

Makamure (2017) claimed that reward system is accompanied by several actions both from the viewpoint of the corporation and the individual. It has led to tensions for the corporation. First under similar conditions people intend to refer to the corporations which provide the highest rewards. Therefore, corporations can attract employees who have competency and qualification by offering rewards. Second, the reward that is given to employees in lieu of service compensation is a tool for receiving feedback

from previous performance and third, rewards can be used as a motivational tool to improve future performance. Hence, the reward system should be effective and efficient so that such actions are realized in the corporation and this system should be designed in a way that creates maximum return both for the corporation and the He also stated, paying attention to the principal needs of the individual and enjoying fair reward distribution inside and outside of the corporation are among the major principles in any reward system. The reward system is one of the basic scopes of human resource management performance and service compensation management as one of the scopes of this task undertakes to design and execute employees' wage and benefits systems.

The Effect of Reward and Employee Satisfaction on Customer Satisfaction

As stated by Kwizera (2020) who conducted his study at Burundi, He stated that Reward system is an important instrument to be used in management to motivate employees in a desired way. In order words, reward systems should be used to attract people to keep coming to work and motivate them to perform to the high levels. Rewards are what employees receive for performing well. Sometimes these rewards come from the organization in the form of money, recognition, and promotions. Rewards consist also of feelings from having performed well in work. It can be said that rewards are very powerful motivators of performance and Employee reward covers how people are rewarded in accordance with their value to an organization. It is about both financial and nonfinancial rewards and embraces the strategies, policies, structures, and processes used to develop and maintain reward systems. The aim of employee reward policies and practices is to help attract, retain, and motivate high-quality people. Thus, employee satisfaction is a measure of how happy workers are with their job and working environment. Keeping morale high among workers can be of tremendous benefit to any company, as happy workers will be more likely to produce more, take fewer days off, and stay loyal to the company. He also mentioned that Employee satisfaction is used also to describe whether employees are happy and contented and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace. He also added Reward presents all the tangible benefits and provisions an employee obtains as a part of employment relationship illustrate that "work rewards" indicate the benefits, workers receive from their workplace and are considered the determinants of job commitment and satisfaction He defines "rewards" as all the cash, non-cash and psychological payments provided by an organization in return of their contribution. Employees who feel valued tend to work harder, in part because the hope for additional financial reward in the future, and because they feel that their contributions are recognized and important. Awards should be used as a tool to recognize past performance as well as motivate employees to continue high performance. Employees satisfaction increases significantly when people perceive balance between their work and personal lives experience.

Effect of Reward Management on Employee Performance

As indicated by Sandra (2015) when she conducted her research at Centenary Bank of Kabalagabbranch, Reward system make employees' happy and satisfied when reward is fair and standard because they feel that organization recognize what they do. Balanced and standard rewards system toward employees can help build a workplace environment, in which they look forward to coming to their jobs, and excited about the work they do, and are willing to go above and beyond their job descriptions to help the company achieve its bottom-line goals (Nzomo, 2012). The most important goals for a reward strategy are to support business goals, to reward high-performers, and to recruit and retain high-performers and to adhere to laws of government. For an organization to meet its obligations, must provide fair, attractive and balanced reward system. Reward System consists of; Policies that provide guidelines on approaches to managing rewards, Practices that provide financial and non-financial rewards, processes concerned with evaluating the relative size of jobs evaluation) and assessing individual performance (performance Management), procedures operated in order to maintain the system and to ensure that it operates

efficiently and flexibly and provides values for money. He also stated Reward may be defined as money received in performance of work plus many kinds of services and benefits that organizations provide to their employees.

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The Impact of the Motivation on the Employee's Performance

Zameer, Ali, Nisar, and Amir (2014) conducted their study at Pakistan believe that Motivation is the most important matter for every organization public or a private sector. For the success of any organization motivation play an important role. All organization encounters the matter of motivation whether they are in the public or private sector they also added that motivation word is derived from “Motive”. The meaning of “motive” is needs, wants, and the desire of the persons. Define that employee motivation mean the process in which organization inspiring our employee with the shape of rewards, bonus etc. for achieving the organizational goals. Today organization can easily change their material, needs, goods and services to other organization, or to other countries. But the only one resource which is not easily exchangeable is human resources. So, we can say that human resources are very important or most competitive assets of any organization that cannot be exchangeable. Human resources or human assets mean the workers or the employee of any corporation. The management should be motivating their employees for the best performance or for achieving the organizational goals. In fact, motivation is the best tool for best performance. Today there are many discussions about motivation and the relationship of employee's efficiency and the organizational efficiencies. Motivation will lead to the fact that workers or employees of the organization will seriously do his duties and responsibilities (Azar and Shafighi, 2013). Attractive salaries or also pays a valuable tool and play an important role to increase employee's performance and also increase the productivity of an organization. Motivation is the one of the most

important terms of psychology and most of managers who want maximum output and productivity. They tackle this with a good way and motivate their employee in a better way. And increase the cooperation between employee and managers, it also responsibilities. It also encourages participation their subordinates, to take their responsibilities in a better way and help to oversee other employee and monitor their performance. And motivate get their maximum interaction toward work and knowing employee's working capacity and assign work according to their capacity to get maximum productivity as mentioned by (Ali, Abrar and Haider, 2012). Employees play an important role in the customer perception about the company. Companies spend a huge amount of money to gain customer loyalty, but they forget the employees' motivation and customer interaction with the employees and carry out company image in their mind through the behavior and attitude. So, company should be moving their attention toward the employee motivation. Now the era of globalization companies face competition in the market if company could not successfully motivate their employee. Company didn't exist in a competitive environment of business.

Employee Motivation Incentives and Their Impact on the Organization's Productivity

Employee motivation is undertaken to improve job satisfaction. Employee motivation is employed to increase employee loyalty. Iqbal (2015) explain loyalty itself is an example of commitment where employees are willing to sacrifice their self-interests and further the company's objectives. Thus, employee motivation strategies are used to demonstrate that mutually beneficial partnership is being adhered to whereby employee's sacrifices are duly recognized and compensated. Organizational commitment is also a fundamental element that provides an impetus for employee motivation. This commitment is commonly fostered through rewards in that "the rewards one receives from an organization and the experience one has while achieving the reward impacts the extent of the attachment an employee has toward an organization" (Smith, 2015). Employee motivation is vital in augmenting the willingness to remain at a particular institution and desire to achieve its goals. Motivation refers to the force that encourages individuals to garner their objectives. The concept can be extrinsic where motivations are harnessed from outside the person or intrinsic where motivation is derived from the person instead of external influence. The positive results associated with motivation have led organizations to continuously seek to motivate their employees and in tandem, increase their productivity. Lack of employee motivation can dictate the failure of an organization; thus, it is imperative for organizations to devise new methods of employee motivation depending on employee characteristics. Faisal (2015), defines incentives as things that motivate a person to undertake specific actions whether through cooperation or as an individual. There are different types of incentives employed in workplaces to motivate employees. These are offering incentives plans used to motivate employees through mutual benefits. It takes different forms depending on its suitability as an organization. Firstly, bonus pay is typically employed to encourage employees in production; marketing and sales professions where the organization offers bonuses after predetermined goals are achieved. Performance units are incentive plans where the top management is rewarded after the company achieved predetermined financial milestones. Thirdly, Poole (2017), advances that profit sharing incentive plan is also used to motivate employees. In such program's, pre-taxed profits are distributed among employees depending on set parameters such as position held within the organization, longevity of the employee at the organization, performance metrics and amount of services delivered. Lastly, the incentive plan can offer stock options to workers that wish to invest in the organization. Financial incentives are given to employees as rewards for handwork and instill the motivation to achieve more. These incentives are offered through the provision of cash prizes to employees to motivate them to achieve specific goals or reward them for making such goals. These incentives are calculated as percentages of sales closed or can be fixed amounts. They have actualized through organizations bonus-programs or profit sharing. The financial rewards can also come in the form of spot bonuses. They are commonly used to reward aspects such as teamwork, regular attendance, innovation, service excellence, and job performance. Another strategy involves offering pay and benefits

to employees to encourage employee loyalty and commitment. However, Garbers & Konradt (2014), argue that employee motivation is achievable using monetary rewards under certain levels although extended use can potentially erode teamwork and cohesiveness. Additionally, financial incentives are limited in efficacy when job dissatisfaction is evident or when employees are self-actualized. Hence, incorporation of non-financial incentives is essential. They also added praising employees and recognizing them helps in fostering enjoyable working environments; this helps in inspiring employees towards achieving and creating value for the company. Rewards and recognition are also essential in employee motivation as it enhances initiative, creativity, and innovativeness in employees. Employee motivation is increased by elevating the promotion potential of employees through constant feedback, provision of training and development opportunities, helping employees fulfil career goals and keeping them informed about the company. Job enrichment to add more challenges, scope and responsibilities motivate employees as they seek to accomplish their own career goals. Furthermore, employee empowerment and autonomy are essential motivators given that it inspires the acquisition of positive skills and confidence in subordinates.

Employees Motivation and Retention – Special Effects on Nonmonetary Rewards

Elamparuthi (2020) conducted his research at Cuddalore, Tamil Nadu asserted that Workplace motivators may be categorized as monetary and non-monetary incentives. Non-monetary incentives make it possible for workers to excel by offering various opportunities. It gives workers autonomy and personal respect and includes a friendly working atmosphere, flexible working hours, training, new and demanding job experiences, benefits such as free telephone calls, free petrol, minor benefits such as leave i.e. extra days off for excellent employees, pension, free lunch, health insurance. These incentives are also referred to as rewards because they fulfil the employee's internal needs, such as gratitude, self-esteem, and satisfaction, and thus affect employee motivation. He also added Monetary benefits are said to be one of the most cited explanations for the employee's involvement. Monetary benefits may be either in the form of stock options for employees or in the form of wage raises for encouraging employees. Pay-for-Performance has become a deep-rooted principle in organisations that has a powerful impact on workers inspiration. Studied by Biswas and Bhatnagar (2013) found that 67% of employees gave weight to their instant supervisor or boss's "commendation and appreciation" as the most effective incentive system tool. When the performance of employees is respected and valued and the company reasonably rewards employees, the performance of employees will increase and the efficiency of the company will also increase to achieve its objectives, the encouragement of employees will inevitably lead employees to motivation. Non-monetary incentives are non-furthermore, non-monetary incentives are seen as more desirable than financial rewards, as they are highly valued from the point of view of gratitude and recognition for the success of workers (Aguinis, Joo, & Gottfredson, 2013). In addition, it revealed that there is a clear correlation between non-monetary rewards and the participation of workers for their motivation.

Rewards Management System and Employee Performance

Researcher Karami (2013) developed his research at Isfahan Regional Electric Company claimed that reward system is accompanied by several actions both from the viewpoint of the corporation and the individual. It is led to tensions for the corporation. First under similar conditions people intend to refer to the corporations which provide the highest rewards. Thus, corporations can attract employees who have competency and qualification by offering rewards. Second, the reward that is given to employees in lieu of service compensation is a tool for receiving feedback from previous performance and third, rewards can be used as a motivational tool to improve future performance. Hence, it seems that the reward system should be effective and efficient so that such actions are realized in the corporation and this system should be designed in a way that creates maximum return both for the corporation and the individual. Additionally, Paying attention to the principal needs of the individual and enjoying fair reward distribution inside and outside of the corporation are among the major principles in any reward system.

The reward system is one of the basic scopes of human resource management performance and service compensation management as one of the scopes of this task undertakes to design and execute employees' wage and benefits systems. Providing employee motivation at a high level of performance is one of the primary tasks of managers. It means that the manager should ensure that people are working. They go to work regularly and have a positive portion of the corporation's mission. Job performance is related to ability, environment as well as motivation. He also believed that motivation is a chain process that begins with need or shortage and deprivation, then it is led to demand and causes tension and action towards a purpose that behavior of gaining the purpose is its result. Sequence of this process might be led to satisfaction of needs. Therefore, motivations encourage and stimulate the individual to perform a task or behavior. While motivation reflects a general demand, punishment and encouragement are still regarded as very strong motivations in all motivation studies. In this regard, money is considered as a tool to grant reward, but it is not the only Motivational factor.

Reward Management and Job Motivation

Ismail (2016) who conducted his study at government departments in Klang Valley, Peninsular Malaysia, stated that most reward management are designed based on two major variables: internal alignment (e.g., corporate strategy, management philosophy, types of job and level of productivity) and external competitiveness (i.e., economic pressures, government policies, laws, and regulations. These variables strongly motivate employers to plan and implement various types of reward system based on to \essential criteria; job factor (e.g., tenure, length of service and/or seniority) and performance (e.g., merit pay, variable pay, incentive and/or profit sharing). Additionally, these reward management are designed they will be able to support the organization and human resource department's goals if these reward systems are not competently managed in organizations. Conversely, participation in reward management is usually defined as employees involve in input and output. Involvement in input refers to employees who work in different hierarchy levels and categories are given more opportunity to provide ideas in the establishment of reward systems to achieve the major goals of its systems, stakeholder's needs and/ or organizational strategy argue by (Aimi, & Abdin, 2014). While involvement in output refers to employees involve in providing suggestions to determine the enterprise's goals, resources, and methods, as well as allow employees to share the organization's rewards in profitability and/or the achievement of productivity objectives furthermore, these participation styles will encourage management and employees to be honest in making personal contributions and support the workplace reward management program. Various types of reward systems may have a significant impact on employee outcomes especially motivation to perform job. He also mentioned that an organizational behavior perspective, motivation to perform job is often defined as the reason people want to work and to be successful. Motivation in work setting may be driven not only by internal rewards and external rewards. In reward management system, communication, participation, performance appraisal and motivation to perform job are distinct, but highly interrelated constructs. For example, the ability of managers to openly communicate the information about reward systems, actively participate in reward systems and appropriately implement performance appraisal in determining reward systems may lead to greater motivation to perform job in organizations. Even though the nature of this relationship is interesting, the role of reward management as an important predicting variable is given less attention in the workplace reward management research literature (Martocchio, 2015). Thus, this situation motivates the researchers to fill in the gap of literature by measuring the effect of reward system on motivation to perform.

Factors Influencing Employees Motivation

As stated by Almsafir (2016), motivation is what that triggers us to act, in daily usage, the term motivation is frequently used to relate why somebody does something. For example, we might say that an employee is so eager to achieve his monthly goal-bonus that he stays awake all night long finishing his project. Well-motivated and committed employees feel that they are highly valued by their employee

motivation and willingness to work is very important for the organization's success. A committed and motivated employee with an intensely high level of job involvement is measured as an important asset to a company. Keeping the employee motivated, committed, and involved in the job is always rewarding to a business. Higher productivity leads to higher profits. Employee motivation is one of the major concerns faced by the management of every company. It is a challenge for every manager or supervisor to get his subordinates to perform and to become role models for others. They can then take these motivated employees as examples to create a positive environment and the willingness to work. It must also be taken into count that an employee may be hugely talented of doing a job but zero will be achieved if he is not willing to use his talent in the job given to him. The management must make suitable use of motivation and make an effort to stimulate employees to pursue them. Hence this study is done to learn more about employees' motivation. Several elements and factors are involved in impacting employees in a negative way. They are insufficient wage and job security, lack of training program, no development of new opportunities, poor manager qualifications and frequent job rotation for employees. He also classified factors, affecting employee motivation according to degree, as attractive job, good wage, being praised, good working conditions, promotion opportunities, taking part in decisions and manager-staff relations. Job privacy and good terms of perks and rewards are relatively important to gain motivation of an employee. They tend to increase their work effort to achieve rewards given by superior. The higher the amount of reward can lead to higher motivation in employees. Organizations are so eager in motivating their employees and offer good incentive plans that employees are happy with their management and feel highly appreciated thus feeling motivated their job. He mentioned that the feel of affection for money has a significant relationship between money and job satisfaction. Any organization in preparing a remuneration plan may need to consider the motivational factor of money and stress them above other motivational factors. This factor can be used to help improve job satisfaction, productivity, and employee's performance

Effect of Low Morale and Motivation on Employees' Productivity and Competitiveness

Shaban (2017) conducted his study at Jordan Industrial Companies believe that motivation is the internal process that activates, guides, and maintains behavior. He classified motivation is "the cognitive decision-making process through which goal directed is initiated, energized, directed and maintained" He defined motivation as the course of movement, the inspiration behind activity, and the feeling within an individual that makes him want to achieve personal need or expectation. Recently Osabiya (2015) defined motivations as "the driving force within individuals by which they attempt to achieve specific goal in order to fulfil some needs or expectations," Achieving sustained high levels of performance is usually the aim of every organization. Employees are considered the main tools of such aimed performance, and motivation is considered the means to achieve such performance. In other words, high attention should be given to methods of motivating individuals in order to achieve the desired goals. Research study links motivation with productivity. It indicated a positive correlation between motivation and the level of productivity in many organizations. Companies that use motivation to enhance a higher level of productivity are considered world class and compete globally, and this in-turn creates sustained competitiveness (Stephen, 2014). He also mentioned that a person who is motivated works hard, sustains a pace of hard work, and has self-directed behavior to achieve the desired goals. On the other hand, low motivation with low productivity is often considered a problem. To fully understand motivation, studies state that, there are two types of motivation: extrinsic and intrinsic. Extrinsic motivation concerns tangible, real rewards that are received by the employees, while intrinsic motivation is built inside the person and is natural to him. There is an inherent set of needs through which an individual can be satisfied through rewards for his work performance (Ozturk, 2012).

Impact of Motivation on Employee Performances

As pointed out by Nabi (2017) who conducted his research at Karmasangsthan Bankat Bangladesh, He define Employees are the heart of any organization. For any organization to operate smoothly and without any interruption, employee cooperation cannot be replaced with anything else. It is of utmost importance that the employees of an organization not only have a good relationship with the top management, but also, they maintain a healthy and professional relationship with their co-workers. "Employees motivation plays a vital role in the management held; both theoretically and practically. It is said that one of the important functions of human resource manager is to ensure job commitment at the workplace, which can only be achieved through motivation. Here is general agreement that people are motivated in situations where (1) they can participate, (2) they can feel accomplishment and receive recognition for their work, (3) where the communication is frequent and (4) there are opportunities for career and knowledge growth. "A central concern of industrial relations is the identification and measurement of factors associated with individual differences in employee job performance." and this identification and measurement are the basic function of motivational factors or tools. Motivation is crucial for good performance and therefore it is increasingly important to study what motivates employees for better performance, so the author of this journal urges that more and more research should be conducted to and out the factors that affects employee performance significantly. He also added that Motivation is about giving your staff the right mixture of guidance, direction, and resources and rewards so that they are inspired and keen to work in the way that you want them to. So, a large portion behind these difficulties can easily be solved by imparting proper motivation. In the era of competition, organizations nowadays are more emphasizing on the management of Human Resources. A manager capable of managing his employee effectively is a successful one. Motivational tools are the most effective in this context. We always must keep in mind that employees are not motivated solely by money and employee behavior is linked to their attitudes.

Employee Motivation at the Workplace

Motivation levels within the workplace have a direct impact on employee productivity. Workers who are motivated and excited about their jobs carry out their responsibilities to the best of their ability and production numbers increase as a result. An incentive is a motivating influence that is designed to drive behavior and motivate employees to be produce quality work. Employers use several types of incentives to increase production numbers. Employee incentives come in a variety of forms including paid time off, bonuses, cash, and travel perks. Incentives drive employee motivation because they offer workers more to strive for than a regular paycheck. Many employees need recognition from their employers to produce quality work. Recognition and employee reward systems identify employees who perform their jobs well. Acknowledging a job well done makes employees feel good and encourages them to do good things. Employers recognize workers by tracking progress and providing feedback about how they have improved over time. Public recognition is also a motivating factor that drives worker productivity. As mentioned by Ioan Moise Achim, Larisa Dragolea, & George Balan (2013) confirmed that financial side of motivation is widely preferred and known by both parts –employer and employee. The results of the efficient non - financial motivation plan to the internal and the lasting performance of the firm. They also identified that the factors that motivate employees as human resources in local government serve as a basis for increasing the service quality. They found that salary of workers; professional advancement and opportunity for promotion appear to be among the most important factors of motivation. The other important factors that the study revealed are work conditions, as well as the evaluation and the objective assessment of performance measurement. They also believed that motivation levels within the workplace and found that it shows direct impact on employee productivity. Workers who are motivated and excited about their jobs carry out their responsibilities to the best of their ability and production numbers increases as a result. Employee motivation has always been a central problem for leaders and managers. Employers need to get to know their employees very well and use different tactics to motivate each of them based on their personal wants and needs. Furthermore, worked on employee motivational practices

& found that how job characteristics, employee characteristic, management practices and broader environmental factors influence employees' motivation.

Motivation and Employee Performance

Ekundayo (2018) attested his study at Insurance company at Nigeria define Motivation refers to a complexity of forces that inspires a person at work to intensify his desire and willingness to use his potentialities to perform in order to achieve organizational goals or objectives. Motivation is a condition which influences the arousal, direction and maintenance of behavior. Human needs must be satisfied, and this can cause the arousal of motivational forces. He also opined that motivation of employees is an important inner control tool and should be satisfied to attain advantages such as increased employee commitment, increased productivity and efficiency. Motivation emphasizes management through the setting of smart goals and effective communication systems in an organization. Additionally, employee performance refers to the efficiency and effectiveness of employees in achieving organizational goals and objectives. They further stated that employee performance could be evaluated by considering the level of absenteeism, quality of reports, and the time of reporting for and leaving duty. Financial incentives are rewards that employees receive in consideration of their contribution towards the organization. Hence, monetary methods of motivation have little value, even though many firms still use money as a major incentive. She adds that wages are normally paid per hours worked and workers receive money at the end of the week, and overtime is paid for any additional hours worked, whereas salaries are based on a year's work and are paid at the end of each month. He believed that fringe benefits are often known as "perks" and are items which an employee receives in addition to their normal wage and salary. These include company cars, health insurance, free meals, education, and so on. He asserts that these encourage loyalty to the company, and as such, employees may boost their motivation and stay longer with the company.

Determinants of Employee Motivation and Customer Satisfaction

Baye (2022) posited his research at Bolloré Africa Logistics Motivating employees to perform to their maximum potential is the responsibility of an organization's leaders. In today's economy, many companies no longer have the luxury of using money as a motivational. Bolloré Africa Logistics motivates its employees in terms of extrinsic rewards - such as additional pay, benefits or opportunities for promotion - or intrinsic - through simple gratitude and recognition for a job well done, communicating with employees that is to say taking the time to converse with employees can make them feel more comfortable in their jobs, involving employees in decision making this implies that involving employees in decision making processes can also help identify potential managerial talent, offering training and development, defining the employees' role and with this 4 the executive team to provide regular updates on company performance, the industry, new products or services and other developments as well as increasing the salaries and wages of workers performance. Furthermore, motivation practice has a great significance in enhancing an employee performance. The level of employee efficiency and output will be significantly increased thus leading to higher profitability of the organization. More precisely, motivation practice is a vital factor in enhancing customer satisfaction since the employees are more overwhelmed and efficient in executing their duties. The researcher also found out poor reward management policy is perceived by employees as being unfair and lack equality for example employees only notice rewards of a salary increase the day the increase is communicated to them, and the day they receive the first pay check that includes the salary increase thus male employees are paid highly as compared to female counter parts and yet they are doing the same job and working under the same conditions thus promotions are attached to race in that most of the top positions and the organization is likely to have low returns and loss of employees which will lead to the decline in the performance of the organization and this has therefore left most employees frustrated at Bolloré Africa Logistics and some workers threaten not to work with the organization. Money remains the most significant motivational strategy establishing an incentive wage

system as a means of stimulating workers to higher performance, commitment, and eventually satisfaction.

Effect of Motivation on Employee Performance

A study by Nafutari (2014) at Mbarara Municipal Council carries out motivation of its employees in many ways including provision of fringe benefits, paying bonuses to good workers, giving a sense of responsibility, promotion of consistently good workers and treating the workers equally. However, the study also revealed that the council does not use motivation tools including remuneration, training, involvement of employees in decision making, and rotation of employees. The study further revealed that motivation is the major factor that affects employee performance. She also opined motivation could be divided into three main parts. The first part looks at arousal that deals with the drive, or energy behind individual (s) action. People turn to be guided by their interest in making a good impression on others, doing interesting work and being successful in what they do. The second part referring to the choice people make and the direction their behaviors takes. The last part deals with maintaining behavior clearly defining how long people must persist at attempting to meet their goals. The study will show that every motivational factor is important. It will emphasize that the degree of importance of each motivational factor depends on the type of motivational theory that is adopted. The study will be established that both the employer and the employee must establish a mutual relationship by working together to agree on the best way to motivate the latter. Such a relationship will have a spiral effect because she mentioned, how long an employee works in an institution and how productive he/she is, while working in the institution, depends on his/her relationship with his/her employer. Emphasis is placed on avoidance of inequities among staff of the same rank. In as much as inequity exists, some workers would always be aggressive. The actions can damage the attitudes of other workers in the university. For example, absenteeism and tardiness on the part of aggrieved employees, and their low level of cooperation with the authorities can cause far reaching problems. She also believed that non-financial incentives are the most important motivators of human behavior in terms of the needs of human beings. He refers non-financial incentives to non-monetary ways of rewarding employees. They are opportunities that help employees in the accomplishments of the set goals.

Factors Influencing Employees' Motivation and Performance

As stated Lubang (2019) he found out that work environment, among other factors influences the employee motivation and performance. Based on the fact that the needs of employees and the level of motivation may differ from organization to the other, an understanding of what promotes, and boosts employee motivation and organizational performance is very important. Motivation has the role to develop and increase the desire of every employee of the organization to work effectively and efficiently towards achieving the organizational objectives. Employee Motivation is therefore very essential for the growth, development and success of any business entity is it small or big. In the workplace human resources are the most valued and cherished resources. Motivated employees are productive, happy, and highly committed to their job. The spin of this was reduced in high Turnover, results driven employees, loyalty, and harmony (Sharma & Sharma 2017) also elaborates that job is not performed properly even if necessary, skills are given to employees until and unless employees are motivated and proper environment of work is provided to them. Recent Studies claim that organizations that are concentrating more on training produce improved financial results and net sales, their profit which are high indicators of staff performance and employees can grow their skills and knowledge to better perform their jobs. No matter how much a person is enabled with skill, knowledge, salaries, and abilities will not perform well if not motivated. Motivation is therefore as important as training and appropriate environment. For business organizations to ensure their growth it is their sole responsibility to ensure the training and development of their workforce so as to deliver quality and efficient service. Training and development are significant essentials in ensuring the effective and beneficial performance of employees. Through training,

employees acquire specific knowledge and skills to ensure that they perform their work more effectively. Money possesses significant motivating power in as much as it symbolizes intangible goals like security, power, prestige, and a feeling of accomplishment and success. The relationship between employee motivation and employee productivity is not well established. However, the consensus is that motivation leads to increase productivity in the long run. The strongest implication of much of the research is that the two variables, motivation, and performance, are relatively independent of each other. There seems to be at least two possible reasons for this. The first is that in many jobs' variations motivation cannot lead to variations in productivity. Secondly, even when correlations do appear, the associations may be spurious, since both may be associated with another factor. In other words, motivation and productivity may be well largely separate casual paths: one set of factors (e.g. investment in technology) determines productivity and another set (e.g. perceived equity of rewards) produces job-satisfaction. There are some conditions under which high productivity more clearly leads to motivation. One condition is that the employees perceive that intrinsic and extrinsic rewards are contingent upon their productivity. The second condition is that the extrinsic rewards (pay for example) be distributed equitably. Inequitable distribution fails to convince the employees close correlations between hard works and rewards.

Work-Life Balance

According to Kumari and Devi (2015), who conducted their study at Bangalore City, women were confined to household work like cooking, washing, cleaning, taking care of children, etc. They were considered as home makers and were deprived of the right or opportunity to go outside home. But now the story is different. Apart from home maker role, they also have a significant role to engage even outside the home. With the increase in cost of living on one hand and the improved education and employment opportunities on the other hand, both husband and wife started working and many families became dual earners. The growth of higher education has improved job prospects for women and resulted in the move from stay-at-home mothers to thriving professional women. Over a period of time, women accomplished remarkable progress in every walk of life and made a noteworthy mark in the respective fields. But there is no significant change in performing the role of home maker. In majority homes, the women still do household work, cooks, takes care of the family members, and manages the house. With increase in demands at workplace and at home, the work- life balance of women employees is at stake. Previously, in India the female employees were mainly confined to low-profile or non-managerial positions. Now, the story is different. Their presence is seen everywhere in different positions in the workplace. These transformations in work culture have brought in more additional duties and responsibilities for women employees towards their family, workplace, and society as well (Mathew & Panchanatham, 2015). Therefore, it is very much required to explore issues and implications of work-life balance. For working women employees, work-life balance was considered as not only a source of distress but also the major source of dissatisfaction. Work-life balance can be difficult to achieve for full time workers irrespective of work schedules especially for those with children. Equal opportunities are not just about women entering the work force as equals. It is also about men being empowered to take on non- traditional roles or careers. Additionally, women who spend more time at work climb the corporate ladder faster than those who do not work.

3. Research Method

The respondents in this investigation were 98 BPO employees at Iloilo City. They were identified through convenience sampling. The result of respondent profile shows that majority of the respondents are female (50 or 51%), are single (76 or 77.60%), are from Companies C (21 or 21.40%) and D (21 or 21.40%), are

regular employees (79 or 80.60%), have worked in the company for less than two years (53 or 54.10%), and are 25 years old and below (55 or 56.10%).

The instrument used to gather the data for the investigation consisted of three parts: 1) a personal descriptive questionnaire designed to gather the personal information of the respondents; 2) a researcher-made designed to assess their perception on the reward system of the company they connected with; and 3) a questionnaire adapted from Mullen (2011), entitled 'Employee Motivation' which was modified by the researchers to suit the specific purpose of the investigation.

The instrument consisted of 35 items concerning the following areas; knowledge of work, quality of reward system, quantity of work, factors they considered to motivate them in workplace, initiative and resourcefulness, relationship with co-worker, and flexibility. The questionnaire required the participants to indicate their honest response by checking the appropriate slot under each category of employees' perception in reward system and assessed their level of motivation using a five-point scale. The respondents were instructed to indicate their responses as follows: 1 – never; 2 – seldom; 3 occasionally; 4 – frequently; and 5 – always.

Subsequently, the instrument was subjected to validation by a panel of experts and pilot tested for reliability using Cronbach's alpha to 30 respondents using Google Forms. The questionnaires were found to have reliability indices of 0.824 and 0.883 for perception on company rewards system and level of motivation, respectively. The researchers sent a letter to the campus administrator requesting for her permission to conduct this study. After the permission had been secured, the researchers personally distributed copies of the research instrument to the respondents. Prior to the actual data collection, the respondents, through a letter, also requested permission from the respondents to participate in the study. The researchers assured the respondents that all the information they would give would be treated with utmost secrecy and confidentiality and would be used only for purposes relevant to the research. Following the collection of the data, the researchers organized the data and subsequently packaged the manuscript for the final defense.

The gathered data were subjected to the following statistical treatments: The Mean. This was used as basis in describing the level of motivation among the respondents. The data for these variables were normally distributed: The following scale of the means was used for this purpose: 1.00 - 1.50 – poor; 1.51-2.50 – fair; 2.51 - 3.50 - good; 3.51 - 4.50 - very good; and 4.51 - 5.00 – excellent.

The Median. This was used to determine the respondents' perception on the rewards system of the company they were connected with. The data for these variables were found to be non-normally distributed.

The following scale of the means was used for this purpose: 1.00 - 1.50 – very low; 1.51-2.50 – low; 2.51 - 3.50 - moderate; 3.51 - 4.50 - high; and 4.51 - 5.00 – very high. The t-test. This was used to determine the significance of the differences in levels of motivation among the respondents classified according to sex, civil status, employment status, years in service, and age. The data for these variables were found to be normally distributed. Mann-Whitney Test. This was used to determine the significance of the differences in the perception on the rewards system of the company they were connected with among the respondents classified according to sex, civil status, employment status, years in service, and age. The data for these variables were found to be non-normally distributed. The Analysis of Variance (ANOVA). This was used to determine the significance of the differences in levels of motivation among the respondents classified according to company. The data for these variables were found to be normally distributed.

Kruskal-Wallis Test. This was used to determine the significance of the differences in the perceptions on the rewards system of the company they were connected with among the respondents. The data for these variables were found to be non-normally distributed.

Spearman's rho. This was used to determine the significance of the relationship between the respondents' perception on the rewards system of the company they worked for and their level of motivation.

All the statistical computations were performed using the Statistical Package for the Social Sciences (SPSS) software with the level of significance set at 0.05.

4. Results and Discussion

This chapter contains the results of data analysis in answering the problem of research or troubleshooting results expected by the author for the article which is not a result of this research. The research explains how these findings were obtained as the result of data analysis, statistical description of the subject and object of research, testing models nor empirically proving the hypothesis (if any). While discussion contains explanations that support the results of research or troubleshooting expected.

Table 1. Perception on the Reward Systems of the Company among the Respondents as an Entire Group and as Classified according to the Various Categories of the Antecedent Variables

Category	N	Median	Description
Entire Group	98	4.35	Very Good
Sex			
Male	48	4.28	Very Good
Female	50	4.48	Very Good
Civil Status			
Single	76	4.35	Very Good
Married	22	4.38	Very Good
Company			
A	18	4.28	Very Good
B	20	4.63	Excellent
C	21	4.40	Very Good
D	21	4.00	Very Good
E	18	4.33	Very Good
Employment Status			
Regular	79	4.35	Very Good
Contractual	19	4.40	Very Good
Years in Service			
Below 2 years	53	4.35	Very Good
2 years and above	45	4.35	Very Good
Age (years)			
25 and below	55	4.35	Very Good
Above 25	43	4.35	Very Good
Scale			
Mean	Description	Mean	Description
1.00 - 1.50	Poor	3.51 - 4.50	Very Good
1.51 - 2.50	Fair	4.51 - 5.00	Excellent
2.51 - 3.50	Good		

Table 2 shows that as an entire group and in all categories of sex, civil status, employment status, years in service and age, the perceptions of the respondents on the rewards system of their company are 'very good' with medians ranging from 4.28 to 4.48. Likewise, the respondents in all the categories of

‘company’ perceive the rewards system of their company as ‘very good’ with medians ranging from 4.00 to 4.40; however, the respondents from Company B found the rewards system of their company to be ‘excellent’ with a median of 4.63.

Table 2. The Levels of Motivation among the Respondents as an Entire Group and as Classified according to the Various Categories of the Antecedent Variables

Category	N	Mean	Description
Entire Group	98	3.55	High
Sex			
Male	48	3.58	High
Female	50	3.55	High
Civil Status			
Single	76	3.56	High
Married	22	3.6	High
Company			
A	18	3.47	Moderate
B	20	3.53	High
C	21	3.7	High
D	21	3.53	High
E	18	3.58	High
Position			
Regular	79	3.54	High
Contractual	19	3.57	High

Table 3. The Levels of Motivation among the Respondents as an Entire Group and as Classified according to the Various Categories of the Antecedent Variables

Category	N	Mean	Description
Years in Service			
Below 2 years	53	3.56	High
2 years and above	45	3.58	High
Age (years)			
25 and below	55	3.56	High
Above 25	43	3.56	High

Scale

Mean	Description	Mean	Description
1.00 - 1.50	Very Low	3.51 - 4.50	High
1.51 - 2.50	Low	4.51 - 5.00	Very High
2.51 - 3.50	Moderate		

Table 3 shows that as an entire group and in all categories of sex, civil status, employment status, years in service and age, the levels of motivation among the respondents are ‘high’ with means ranging from 3.54 to 3.60. Likewise, the respondents in all the categories of ‘company’ have ‘high’ levels of motivation with means ranging from 3.53 to 3.70; however, the respondents from Company A have a ‘moderate’ level of motivation with a mean of 3.47.

Table 4. The Mann-Whitney Test Result for the Differences in Perceptions of the Rewards System of the Company among the Respondents Classified according to Sex, Civil Status, Employment Status, Years in Service, and Age

Compared Groups	N	Mean Rank	Sum of Ranks	Z	p-value
Sex				1.732	0.083
Male	48	44.43	2132.50		
Female	50	54.37	2718.50		
Civil Status				0.648	0.517
Single	76	48.50	3686.00		
Married	22	52.95	1165.00		
Employment Status				0.2967	0.767
Regular	79	49.92	3943.00		
Contractual	19	47.76	907.50		
Years in Service				1.402	0.161
Below 2 years	53	45.79	2427.00		
2 years and above	45	53.87	2424.00		
Age (years)				0.315	0.753
25 and below	55	48.70	2678.00		
Above 25	43	50.52	2172.50		

The Mann-Whitney test results in Table 4 reveal non-significant differences in the perceptions on the rewards system of the company among the respondents classified according to sex ($z = 1.732$; $p = 0.083$), civil status ($z = 0.648$; $p = 0.517$), employment status ($z = 0.2967$; $p = 0.767$), years in service ($z = 1.402$; $p = 0.161$), and age ($z = 0.315$; $p = 0.753$). The p-values are greater than 0.05 which means that, despite numerical differences, the perceptions on the rewards system of the company of the respondents in the various categories of these variables are practically the same. This indicates that the respondents' differences in their sex, civil status, employment status, years in service and age do not significantly influence the way they perceived the rewards system of their company. The null hypothesis assuming non-significant differences in this regard is not rejected.

Table 5. The Kruskal-Wallis Test Result the Differences in Perceptions of the Rewards System of the Company among the Respondents Classified according to Company

Compared Groups	N	Mean Rank	χ^2	df	p-value
Company			8.454	4	0.076
A	18	48.36			
B	20	62.43			
C	21	50.17			
D	21	36.71			
E	18	50.42			

The Kruskal-Wallis Test result in Table 5 reveals non-significant differences in the perceptions of the rewards system of the company among the respondents classified according to company [$\chi^2(4) = 8.454$; $p = 0.076$]. The p-value is greater than 0.05 which means that, despite the numerical differences in their means, the perceptions of the respondents in the various categories of this variable are practically the same. This indicates that the respondents' differences in the company they are attached with do not significantly influence the way they perceive the rewards system of their company. The null hypothesis assuming non-significant differences in this regard is not rejected.

Table 6. The t-test Result for the Differences in Levels of Motivation among the Respondents Classified according to Sex, Civil Status, Employment Status, Years in Service, and Age

Compared Groups	N	Mean	t	df	sig
Sex			0.255	96	0.799
Male	48	3.58			
Female	50	3.55			
Civil Status			0.410	96	0.683
Single	76	3.56			
Married	22	3.60			
Employment Status			0.928	96	0.356
Regular	79	3.54			
Contractual	19	3.57			
Years in Service			0.159	96	0.874
Below 2 years	53	3.56			
2 years and above	45	3.58			
Age			0.005	96	0.996
25 years old and below	55	3.56			
Above 25 years old	43	3.56			

The t-test results in Table 6 reveal non-significant differences in the levels of motivation among the respondents classified according to sex [$t(96) = 0.255$; $p = 0.799$, civil status [$t(96) = 0.410$; $p = 0.683$], employment status [$t(96) = 0.298$; $p = 0.356$], years in service [$t(96) = 0.159$; $p = 0.874$], and age [$t(96) = 0.255$; $p = 0.799$]. The p-values are greater than 0.05 which means that, despite numerical differences, the levels of motivation among the respondents in the various categories of these variables are practically the same. This indicates that the respondents' differences in their sex, civil status, position, years in service and age do not significantly influence their levels of motivation. The null hypothesis assuming non-significant differences in this regard is not rejected.

Table 7. The ANOVA Result for the Differences in Levels of Motivation among the Respondents Classified according to Company

Compared Groups	N	Mean Rank	χ^2	df	p-value
Company					
Between Groups	0.615	4	0.154	0.613	.654
Within Groups	23.333	93	0.251		
Total	23.948	97			

The ANOVA test result in Table 7 reveals non-significant differences levels of motivation among the respondents classified according to company [$F(2,4) = 0.613$; $p = 0.654$]. The p-value is greater than 0.05 which means that, despite the numerical differences in their means, the levels of motivation among the respondents in the various categories of this variable are practically the same. This indicates that the respondents' differences in the company they are attached with do not significantly influence their level of motivation. The null hypothesis assuming non-significant differences in this regard is not rejected.

Table 8. The Spearman's rho Test Result for the Relationship between the Respondents' Level of Perception of their Company's Rewards System and Level of Motivation

Correlated Variables	N	r	p-value
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Level of Perception	98	0.165	0.105
Level of Motivation			

The Spearman's rho test result in Table 8 reveals a non-significant relationship between the respondents' perception of the rewards system of their company and their level of motivation ($r = -0.165$; $p = 0.105$). This implies that the respondents' perception of the rewards system of the company is not associated with their level of motivation. This further indicates that their motivation does not spring from the kind of rewards their company gives them but may have come from other factors like organizational culture and organizational climate. In fact, there is a slight (though non-significant) indication that their level of motivation is negatively correlated with their perception of the company's rewards system. The null hypothesis assuming a non-significant relationship in this regard is not rejected.

5. Conclusion and Implications

This chapter concludes the article as a whole, as well as the implications of the results of research or problem solving. Implications of the study may be implications for theory and managerial implications. Suggestions for future research can be expressed by the author in this chapter.

In view of the findings, the following conclusions were drawn:

1. That, generally, the respondents perceived the rewards system of their company 'very good' indicates that they are very contented with the compensation, the rewards, the incentives, and the recognition of good performance that they receive from their respective organizations.
2. That, generally, the respondents have a 'high' level of motivation indicates that they are very much interested in working for their respective organizations and that they are 'driven' to help the company achieve its goals.
3. The perceptions of the respondents on the rewards system of their company are practically the same regardless of their differences in sex, civil status, employment status, years in service, age, and company they work for indicating that these factors not significantly influence the way they perceived the rewards system of their company.
4. The levels of motivation among the respondents are practically the same despite their differences in sex, civil status, employment status, years in service, age and company they work for indicating that these factors not significantly influence their levels of motivation.
5. The respondents' perception of the rewards system of the company is not associated with their level of motivation. The findings further indicate that their motivation does not spring from the kind of rewards their company gives them but may have come from other factors like organizational culture and organizational climate. In fact, there is a slight (though non-significant) indication that their level of motivation is negatively correlated with their perception of the company's rewards system.

The following implications for theory and for practice are based on the foregoing findings and conclusions:

For Theory

The findings of this study indicate that the respondents are motivated to do their work because if there is an existing reward system that compensated their hard work and getting appreciated. This is congruent with the Job Expectancy theory of Jacobsen & Thorsvik (2002).

Employee willingness to perform a certain activity is depending on the extent to which a specific target is rewarded, which for example could be a higher salary or a promotion within the organization. If the employee within the organization perceive the reward as valuable, the performance will be greater. When employees feel recognized and rewarded for their efforts, they are more likely to be engaged, productive,

and committed to their work. This implies that organizations should carefully design and implement effective reward systems to enhance employee performance and retention.

For Practice

The findings of the study, that the motivational factor among the respondents is not significantly connected to their level of their motivation. Despite of the differences in the company they are working. These findings can be connected to Ganta (2014) statement in Job Motivation. According to Ganta, Employee incentives come in a variety of forms including paid time off, bonuses, cash and travel perks. Incentives drive employee motivation because they offer workers more to strive for than a regular pay check. Many employees need recognition from their employers to produce quality work. Recognition and employee reward systems identify employees who perform their jobs well. Similar to the findings of this study, the of study Myo (2019) found no significant relationship between employees and their motivation. However, it's essential to note that employees tend to showcase their abilities and talents more when they receive acknowledgment and recognition for their work. This recognition is a form of communication that strengthens the outcomes employees deliver for the company. This study highlights the importance of recognizing and acknowledging employees as a means to enhance their motivation. Future research could delve deeper into the factors that influence this relationship, potentially uncovering specific strategies or practices that organizations can implement to boost employee motivation and job satisfaction, ultimately leading to improved overall performance and productivity. The study, based on Kwizera research from 2020, reveals no substantial correlation between employees and their motivation. There's no significant link between employees and reward systems challenges the traditional view of the role of rewards in the workplace. It suggests that rewards should primarily function as tools for attracting and motivating employees to consistently perform at high levels rather than as direct drivers of employee satisfaction or performance. The result shows there is no connection between employees and reward systems challenges conventional wisdom in organizational management. It suggests that the primary function of reward systems should be to serve as tools for enticing individuals to consistently show up for work and motivating them to deliver high-performance, rather than directly influencing their overall job motivation or performance. This perspective raises intriguing questions about the different type of rewards, encompassing tangible elements like monetary compensation, recognition, and promotions, as well as the often-overlooked emotional rewards employees derive from a sense of accomplishment and acknowledgment for their hard work. Such a viewpoint underscores the importance of considering alternative motivation and performance in the workplace, such as organizational culture, leadership quality, and job design, and it invites a re-evaluation of the purpose of reward systems within organizations. The difference revealed in this study is related to sex. This can be connected to Kumari and Devi (2015). They cited that female employees were mainly confined to low-profile or non-managerial positions. Now, the story is different. Their presence is seen everywhere in different positions in the workplace. These transformations in work culture have brought in more additional duties and responsibilities for women employees towards their family, work place and society as well. Therefore, it is very much required to explore issues and implications of work-life balance. He also added that Equal opportunities are not just about women entering the work force as equals. It is also about men being empowered to take on non- traditional roles or careers. Women who spend more time at work climb the corporate ladder faster than those who don't work.

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