

# **DESCRIPTIVE ANALYSIS OF REWARDS AND INCENTIVES TOWARDS THE EMPLOYEE'S PERFORMANCE OF MOTORCYCLE COMPANIES: BASIS FOR DEVELOPMENT OF INCENTIVES AND REWARDS PLAN**

Author: **Fhrizz De Jesus\***, **Hazel Jade E. Villamar\*\*** & **Ramezesh E. Dionisio\*\*\***

\* Instructor, Nueva Ecija University of Science and Technology , Atate Campus, Palayan City, Philippines

\*\* Professor, Central Luzon State University, College of Business Administration and Accountancy, Science City of Munoz, Philippines

\*\*\* Instructor, Central Luzon State University, College of Business Administration and Accountancy, Science City of Munoz, Philippines

---

## **ABSTRACT**

The researchers' primary considerations in conceptualizing what features should be introduced were the rewards and incentives system towards employee performance of motorcycle companies in Gapan City. This study is critical for organizations that need to improve their employee performance through rewards and incentives systems. This research utilized quantitative research design and descriptive analysis as it aims to describe and summarize the data that have been gathered. The study was conducted at 5 different motorcycle companies in Gapan City, Nueva Ecija namely, Ropali, Maverick, Wheeltek, Kservico, and Royce Motorcycle Company. The researchers used a purposive sampling design, specifically a total sampling technique, to purposively pick respondents that fell under the required characteristics needed for the study. A total of 30 respondents who were categorized as employees were surveyed and most of them were rank and file. The data collected from the respondents were encoded, tallied, and analyzed using statistical tools such as Percentage, Frequency Distribution, Weighted Mean, and Thematic Analysis. The results showed that the majority of

[Asian Journal of Multidisciplinary Research & Review \(AJMRR\)](#)

ISSN 2582 8088

Volume 3 Issue 1 [January February 2022]

© 2021 All Rights Reserved by [The Law Brigade Publishers](#)

the employees were unsatisfied with the rewards and incentives are given to them due to the company's shortage of rewards and incentives brought about by the decrease in sales during the pandemic. As such, the improvement of rewards and incentives system of all the types of incentives and rewards namely, promotion, rewards, and moral incentives, can be adapted by the companies to increase employee performance and as well the competency of the company.

**Keywords:** Rewards and Incentive System, Employees Performance, Motorcycle Companies, Development Plan

## INTRODUCTION

The concept of rewards and incentives triggers much consideration, especially from the beginning of looking for qualified employees who can efficiently achieve the institution's goals; it is because rewards and incentives play a major role in the employees' productivity. The importance of incentives originates from the need for employees to be recognized and appreciated for their work.

According to Armstrong (2013), a reward system is a program designed to show appreciation for high-performing employees while also providing incentives for low-performing employees to boost their productivity. Furthermore, Torrington, Hall, Taylor & Atkinson (2009), investigated rewards systems and their impacts on organizations and concluded that an adequate reward system maximizes job satisfaction leading to increased efficiency and effectiveness of employee productivity.

According to Palmer (2012), it is reasonable to conclude that successful businesses implement an active incentive system capable of influencing employee performance in a way that motivates them to work more and achieve the institution's objectives. Furthermore, inspiring employees can assist them in overcoming many of their workplace challenges.

In addition to the existing ones, every year brings new challenges to manufacturers and firms in different industries; the motorcycle industry is no exception. Today, the Covid-19 pandemic was leaving no industry behind. This global pandemic has by far affected most economies and industries all over the world. As stated by Laurel (2017), the common problems are generally revolving on: delayed service appointments and repairs, defective motorcycle, defective

battery, non-release of mortgage, problems on the deposited unit being sold, issues on payment scheme, a defective unit, and credit restructuring. Looking ahead of time up until the present, the continuous innovation was further seen in motorcycles making companies that focus solely on their branding and designs of motorcycles, from street bikes to sports bikes.

According to Guillen & Ishida (2004), motorcycles are an inexpensive form of motorized transport in any part of the world. In the country, it is used as a personal service and public transport like tricycle and "habal-habal" especially, in the suburban areas all over the Philippines. Motorcycle producers like Honda, Kawasaki, Suzuki, and Yamaha are producing economically, environmentally, and price-friendly models intended for developing countries as their markets like the Philippines.

Additionally, the world of power sports is very deep and filled with stories of bikes and brands that have come and gone. There have been hundreds of motorcycle brands over the years. Today, the industry feels an inch wide but a mile deep – a relatively small cabal of manufacturers with models for nearly every segment. However, there are problems seen in the management of different motorcycle companies with regards to the rewards and incentives system, and these include unsatisfactory rewards and incentives, unfairness, and favoritism among employees. These factors may decrease the employee's performance as well as the sales of the company. Therefore, the researchers sought to answer the possible rewards and incentives system plan which improves employee performance.

While there have been numerous efforts all around the world to document the overall performance of different motorcycle companies, there is an absence of availability of data with regards to the internal rewards and incentives, especially in developing countries such as the Philippines. According to Zafri et al. (2021), there are no known studies that focus on motorcycle companies in pandemic contexts, especially in Asian Countries. Moreover, there is a lack of empirical evidence on whether the pandemic will increase motorcycle purchases, which will make employees reach more sales and receive incentives. This research will attempt to fill in the gap in knowledge about the rewards and incentives towards employee performance in motorcycle companies.

The research objective was to identify the most important rewards and incentives that motivate employees at Motorcycle Companies in Gapan City and to evaluate its impact on the employee's performance. Specifically, this study sought to answer the following questions:

1. How may the profile of the respondents be defined in terms of:

- 1.1 Age;
- 1.2 Sex;
- 1.3 Educational Attainment;
- 1.4 Years of Experience; and
- 1.5 Job Position?

2. How may the types of incentives and rewards affect the employee's performance in terms of:

- 2.1 Promotions;
- 2.2 Rewards;
- 2.3 Moral Incentives; and
- 2.4 Incentive System?

3. What are the problems encountered by the employees with regards to the incentives and rewards system of the motorcycle company?

4. What incentive and rewards plan may be proposed to make the reward system more effective and help achieve the individual and organizational objectives?

### ***Employee Performance***

A study by Anitha (2013), suggested that employee performance is an indicator of financial or other outcomes of the employee that has a direct connection with the performance of the organization as well as its achievement. Furthermore, according to George (2015), Employee performance is vital to an organization as they play an imperative mechanism that contributed to the success of an organization.

According to authors Kulchmanov and Kaliannan (2014), the performance of employees can be maximized by creating a perception among them that their hard work and effort are valuable for the company and management recognizes and rewards high performers.

According to Mathis & Jackson (2009), employee performance is the successful completion of a task by an individual or group, as laid down and measured by a supervisor of the organization. It entails meeting pre-defined and acceptable standards while efficiently and effectively utilizing available resources within a changing environment.

### ***Rewards and Incentives***

According to Andrew & Kent (2004), he explained in his research that all employees revolve around rewards and incentives so both aspects have much importance for employees. A good reward system helps to retain high performers in the firm, so rewards must be fulfilling the high performer's feelings.

From the perspective of Danish and Usman (2010), the most effective way of employee motivation is to reward them for their high performance and provide adequate incentives to further performance improvement. Rewards and incentives lead to staff job satisfaction and high-level motivation which influence the company's overall performance.

According to Locke and Braver (2008), appreciating people for their efforts by giving them incentives is a very significant factor in satisfying the internal desires of an individual. The individuals' skills are not enough to let them work with high productivity unless there is an incentive system that encourages their internal motives and then leads to very hardworking efforts.

### ***Rewards System***

According to Kerr, J. & J.W. Slocum, (2005), the reward system affects employees and overall organizational performance. Reward systems demonstrate the relationship between the organization and employees. It defines the contributions from employees and therefore the responses a private can expect to receive from the corporate as a return for his or her performance.

According to Carraher et al. (2006), he advocates that an effective reward system for organizational success should be in place and that rewards should be associated with productivity. As a result, businesses must develop policies and procedures, as well as a reward system that is consistent with those policies and procedures.

According to Griffin & Moorhead (2013), in the eyes of management, a reward system is designed to alter employees' attitudes toward their jobs and the firm as a whole. Employees that achieve or frequently exceed management's standards are rewarded, serving as a tool for motivating, attracting, and retaining qualified workers.

## **MATERIALS AND METHODS**

### ***Research Design***

The study utilized descriptive analysis to assess the impact of rewards and incentives on an employee's performance. This design was quantitative, using frequencies, percentages, weighted mean, or other statistical analysis to determine its influence.

According to Bush (2020), descriptive analysis, also known as descriptive analytics or descriptive statistics, is the process of using statistical techniques to describe or summarize a set of data. As one of the major types of data analysis, descriptive analysis is popular for its ability to generate accessible insights from otherwise uninterpreted data.

### ***Study Locale***

This research was conducted in the City of Gapan, Nueva Ecija where the respondents were identified. The respondents of this study came from the different motorcycle companies in Gapan City, Nueva Ecija. The list of employees was provided by the affiliated motorcycle companies.

### ***Participant Selection***

This study used purposive sampling; wherein one of the most common non-probability sampling techniques is the purposive sample. Purposive sampling, also known as judgment sampling, is the intentional selection of an informant based on the characteristics the informant has. It is a non - random method that does not need underlying hypothesis or a predetermined number of informants (Tongco, 2007).

The total sample size of the respondents of the study is 67 from the total population of 80. Raosoft application is used in this research to calculate the sample size with a 95% confidence level and a margin of error of 5%.

### ***Data Collection***

The results of this research were obtained via a limited face to face survey, interview and other online flat forms like messenger, which used a database to gather and store data, as well as statistical tools to analyse the results. Regarding the authenticity of the study subject, entitled "Descriptive Analysis of Rewards and Incentives towards the Employee's Performance of Motorcycle Companies: Basis for Development of Incentives and Rewards Plan", the researchers begin gathering relevant data and material from the Internet. The questionnaire was led by relevant research and is confirmed by a competent person for validation of the recommended views. The researchers perform a dry run to ensure the questionnaire's reliability and validity. The instrument's reliability coefficient was evaluated and measured to ensure internal consistency. The reliability coefficient of the instrument was tested and measured with a score of .9990, which means that the instrument has a good internal consistency. The validity of the research instrument was established by presenting the developed research instrument for the comments of the experts who rated the instrument with 4.225 as it's weighted mean having a verbal interpretation of "very good".

### ***Data Analysis***

The information gathered from the location was encoded, tabulated, and evaluated. The data was analysed using statistical techniques such as percentage, frequency distribution, weighted mean and thematic analysis and was treated with percentage and frequency.

***Table 1. Scales for Interpretation of types of rewards and incentives towards the employee's performance in terms of Promotion, Rewards, Moral Incentives and Efficiency of Incentive System***

<b>Scale</b>	<b>Mean Range</b>	<b>Interpretation</b>	<b>Description</b>
4	3.26 – 4.00	Strongly Agree	Highly in favor
3	2.51 – 3.25	Agree	In favor
2	1.76 – 2.50	Disagree	Not in favor
1	1.00 – 1.75	Strongly Disagree	Highly not in favor



Table 1 shows the scales employed by the researchers in the interpretation and description of the data. To assess how different types of rewards and incentives, such as promotion, rewards, moral incentives, and efficiency of incentive systems affect the employee's performance, the researchers used a 4-point Likert scale. The purpose of the researchers is to identify the perspective of the respondents regarding the promotions are being highly in favor, not in favor, or highly not in favor.

## RESULTS AND DISCUSSION

### *Profile of the respondents in terms of:*

- Age:

Table 2 presents the results of the profile of the respondents in terms of age.

Table 2 shows the percentage of the respondents in terms of their age. Based on the findings above, the majority of the respondents (70 percent) were aged 18-30 years old. This shows that motorcycle companies are looking for many young employees who can bring a fresh perspective and a different way of thinking to their business. Most young workers are eager to learn, build their experience, and apply their skills in the workforce. This enthusiasm is great for team building, productivity, and workplace morale. According to the respondents, their natural affinity for technology and their ability to apply and understand different technologies quickly sets them apart from other generations in the workforce.

**Table 2. Profile of the respondents in terms of Age**

Age	Frequency	Percentage (%)
18-30	21	70
31-40	7	23
41 and older	2	7
<b>TOTAL</b>	<b>30</b>	<b>100</b>

According to Jdsupra (2021), more experienced workers can share knowledge and experiences with younger employees. There is also a return in favor where younger employees can teach newer practices to more experienced employees. By sharing knowledge and talking about certain decisions and procedures, the new guys or juniors could easily acquire new sets of skills.



- Sex:

Table 3 presents the results of the profile of the respondents in terms of sex.

**Table 3. Profile of the respondents in terms of Sex**

<b>Sex</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Male	10	33
Female	20	67
<b>TOTAL</b>	30	100

The table indicates the distribution of the respondent according to their sex. Based on the finding above, most of the respondents (67 percent) were female. This shows that female leaders have the strength and personality traits that make them more in sync with their team. According to respondents, most female workers can cope with the challenges of combining their professional careers with their family life.

According to Megan (2020), female leaders can operate effectively under difficult circumstances. Having female leadership in any organization leads to a more positive environment all around. Women may not always realize how composed for achievement they are in leadership roles, but their potential and capabilities are irrefutable.

- Educational Attainment:

Table 4 presents the results of the profile of the respondents in terms of Educational Attainment.

**Table 4. Profile of the respondents in terms of Educational Attainment**

<b>Educational Attainment</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Undergraduate	6	20
College Graduate	18	60
Bachelor's Degree	6	20
<b>TOTAL</b>	30	100

Table 4 shows the percentage of respondents on their educational attainment. The majority of respondents were college graduates. It shows that education has a substantial impact on

employment prospects. As added by the respondents, well-trained individual who knows the scope expectations, and depth of their jobs will be able to add building blocks to their professionalism as they progress through their careers.

According to OECD (2012), people with higher levels of education have better job prospects; the difference is particularly marked between those who have attained upper secondary education and those who have not.

- Years of Experience:

Table 5 presents the results of the profile of the respondents in terms of Years of Experience.

**Table 5. Profile of the respondents in terms of Years of Experience**

<b>Years of Experience</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Less than 5 years	16	53
5-10 years	9	30
More than 5 years	5	17
<b>TOTAL</b>	<b>30</b>	<b>100</b>

The table shows the years of experience of the employees employed at Motorcycle Companies. It shows that working at such firms requires at least years of experience whereby the majority of the respondents have less than 5-year experience that reaches 53%. Meaning to say, a company should have employees who have long years of experience because allows employees to apply their skills and it allows them to build confidence about their ability in the workplace for advancement in future jobs and career opportunities. According to the respondents, employers look for graduates with relevant work experience because it helps them prepare for work and develop general business awareness.

According to Scharpf (2017), getting work experience is an important part of starting your career as a young adult. It allows you to apply your skills. Work experience is not just limited to the time spent as an employee working at a company, but you can get it with an internship, working with your family, or freelancing.

- Job Position:

Table 6 presents the results of the profile of the respondents in terms of Job Position

**Table 6. Profile of the respondents in terms of Job Position**

<b>Job Position</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Rank and File	26	87
Manager	4	13
Executive	-	-
<b>TOTAL</b>	<b>30</b>	<b>100</b>

Table 6 shows the percentage of respondents in their job position. Based on the finding above, the majority of respondents were employees, with 87 percent. This shows that Motorcycle Companies administers, hire, and trains much entry-level staff such as rank and file since the company's salaries are not that high. Another reason is that the investment of the company starts at the rank and file to assess and evaluate every staff member for their capability and skills that are worthy to be given possible rewards and incentives. According to respondents, they have only one manager in their branch, which is from their head office to monitor their employees. Furthermore, every employee has a job position that includes specific duties and responsibilities that help the company reach its goals.

According to Brannen (2016), Job descriptions can help identify particular skills or abilities that are necessary for a position or the environmental pressures that apply to the position. A good job description tells the applicant what the position may involve or require.

***Types of incentives and rewards that affect the employee's performance in terms of:***

- Promotions:

Table 7 shows the results under the types of rewards and incentives that affect the employee's performance in terms of Promotion.

**Table 7. Types of rewards and incentives that affect the employee's performance in terms of Promotions**

PROMOTION	WM	VERBAL INTERPRETATION	RANKING
1. Promotion mechanisms are appropriate	3.32	Strongly Agree	5
2. I notice that job promotions affected my performance positively	3.33	Strongly Agree	4
3. Majority of the exceptional promotions were based on the efficiency of performance	3.43	Strongly Agree	2
4. I think that most of the managers and supervisors were promoted fairly	3.36	Strongly Agree	3
5. Most of the promotions are given depending on seriousness and perseverance in work	3.50	Strongly Agree	1
<b>Average Weighted Mean</b>	3.39		

The table above shows the role of promotion mechanism for every employee Motorcycle Companies. The statement “Most of the promotions are given depending on seriousness and perseverance in work” topped rank 1 and had the highest weighted mean of 3.50 with a verbal interpretation of "Strongly Agree". On the other hand, “Promotion mechanisms are appropriate” obtained the lowest weighted mean of 3.32 and a verbal interpretation of “Strongly Agree”. This shows that several criteria need to be considered before conducting promotions. These include seniority, quality of education, work performance, and level of loyalty. According to respondents, promotion is one of the important methods to keep the employee's loyalty and increase employee's job performance. However, a company must use different mechanisms and promotional strategies to ensure the long-term success of the organization.

Promotional protocols vary depending on the company. However, meeting the standards and expectations of the executive and managers will likely increase the chances of being promoted.

An employee who will meet the following performance indicators such as; being punctual, meeting certain quotas, increased sales, highly practicing ethics in the workplace, and good customer service and feedback will surely satisfy their executives and managers.

According to Vianti & Netra (2013), efforts to improve employee performance are not easy, and therefore, there is a need for employee motivation through career development, one of which is by promoting positions. Promotion opportunities can encourage the employees to work harder and put more effort.

- Rewards:

Table 8 shows the results under the types of rewards and incentives that affect the employee's performance in terms of Rewards

**Table 8. Types of rewards and incentives that affect the employee's performance in terms of Rewards**

REWARDS	WM	VERBAL INTERPRETATION	RANKING
1. I notice that giving rewards affect the functionality positively	3.40	Strongly Agree	1
2. The company offers salary raise for the hard work and effort of employees	3.10	Agree	3.5
3. The company usually presents gifts/ simple tokens of appreciation for achievement or obtaining an organization's desired goal.	3.10	Agree	3.5
4. Majority of rewards at work are given according to the seriousness and hard work	2.86	Agree	5

5.	The manager usually recommends giving a bonus to a motivated and effective employee	3.23	Agree	2
<b>Average Weighted Mean</b>		3.14		

The table above explains the attitudes of the respondents towards the efficiency of the reward regulation employed at Motorcycle Companies. The statement “I notice that giving rewards affects the functionality positively” had the highest weighted mean of 3.40 with a verbal interpretation of “Strongly Agree”. In contrast, the statement “Majority of rewards at work are given according to the seriousness and hard work” obtained the lowest weighted mean of 2.86 with a verbal interpretation of “Agree”. The data shows that giving rewards makes employees feel appreciated and valued. Employees who get recognized tend to have higher self-esteem, more confidence, more willingness to take on new challenges, and more eagerness to be innovative. As added by respondents, having rewards helps keep employees happy, loyal to the company, and eager to move up the ladder. However, there is a need for giving rewards to employees. Rewards serve as a very basic motivational function so employees must be motivated to maintain or improve their good work. They must exhibit the values of the organization in their day-to-day work and meet the targets assigned to them. According to Davis (2021), reward helps motivate employees to achieve high-quality performance. It helps to attract and retain highly skilled workers. Reward systems promote fairness and equity by rewarding employees according to their contribution and effort to the organization. Rewarding protocols vary from the other companies due to the difference in sales and service. Performance indicators, such as being the employee with the highest sales, being punctual, having good communication in the workplace, having good conduct, and receiving positive feedback from the customers.

- Moral Incentives:

Table 9 shows the results under the types of rewards and incentives that affect the employee's performance in terms of Moral Incentives.

**Table 9. Types of rewards and incentives that affect the employee's performance in terms of Moral Incentives**

<b>MORAL INCENTIVES</b>	<b>WM</b>	<b>VERBAL INTERPRETATION</b>	<b>RANKING</b>
1. My manager plays a major role in instructing me and improving my performance	3.23	Agree	4
2. I'm always ready to do my best due to the good treatment from my colleagues at work	3.33	Strongly Agree	1
3. The institution recognizes an employee's performance by verbal appreciation	3.30	Strongly Agree	2.5
4. My manager appreciates my efforts at work	3.17	Agree	5
5. The institution offers participation in training sessions to improve the employees' performance	3.30	Strongly Agree	2.5
<b>Average Weighted Mean</b>	<b>3.27</b>		

The table above shows how moral incentives encourage employees to consistently learn, grow and improve their performance. The statement "I'm always ready to do the best due to the good treatment from my colleagues at work" topped rank 1 and had the highest weighted mean of 3.33 with verbal interpretation of "Strongly Agree". However, the statement "My manager appreciates my efforts at work" obtained the lowest weighted mean of 3.17 with a verbal interpretation of "Agree". This shows that moral incentives help in boosting employee morale and motivating the workforce. Treating employees with respect, showing appreciation for their work, and being an encourager will create a desire in employees to also treat customers and clients well. It will contribute to higher productivity levels and profitability. It makes employees want to come to work and not dread it. It inspires and motivates them to work harder, produce more, and become more engaged. According to respondents, teamwork



increases their motivation and satisfaction with their work. In addition to that, when the institution organizes employee training programs, it helps employees to develop their ability or potential and achieve desired careers and can help improve employee performance. In contrast, there is also a need for giving moral incentives to employees. They must put in many efforts and work more efficiently for them to recognize their work and receive moral incentives. According to Vaughn-Furlow (2017), treating employees with respect, showing appreciation for their work, and being an encourager will create a desire in employees to also treat customers and clients well. It will contribute to higher productivity levels and profitability. It makes employees want to come to work and not dread it. It inspires and motivates them to work harder, produce more, and become more engaged. Performance indicators of employees who deserve to receive moral incentives are the following: goal-oriented, punctual, high-quality work, organized work, prioritization of goals and the success of the company, and high productivity in terms of sales.

- The efficiency of the Incentives System:

Table 10 shows the results under the types of rewards and incentives that affect the employee's performance in terms of the Efficiency of the Incentive System.

**Table 10. Types of rewards and incentives that affect the employee's performance in terms of Efficiency of Incentive System**

<b>EFFICIENCY OF INCENTIVE SYSTEM</b>	<b>WM</b>	<b>VERBAL INTERPRETATION</b>	<b>RANKING</b>
1. The bonuses and benefits added yearly to my salary make me feel satisfied	3.23	Agree	5
2. The health insurance offers suitable services for the employees	3.33	Strongly Agree	1
3. The retirement system makes me feel safe and ensured	3.26	Strongly Agree	3.5
4. The salary that matches my efforts encourages my performance	3.32	Strongly Agree	2

5.	The incentive systems of the company do have a significant influence on my performance	3.26	Strongly Agree	3.5
<b>Average Weighted Mean</b>		3.28		

The table above shows the efficiency of incentives given to employees employed at Motorcycle Companies. The statement “The health insurance offers suitable services for the employees” had the highest weighted mean of 3.33 with a verbal interpretation of "Strongly Agree". On the other hand, the statement “The bonuses and benefits added yearly to my salary make me feel satisfied” obtained the lowest weighted mean of 3.23 with a verbal interpretation of “Agree”. This shows that incentives systems affect people’s behavior and improve performance on the job. Properly structured incentive systems are essential to the success of the organization and its employees since they significantly boost employee productivity; provide higher success rates in achieving business goals; retain and attract higher-quality workers, and create more sales. The respondents state that health insurance incentives help them to lessen the burden of financial matters when emergencies occur. However, at the same time, many downsides to the incentive system exist. For example, an employee who reaches the quarterly goals set for her may be rewarded with a lump-sum bonus. This may lead an employee come to expect pay increases.

According to San & Theen (2012), an organization with incentive strategy and systems can provide a good motivation to employees to fulfill the organization's vision. Besides, people do not automatically come to work and are eager to do a good job unless they have high motivation in themselves.

***Problems Encountered by the Employees of Motorcycle Companies in terms of rewards and incentives:***

***Table 11. Problems Encountered by the Employees of Motorcycle Companies***

<b>Problems Encountered by the Employees of Motorcycle Companies</b>	<b>Frequency</b>	<b>Percentage (%)</b>	<b>Ranking</b>
--	------------------	-----------------------	----------------

<b>Unsatisfactory rewards and incentives are given by the motorcycle companies to employees</b>	15	50	1
<b>Unfairness treatment</b>	5	17	3
<b>Showing favor to one employee over others</b>	7	23	2
<b>Others</b>	3	10	4
<b>TOTAL</b>	<b>30</b>	<b>100</b>	

Table 11 provides numerical perspectives on unsatisfactory, unfairness, and favoritism. The table shows that the unsatisfactory rewards and incentives given by motorcycle companies to employees receive a **frequency of 50%** with a raw score of 18. This indicates that the majority of the employees are unsatisfied with the rewards and incentives are given to them due to the decreases in sales during the pandemic leading to the company's shortage of rewards and incentives to employees.

On the other hand, unfairness treatment obtained the **frequency of 17%** with a raw score of 5. Respondents revealed that there is unfair treatment of employees in their company, such as employees who exerted low effort also receive an equal number of incentives with those who contributed a lot to the sales of the company. Lastly, favoritism got a **frequency of 23%** and a raw score of 7 since this issue is always present between organizations and produces negative effects on the performance of employees. This results in improper execution of their job, which may create more problems among colleagues.

According to Harcourt (2021), in many companies, to get improved performance from employees, you have to reward the behavior you want. This philosophy has been built into compensation models, employee incentive plans, performance management programs, ingrained in the very fabric of many companies. The biggest problem with rewards and incentive programs is that they do not work the way people expect them to. Receiving rewards can feel great, but not receiving rewards can be a powerful demotivator.

Furthermore, respondents also stated that aside from the above-mentioned problems with regards to the rewards and incentives of motorcycle companies, they also encountered other problems which include absenteeism, performance issues, and lack of training. These problems are due to pandemic restrictions, which halt the normal processes inside the company.

### ***Proposed Rewards and Incentives Plan for Motorcycle Companies***

The researchers used the gathered data to establish an interpretation that can be contributed to the formulation of rewards and incentives plans and will serve as a reference for Motorcycle Companies.

Table 12 is the proposed rewards and incentives plan for Motorcycle Companies. It is composed of multiple columns that represent the relation of one another. The 1st column consists of types of rewards and incentives that can affect the employee's performance. The 2nd column contains the criteria or a brief description of the rewards and incentives. The 3rd column contains the objectives or the purposes. The 4th column contains the level of positions that will be affected or benefited by the implementation of proposed projects/programs. The 5th column contains the agencies/persons involved in the proposed rewards and incentives plan and who's accountable for the implementation of the projects/activities. The 6th column contains the timings of the implementation of rewards and incentives. The last column shows the budget required to execute the proposed projects/activities.

Based on the gathered data, the researchers presented the table to guide motorcycle companies to approaches and interventions that provide improved rewards systems and provide various types of rewards and incentives that motivate employees to consistently do their best. The content of the rewards and incentives plan was based on the actual problems encountered by the respondents/members amid the pandemic.

The respondents were also asked to share their various opinions/suggestions on how to solve or face the problems being encountered by the respondents amid the pandemic. With the shared possible solutions of the respondents, the researchers summed up the idea and present this rewards and incentives plan that can be used or served as guidelines in solving or facing the problems/issues being encountered during this time of the pandemic.

## **CONCLUSION AND RECOMMENDATION**

The majority of respondents were 18-30 year old college-graduate female employees that had less than 5 years of experience in work. Most of the promotions were given depending on seriousness and perseverance in work. When it comes to rewards, respondents noticed that giving rewards affects functionality positively. Furthermore, when it comes to moral

incentives, the majority of respondents were always ready to do their best due to good treatment from their colleagues at work. In addition, according to respondents, when it comes to the efficiency of incentive systems, most of them were in favor of health insurance offers suitable services for employees. The majority of the employees were unsatisfied with the rewards and incentives are given to them due to the company's shortage of rewards and incentives brought about by the decrease in sales during the pandemic. The researchers have concluded with regards to the improvement of rewards and incentives system that all of the types of incentives and rewards, which includes promotion, rewards, and moral incentives, can be adapted by the companies to increase employee performance and as well competency of the company.

In terms of the assessing the the Calamansi industry using Ansoff Matrix, most of the respondents penetrate on the market by means of ensuring the profitability of calamansi fruit they “always” make sure that their calamansi are known in different public market; and sometimes growers sold their calamansi in different market places. Most the respondents were able to acquire competitors’ customers and avoid upselling to its existing customers oftenly when it comes to market development. Majority of the respondents stated that they always pay attention with regards to calamansi fruit details and oftenly engaged in research and development. Sometimes, the respondents protect the company from strong competition in the market while they oftenly explore new avenues for sales.

In this line, the following are recommended by the researches:

Giving incentives should be linked practically with the level of performance to distinguish the excellent employees according to their performance; this will enhance the employees to do their best to improve their performance, and therefore, incentives will be linked to improving the performance.

It is recommended that promotion strategies should be upgraded, and companies must consider the monetary rewards and bonuses to be done regularly to raise employee’s motivation for work. Monthly giving of appreciation certificates and announcing employee’s achievement should also be implemented to boost the employee’s engagement. Cost-cutting measures should be evaluated, promotion and rewards cost less than hiring new ones; establishing incentives systems like monitoring employees' progress and giving rewards and recognition must be set into immediate action.

Create a company policy that could be implemented for employees where additional benefits are derived from savings from the company or other available funds. As for the incentives, create a broad, multi-faceted incentive program that rewards staff for more than meeting quotas.

It is recommended that the incentives and rewards plan crafted by the researchers be used to help the respondents to gain more knowledge about the proper rewards and incentives to increase their efficiency and effectiveness at work and may serve as a guide for the company to approaches and interventions that will provide an improved rewards system which would increase the productivity and motivation of the employees and their profit in the long run.

## REFERENCES

- Alfandi, A.M. and Alkawsawneh, M.S. (2014). "The Role of the Incentives and Reward System in Enhancing Employee's Performance: A Case of Jordanian Travel and Tourism Institutions". [https://www.researchgate.net/publication/314836426\\_The\\_Role\\_of\\_the\\_Incentives\\_and\\_Reward\\_System\\_in\\_Enhancing\\_Employee's\\_Performance\\_aA\\_Case\\_of\\_Jordanian\\_Travel\\_and\\_Tourism\\_Institutions](https://www.researchgate.net/publication/314836426_The_Role_of_the_Incentives_and_Reward_System_in_Enhancing_Employee's_Performance_aA_Case_of_Jordanian_Travel_and_Tourism_Institutions), Accessed on 29 October 2021
- Andrew, D.P.S. and Kent, A. (2007). The Impact of Perceived Leadership Behaviors on Satisfaction, Commitment, and Motivation: An Expansion of the Multidimensional Model of Leadership. *International Journal of Coaching Science*. [https://www.scirp.org/\(S\(i43dyn45teexjx455qlt3d2q\)\)/reference/ReferencesPapers.aspx?ReferenceID=1438484](https://www.scirp.org/(S(i43dyn45teexjx455qlt3d2q))/reference/ReferencesPapers.aspx?ReferenceID=1438484), Accessed on 29 October 2021
- Anitha, J. (2013). The Effects of Reward System on Employee Performance. [https://www.researchgate.net/publication/348925746\\_The\\_Effects\\_of\\_Reward\\_System\\_on\\_Employee\\_Performance](https://www.researchgate.net/publication/348925746_The_Effects_of_Reward_System_on_Employee_Performance), Accessed on 29 October 2021
- Armstrong, M. (2013). *A Handbook on Human Resource Management*, London. <https://e->



uczelnia.uek.krakow.pl/pluginfile.php/604792/mod\_folder/content/0/Armstrongs%20Handbook%20of%20Human%20Resource%20Management%20Practice\_1.pdf?force download=1> , Accessed on 29 October 2021.

- Brannen, A. (2016). Why You Should Have Job Descriptions. <<https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/why-you-should-have-job-descriptions.aspx>>, Accessed on 25 November 2021
- Bush, T. (2020). Descriptive Analysis: How-To, Types, Examples. <<https://pestleanalysis.com/descriptive-analysis/>>, Accessed on 7 November 2021
- Carraher, R. (2006). Reward Management Practices and Its Impact on Employees Motivation: An Evidence from Some Service Organizations In Lucknow. <[https://www.researchgate.net/publication/323573602\\_REWARD\\_MANAGEMENT\\_PRACTICES\\_AND\\_ITS\\_IMPACT\\_ON\\_EMPLOYEES\\_MOTIVATION\\_AN\\_EVIDENCE\\_FROM\\_SOME\\_SERVICE\\_ORGANIZATIONS\\_IN\\_LUCKNOW](https://www.researchgate.net/publication/323573602_REWARD_MANAGEMENT_PRACTICES_AND_ITS_IMPACT_ON_EMPLOYEES_MOTIVATION_AN_EVIDENCE_FROM_SOME_SERVICE_ORGANIZATIONS_IN_LUCKNOW)>, Accessed on 7 November 2021
- Cromer, G. (2020). Motorcycle. Encyclopedia Britannica. <<https://www.britannica.com/technology/motorcycle>>. Accessed on 6 December 2021
- Danish, R.Q. and Usman, A., (2010). Impact of reward and recognition on job satisfaction and motivation: An empirical study from Pakistan. International journal of business and management. <<https://www.ccsenet.org/journal/index.php/ijbm/article/view/4061>>, Accessed on 29 October 2021
- Davis, B. (2021). What is the importance of reward system in an organization?.<<https://www.mvorganizing.org/what-is-the-importance-of-reward-system-in-an->



organization/?fbclid=IwAR2lB4JTAztJlbO7hM4mQ\_Ak2L6O0IY1VAdeOceNUMHiZfa2X0ctgJltRzM>, Accessed on 24 November 2021

- George, K. (2015). The Impact of Reward System on Employee Performance: A Case Study of Bank of Tanzania. <[https://www.researchgate.net/publication/348925746\\_The\\_Effects\\_of\\_Reward\\_System\\_on\\_Employee\\_Performance](https://www.researchgate.net/publication/348925746_The_Effects_of_Reward_System_on_Employee_Performance)>, Accessed on 29 October 2021
- Griffin, R. W., & Moorhead, G. (2013). Organizational Behavior: Managing People and Organizations. <<https://www.scirp.org/reference/referencespapers.aspx?referenceid=2783407>>, Accessed on 9 November 2021
- Guillen, M. D. V., & Ishida, H. (2004). Motorcycle-Propelled Public Transport and Local Policy Development: The Case of “Tricycles” and “Habal-Habal” in Davao City, Philippines. IATSS Research, 28, 56-66.<[https://doi.org/10.1016/S0386-1112\(14\)60092-3](https://doi.org/10.1016/S0386-1112(14)60092-3)>, Accessed on 13 December 2021
- Harcourt, K. (2021). 7 Problems with Employee Incentives. <<https://blog.mcquaug.com/7-problems-with-employee-incentives/>>, Accessed on 27 November 2021
- Jdsupra (2021). 5 Benefits of Age Diversity in the Workplace. <<https://www.jdsupra.com/legalnews/5-benefits-of-age-diversity-in-the-9504111/>>, Accessed on 21 December 2021
- Kerr, J. & Slocum, J.W. (2005). Managing corporate culture through reward systems. <<https://journals.aom.org/doi/abs/10.5465/ame.2005.19417915>>, Accessed on 7 November 2021
- Kulchmanov, A., & Kaliannan, M. (2014). Does Money Motivate Employees? Empirical Study of Private and Public Financial Sector in Kazakhstan. International

Journal of Business and Management.

<https://www.theseus.fi/bitstream/handle/10024/170113/Impact%20of%20Reward%20System%20on%20Employee%20Performance.pdf?isAllowed=y&sequence=2>,

Accessed on 29 October 2021

- Laerd Dissertation (2012). Total population sampling. <https://dissertation.laerd.com/total-population-sampling.php#what>, Accessed on 17 November 2021
- Laurel, D. (2017). We Ask the LTO about the Ongoing OR/CR Issue, Top Gear Philippines. <https://www.topgear.com.ph/news/motoring-news/lto-or-cr-issue-a00013-20170217>, Accessed on 13 December 2021
- Locke, H. S. and Braver, T. S. Braver. (2008). " Motivational Influences on Performance Monitoring and Cognitive Control Across the Adult Lifespan". <https://www.frontiersin.org/articles/10.3389/fpsyg.2018.01018/full>, Accessed on 6 November 2021
- Mathis, R.L., & Jackson, J.H. (2009). Human resource management. Mason, OH, USA: South-Western Cengage Learning. [https://www.researchgate.net/publication/327546162\\_Human\\_Resource\\_Development](https://www.researchgate.net/publication/327546162_Human_Resource_Development), Accessed on 11 November 2021
- Megan, A. (2020). Highlighting Importance of Women Leadership in Your Organization. <https://witi.com/articles/1843/Highlighting-Importance-Of-Women-Leadership-In-Your-Organization/>, Accessed on 24 November 2021
- OECD (2012). "How does education affect employment rates?", in Education at a Glance 2012: Highlights. [https://www.oecd-ilibrary.org/docserver/eag\\_highlights-2012-11-](https://www.oecd-ilibrary.org/docserver/eag_highlights-2012-11-)

en.pdf?expires=1637742112&id=id&acname=guest&checksum=9D5C58AB2481B53C546FB53DC9A7A895>, Accessed on 24 November 2021

- Palmer, W. (2012). "Incentive and Disincentive: Will They Affect Performance. <<https://academicjournals.org/journal/AJBM/article-references/658D60761309>>, Accessed on 29 October 2021
- Philippine Cities (2021). Gapan City, Nueva Ecija. <<https://philippinescities.com/gapan-city-nueva-ecija/>>, Accessed on 7 December 2021
- San, O., Theen, Y. (2012). The reward strategy and performance measurement (evidence from Malaysian insurance companies. <[https://ijbhtnet.com/journals/Vol\\_2\\_No\\_1\\_January\\_2012/24.pdf](https://ijbhtnet.com/journals/Vol_2_No_1_January_2012/24.pdf)>, Accessed on 24 November 2021
- Scharpf, D. (2017). 5 Reasons Why Work Experience is Important. <<https://internsinasia.com/blog/why-work-experience-important>>, Accessed on 25 November 2021
- Torrington, D. Hall, L, Taylor, S. & Atkinson C. (2009). Fundamentals of human resource management, 1st edition. Pearson Education Limited. <<http://www.ilt.edu.vn/upload/files/thu-vien/nhan-su/human-resource-management-7th.pdf>>, Accessed on 17 November 2021
- Vaughn-Furlow, B. (2017). Fortune's 100 Best Companies to Work For. <[https://amp-clarionledger-com.cdn.ampproject.org/v/s/amp.clarionledger.com/amp/944019001?amp\\_js\\_v=a6&amp\\_gsa=1&usqp=mq331AQKKAFQArABIICAw%3D%3D&fbclid=IwAR1TNCVILNeT0\\_e3Ys\\_29MHJBmk3fzQEcU9LJ5WgrIXVTB9THs8fSUtxwBk#aoh=16377261227033&referrer=https%3A%2F%2Fwww.google.com&amp\\_tf=From%20%251%20](https://amp-clarionledger-com.cdn.ampproject.org/v/s/amp.clarionledger.com/amp/944019001?amp_js_v=a6&amp_gsa=1&usqp=mq331AQKKAFQArABIICAw%3D%3D&fbclid=IwAR1TNCVILNeT0_e3Ys_29MHJBmk3fzQEcU9LJ5WgrIXVTB9THs8fSUtxwBk#aoh=16377261227033&referrer=https%3A%2F%2Fwww.google.com&amp_tf=From%20%251%20)>

24s&ampshare=https%3A%2F%2Fwww.clarionledger.com%2Fstory%2Fnews%2F2017%2F12%2F16%2Ftreat-employees-well-and-they-treat-customers-well%2F944019001%2F>, Accessed on 24 November 2021

- Vianti, P. O., & Netra, I. G. S. K. (2013). "The Effect of Leadership Style, Job Promotion and Financial Compensation on Employee Performance at PT Grand Mega Bali Resort & Spa Kuta Bali". <<http://eprints.unm.ac.id/21144/5/4%20-%20Turning%20Position%20Promotion%20and%20Employee%20Performance%20in%20The%20Regional%20Secretariat%20of%20Makassar%20City.pdf>>, Accessed on 24 November 2021
- Zafri, N.M., Khan A., Jamal, S. & Alam, B.M. (2021). "The Impact of COVID-19 Pandemic on Motorcycle Purchase in Dhaka, Bangladesh". <<https://www.frontiersin.org/articles/10.3389/ffutr.2021.646664/full>>, Accessed on 20 December 2021

This table is the proposed development of Incentives and Rewards Plan to motivate employees of motorcycle companies to push and challenge themselves to achieve higher degrees of productivity and ultimately translates to increased earnings for the company.

**PROPOSED INCENTIVES AND REWARDS PLAN*****Motorcycle Companies:***

<b>Types of Rewards/ Incentives</b>	<b>Criterion/ Brief Description of the Rewards and Incentives</b>	<b>Objectives/ Purpose</b>	<b>Level</b>	<b>Persons Involved</b>	<b>Timings of the Reward and Incentives</b>	<b>Budgetary Requirements</b>
<b>Promotion</b>	This will help the organization to make a healthy work environment to meet common goals and improve employee motivation and productivity.	To increase employee morale and positive workplace attitudes and to promote the value of equality in the organization.	Rank and file, supervisory and managerial	Executives and Employees	Based on the applicability; or as needed	10% to 20% of the company's budget
<b>Tangible Rewards</b>	This will help improve the quality of employee's experience to be fulfilled and satisfied with their job which will create more contributions	To offer feedback and encouragement to employees, which increases retention, job satisfaction, and helps create a more	Rank and file, supervisory and managerial	Executives and Employees	Based on the applicability; or as needed	10% to 20% of the company's budget

	to the success and growth of the company.	positive overall workplace				
<b>Moral Incentives</b>	Develop fair and just complementing system that has different levels of complements for all employees who reached a certain achievement such as: “Outstanding , Good job, nice job.”	To increase the effectiveness of the employee and of the organization and to motivate employees to achieve higher productivity yield.	Rank and file, supervisory and managerial	Executives and employees	Based on the applicability; or as needed	10% to 20% of the company's budget