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Work Performance Influence on Employee Motivation and Business Productivity in the Accommodation Industry of Ilocos Norte, Philippines

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Abstract. Employees are vital in delivering the products and services of the accommodation industry businesses in Ilocos Norte. The study aimed to analyze the influence of the work motivation of Ilocos Norte employees on their motivation and business productivity. Survey questionnaires were given to 401 employees. The survey inquired level of extrinsic and intrinsic types of work motivation types, level of work performance, and level of impact on business productivity and their interactions. This study used a descriptive-correlational design to interpret the variables' relationships. Multiple linear regression was used to find out predictors that influence work motivation. The result showed workers overall have high and very high levels of extrinsic and intrinsic work motivation, respectively. The level of employee work performance and the level of impact of employee's work performance on business productivity is high. The level of employee work performance is significantly influenced by the level of work motivation of the employees.

Keywords. motivation, work performance, business productivity, accommodation, Philippines

1. Introduction

One of the key players in the success of tourism is the accommodation industry particularly the hotels and resorts. The employees are vital in delivering the products and services of these businesses. The customers should have a good and lasting experience if the services being provided by the employees are executed as stated. Because of these service attributes, the service quality evaluation is very subjective based on the perception and experiences of the customers. Thus, to keep up with the competition, accommodation industry players need to be updated with current tourism and hospitality trends, while at the same time maintaining their personnel and upgrading staff skill sets.

Just like any other industry, one of the key roles in the accommodation industry's success is the management of its people. A well-managed company usually sees a typical employee as the key to quality and productivity gains. Tangible assets always create value in the hotel industry, but an even greater part of the value in the hotel industry for which customers are willing to pay now is being created through human capital also known as intellectual capital.

A company organization will be successful based on how it achieves its objectives. An effective organization will make sure that there is a spirit of cooperation and a sense of commitment, and satisfaction within the sphere of its influence. The ultimate product in the hospitality industry exhibits abstract features after being added with concrete ingredients and then offered as a service. To this end, the quality of service offered has been used as a competition element in the market by an enterprise. Within this sector, where human serves human, quality as a whole offering by service providers is assured by the human resource that decides on service delivery. To make employees satisfied and committed to their jobs in the accommodation industry, there is a need for strong and effective motivation at the various levels, departments, and sections of the accommodation industry. Accommodation businesses have long been finding answers to what makes their employees motivated and satisfied as the industry has been suffering from high employee turnover. It can be easily attributable to long working hours, low pay, and the work nature itself. Thus, it is important to address the issue of motivation as one of the priorities in the accommodation industry's human management operations.

Motivation is a basic psychological process and research concluded that competitiveness problems appear to be largely motivational [1]. Another researcher defines motivation as the process that arouses, energizes, directs, and sustains behavior and performance [2]. That is, it is the process of stimulating people to action and to achieve the desired task. One way of stimulating people is to employ effective motivation, which makes workers more satisfied and committed to their jobs. Money is not the only motivator. Other incentives can also serve as motivators. Specific employee attitudes relating to job satisfaction and organizational commitment are of major interest to the field of organizational behavior and the practice of human resources management. Attitude has a direct impact on job satisfaction. Organizational commitment, on the other hand, focuses on their attitudes toward the entire organization. Although a strong relationship between satisfaction and commitment has been found, more recent research gives more support to the idea that commitment causes satisfaction. However, most studies treat satisfaction and commitment differently, especially considering things like downsizing that are part of modern organizations.

Despite that, it is known that human capital is a key investment and the accommodation industry has struggled with high employee turnover. The challenge for the top managers here is the creation of a context within which employees feel motivated and will act to achieve the goals of the organization. To remain standing in a competitive world, hotel businesses need both to increase their employee's motivation and to exert the effort of continuously developing the business facilities which they provide for their customers. Employees are the most variable sources of accommodation for businesses. Employees' performance and efficiency are among the facts that affect the success of these businesses. Employees showing a high rate of performance and working efficiently relate to their enough satisfaction with their jobs. Especially in-service sector, employee motivation is very important in terms of ensuring the continuous quality of service. Ensuring the continuous quality of service is closely related to employee satisfaction. Employee motivation isn't thought of without considering motivation.

The expectancy theory of motivation, originally developed by Vroom, explains the process individuals use to make decisions on various behavioral alternatives. Motivation is a force directing specific behavioral alternatives, which are suggested when deciding among behavior options. Individuals select the option with the highest motivational forces. The motivational force for behavior, action, or task is a function of three distinct perceptions: expectancy, instrumentality, and valence. Expectancy is the perceived probability that effort

will lead to good performance; instrumentality is the perceived probability that good performance will lead to desired outcomes; valence refers to the value the individual personally places on rewards [3]

Requisites for accommodation workers are intelligence, job knowledge and skills, and time management. However, if the worker is not motivated, an employee will not advance in his/her career. The concept of "internal work motivation," which is intrinsic motivation in expectancy theory implies that the more effort is devoted to working, the more motivated they would become. However, salary, monetary rewards, the opportunity for advancement, and promotion were also examined as motivational factors in the hotel industry. The employees are also motivated by the following factors as well: job security, recognition from people, job challenges, feelings of accomplishment and development of self-esteem and considered themselves important. Intrinsic means belonging naturally, existing within, and extrinsic operating or originating from the outside: intrinsic work motivation refers to motivating someone by his/her heart (e.g., feelings of accomplishment and development of self-esteem) and extrinsic work motivation applies monetary rewards. Therefore, this paper also examines the importance of intrinsic and extrinsic work motivation for hotel employees with their labor-intensive work, low income, rare opportunities to advance and low work positions.

Jobs can be motivating to people if more personal skillsets are applied on the job, task identity is the degree to which the job produces something more meaningful, task significance (importance of work), autonomy (the degree to which the individual has freedom in deciding how to perform the job) and feedback. Even without prior motivational inputs from the company, skillsets (i.e., training and education background), and position (i.e., the higher position has more deciding freedom) can have an impact on motivation.

Maslow's Hierarchy of needs as introduced by Abraham Maslow in 1954 may incite a good model of motivation. The idea of the model is their various levels of human needs and each needed to be fulfilled before someone could be motivated by higher-level factors [3]. Thus, for example, if the physiological needs are not met yet, you cannot motivate someone with positive feedback. You cannot tap someone on the back for a good job if he is not paid enough to have food on the table. This would imply that salary and benefits, could have an impact on motivation and will be analyzed in this study. This holds a similar situation with work position and responsibility as higher ones receive a higher salary.

Ilocos Norte's tourism activity has dramatically expanded during the past decade. Besides being blessed with nature's beauty and rich cultural traditions and destinations, the current provincial government has aggressively marketed the whole province into a key tourist destination through aggressive advertising campaigns done in various media, infrastructure development, and tourism planning. This would not have been so successful without the help and support of the residents of the province. They had welcomed tourism development in the province and apparently, it has given additional income to the residents as well as employment. Moreover, aside from being an employee or a businessperson, the residents are driving the tourism industry through the showcase of Ilocano personality, rich culture, and infrastructure development among others.

The tourism activity in the province probably has also convinced the young locals to take up tourism and hospitality management courses. They are easily convinced of the certainty of landing a job at least in their home province, if not in Metro Manila or overseas. With the rise of enrollees, these students seem to be motivated already to work in the hospitality industry.

With this, the aggressive tourism growth has spawned many employment opportunities for the locals and college graduates in the province. For accommodation management, they

must be made aware of the strenuous situation of its employees and can easily be not motivated, which could hurt operations. Both hotel employees and the management acknowledge the importance of employee motivation, and both will benefit from a better understanding of forms of employee motivation. Hotel employees will be motivated in the way they want to be motivated to do their jobs and enjoy their jobs. Hotel management will implement employee motivation more effectively, and effective employee motivation will affect employee performance and service quality directly or indirectly.

Even though motivation is very important to determine an employee's ability so do other factors such as the resources given to an employee to do his or her job. Therefore, successful work performance can arise from a variety of motives. For instance, two people doing similar jobs may both be successful for different reasons, one salesperson may be motivated by the commission earned on sales, while the other may be more concerned about meeting sales targets. This creates a nuance in the subject matter because the motivation to enhance performance varies from person to person and from company to company. These are the challenges managers are confronted with in designing appropriate motivation tools that will be able to meet the expected performance within the company. This, therefore, arouses more critical academic thinking within the subject area. In this light, much academic literature from scholars and practicing managers has ensured to resolve this intriguing academic domain on how motivation can enhance performance.

Employee motivation is very important for organizations, as every concern requires physical, financial, and human resources to accomplish the goals. It is through motivation that human resources can be utilized by making full use of it. This can be done by building a willingness in employees to work. This will help the enterprise in securing the best possible utilization of resources. It increases productivity, reduces the cost of operations, and improves overall efficiency.

Every organization and business want to be successful and has the desire to get consent to progress. The current era is highly competitive and organizations regardless of size, technology, and market focus are facing employee retention challenges. To overcome these restraints, a strong and positive relationship and closeness should be created and maintained between employees and their organization's human resources or employees of any organization. After all, they are the most central part of the organization, so they need to be influenced and persuaded towards finding fulfillment in their tasks.

Contemporary research and observations show that well-motivated employees are more productive and creative in achieving company or organizational goals. On the other hand, less motivated employees are less performing and tend to divert from attaining organizational goals. Motivation as an incentive system is fundamental to developing capacities and to translating developed capacities into better performance. The proposed employee motivation model can help hotel management understand the needs, and wants of employees, and develop effective motivation plans for employees. Furthermore, the research model also can be applied to motivate individuals at the managerial level in the accommodation industry

The study aims to evaluate the employee's level of work performance and how it affects the motivation and business productivity of the company they belong to. To be specific, it aims to address: (1) the level of work motivation of the employees in the accommodation industry; (2) the level of employee work performance in the accommodation industry; (3) the impact of employee's work performance to the business productivity; (4) the significant influence of the respondent's profile to the motivation of the respondents.

2. Literature Review

Ilocos Norte's tourism activity has dramatically expanded during the past decade. Locals saw the rise of more tourism infrastructures and facilities in Ilocos Norte signifying that the provincial government continues to cash in on and considers tourism as a key growth driver [4]. Besides having nature's beauty and rich cultural traditions and destination, the current provincial government has aggressively marketed the whole province as a key tourist destination through an aggressive campaign on various media, infrastructure development, and tourism planning.

2.1. Work Related Profile

As the characteristics of the tourism industry have been changing, from elite to highly populist activity, over the decades so have the work patterns within the industry. Mass tourism and economic, political, and social environment factors developed the nature of the work within the tourism and hospitality industry to become more focused on seasonal, part-time, and short-term work. The tourism and hospitality industry has been seen to offer attractive jobs to young people [5].

Another author [6] also emphasized that there is a tendency towards increased part-time employment and the casualization of work in the hospitality industry. He thought that the crucial factor in the trend is the changing role of young people in the labor market. Wood held the idea that the hospitality industry will become a prime area for providing casual and part-time jobs for young people, who need the work to support their education, and for women. As the structure of the workforce is changing there is a need to conduct research to provide management with the latest knowledge.

The long working hours, high pressure in peak time, and low salary cause the high turnover of staff in tourism. The reputation of the industry as an employer of part-time, seasonal workers would be a hindrance to recruitment. Another problem facing human resource managers is the challenges, such as little social control over the employees and little commitment and effort beyond what is expected from the temporary employees, which have emerged due to the increasing growth of the temporary workforce. This shows managers that even though they try to understand what motivates seasonal front-line employees, the character of the workforce must be considered to understand what influences the employees' motivation.

The hospitality industry is, in general, a labor-intensive industry that depends on the abilities and motivations of its employees [7]. Front-line employees play an important role because of their customer-employee interactions. Employees influence how customers perceive an organization and how the organization itself performs in the long term. Employees directly influence the perceived service quality as well as customer satisfaction. The service industry always claims that to guarantee customer satisfaction, an organization at first needs to ensure employee job satisfaction and thus, the widely established perception 'happy employees are necessary for happy customers' indeed holds in the hospitality context.

The tourism industry is a labor-intensive area that is currently experiencing a severe labor shortage [8]. The long and unsocial hours, low pay, and often low status of many tourism jobs, especially in the hospitality area, mean that it is an industry that does not necessarily attract new staff. Research by [9] argues that the hospitality industry has higher than average skill shortages, labor turnover, and hard-to-fill vacancies. The work on tourism employment, among others, confirms the declining level of staff retention in the tourism sector by stating that the desire to have a 'pleasant lifestyle' is important for employees in tourism. Their work also argues, however, that the temporary nature of tourism work suits the younger generations, and they conclude that tourism employment is not for the older workforce. More than any other industry in the economy attracts the ultra-mobile, the virtual, and the boundary-less.

2.2. *Employee Motivation in Hospitality Industry*

It is quite logical that the hospitality industry, as a business, aims for revenue. Thus, to achieve revenues, hotels and resorts must achieve a high level of customer satisfaction for repeated business. For the hospitality industry, the establishment cannot only be judged by the quality of accommodation, good food, and drinks, but also by the performance of the frontline workers [10]. The performance of workers in hospitality organizations can be judged by friendliness, alertness, appearance, attitude, and the way they conduct and do their jobs or the assigned tasks. Thus, the success of the industry can be attributable to the managers and leaders of the hotels and resorts who manage the workers and carry out tasks on their behalf. It can, therefore, be seen that the key to success lies in the employees, both management and non-management.

2.2.1. Extrinsic Motivation. Factors or forces outside us that influence our internal wants, needs, and subsequent behaviour and from the human resource management perspective, praise, promotion and rewards are examples of extrinsic factors that can influence inside needs and wants. Under this idea, it can be assumed that extrinsic factors are perceived as motivating forces [11]. However, many scholars claimed and argued that this assumption is not quite accurate. This is because they believed that whatever part the extrinsic factors play in motivation; they are always subject to intrinsic concerns of individuals. In other words, it will be different from person to person. This is because each person has different intrinsic factors which have an impact on their action or decision to behave in a certain way.

Many scholars stated that 'buy-in' is the most suitable term to describe the concept of extrinsic factors [12]. This means that managers and leaders of the company should try to make a connection between intrinsic and extrinsic forces or stimuli. If managers fail to make the connection between the two, giving employees rewards and a standard pay package will not motivate workers to give their best effort and generate a great performance over the long term. This is because workers will work with their best effort only when the incentives and rewards are offered and once managers decide to terminate those offers, they are likely to stop maintaining a high level of productivity and performance. For example, many hotels may want to increase the number of sales during the low season and the manager may decide to use a good bonus to workers who can hit a certain sales figure. This might motivate workers to work hard during this time. However, once they hit the targeted sales figure, employees will find no reason to continue to carry out tasks at that level or to work with their best effort to increase their performance.

Thus, it can be assumed that if managers want to improve the level of staff performance, they should attempt to connect the concepts of intrinsic motivation to extrinsic factors. Managers must utilize the concept and practice of intrinsic and extrinsic motivation to influence workers. This is not just because both ideas can produce a high level of performance, but they also have a connection to the inner drives of a person [13]. This means that managers can use both concepts to satisfy and fulfill personal needs. Managers can do this by showing workers what it might be if they do their best not just for rewards, but what they will look if they are being smart at their job. If the manager can successfully identify the welfare and interests of workers and use them to motivate them to work with their best effort, managers should expect to see greater individual performance and productivity.

2.2.2. Intrinsic Motivation. It is that motivation that can be generated from within. This is known as intrinsic which a force inside us is. However, intrinsic forces that can motivate people do not just take place, but they are generated by things around us. For instance, a person has a desire to do something or achieve something, and to reach such desire or aim; a person

will need to act in a way that would lead him/her to get to the desired goal [14]. When the concept of intrinsic motivation is applied to a working situation, we will see that the inside force that influences most people to come to work is because they look at their job as a main source of income. Thus, workers who have such feelings will not try their best to enjoy it. This example shows that external factors like pay package, rewards, a feeling of recognition, appraisal, bonus, and promotions are the main forces that motivate workers or get them to come to work. Therefore, it can be assumed that if there is no incentive or appreciation, workers are likely to think that the assigned tasks are not worth doing. Under the concept of intrinsic, it can be concluded that it has an impact on the intrinsic motivation of a person to do something or certain things. The idea of intrinsic motivation also explains that whatever a person decides to do or any action that a person takes, it is always because he/she believes that it will satisfy his/her current or personal goals, or it may fulfill the desire that a person has.

2.2.3. Employees Performance. The factors that motivate people to perform best are distinct and different. Learning about what workers want from their jobs, or what is more important for them, may generate essential information for effective human resource management, thereby guaranteeing the long-term profitability and survival of the organization. Employee performance can be affected by job satisfaction and engagement of workers in a certain industry.

The performance of the employee is considered as what an employee does and what he doesn't do. Employee performance involves quality and quantity of output, presence at work, accommodative and helpful nature and timeliness of output. The results of the study conducted on individual performance showed that the performance of the individuals cannot be verified. Similarly, he asserts that organizations can use direct bonuses and rewards based on individual performance if employee performance is noticeable [15].

In line with [15] investigated employee performance and revealed that acknowledgment and recognition and reward of performance of employees direct the discrimination between employee productivity. Morale and productivity of employees are highly influenced by the effectiveness of performance of an organization and its reward management system [16]

To satisfy customers, firms do much effort but do not pay attention to satisfying employees. But the fact is that customers would not be satisfied until and unless employees are satisfied. Because, if employees are satisfied, they will do more work therefore ultimately customers will be satisfied [17] Employee performance is influenced by motivation because if employees are motivated then they will do work with more effort and by this performance will ultimately improve[17].

2.2.4. Business Productivity. The composition of people who formulate independent business identity for some specific purpose is commonly known as the organization and getting the desired outcome within defined resources is treated as effectiveness. Organizational effectiveness is the notion of how effective an organization is in accomplishing the results the organization aims to generate. It plays an important role in accelerating organizational development. It is the net satisfaction of all constituents in the process of gathering and transforming inputs into output in an efficient manner. Organizational effectiveness is defined as the extent to which an organization, using certain resources, fulfills its objectives without depleting its resources and without placing undue strain on its members and/or society. It is the maximum combined utility of the primary constituents. The goal model describes organizational effectiveness in terms of the extent to which an organization attains its objectives. The legitimacy model regards organizational effectiveness in terms of a background evaluation "of component preferences for performance and natural limitations on performance

from an external environmental perspective”. The constituency model considers organizational effectiveness “as a set of several statements, each reflecting the evaluative criteria applied by the various constituencies” involved with the organization being evaluated with an emphasis on means criteria. The systems resource model defines organizational effectiveness “in terms of its (the organization’s) bargaining position, as reflected in the ability of the organization, in either absolute or relative terms, to exploit its environment in the acquisition of scarce and valued resources” and how they utilize these resources. The study is aimed to determine the factors that increase employee motivation and the relationship of organizational effectiveness with employee motivation

2.2.5. Relationship of Employee Profile and Motivation. Several pieces of research show that an employee's profile and work-related profile have an impact on the motivation of an individual employee. For example, the research found that female employees had a high preference for several job-related motivators, including interesting work, a feeling of being involved, a good working environment and appreciation and praise for work done [18]. Moreover, the motivational factors are varying in individuals. One of the hotels being surveyed showed similar motivating factors among gender while another hotel showed different motivational factors. In addition, another study showed that gender differentiation to motivational factors is inconclusive.

Before being employed, people are already motivated to choose to work at the hotel based on the "quality" class of the hotel, interesting jobs, salary, and job security. When considering the gender construct, gender did have a role in influencing employees' perception of motivational factors. Males preferred salary, job security, and loyalty to employees, while females preferred interesting jobs, working environments and camaraderie with co-workers [19].

Previous studies showed that happy workers are the ones who work efficiently. Having higher morale of workers affects their efficiency of them. If the worker is satisfied with his work, he will have a positive mood and have wished for accomplishing his work. Research by [20] shows that there is a positive relationship between education level and job satisfaction. Several studies have found that education increases job satisfaction. The provision of training will foster an increase in professionalism and further exploitation of management methods, whereas a lack of training can cause frustration and lack of job satisfaction. Well-trained individuals know the scope expectations and depth of their jobs and will be able to add building blocks to their professionalism as they progress through their careers. Training is therefore critical for human resource planning, and marketing management.

Distance to work can also have an impact on motivation and job satisfaction. This can be seen by research showing that there is a positive linear correlation between job satisfaction and commuting distance. However, based on this research, this is easily impacted by commute time, travel arrangements, speed, and rotational shifts.

Thus, demographic characteristics such as race, age, gender, education, and payment that affect job expectations and environmental opportunities, can ultimately influence work motivation and tone down worker turnover.

2.2.6. Relationship of Employee Performance to the Business Productivity. Studies on work motivation seem to confirm that it improves workers' performance and satisfaction. For example, [21] examine the characteristics of the work of teacher-librarians in four major categories: knowledge base, technical skills, values, and beliefs. He reports that they will

succeed in meeting this challenge only if they are motivated by deeply held values and beliefs regarding the development of a shared vision.

Certain environmental and motivational factors are predictors of job satisfaction. [21] examined agency-influenced work and employment conditions and assess their impact on social workers' job satisfaction. Some motivational issues were salary, fringe benefits, job security, physical surroundings, and safety.

While [22] shows that financial incentives will get people to do more of what they are doing, [22] investigates motivation and managerial styles in the private and public sectors. The results indicate that there is little difference between the motivational needs of public and private sector employees, managers, and non-managers.

Based on the various literature mentioned the employee profile has somewhat had an impact on their level of motivation. With the use of extrinsic and intrinsic work motivation theory holding validity in various work environments, the author can deduce the logic that this can be applied to the hospitality industry. This is because, in the accommodation industry, employee work motivation is very important. Moreover, accommodation industry performance indicators like profitability and market share, behavior performance and service performance can be identified to be affected by several factors like pay, monetary bonus or benefits, advancement opportunities, increased responsibility recognition and regard as a good employee.

3. Methodology

The study used the descriptive correlational design method of research. Descriptive research describes and interprets what is concerned with the conditions of relationships that exist; a practice that prevails; beliefs and processes that are going on, effects that are being felt, or developing trends (Best & Khan, 1998). Correlational research is research designed to discover relationships among variables and to allow the prediction of future events from present knowledge.

The correlative design was employed to investigate the predictors that would influence the employee's work motivation in the accommodation industry. The study considered the employees of accommodation establishments in Ilocos Norte. All of the accommodation establishments in Ilocos Norte were provided a questionnaire. However, on the retrieval of the questionnaire, not all accommodation establishments participated due to the company's restrictions and the refusal of the employee to be part of the study. Thus, convenience sampling was employed in the study. A structured questionnaire was constructed, drawn from various literature and then gauged on a 5-point Likert scale ranging from strongly disagree to strongly agree. A pilot test was conducted on employees working in the accommodation establishments outside Ilocos Norte to fine-tune the survey instrument. The questionnaire was validated by experts in the field of tourism, hospitality and academe. The content validity index of the questionnaire was 4.69 which means Very High Validity. Furthermore, the questionnaire has high reliability as manifested by the computed reliability coefficient of 0.9866. Data gathered from the questionnaire was classified, categorized and tabulated with the use of Microsoft Excel and Statistical Package for Social Sciences (SPSS). Frequency count and percentage were used to describe the profile of the respondents. Mean was used to describe the level of work motivation factors, level of employee performance and the level of business productivity based on the Likert scale results. Multiple linear regression analysis was used to investigate the predictors that would influence the employee's work motivation, employee performance and business productivity in the accommodation industry.

4. Results and Discussion

Work-Related Factor. The employment status has significant influence on the work motivation factors ($\beta = -0.085$, $t\text{-value} = -2.537$, $t\text{-sig} = 0.012$). The $\beta = -0.085$ indicates that a unit increase in the employment status (e.g. going from probationary to permanent) will result in a 0.085 level decrease in the work motivation of employees. This implies that those employees who have an employment status of probationary have lower work motivation. Thus, management must include programs to motivate employees that are on probationary and temporary status.

Other factors do not have a significant impact on the level of work motivation of the employees.

Accommodation Factor. As for the accommodation factors, the benefits provided to the employees and the type and classification of the accommodation have a significant influence on the employees' work motivation. Benefit. The $\beta = 0.078$ indicates that the presence of benefits provided to the employees will result in a 0.078 level increase in the work motivation of the employees. It implies that the company caters well to the safety needs of employees as underlined by Maslow (1943) as it provides employees with a psychological safety blanket.

Type of accommodation. The $\beta = 0.088$ on the type of accommodation is indicative that homestay employees is needing work motivations.

Classification of accommodation. The $\beta = 0.088$ indicates that a lower star accommodation rating will result in a 0.099 level increase in the extrinsic work motivation of employees.

In general, when subjected to regression analysis, the F-ratio equivalent to 13.518, had an F-prob equivalent to 0.000 which is less than the probability value of 0.05. The result indicates the level of work motivation factors of employees in the accommodation industry in Ilocos Norte was significantly influenced by the employees' profile and accommodation factors. This implies that when these employees' profiles and accommodation factors are taken together, there is a significant contribution to the level of work motivation. These data also show a substantial degree of influence as shown by the computed Multiple Regression Coefficient of 0.710.

The employee personal profile and accommodation factors explained 50.4% of the total variations of the work motivating factors while the rest are attributed to other factors not included in the study. This implies that there are other variables considered by employees in determining their level of work motivation.

Table 1 shows the overall result of multiple regression analysis showing the influence of the work motivating factors on the level of employee work performance as an output of work motivation factors.

Table 1. Regression analysis on the impact of the level of work motivation factors on the Level of Employee Work Performance in the accommodation industry

Work Motivating Factors	Beta	t-value	t-sig
Extrinsic			
Financial			
Salary	.022	.698	.486
Bonuses	-.012	-.409	.683
Fringe Benefit	-.003	-.113	.910

Job Security and Promotion			
Promotion	.012	.376	.707
Responsibility	.034	.819	.413
Trainings	.022	.785	.433
Social			
Respect	.069	1.655	.099
Praises/Commendation	-.012	-.339	.734
Conducive Workplace	.126	2.661*	.008
Intrinsic			
Challenging and Interesting Work	.072	1.563	.119
Appreciation and Recognition	.055	1.217	.224
Accomplishment	.139	3.218*	.001
Career Growth and Development	.100	2.665*	.008
Relationship to Employees	.234	5.705*	.000
Multi R=0.803	F-		
	ratio=50.170*		
R Square=0.645	F-prob=0.000		

*Significant at 0.05 probability level

Extrinsic motivation factor. On the extrinsic motivation factors, only the domain conducive workplace ($\beta=.126$, $t\text{-value}=2.661$, $t\text{-sig}=0.008$) under the social dimension showed a significant positive influence on the employee work performance. The result shows that for a unit increase in the scale of a conducive workplace as a work motivation factor, there is an average increase in the level of employee work motivation of 0.126. The study by Cho, et.al (2006) stated that the hospitality industry business must create a comfortable work environment to increase employee engagement at work.

Intrinsic motivation factor. With regards to the intrinsic work motivating factors, the dimensions accomplishment ($\beta=.139$, $t\text{-value}=3.218$, $t\text{-sig}=0.001$), career growth and development ($\beta=.100$, $t\text{-value}=2.665$, $t\text{-sig}=0.008$) and relationship with employees ($\beta=.234$, $t\text{-value}=5.705$, $t\text{-sig}=0.000$) showed positive significant influence on the level of employee work performance. Previous studies have mentioned that employees are indeed an important asset of any company (Cho et al., 2006). Therefore, as one of the industries with a higher turnover rate, the study of Cho suggests that employers in the hospitality industry need to fully understand that providing support, which increases employees' intrinsic motivation is effective in engaging them more at work. For this reason, small acts such as being present and helping employees to prepare and serve food or clean tables during regular and rush hours would help employees to be more appreciative of their employers and the jobs that would make them engage more at work. In addition, giving employees credit for their hard work would be another important implementation that employers could do to increase employees' engagement. Building a positive relationship with each employee and allowing each employee to be a team leader (empowerment) is one way to make his or her jobs more meaningful and interesting. The result

of the study is also parallel to the finding of Putra (2015), that intrinsic motivation played an important role in improving employees' work.

The overall model shows that there is a high degree of influence as shown by the computed Multiple Regression Coefficient of 0.803. The table also shows that there is a significant influence of the variables having an F-ratio=50.170 and F-prob=0.000. The R-square value indicates that 65% of the total variations in employee work performance are explained by the level of work motivating factors while the rest are attributed to other factors not included in the study.

Table 2. Regression analysis on the impact of employee performance on Business Productivity in the accommodation industry

Level of Work Performance	Beta	t-value	t-prob
Job Satisfaction			
Job requirement	.210	5.536	.000
Working environment	.066	1.684	.093
Reputation of company	.255	6.326	.000
Employee engagement and efficacy			
Vigor in work	.163	4.208	.000
Dedication in work	.045	1.233	.218
Absorption in work	.148	4.048	.000
Multi R=0.850	F-ratio=171.51	*	
R Square=0.723	F-prob=0.000	*	

*Significant at 0.05 probability level

Table 2 shows the result of multiple regression analyses showing the impact of employee performance on business productivity in the accommodation industry.

Job Satisfaction. Job satisfaction as an output of work motivation contributes significantly to business productivity particularly the parameters job requirement ($\beta=0.210$) and reputation of the company ($\beta =0.255$). This implies that a unit increase in the scale in the level of job requirement and reputation of the company results in an increase of 0.210 and 0.255 respectively in the level of impact in the business productivity of the accommodation establishment. This signifies job satisfaction of the employees on their skills, type, and amount of work and their trust and confidence in the company contribute significantly to the increase in the level of impact in the business productivity.

Employee engagement and efficacy. The factors vigor in work and absorption in work significantly contributes to the level of impact on the business productivity of the

accommodation establishments. This means that an increase in the level of energy and mental resilience while working and fully concentrated and happily engrossed in one's work will increase employee engagement and efficacy of the employee. Furthermore, this will lead to an increase in the level of impact on the business productivity.

Overall, Table 2 shows that the level of employee performance has a significant influence on the level of impact of business productivity in the accommodation industry (F-ratio=171.51, F-sig=0.00). This means that when the factors are taken together, the level of employee performance as an output of work motivation factors give a significant contribution to the level of impact on business productivity.

Based on the value of R-square = 0.723 the factors explained 72.3 % of the variation in the level of impact on the business productivity. The remaining others can be explained by other variables not included in the study. This tends to imply that employee performance significantly influences the level of impact in the business productivity in the accommodation industry in Ilocos Norte.

5. Conclusion and Recommendations

Overall, the level of work motivation of employees in the accommodation industry in Ilocos Norte is high. The level of extrinsic work motivation is high among the accommodation workers giving them motivation in performing their work. There is a very high level of intrinsic work motivation among the employees in the accommodation industry.

In general, the level of employee work performance in the accommodation industry is very high. The level of impact of employees' work performance on business productivity in the accommodation industry is high. The level of work motivation is significantly influenced by personal and work-related factors and accommodation-related factors. The level of employee work performance in the accommodation industry is significantly influenced by the level of work motivation of the employees. The level of impact of business productivity in the accommodation industry is significantly influenced by the level of employee work performance.

It has been established in the study that in the accommodation industry in Ilocos Norte, employee motivation will result in better employee performance and turn better business productivity. Based on the findings and conclusions, the following recommendations are forwarded:

The accommodations should work out on the improvement of their facilities, products, and services to be able to improve their star rating as the study showed improved employee motivations as the star rating is increased. While the majority of the accommodations establishments are Department of Tourism (DOT) accredited, there can still be room for improvement. With regular assessment, if the establishments were able to comply consistently with the accreditation given by the DOT, this will create a bigger impact in terms of providing quality services to tourists. In addition, to further identify what to improve, there is a need to address customer feedback to serve client needs.

Improving the facility by making it a conducive workplace may improve the accommodation worker's extrinsic motivation.

Salary may be increased, bonuses and rewards may be enhanced, fringe benefits may be improved, and appropriate employee training may be conducted to have better extrinsic motivation. Similarly, accommodation owners should work out programs where the intrinsic motivation of the employees may be strengthened. Administrators and owners must note the

combination of both extrinsic and intrinsic work motivation instead of a dependence on only one of the two.

Keeping the accommodation employees satisfied and engaged with their job may improve their level of work motivation. An example of this is giving them authority to decide on behalf of the accommodation management, properly rewarded after doing a commendable task, and opening communications with them while appreciating their work as it contributes to the accommodation's operations. An example of this is making the employee take rounds in being a duty manager to oversee the operations.

The accommodation management may introduce innovative motivational strategies to the employees to improve their work performance and improve business productivity. This could be through financial; improved compensation package, rewards, or non-financial like training, material incentives, and a better workplace.

Accommodation management may consider the highest education attainment as a key factor in hiring potential personnel. In addition, the management should convey to the applicants that the work positions are for permanent placement.

Continuous improvement of personnel management must be done to keep the employees satisfied and engaged to be able to sustain or increase business productivity. This may be done through the annual evaluation of the employees to check on underperformance and lacking skills and find means on how this can be improved. This could be answered by providing appropriate trainings, workshops, work assignments and immersions.

To be able to sustain the business productivity, high employee work performance must be maintained and thus, the employee must be well-motivated. This is the adoption of various motivations strategies on financial (e.g., salary, bonuses, fringe benefits or non-financial (e.g., promotion, responsibility, training, praises, and commendation, career growth and development, conducive workplace), that apply to the needs of the employees and aligned with the skill sets needed by the accommodation industry. In addition, the accommodation management may outline a personnel growth management plan addressing employee technical and management skill and improve staff relationships as this significantly influence business productivity.

Further studies may be explored to enhance understanding of the interrelationship of work motivation, employee work performance, and business productivity.

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