

## **Guideline to Motivate Personnel to Work Effectively with Non-Financial Compensation**

**By**

**Rutcharin Kullachart**

Corresponding Author: King Mongkut's University of Technology North Bangkok, Thailand 10800;

E-mail: [mail:rutcharin.s@ku.th](mailto:mail:rutcharin.s@ku.th)

**Thitirat Thawornsujaritkul**

Assistant professor Dr., King Mongkut's University of Technology North Bangkok, Thailand 10800;

E-mail: [thitirat.t@fba.kmutnb.ac.th](mailto:thitirat.t@fba.kmutnb.ac.th)

**Thanin Silpcharu**

Professor Dr., King Mongkut's University of Technology North Bangkok, Thailand 10800;

E-mail: [thanin.s@fba.kmutnb.ac.th](mailto:thanin.s@fba.kmutnb.ac.th)

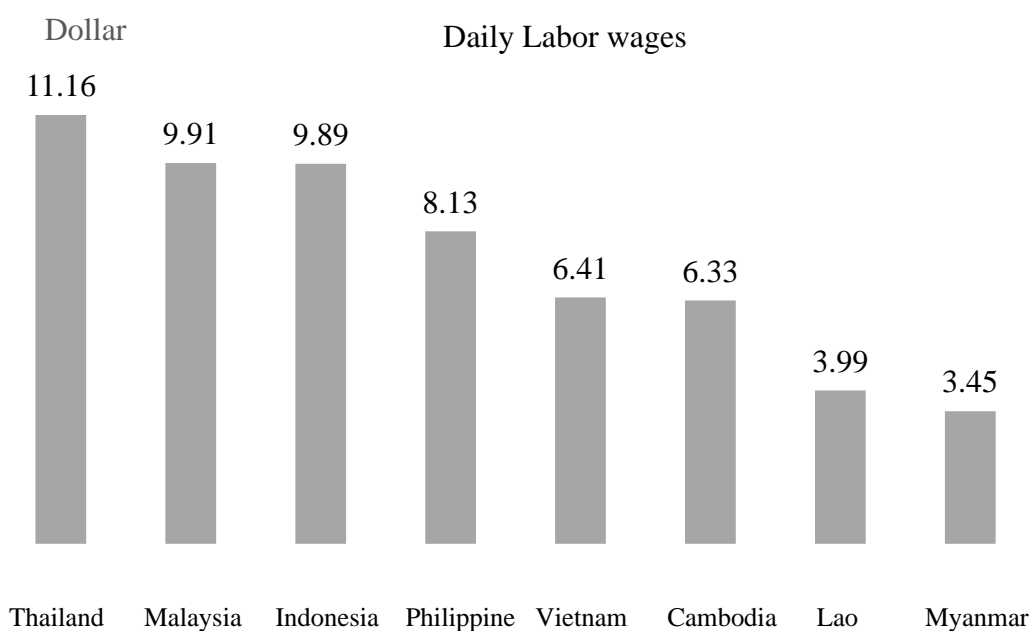
### **Abstract**

In economic activities, labor is an essential factor of production. As a result, wages are a significant cost for manufacturing companies that employ human labor. The research focused on finding guidelines for motivating wage rates in the economy of the country to motivate personnel with non-financial compensation. Executives from Thai industrial business firms were the population used in the qualitative section. Human resource managers at Thai industrial companies were sampled using a multi-stage sampling technique for the quantitative portion. The structural equation model that was created matched the empirical data exactly. Its relative Chi-square, the goodness of fit index, degree of freedom, relative Chi-square probability level, root mean square error of approximation, and values were 305.806, 268, .056, 1.141, .953, and .017, respectively.

**Keywords:** Job Management, Career Path, Company Policies, Social Relations, Work Environment

### **Introduction**

An increase in labor productivity (Labour Productivity) is essential to the ability in the country's competition. This is because increases in labor productivity can be used to compare the efficiency of labor factors of production. It can be measured by the productivity ratio to the number of workers in the economy by labor productivity. Thailand's level is lower than what it should be, as well as its wages, which are relatively high compared to major ASEAN countries. It may affect the treatment standing as a production base and the establishment's competitiveness and result in an increase in Thailand's competitiveness with foreign countries. The National Wages and Productivity Commission of the Philippines collects labor wage statistics for the major ASEAN countries daily and monthly. From the comparison of daily and monthly wages of the major ASEAN countries, as shown in Figure 1, it can be analyzed that Thailand has daily wages at first high. It is in the same group as Malaysia, Indonesia, and the Philippines. However, compared to the CLMV countries, which are Cambodia, Laos, Myanmar, and Vietnam, it was found that the CLMV countries have about three times lower wages than Thailand.



**Figure 1** Comparison of daily labor wages of the major ASEAN countries (National Wages and Productivity Commission, 2021)

## Research Objective

1. Identifying elements of a motivational approach that does not involve spending money to motivate personnel to work effectively.
2. Motivating personnel to work efficiently without spending money is the goal of developing a structural equation model

## Literature Review

### 1. *Compensation theory concepts*

Academics have given the meaning of remuneration as follows

### 2. *1.1 All forms of employee compensation refer to payments incurred by employees because of their employment and can be divided into two categories:*

1.1.1 Paying in direct money (Direct Financial Payments) such as wages, salaries, bonuses, etc.

1.1.2 Indirect compensation (Indirect Financial Payment) such as welfare, insurance, holidays, etc. (Dessler, 2008)

### 3. *1.2 Compensation means all compensation given to employees in return for their work.*

The overall purpose of compensation is to attract, retain and motivate employees. Compensation is divided into two categories:

1.2.1 Monetary compensation consists of compensation that is direct money (Direct Financial Compensation) and indirect monetary compensation (Indirect Financial Compensation)

1.2.2 non-monetary compensation includes work (The Job) and the work environment (Job Environment) ([Mondy and Mondy, 2010](#))

**4. 1.3 The reward (Rewards); can be divided into 3 types of comparisons:**

1.3.1 Internal and external rewards (Intrinsic versus Extrinsic Rewards) are the satisfaction that an employee receives from a job, such as pride at work and the feeling of getting the job done and being part of the team. External rewards are benefits from employers, such as money and other benefits.

1.3.2 Monetary reward and not monetary (Financial versus Nonfinancial Rewards) monetary reward It is something that the employee receives directly from the organization, such as wages, bonuses, or non-monetary compensation. It is an indirect benefit that employees receive, such as retirement planning, leave, and purchases at member prices.

1.3.3 Performance-based compensation and the rewards of being a member of the organization (Performance-based versus Membership-based Rewards) Performance-based compensation such as commissions, piece-by-piece payments, and Group bonuses. As for the rewards of being a member of the organization, such as living expenses and welfare ([DeCenzo et al., 2013](#)).

**5. 1.4 Reward systems involve monetary and non-monetary rewards (Financial Nonfinancial Rewards) as explained below:**

1.4.1 Monetary rewards are divided into direct monetary payments such as salary and indirect payments such as benefits.

1.4.2 Non-Monetary Rewards This includes everything in the work environment ([Cascio, 2016](#)).

**6. The concept of non-monetary compensation**

2.1 Types of non-monetary rewards, social (Social) are as follows: Participation (Involvement), Hearing (Listening), Extolment (Pats on the Back), Adoration (Respect), Obtaining practice (Training), and participation in the organization (Activity) ([Rock and Berger, 1991](#))

2.2 Internal rewards (Intrinsic Rewards) will affect the idea of Psychology that results in employee performance, increased work efficiency, and greater job satisfaction. Internal reward (Intrinsic Reward) includes that employees could use a variety of skills (Skill Variety), have done significant work (Task Identity) the level of work impact performed (Task Significant). It allows employees to gain meaningful work experience. Independence (Autonomy) will help employees experience the work's responsibilities and information return (Feedback). It will help employees gain knowledge and understanding of the results of work activities ([Martocchio, 2001](#))

**7. 2.3 Non-monetary compensation includes:**

2.3.1 Work (The Job) includes the use of a variety of skills (Skill Variety), the importance of work (Task Identity), the impact of work (Task Significant), independence (Autonomy), and feedback.

2.3.2 The Work environment (Job Environment) includes corporate policies (Sound Policies), competent supervisor (Capable Manager), competent staff (Competent Employee),

pleasant colleagues (Congenial Co-worker), and Symbols to show suitability in the position (Suitable Status Symbols), condition of work (Working Condition). Flexibility in the workplace (Workplace Flexibility) includes flexible working hours (Flexitime). The organization allows employees to set their hours (Compressed Workweek), to share work between two employees at different times (Job Sharing), to work without having to join the office (Telecommuting), and to hire temporary workers (Part-Time Work) (Mondy and Mondy, 2010).

**8. 2.4 Non-monetary rewards include:**

2.4.1 Planning of defense (Protection Programs) Focus on family health benefits and prevent loss of income caused by unemployment disability or other serious illness Pension plans, insurance, etc.

2.4.2 Employee participation in decision making (Employee involvement in Decision Making)

2.4.3 Effective supervision (Effective Supervision)

2.4.4 Acceptance (Recognition)

2.4.5 Opportunities to train (Training Opportunities)

2.4.6 Supporting corporate culture (Supportive, Nurturing Company Culture) (Cascio, 2016)

**9. 2.5 Internal reward (Intrinsic Rewards) which is the motivation for working according to the theory of Herzberg's Two-Factor Theory includes:**

2.5.1 Naturally of work (The Nature of the Work)

2.5.2 Additional job responsibilities (Job Responsibility)

2.5.3 Opportunities for growth and acceptance (Opportunity for Personal Growth and Recognition)

2.5.4 A sense of accomplishment of the job (Feeling of Achievement the Job Provides).

When these factors are expressed, satisfaction is generated and motivate most people (Bateman et al., 2017)

## **Related research**

1. The examination of relevant variables influencing organizational employee performance. Through PT. Kiyokuni Indonesia (Pawirosumarto, et al., 2017). It was discovered that if employee motivation is high, it substantially impacts employee performance and has a favourable impact. The stakes in carrying out the duty will also be considerable.

2. According to Bank Aceh Syariah, a key intervention variable in the study on the impact of work motivation on employee performance was corporate citizen behavior. Syariah Bank Aceh by (Dharma, 2017). It was discovered that work motivation had a favorable effect and had significant ramifications for employees' performance and corporate citizenship conduct.

3. Studies on the impact of non-financial measures on the employee's motivation to participate in goal setting (Laua and Roopnarain, 2014) have examined the impact and performance measurement, both non-monetary and financial measurements. It was discovered that measures of organizational success in non-financial areas consisted of 1) The Employee Rate of Satisfaction (Employee Satisfaction Rate) 2) The number of trained staff (Number of Employees Trained). The number of innovations that have been created, the workforce turnover rate, and three other factors (Number of Innovations Developed).

4. In a case study on the effect of non-monetary compensation on the performance of employees at small financial institutions in Kenya's Kisii County's Wakenya Pamoja Sacco (Nyaribo and Nyakundi, 2016), it was discovered that non-monetary incentives worked well. Improved worker performance in the microfinance sector by providing non-cash rewards, such as 1) Participation and awareness (Participation and Recognition) 2) A favorable work environment (Better Workplace Environment) in terms of non-financial rewards to boost productivity, such as 1) Job design (Job Design) 2) The progression of a career (Career Development) 3) Staff training (Training), payment without monetary remuneration as a motivating factor, and rewards for workers who complete daily responsibilities.

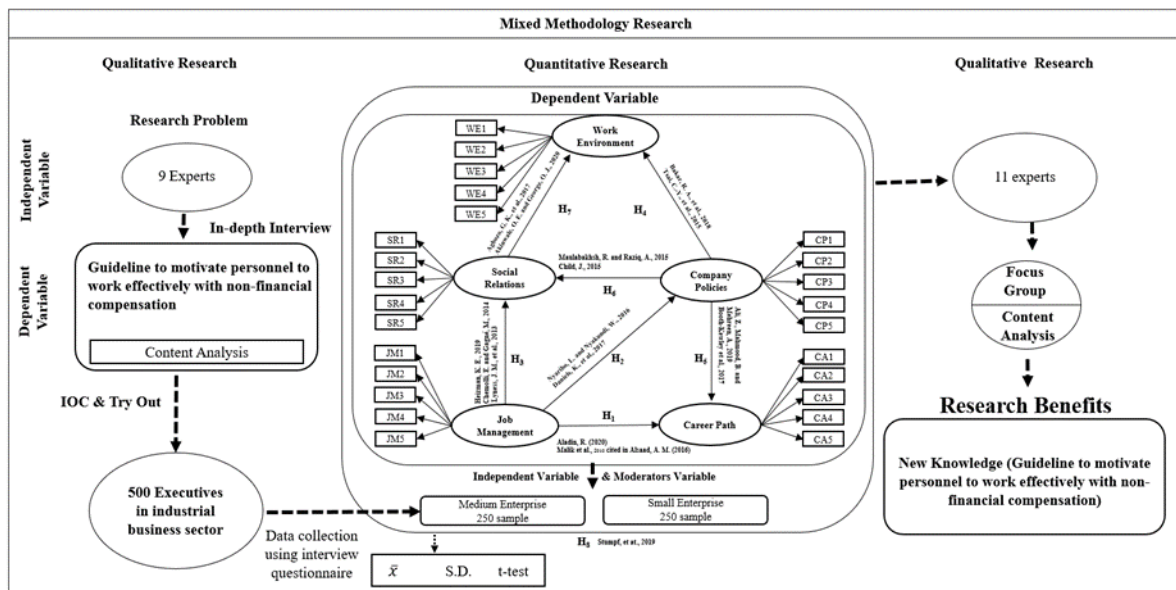
5. The impact of training on employee performance is a study topic (Elnaga and Imran, 2013); it was found that training was crucial in developing the skills of new hires, preparing them for employment in competent organizations, and assisting them in overcoming the challenges of the work at hand. Companies can invest in training as a form of high-return activity that helps them achieve a competitive edge.

6. Studies on how training, discipline, and competence affect employee performance in the workplace. Research case the company PT. Asuransi Bangun Askrida (Waris, 2015) discovered that employees' performance was affected by their training, competency, and work ethics.

7. The analysis of leadership potential recommendations impacts corporate engagement goals and how the performance by (Steffens et al., 2018), it was found that people with low leadership potential who received performance feedback were less likely to be ambitious and to show organizational commitment than people with high leadership potential who received performance criticism.

8. According to a 2019 study by Alam and Latham about employee response to critical performance feedback, the main goal of performance feedback is to encourage staff to work more efficiently and to align personal goals with organizational objectives. However, performance improvement efforts based on performance feedback vary. Given that employee productivity is below average, some people concentrate on increasing their efforts to improve efficiency, while others choose to give up on the performance standard. If performance feedback is useless and employees reject it, there is no sign that they intend to improve performance. Employees, on the other hand, adopt behavioral methods to increase employee productivity when they take performance feedback.

From the concepts mentioned above and theories, the research summarizes the guidelines for motivating personnel to be efficient in their work. Without using money into five components, including work management elements (Job Management), components of a career path (Career Path), social relationship elements (Social Relations), company policy elements (Company Policies), and the environmental component of the workplace (Work Environment).



**Figure 2.** Conceptual Framework of research

## Research Methods

### 10. Research Tools:

The characteristics of the tools used in this research can be divided into two types according to the nature of research methods, research tools for qualitative research, qualitative research with in-depth interviewing techniques such as structured interviews (Structured Interviews), and research tools for quantitative research with questionnaires.

### 11. Research Process:

Step 1, Qualitative Research with in-depth interview techniques. The researcher interviewed nine experts.

The second step is quantitative research using survey techniques by five experts to assess the quality of the tools. The researchers used to find confidence and discrimination powers. Try Out tests were performed on 30 populations with similar characteristics to the study population. Then the researcher used the questionnaire to collect information completeness check, and the complete data of 500 samples were analyzed and processed statistically, and a structural equation model was created.

The third step is qualitative research with group conversation techniques (Focus Group Discussion) or 11 qualified persons.

**12. Qualitative research gathers information from in-depth interviews (In-depth Interviews). Quantitative research collects data from questionnaires.**

### 13. Statistics used in data analysis

4.1 Data analysis by descriptive statistics and checklist questionnaire (Checklist) by the method of determining the frequency then sum it up as a percentage, for the estimation scale using the mean method ( $\bar{x}$ ) and the standard deviation (Standard Deviation: S.D.) The end section enables content analysis (Content Analysis) and then sums it up as a frequency value.

4.2 Testing different ways to motivate people to work efficiently without spending money classified by the size of business analyzed by t-test. The statistical significance was determined at the 0.05 level.

4.3 Using advanced statistical data analysis programs AMOS, structural equation modeling (SEM) can be analyzed using multiple (multivariate) statistics.

## Results

1. The results of the analysis of the elements of the personnel motivation approach to work efficiently without spending money overall are shown in table 1.

**Table 1:** The mean and standard deviation of the significance levels for each component of Approaches to motivating personnel to work effectively without spending money.

| <b>Elements of an approach to motivate personnel to work efficiently without spending money</b> | $\bar{X}$ | S.D.  | Priority |
|---|-----------|-------|----------|
| Priority of the overall composition   | 4.02      | 0.54  | High     |
| 1. Job Management   | 4.04      | 0.55  | High     |
| 2. Career Path  | 3.95      | 0.613 | High     |
| 3. Social Relations   | 3.95      | 0.608 | High     |
| 4. Company Policies   | 4.02      | 0.57  | High     |
| 5. Workplace Environment  | 4.12      | 0.62  | High     |

In Table 1, the analysis of the importance of the components of the approach to motivating personnel to work efficiently without spending money is demonstrated. It was found that the overall significance was at a high level, with a mean of 4.02. The workplace environment was high, with a mean of 4.12. In job management, it was at a high level and had a mean of 4.04. Company policy was at a high level, has a mean of 4.02. The social relations were at a high level, having a mean of 3.95 (S.D. = 0.608), and the path forward in the career was at a high level, having a mean of 3.95 (S.D. = 0.613).

2. The results of the analysis of the importance of elements of the approach to motivating personnel to work effectively without spending money overall are classified by the size of the industrial business as shown in table 2.

**Table 2** The mean and standard deviation of the components of the overall non-monetary approach to motivating employees to work effectively, classified by the size of the business.

| <b>Elements of an approach to motivating personnel to work effectively without spending money</b> | <b>Medium and small size</b> |      |          | <b>Large size</b> |      |          |
|---|------------------------------|------|----------|-------------------|------|----------|
|   | $\bar{X}$                    | S.D. | Priority | $\bar{X}$         | S.D. | Priority |
| Priority of the element overall   | 4.14                         | 0.50 | High     | 3.89              | 0.55 | High     |
| 1. Job Management   | 4.20                         | 0.47 | High     | 3.88              | 0.58 | High     |
| 2. Career Path  | 4.09                         | 0.57 | High     | 3.81              | 0.62 | High     |
| 3. Social Relations   | 4.08                         | 0.57 | High     | 3.83              | 0.62 | High     |
| 4. Company Policies   | 4.13                         | 0.50 | High     | 3.91              | 0.61 | High     |
| 5. Work Environment   | 4.22                         | 0.63 | High     | 4.01              | 0.60 | High     |

From Table 2, the analysis results of the importance of the components of the approach to motivating personnel to work effectively without spending money classified by the size of industrial business. The results were as follows:

Small and medium-sized businesses found that overall, it was at a high level and had a mean of 4.14. The workplace environment was high, with a mean of 4.22. The task management aspect was high and had a mean of 4.20. Company policy was at a high level has a mean of 4.13. Career path management was at a high level with a mean of 4.09, and social relations at a high level with a mean of 4.08. Large businesses found that overall, it was at a high level has a mean of 3.89. Job management was at a high level and had a mean of 3.88. The workplace environment was high, with a mean of 4.01. Company policy was at a high level with a mean of 3.91, Social relations were at a high level and had a mean of 3.83, and Career path management was at a high level with a mean of 3.81.

3. In Table 3, the results of the comparison of the differences in the importance of the components of the approach to motivating personnel to work effectively without spending money are presented.

**Table 3** This statistic compares the importance of different elements in the approach to motivating employees to work efficiently without spending money, classified by business size, industry, overall, and each aspect individually.

| <b>Elements of an approach to motivate personnel to work efficiently without spending money</b> | <b>t-Value</b> | <b>P-Value</b> |
|---|----------------|----------------|
| The level of importance of the overall composition  | 5.47           | 0.00*          |
| 1. Job Management   | 6.69           | 0.00*          |
| 2. On the path of advancement in the career field (Career Path)                                 | 5.35           | 0.00*          |
| 3. Social Relations   | 4.70           | 0.00*          |
| 4. Company Policies   | 4.34           | 0.00*          |
| 5. The environment of the workplace (Work Environment)  | 3.87           | 0.00*          |

\*statistically significant at the level of 0.05

Table 3 shows that the importance of the components of the approach to motivating personnel to work efficiently without spending money overall, when classified by business size, is different and statistically significant at the 0.05 level. Small and medium-sized businesses focus on motivating personnel to work efficiently without spending money, more than big businesses, which are statistically significant at the 0.05 level.

For the analysis of differences in the importance of elements of the personnel motivation approach to work efficiently without spending money on each side, classified by business size, industry in each aspect, namely job management and career path management social relations. According to the results, all aspects of company policy and workplace environment were significantly different at the 0.05 level across all aspects of small and medium businesses. An approach to motivating employees to work more efficiently is statistically significant at the 0.05 level and emphasizes the components of an approach to motivating people to work more efficiently.

4. Analyzing the structural equation model, motivating personnel to work efficiently without spending money, and updating the model.



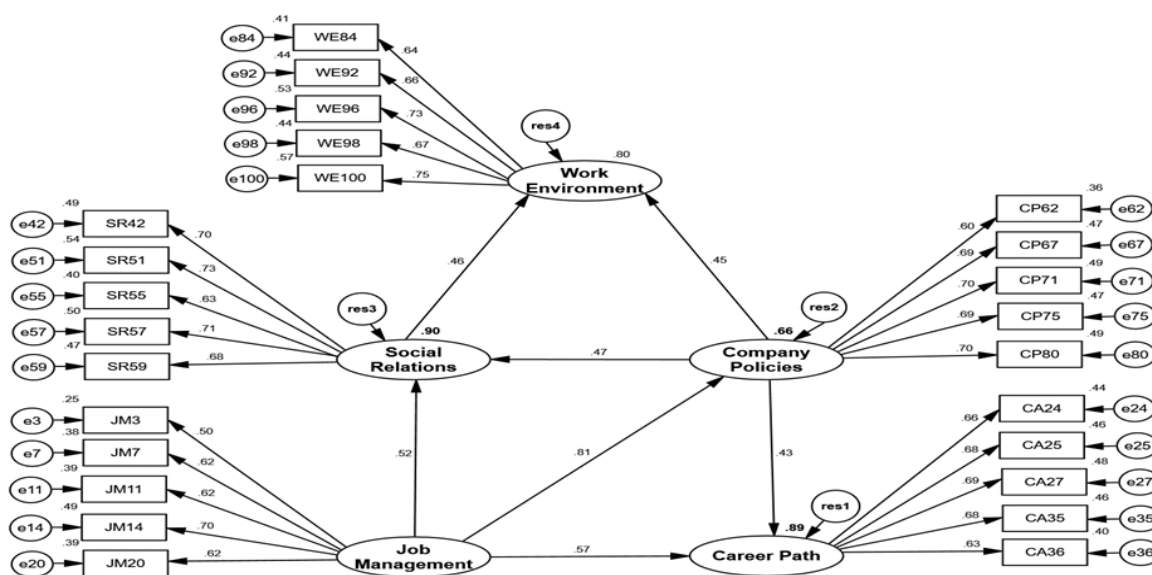
According to Figure 3, and Table 4, the results of the analysis of the structural equation model of the approach to motivate personnel to work efficiently without spending money in the mode, unstandardized estimation, and the standardized estimation after updating the model are shown.

**Tables 4 Statistical** values obtained from structural equation model analysis After updating the model

| Variables        | Estimate |            | R <sup>2</sup> | Variance | C.R. | P   |
|------------------|----------|------------|----------------|----------|------|-----|
|                  | Standard | Unstandard |                |          |      |     |
| JOB MANAGEMENT   |          |            | 0.15           |          |      |     |
| CAREER PATH      | 0.57     | 0.83       | 0.89           | 0.03     | 5.69 | *** |
| COMPANY POLICIES | 0.81     | 1.03       | 0.66           | 0.08     | 8.73 | *** |
| SOCIAL RELATIONS | 0.52     | 0.77       | 0.90           | 0.03     | 5.63 | *** |

**Table 3 (Cont.)**

| Variables        | Estimate |            | R <sup>2</sup> | Variance | C.R. | P   |
|------------------|----------|------------|----------------|----------|------|-----|
|                  | Standard | Unstandard |                |          |      |     |
| COMPANY POLICIES |          |            | 0.66           | 0.08     |      |     |
| WORK ENVIRONMENT | 0.45     | 0.49       | 0.80           | 0.05     | 3.55 | *** |
| CAREER PATH      | 0.43     | 0.49       | 0.89           | 0.03     | 4.80 | *** |
| SOCIAL RELATIONS | 0.47     | 0.55       | 0.90           | 0.03     | 5.48 | *** |
| SOCIAL RELATIONS |          |            | 0.90           | 0.03     |      |     |
| WORK ENVIRONMENT | 0.46     | 0.43       | 0.80           | 0.05     | 3.71 | *** |



Chi-square = 305.806 .df = 268, p=.056  
CMIN/DF = 1.141, GFI = .953, RMSEA = .017

**Figure 3:** Structural equation model for motivating personnel to work efficiently without spending money, Standardized Estimate mode after model improvement.

Approaches to motivating personnel to work effectively without spending money are demonstrated. As a result of improving the model, it now contains five latent variables, with one exogenous latent variable. Among the components of job management (Job Management) and internal variables (Endogenous Latent Variable), there were four elements, namely, the

career path component (Career Path), the social relations component (Social Relations), the company policy component (Company Policies), and the workplace environment component (Work Environment).

In the work management component (Job Management), five variables are arranged according to their weights (Standardized Regression Weights) from highest to lowest: 1) Organization variables provide consultants to employees (JM14) Standardized Regression Weight 0.70 2) Variables relating to the organization are appropriately grouped with similar tasks (JM20). Standardized Regression Weight 0.62 3) variables assigned to the employee are appropriate for the characteristics of the employee (JM11). (Standardized Regression Weight) 0.62 4) Workload variables assigned by employees (JM7), Standardized Regression Weight (0.62) 5), Organization variables design guidelines for work practices that can extract the potential of various employees (JM3) Standardized Regression Weight 0.50.

The Career Path component consists of 5 Observed Variables, arranged in order of weighting. (Standardized Regression Weight) from highest to lowest as follows: 1) Supporting organization variables open job advancement opportunities (CA27) and Standardized Regression Weight 0.69. 2) Organization variables planned for organizational emergencies (CA35) Standardized Regression Weight 0.68. 3) Organization variable to support personnel participating in development training (CA25) Standardized Regression Weight 0.68. 4) Organization variables promote work turnover (CA24) Standardized Regression Weight 0.66 5) Organization variables have a training and development plan for individual employees (CA36) Standardized Regression Weight 0.63.

The Social Relations component consisted of 5 Observed Variables, arranged in order of weighting (Standardized Regression Weight) from highest to lowest as follows: 1) Variables for the value of everyone in the organization (SR51) Weight (Standardized Regression Weight) 0.7. 2) Organization variables promoting learning exchange among employees (SR57) Weight (Standardized Regression Weight) 0.71. 3) Organization variables are encouraged to take action to achieve unity (SR42) Standardized Regression Weight 0.70. 4) Organization has corrected communication (SR59) Weight values (Standardized Regression Weight 0.68, and 5) Management variables allow employees to meet closely (SR55) Standardized Regression Weight 0.63.

Company Policies consisted of 5 Observed Variables arranged in order of weighting. (Standardized Regression Weight) from highest to lowest as follows: 1) Organization variable to create values for employees to work appropriately (CP80) Weight (Standardized Regression Weight) 0.70. 2) Organization variable to set goals for success Clear (CP71) Standardized Regression Weight 0.70. 3) Variables for organizing activities to create a good culture for performing the tasks correctly (CP75) Standardized Regression Weight 0.69. 4) Determination variables, the organization establishes procedures for compliance with legal and ethical business practices (CP67) Standardized Regression Weight 0.69. 5) Organizational variables prepare personnel to understand the rules, operating regulations (CP62), and Standardized Regression Weight 0.60.

The work environment consists of 5 Observed Variables, arranged in order of weight. (Standardized Regression Weight) from highest to lowest as follows: 1) The variables in the workplace are suitable for weather conditions (WE100), the weight (Standardized Regression Weight) 0.75. 2), the variables on the equipment needed to work have the right amount (WE96), Standardized Regression Weight 0.73. 3) Hygienic restroom management variable (WE98)

Standardized Regression Weight 0.67. 4) Variable number of information technology tools is adequate (WE84), and the weight value (Standardized Regression Weight) is 0.64.

5. An assessment of the harmonization of the structural equation model and how to motivate personnel to work efficiently without spending money is demonstrated.

The researcher improved the model; considering the Modification Indices, after the model improvement was completed, it was found that the CMIN-p (Chi-Square Probability Level) was 0.056, and the relative chi-square (CMIN/DF) was 1.141. Conformity Index (GFI) was 0.953, more than 0.90, and the root index of the squared mean error estimation (RMSEA) was 0.017. Therefore, it can be concluded that all four statistics passed the assessment criteria. Therefore, the structural equation model, the approach to motivating personnel to work efficiently without spending money after adjustments, is consistent with the empirical data.

## **Discussions**

1. From the research results, it was found that different sizes of businesses have different approaches to motivating people. This is consistent with research by [Stumpf et al. \(2016\)](#), which states that small businesses cannot compete for advantage with large businesses.

2. The work environment is of the utmost importance, consistent with research by [Devece et al. \(2016\)](#) that concluded that a positive and ethical work environment effects have a significant impact on organizations that not only attract top talent but are also destined to have a significant impact on the development of solid corporate engagement among their employees. Corresponding to research by [Khuong and Phuong \(2020\)](#), studying the impact of human resource management practices on employee motivation and loyalty, evidence shows that work environment variables directly affect employee motivation and indirectly affect loyalty through the mediation of employee motivation. Employee loyalty is also directly affected by career development. The work environment and employee motivation suggest that the service sector should develop a comfortable workplace environment, a consistent teamwork culture, and a direct training and career development plan to achieve a higher level of employee loyalty, which is consistent with Maslow's need for hierarchy. The second level indicates the employee's need for a safe work environment.

## **Suggestions for application of the research results**

The research has produced recommendations based on examining ways to encourage employees to work productively this time without spending money by considering related factors and offering recommendations on three issues: policy suggestions, recommendations from the workshop, and suggestions for more research investigations.

1. Providing policy recommendations for the sustainable success of personnel motivation approaches should be a guideline and a driving force with an emphasis on:

2. Relevant government agencies should seek to advance corporate and personnel management plans with sound governance principles, strengthening participation in the organization in working seriously and driving workers to have a better quality of life. They should also seek to expedite incentive measures for establishing labor relations management agencies, especially in the workplace, to be an intermediary in promoting engagement between

employers and employees. Foster mutual bargaining between employers and employees to establish rules for labor relations inside the business and to take into account working circumstances and job conditions, seek to collaborate with higher education institutions that are a network for skill development, offer primary consulting to enterprises and assistance to enterprises to implement guidelines to increase labor productivity and increase the capacity of the establishment. Accelerate the development of innovations in healthcare and a safe and hygienic working environment.

3. Business sector recommendations to create the sustainable success of motivating employees to work effectively without spending money.

4. The institution's administrators should have a strategic plan to advance the knowledge and abilities of staff members to increase productivity at work and career advancement. A competency assessment and career development plan are pushing for the formation of an Individual Improvement Plan (IDP) to promote self-development and the development of personnel skills to support the work rotation in the future.

5. In order to create acceptance and realize the organization's vision, culture, and values, as well as strategies for personnel to be prepared to participate in putting strategic plans into action through the process and effective communication in various forms within the organization, the establishment manager, should pay attention to the staff members' opinions and suggestions.

6. By forming the establishment's Occupational Health Committee to define policy, the facility manager should encourage and support good hygiene management for personnel. Oversight of occupational health and the company's sanitation system is set up hygienically.

## References

- Alam, M., Ezzedeen, S. R., & Latham, S. D. (2019). Managing work-generated emotions at home: An exploration of the “Bright Side” of emotion regulation. *Human Resource Management Review*, 29(4), 100678. <https://doi.org/10.1016/j.hrmr.2018.12.002>
- Bateman, J., Wildfeuer, J., & Hiippala, T. (2017). *Multimodality: Foundations, research and analysis—A problem-oriented introduction*. Walter de Gruyter GmbH & Co KG.
- Cascio, W. F. (1986). Managing human resources: Productivity, quality of work life, profits. [http://repo.unikadelasalle.ac.id/index.php?p=show\\_detail&id=3023&keywords=](http://repo.unikadelasalle.ac.id/index.php?p=show_detail&id=3023&keywords=)
- Commission, N. W. a. P. (2021). Comparative Wages in Selected Countries [Online] [cited May 05. 2021]. [http://www.nwpc.dole.gov.ph/pages/statistics/stat\\_comparative.html](http://www.nwpc.dole.gov.ph/pages/statistics/stat_comparative.html)
- DeCenzo, D. A., Robbins, S. P., & Verhulst, S. L. (2016). *Fundamentals of human resource management*. John Wiley & Sons. <https://books.google.co.in/books?hl=en&lr=&id=-V4BCgAAQBAJ&oi=fnd&pg=PP18&dq>
- Dessler, A. E., Zhang, Z., & Yang, P. (2008). Water-vapor climate feedback inferred from climate fluctuations, 2003–2008. *Geophysical Research Letters*, 35(20). <https://doi.org/10.1029/2008GL035333>
- Devece, C., Palacios-Marqués, D., & Alguacil, M. P. (2016). Organizational commitment and its effects on organizational citizenship behavior in a high-unemployment environment. *Journal of Business Research*, 69(5), 1857-1861. <https://doi.org/10.1016/j.jbusres.2015.10.069>

- Dharma, Y. (2018). The Effect of Work Motivation on the Employee Performance with Organization Citizenship Behavior as Intervening Variable at Bank Aceh Syariah. In *Proceedings of MICoMS 2017* (Vol. 1, pp. 7-12). Emerald Publishing Limited. <https://doi.org/10.1108/978-1-78756-793-1-00065>
- Elnaga, A., & Imran, A. (2013). The effect of training on employee performance. *European Journal of Business and Management*, 5(4), 137-147. [https://d1wqtxts1xzle7.cloudfront.net/30751539/The\\_Properties\\_of\\_\(PVA-CNTs\)\\_Nanocomposites-with-cover-page-v2.pdf?Expires](https://d1wqtxts1xzle7.cloudfront.net/30751539/The_Properties_of_(PVA-CNTs)_Nanocomposites-with-cover-page-v2.pdf?Expires)
- Khuong, M., Mai, T., & Phuong, N. (2020). The impacts of human resource management practices on employees' motivation and loyalty. *Management Science Letters*, 10(11), 2673-2682. <http://dx.doi.org/10.5267/j.msl.2020.3.025>
- Labuz, J., Chen, C., & Berger, D. (1991). Microcrack-dependent fracture of damaged rock. *International Journal of Fracture*, 51(3), 231-240. <https://doi.org/10.1007/BF00045809>
- Lau, C. M., & Roopnarain, K. (2014). The effects of nonfinancial and financial measures on employee motivation to participate in target setting. *The British accounting review*, 46(3), 228-247. <https://doi.org/10.1016/j.bar.2014.02.006>
- Martocchio, J. J. (2011). *Strategic compensation: A human resource management approach*. Pearson Education India. [https://books.google.co.in/books?hl=en&lr=&id=32FrpD\\_UlxQC&oi=fnd&pg=PR21&dq](https://books.google.co.in/books?hl=en&lr=&id=32FrpD_UlxQC&oi=fnd&pg=PR21&dq)
- Mondy, R. W. (2010). *Human resource management*. 11th Edition. Upper Saddle River, New Jersey: Pearson Prentice Hall.
- Nyaribo, O. L., & Nyakundi, A. W. (2016). The effect of non-financial compensation on employee performance of micro-finance institutions: A case of Wakenya Pamoja Sacco, Kisii County, Kenya. *Imperial Journal of Interdisciplinary Research*, 2(6), 103-126.
- Pawirosumarto, S., Sarjana, P. K., & Muchtar, M. (2017). Factors affecting employee performance of PT.Kiyokuni Indonesia. *International Journal of Law and Management*, 59(4), 602-614. <https://doi.org/10.1108/IJLMA-03-2016-0031>
- Steffen, W., Rockström, J., Richardson, K., Lenton, T. M., Folke, C., Liverman, D., Summerhayes, C. P., Barnosky, A. D., Cornell, S. E., & Crucifix, M. (2018). Trajectories of the Earth System in the Anthropocene. *Proceedings of the National Academy of Sciences*, 115(33), 8252-8259. <https://doi.org/10.1073/pnas.1810141115>
- Stumpf, S. A., Tymon, J. W. G., Ehr, R. J., & van Dam, N. H. M. (2016). Leading to intrinsically reward professionals for sustained engagement. *Leadership & Organization Development Journal*, 37(4), 467-486. <https://doi.org/10.1108/LODJ-08-2014-0147>
- Waris, A. P. M. d. A. (2015). Effect of Training, Competence and Discipline on Employee Performance in Company (Case Study in PT. Asuransi Bangun Askrida). *Procedia - Social and Behavioral Sciences*, 211, 1240-1251. <https://doi.org/10.1016/j.sbspro.2015.11.165>