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RESEARCH ARTICLE

EMPLOYEE MOTIVATION PRACTICES AND JOB PERFORMANCE: BASIS FOR AN EMPLOYEE ENGAGEMENT PROGRAM

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ABSTRACT

This study focused on employee motivation practices and job performance as the basis for developing an Employee Engagement Program. It examined the existing employee motivation practices in terms of workplace, opportunity for promotion, and competence. The study also determined whether the respondents' assessment differed when grouped according to their profile.

A total of two hundred seventeen (217) employees from different job positions in the hospitality workplace participated in the study. Their profile was described according to age, sex, and job position. A survey questionnaire was used to collect information about the respondents and their assessment of employee motivation practices. Results showed that most of the respondents were 31–40 years old and male, while Kitchen Staff and Waiters/Waitresses/Banquet Services had the highest number of respondents. The findings indicated that the employees agreed that motivation practices were present in the workplace, particularly in terms of workplace conditions, promotion opportunities, and competence. The results further revealed that the respondents' assessments did not significantly differ when

grouped according to Sex, Age, and Job Position. Based on these findings, an Employee Engagement Program was developed to further support employee motivation, engagement, and job performance.

Keywords: *employee motivation, job performance, employee engagement, workplace, promotion opportunities, competence*

INTRODUCTION

Employee motivation is widely acknowledged as an essential element influencing an organization's performance, productivity, and overall effectiveness. When employees are motivated, they tend to exhibit greater dedication, increased job satisfaction, and higher-quality work outputs. In contrast, insufficient motivation can lead to reduced productivity, substandard work results, frequent absenteeism, and higher employee turnover. As organizations continue to navigate intense competition and rapidly evolving work environments, gaining a deeper understanding of how to effectively motivate employees has become increasingly crucial. Motivation, which inspires people to aim for their objectives and sustain their efforts to attain them, has a significant impact on employees' perceptions, attitudes, and actions (Kulmie et al., 2023).

Different motivation approaches such as incentive systems, recognition programs, professional development opportunities, and supportive leadership are commonly implemented to enhance job performance. However, the effectiveness of these strategies may differ depending on the organization's culture, leadership style, and the specific needs of its employees. Thus, it is vital to assess whether the existing motivation practices truly contribute to improved job performance and how these practices may be refined to strengthen employee engagement.

This study aims to explore the connection between employee motivation practices and

job performance within the chosen organization. By identifying which motivational factors have a significant impact on employee performance, the research seeks to lay a solid foundation for creating an Employee Engagement Program. This program should help the organization raise productivity, enhance job satisfaction, and develop a more committed and high-performing workforce. Through this study, the researcher hopes to share valuable insights on how organizations can effectively improve motivation and engagement for sustainable growth and operational success.

Many organizations today struggle with inconsistent and ineffective ways of motivating their employees. In some workplaces, there are no clear reward systems, recognition programs, or career growth opportunities, which can make employees feel undervalued and disconnected. When motivation strategies are unclear or poorly executed, it can be hard for staff to stay productive and committed, creating a negative work environment and weakening the connection to organizational goals. According to Republic Act No. 11058, also known as the Occupational Safety and Health Standards Law, employers are responsible for ensuring the well-being and welfare of their employees. The law emphasizes that a safe, healthy, and supportive workplace not only protects employees but also boosts morale and overall performance. Encouraging motivation through recognition, support, and good working conditions aligns directly with this goal, helping employees feel valued and engaged.

Another issue that often arises in workplaces is the mismatch between how managers lead and what employees actually need. Many managers continue to rely on traditional management styles that limit open communication, reduce employee independence, and prevent personal growth. As a result, employees may feel undervalued, unsupported, or uncertain about their responsibilities, which can negatively affect their job satisfaction and overall performance. When management fails to address these motivational concerns, organizations may experience increased absenteeism, and higher turnover rates factors that ultimately weaken operational efficiency. According to Philippine labor law, specifically the Labor Code (P.D. 442, as amended), the State is mandated to protect workers by promoting

full employment, ensuring equal job opportunities, and safeguarding employees rights to form organizations, engage in collective bargaining, enjoy security of tenure, and work under fair and humane conditions. The law also upholds the principle that any unclear or ambiguous provisions in employment rules or contracts should be interpreted in a way that favors and protects the employee.

More precisely, perceived job insecurity is a stressful aspect of people's work lives that causes physiological and psychological reactions, including negative emotions and a lack of confidence (Lópezke, 2021). In the end, this undermines people's confidence in solving issues to keep their jobs going (Değirmenci, 2022).

Taking a proactive approach to learning new skills and acquiring knowledge can greatly boost an employee's ability to solve problems, which in turn enhances overall job performance. Research has shown that when employees have a strong learning goal orientation, they are more likely to engage in self-exploration and make better decisions (Creed et al., 2013; Sousa et al., 2023), highlighting its positive impact on problem-solving abilities.

LITERATURE REVIEW

Included in this chapter are concepts, completed research, generalizations or findings, techniques, and others. The information that was given in this chapter aids in familiarizing readers with material that is pertinent to and related to the current research.

Employee Motivation

Rabby (2001, retrieved 2026) Motivation originates from within individuals and is driven by the internal desire to act on their most dominant thoughts at a given moment. It has a direct influence on individual performance, which in turn contributes to overall organizational performance. Motivation acts as a catalyst that encourages employees to

improve their work performance and accomplish tasks more effectively than usual. Since organizations function through the efforts of the people who work for them, every individual plays a role in helping the organization achieve its overall goals.

Panagiotakopoulos (2013, retrieved 2026) concluded that even when financial rewards are minimal, certain factors can still influence and stimulate employees' motivation and performance. Therefore, it is the responsibility of management to motivate their staff so they can meet expectations and contribute to improving the organization's overall performance.

Kuo (2013, retrieved 2026), stated that, employee motivation is essential for organizational success. Organizations must utilize the strengths and motivation of employees while adapting to external changes, and managers should understand employee motivation to create a culture that encourages better performance.

As emphasized by Palaniammal (2013, retrieved 2026), employee motivation depends on both intrinsic and extrinsic factors such as interesting work, job appreciation, job satisfaction, stress, job security, promotion and growth opportunities, rewards, work environment, punishment, and recognition.

Maduka and Okafor (2014, retrieved 2026) mentioned that employee motivation is the internal desire of an individual to demonstrate their abilities in order to achieve specific goals and obtain expected rewards. They added that motivation is an art aimed at encouraging employees to work willingly and guiding their behavior to successfully complete tasks.

Workplace

Hager (2004, retrieved 2026) emphasizes the importance of developing workplace learning from its own foundations. He contrasts the traditional (standard) paradigm, which views learning as an individual cognitive process emphasizing mental focus, separation from the external environment, and measurable outcomes, with emerging approaches that challenge these assumptions. In the standard paradigm, thinking is prioritized over action,

and learning that is not easily measured is often considered less valuable.

According to Jurmo (1998, retrieved 2026) argued that investing in workplace basic skills programs is essential because employees' foundational skills are crucial for maintaining productivity, safety, and competitiveness. He also noted that these skills contribute to employees' personal and professional development, including job retention, eligibility for promotions, effective benefits management, attainment of a high school credential, access to further education and training, and fostering positive relationships with colleagues.

Brumberg (2018, retrieved 2026) stated that the workplace is enhanced through information and communication technology to improve productivity and collaboration, but excessive use of technology in the workplace can cause employee frustration.

Mohsin Wahocho (2024) said that a workplace "refers to the physical location where an employee carries out their job duties," extending the idea that modern workplaces also include remote and digital spaces.

The *Fiveable Content Team* (2025) explains that workplaces refer to "the physical and social environments where individuals engage in paid labor and professional activities," highlighting not just location but social dynamics.

Opportunity for promotion

Tuwei, Matelong, Boit, and Tallam (2013, retrieved 2026) stated that opportunities for promotion in the workplace significantly influence job-related attitudes, including satisfaction and career intentions. "Promotion opportunity" was also studied in relation to employees' career change decisions, showing how the perception of promotion opportunities affects job satisfaction and career intentions in a workplace context.

According to Harlan (1989, retrieved 2026) mentioned that promotion opportunities refer to the availability of chances for employees to advance to higher roles, influencing their attitudes toward job advancement and perceptions of fairness in the workplace.

Journal of Vocational Behavior (2010, retrieved 2026) cited that when employees experience career growth dimensions, including promotion speed and prospects, they tend to show higher organizational commitment, indicating that opportunities for promotion are part of broader career growth structures in the workplace.

Ruthankoon and Ogunlana (2003, retrieved 2026) and Woodruffe (2006, retrieved 2026) explained that advancement, including opportunities for promotion, refers to employees' perceptions that their job will provide career development and is directly related to job.

Obunga, Were, and Muchelule (2024) found that employee job promotion practices, including promotion opportunities, are positively associated with employee retention, indicating that providing chances for promotion supports organizational growth and employee commitment.

Competence

McClelland (1973, retrieved 2026) and Spencer & Spencer (2010, retrieved 2026) explained that competence refers to the underlying characteristics of a person, including knowledge, skills, and abilities, which lead to superior performance in work tasks and roles, and encompasses the behavioral qualities necessary for effective execution of duties.

Jackson (2021) defined competence as an individual's ability and capability to perform a role using knowledge and expertise, enabling them to complete assigned tasks professionally and meet expected standards.

As reported by the Journal of Governance and Integrity (2026) competence is defined as the attributes needed by an individual to perform work, developed through education, training, and experience, and includes professional, methodological, social, and self-competence components that enable employees to navigate interactions and tasks in workplace environments.

According to IJSB Research (2023) competence is described as a core value essential to employee performance, where an individual's knowledge, skills, and experience match those required to meet expected quality and efficiency outcomes in their job role, affecting effectiveness in the workplace.

As emphasized by the Research in Higher Education (2024) competence refers to the skills, knowledge, motivations, and values an individual applies to accomplish tasks and achieve goals, highlighting that it includes both cognitive and behavioral aspects of workplace performance.

RESEARCH QUESTIONS

Statement of the Problem

1. What is the profile of the respondents in the terms of:
   1.1 Age:
   1.2 Sex; and
   1.3 Job position?
2. What are the existing employee motivation practices in the management in terms of:
   2.1 Work place;
   2.2 Opportunity for promotion; and
   2.3 Competence?
3. Is there significant relationship between employee motivation practices and job performance?
4. What employee engagement program may be applied based in the results of the study?

METHODOLOGY

This chapter discusses the research design, study location and demographics, sample design, instrumentations, data collection technique utilized to obtain relevant data, and statistical data treatment.

FINDINGS

1. Profile of the Respondents

1.1. **Age.** There were sixty-six (66) or 30.41 percent of the respondents who belonged to the 18 to 30 years old age bracket, followed by one hundred five (105) respondents or 48.39 percent who belonged to the 31 to 40 years old age bracket. Thirty-eight (38) or 17.51 percent of the respondents belonged to the 41 to 50 years old age bracket. The least of the respondents, which was eight (8) or 3.69 percent, belonged to the age bracket of 51 years old and above.

1.2. **Sex.** There were one hundred forty-one (141) or 64.98 percent male and seventy-six (76) or 35.02 percent female among the respondents.

1.3. **Job Position.** There were thirty (30) or 13.82 percent of the respondents who were Waiters/Waitress/Banquet Services, and the same number of respondents, thirty (30) or 13.82 percent, were Kitchen Staffs.

Twenty-nine (29) or 13.36 percent of the respondents were Room Attendants/Housekeepers, followed by twenty-three (23) or 10.60 percent who were Utility Workers. Fifteen (15) or 6.91 percent of the respondents were Security Guards. Eleven (11) or 5.07 percent were Maintenance/Engineering Staff. Ten (10) or 4.61 percent each were Groundskeepers/Landscapers, Lifeguards and Pool Staffs, Receptionists, Water Sports Operators, Laundry Attendants, and Cashiers. Nine (9) or 4.15 percent were Spa Staffs. The

least of the respondents were Bartenders and Drivers, with five (5) or 2.30 percent each.

2. Assessment of the Respondents in the existing employee motivation practices in the management

2.1. Work Place. The respondents agreed with the existing employee motivation practices in management in terms of workplace, with a composite mean of 3.44 (SD=0.494). This shows that workplace practices are generally perceived positively by the employees.

2.2. Opportunity for promotion. The respondents agreed on the existing employee motivation practices in terms of opportunity for promotion, with a composite mean of 3.465 (SD=0.497). This indicates that promotion opportunities are generally viewed as supportive of employee motivation and career growth.

2.3. Competence. In terms of competence, the respondents agreed with the existing employee motivation practices, obtaining a composite mean of 3.484 (SD=0.495). This suggests that management practices help support employees' abilities and performance at work.

3. Significant relationship between employee motivation practices and job performance when Profile is Considered

The obtained p-values for Sex (p=0.255), Age (p=0.819), and Job Position (p=0.819) were all above the 0.05 level of significance. Hence, the null hypothesis was not rejected. This means that there was no significant relationship between employee motivation practices and job performance when the respondents' profile was taken into consideration.

4. Employee Engagement Program Plan (EEPP) Based on the Results of the Study

The Employee Engagement Program Plan (EEPP) was crafted to enhance employee

motivation and job performance among employees of private companies based on the results of the study.

CONCLUSIONS

Based on the findings, here are the conclusions:

1. The majority of the respondents are within the 31–40 years old age bracket, with males having the highest number of respondents. In terms of job position, Kitchen Staff and the combined group of Waiters, Waitresses, and Banquet Servers had an equal number of respondents, with 30 respondents each.

2. The respondents agree that existing employee motivation practices are evident in terms of workplace, opportunity for promotion, and competence.

3. There is no significant difference in the respondents' assessment of employee motivation practices when their profile in terms of Sex, Age, and Job Position is considered.

4. The Employee Engagement Program Plan (EEPP) is crafted designed by the researcher based on the results of the study.

RECOMMENDATIONS

Based on the conclusions, here are the recommendations by the researcher:

1. Management should continue providing a safe, supportive, and positive workplace that promotes communication, teamwork, recognition, and employee appreciation.

2. The organization should maintain clear and fair promotion opportunities by providing transparent promotion criteria and career development opportunities.

3. The HR Department should provide regular training and team-building activities to strengthen employees' skills, knowledge, accountability, and teamwork.

4. The Employee Engagement Program Plan (EEPP) designed by the researcher

should be implemented to sustain employee motivation, improve engagement,

and support better job performance.

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