

**MOTIVATIONAL STRATEGIES OF LOCAL TOURISM ESTABLISHMENTS
OF CARMEN, BOHOL**

**College of Technology and Allied Sciences
BOHOL ISLAND STATE UNIVERSITY
Zamora, Bilar, Bohol**

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February 2022

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CARMEN, BOHOL

A Thesis

Presented to the Faculty of the
College of Technology and Allied Sciences
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In Partial Fulfillment
Of the Requirements for the Degree of
Bachelor of Science in Hospitality Management

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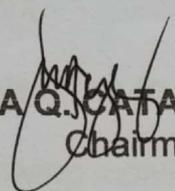
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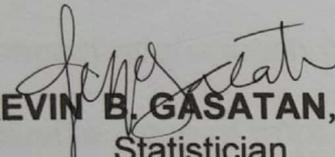
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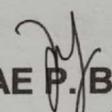
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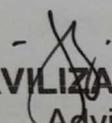
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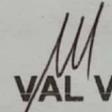
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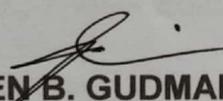

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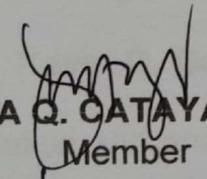

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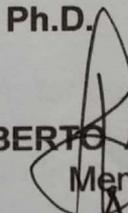

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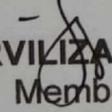
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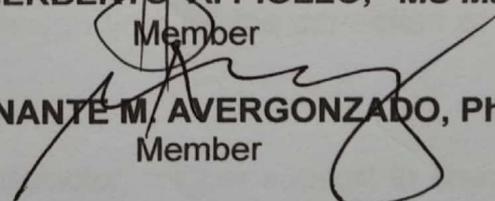
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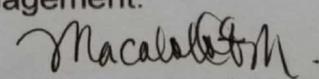

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ABSTRACT

This study aimed to determine the motivational strategies of local tourism establishments of Carmen, Bohol. Specifically, this study sought to find out the profile of respondents in terms of age, gender, civil status, employment status, and educational attainment. Furthermore; to determine the motivational level of employees of Carmen tourism establishments and significant relationship between socio-demographic profile and motivational level of the respondents. The researchers used descriptive-method which utilized a set of self-made questionnaire to the total of twenty five (25) participants. The data obtained from the survey were organized and analyzed using frequency counts and weighted mean score. Findings revealed that most employee-respondents were belonged 21-30 years old range, mostly of them were female and single. They are mostly regular in employment status and; College level in terms of educational attainment. With the findings drawn, the proponents of the study formulated the conclusions towards the given statement of the problem. Further the study conducted that among 25 participants, the level of motivation of employees was highly motivated on the following motivational strategies of local tourism establishments of Carmen, Bohol. The study indicated that there is no significant effect between demographic profiles of respondents in their motivational level. However, based on the results on the table presented above, the researchers found out that Carmen tourism establishment employed motivational strategies more highly in 'appreciation and respect' and 'listened concern to their employee' additionally the 'positive working environment.' Therefore, study indicated that employees are more highly motivated if they appreciated and respected and feel like the organization is listening to them, appreciating them for their contributions. The study concluded that there are still needs for improvement in the strategies of management since the over all result is highly motivated. Therefore, the recommendation was utilized in the study. The management may continue the current strategies of appreciating employee, listening concern and positive environment but further that, they should employed and perform effective motivational practices in order to maintain employee motivation increases. The management may develop and improve more techniques of management in creating incentives, and celebrating employee milestones since it was the lowest ranked out of twenty motivational strategies. Additionally, management should be concerned about the basic needs of employees because when the managers understand employee's needs and provide the suitable motivational approach, employees will match their goals with the establishment's goals. As a result, not only employees will get benefits but also the whole establishments will be more succesful.

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Chapter 1

THE PROBLEM AND ITS SCOPE

INTRODUCTION

Rationale

Hospitality and tourism industry is the world's largest industry and plays a key role in the development of nation's economy (WTTC, 2014). It is obvious that this industry enjoys a high level of importance in the world because of its benefits. Due to the importance of these industries and its vital relation with the employees, different managers have realized that motivational factors for the employees can help them to increase their organizational performance. (Tavakoli,2011). However, in hotel industry, employee motivation is major issue.

It is a challenge for the management to motivate employees to stay on the job and to offer efficient, good service quality. (Davies, 2002) . Motivated employees are more capable and have a direct impact on delivering a higher level of service quality, which has an indirect impact on company performance. Yee, Yeung, and Cheng (2008).

One of the most important duties of management is increasing the performances of its workforce. To some extent, a high level of employee motivation is derived from effective management practices. Managers must find the best way of motivating their employees in order to get the best performance at their work place (Pessaran,2011). Motivation of employees plays a vital role in

the field of hospitality both practically and theoretically.. If the hospitality industry adopt right motivational practices, then it sure that they can successfully retain the large number of employees to expand their workforce and the business as well cited by Kumar S J,(2019)

Most organizations are investing a lot for research to get better techniques of motivation as it is handled more critically to manage the motivation of employees. Most management of an organization develops their strategies based on their company policies that usually aimed at motivating employees. Having high employee motivation is something which most organization strives to obtain. Not only because of the morals of it, but also because of the fact that high levels of employee motivation have been proven in many studies to increase operational performance. (S.Jansson,F.Wiklund, 2019). According to Abusede,(2018) that if appropriate employee retention strategies are adopted and implemented by organizations, employees will remain motivate at work for the successful achievement of organizational goals. However, the question of what motivational strategies should be induced in the employees in order to maintain their motivation to the organization still remains. That is why the researchers prompted to conduct this study with an aim to determine the motivational level of employees and its significant relationship between on socio-demographic profile of respondents and their motivational level in local tourism establishment of Carmen, Bohol.

Literature Background

Hospitality and tourism industry enjoy a high degree of sensitivity and significant responsibility toward the success of this great industry. Michael, (2017) stated that in order to maintain the culture of the organization, management should value the presence of employees within the organization. Employee that feels more valued will eventually remain satisfied with their job roles.

Labor Code of the Philippines has already established guidelines on how the management should treat the employees. The Labor Code have prescribed workers' rights includes security of tenure, self organization, collective bargaining, just and humane conditions of work, , living wage, labor standards and Collective Bargaining Agreement (CBA) rights. These rights are emanated from the 1987 Constitution of the Republic of the Philippines, article XIII on Human Rights and Social Justice (GOVPH, 1987). These are the rules or laws that guide the management on how they should deal with their employees and violating these rules is considered illegal. Implementing the workers' rights that have been specified in the Labor Code is considered as the legal and moral ground of the employer's treatment toward the employees. Studies show that fair treatment toward employees can improve their trust toward the management, job satisfaction, and their work engagement, and their intrinsic motivation, prevent employees from leaving the company (Abun, Ranay, et al.2020).

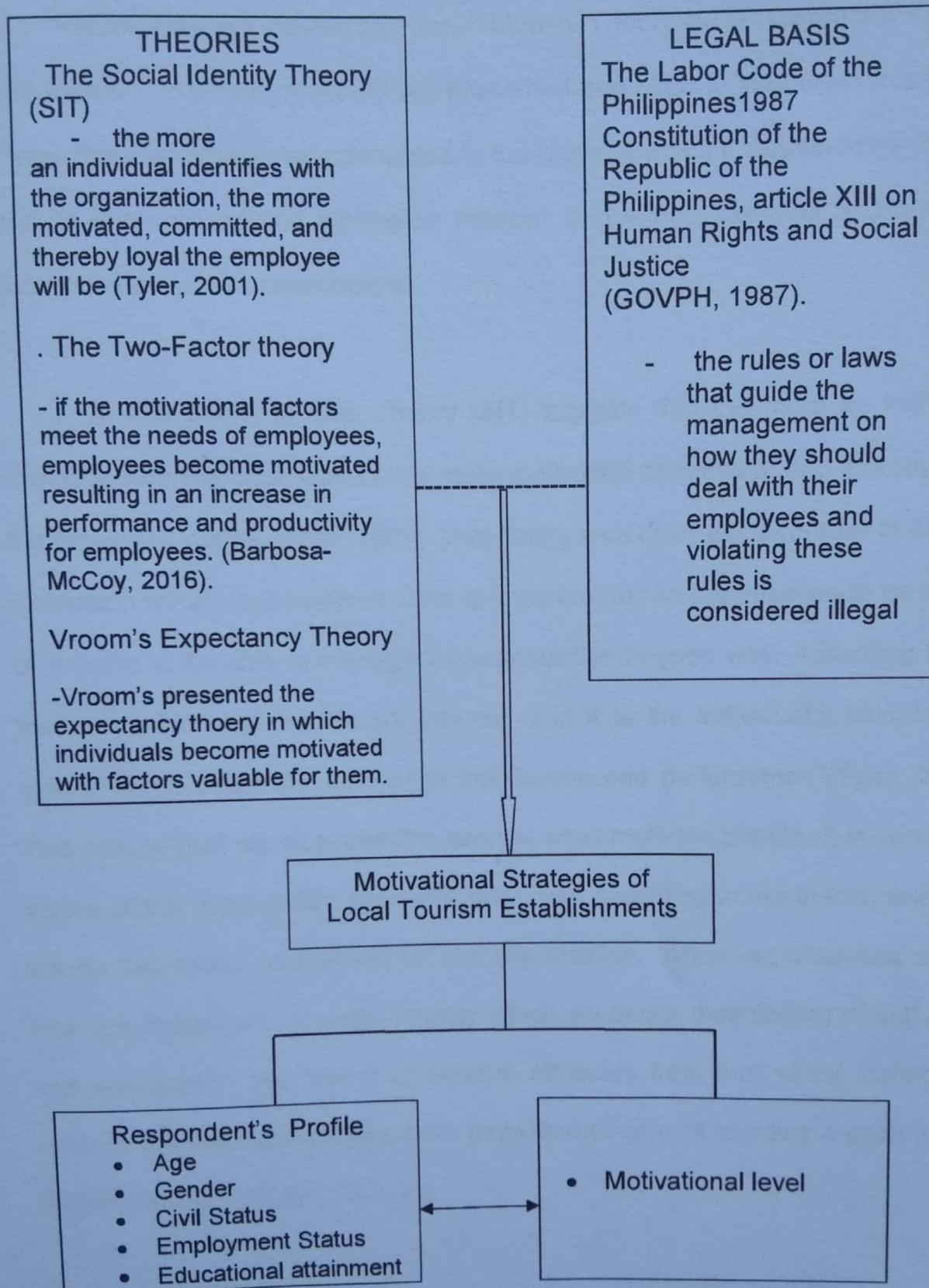


Figure 1. Theoretical and Conceptual Framework

Some theories include the Social Identity Theory (SIT), Two-factor Theory, and Vroom's Expectancy theory are presented and used to support in this study. These theories have been connected to the study in which it explained motivation and its importance. Each motivation theories had either classified and identified categories of human expectations.

In this Social Identity Theory (SIT) explains that the more an individual identifies with the organization, the more motivated, committed, and thereby loyal the employee will be (Tyler, 2001). This theory also often used in order to explain motivation within organizations. This is important for an organisation to be aware of in order to be able to manage the organization in good way. According to the theory, motivational factors are internal, and it is the individual's attitude and values which affect the amount of satisfaction and performance (Tyler, 2001). This means that physical benefits are not what motivate people, it is when the values of the organization align with their own, according to the theory, and they will be committed to perform for the organization. When organizations supply their employees with a social identity which enhances their feeling of self-worth and self-esteem, the feeling of positive attributes from that social identity will result in the employees being more motivated to commit to doing a good job for their organization (Tyler, 2001,).

The Two-Factor theory, Herzberg (1974) presented the Two-Factor Theory in which, job satisfaction of employees depends on different factors.

Herzberg divided these factors into two types, intrinsic and dissatisfied elements. Herzberg stated that intrinsic factors led to the satisfaction of employees. Hygiene factors result in the dissatisfaction of employees. According to the theory, if the motivational factors meet the needs of employees, employees become motivated resulting in an increase in performance and productivity for employees. (Barbosa-McCoy, 2016).

Vroom's Expectancy Theory, in his expectancy theory, Vroom(1964) suggested that employee performance depended upon individual factors that motivate individuals to achieve goals. Vroom's presented the expectancy theory in which individuals become motivated with factors valuable for them. The motivation of individuals encourages them to exert efforts to achieve their goals.(Wahba &House, 1972). Expectancy theory can explore the process of forming employee motivation. Employees will be more motivated to adjust their behavior and combine the functions of expectancy, instrumentality and valence. The central premise of this theory is that people make behavioral choices that are calculated to allow them to achieve desired outcomes. (Chiang, 2008).

According to entrepreneur Richard Branson, "Your employees are your company's real competitive advantage. They're the ones making the magic happen – so long as their needs are being met". Employee appreciation goes a long way for employee motivation. Employees usually feel motivated when they are included in making effective strategic contributions towards the

achievement of the organization's objectives(Nasiri et.al,2015). The more you recognize their contributions, the more motivated they'll be to face new challenges (Miller, 2018-Agile HR).

According to a recent study, 81 percent of workers are willing to leave their current position for the right job offer. This is a staggering statistic that employers cannot ignore, especially considering low unemployment has made the competition to hire top talent fierce. Hunter,(2018) cited 15 effective strategies to increase employee engagement in the workplace such as Boost Employee Engagement, Show Appreciation for Good Work, Provide Constructive Feedback, Prioritize Employee Recognition, Maintain Transparency, Offer Employee Perks, Listen to Employee Concerns, , Invest in Training and Development, Create incentives, Share Company Goals Effectively, Celebrate Employee Milestones, , Build a Mentorship Program, Encourage Teamwork.

According to literature, motivation in any organization intertwines with strategic business goals because of the employee or associate performance. A key concern for hotel managers is determining how to motivate associates and keep them motivated. Researchers have indicated that motivation techniques or strategies vary widely by employee acceptance and management style. It is the challenge for the management of the hotel industry to motivate employees to stay on the job and to offer the efficient, good service which customers expect (Davies, 2002).

According to Khan, Riaz, and Rashid (2011), employee motivation is a universal concern and leaders need to consider some factors to understand what motivates employees and what does not motivate employees. The effects of an employee's work environment, type of work, co-workers, superior, and salary or wage could affect the degree of motivation. When employees are more motivated to do their jobs, they are more satisfied with their jobs and they commit to the organizations (Khan et al., 2011). Khan et al. (2011) further proposed that motivated environments promote professionalism and foster a culture of excellence. Khan et al. findings revealed that work condition, work content and career growth have the greatest effect on employee motivation.

According to research by Tiwari, (2015) which cited in the study by (Matazu, 2013), viewed that those employees in the hospitality industry who have good relations with their managers and co-workers are more likely to work harder and stay in their job. Employees will be motivated if they are happy with the working environment, getting the right rewards and recognition from the management, and also getting a kind of job guarantee and security from the organization (Mohd Said). If the employees are comfortable with the nature and working environment they feel as a part of the organization and intend to stay for a longer period and exert more effort which is an important aspect if a person is working in the hospitality industry.

Moreover, Pessaran et al. (2011) stated that most of the employers or managers know what motivation is or they have at least heard about it but when

motivating employees comes in to action many of managers or employers do not know which techniques or strategies to use in order to motivate their employees. It is important to know the factors that motivate employees and bring about loyalty and retention willingly and without control. There is so many motivation factors identified in the hospitality and tourism industry such as, "pay, monetary bonuses or benefits, opportunity for advancement and promotion, opportunity for increased job responsibility, recognition from managers, colleagues, customers, and family, challenging work, feelings of accomplishment; development of self-esteem, good working conditions, good work schedules, job security, and being regarded as a good employee". If managers are aware of the factors that make employees motivated, this might be beneficial for the people looking for jobs as well since their possible employers could show that they care highly about their employees and are willing to adjust to make them stay.(S Jansson,F Wiklund, 2019).

According to study conducted by (Mohd Said, Hamir et.al.), that focusing on finding the probable connection between employee motivation and loyalty, in hotel industry. They have found that Compensation and rewards, and appreciation and respect and working environment can be the main factors that motivates an employees to stay with and organization, and it can also be the factors that make the employees quit their job. Further studies should be conducted to investigate the consequences that contributes to the action taken by the employees. Compensation and rewards, appreciation and respect, working environment are the factors that leads the employees to be motivated

and can be the factors that influence the intention of the employees whether to stay or quit their job.

In the study cited by Davies(2002) stated that managers can learn what kind of motivation strategies should be employed and provided to employees from many research papers. For example, the study of Charles and Marshall(1992) replicated Kovach's study among employees of seven Carribean hotels and found that the good wages and good working environment are the main important factors. However; from the study of 1,245 employees in Hongkong Hotels concluded that appreciation is the first factor but good pay is the third one. So, when the managers understand employee's needs and provide the suitable motivational approach, employees will match their goals with the organizations' goals. As a result, not only employees will get benefits but also the whole organization will be more succesful.

Another study conducted by Bawa, (2017) stated that employees can be motivated by giving him recognition. This can be motivated by giving him assignments that praises his worth, oppurtunity for career growth such as promotion etc. Another strategy of motivating employees to increase their productivity is to inculcate the culture of appreciation, praise and recognition for the slightest improvement.

In the Study by Aulia,(2019) that focuses on motivation and it affects the loyalty and commitment of employee. Their research was figure out if the

employee is motivated they will perform more quality work and better productivity than others, also if the employee is motivated he will perform some task which is don't part of his assigned duty, they have more sense of creativity.

According to the study of Davies (2002) that hotel employees generally had a strong concern for career development. He found out that employees had a high preference of several job- related motivators, including interesting work, good working environment and appreciation and praise for work done.. Moreover, In the study conducted by Simons and Enz(1995) they also found that hotel employees preferred good wages, job security and opportunities for advancement and development to be the top of motivational strategies.

Another study conducted by Mhlanga(2018) stated that motivating employees can positively affect the performance of employees which can in turn positively impact on service quality.The study revealed that 'responsibility and being appreciated was rated by the respondents as the highly influencing employees's motivation.It is suggested that in order to provide the right motivational strategies to employees, hotel managers should evaluate the needs of employees every year.However,the results corroborate the findings by kingir and Mesci(2010) who also found 'responsibility and being appreciated ' as the factor highly impacting on employees motivation in hotels.

THE PROBLEM

Statement of the Problem

The main objective of this study was to determine the motivational level of employees of local tourism establishment of Carmen, Bohol.

Specifically, this study sought to answer the following questions;

1. What is the profile of the respondents in terms of:
 - 1.1 age;
 - 1.2 gender;
 - 1.3 civil Status;
 - 1.4 employment status ; and
 - 1.5 educational attainment?
2. What is the motivational level of employees of Carmen local tourism establishments?
3. Is there a significant relationship between socio-demographic profile and motivational level of employees?

Null Hypothesis

There is no significant relationship between socio-demographic profile and motivational level of employees.

Significance of the Study

The result of the study is beneficial to the following:

Employee: This study is significant for all the employees to boost their confidence and increase their motivation.

Management: It is significant among management so that they can determine the strategies which employee gets more motivated. And what strategy they can provide to have longer trust of their employee for the success of an organization .

Government local tourism: In this study, it would help the travel and tourism industry public sectors more aware or publicity with the business environment since it plays a vital role in our government. It would help to provide better management strategy to promote destinations and provide range services to encourage tourism development.

Researchers: it would help them to discover more information about the motivational level of employees in Carmen local Tourism.

School: it would help the school to improve their knowledge for they either gives information about tourism to their students.

Other/Future researchers: It would serve as a source of reference for their future research studies.

RESEARCH METHODOLOGY

Design

This study utilized quantitative research design. The descriptive-survey method was employed using a set of survey questionnaires that was distributed among selected participants. The data were collected based on the questionnaire distributed to the respondents which served as the instrument. The questionnaire was designed in order to accumulate enough information through the given questionnaires from selected participants pertaining to the objective of the study.

Environment and Participants

The study was conducted in the town of Carmen, Bohol located in the interior part in the Province of Bohol. The following are the tourism spots including the some inns and lodging establishments particularly within the municipality of Carmen such as the Chocolate Hills Complex which is found at Buenos Aires, Carmen, Bohol, 9 minutes or 5.1kilometers away from Carmen public market , Marbezen Inn which is found at Beside Gymnasium, Poblacion Sur, Carmen, Bohol , Ridge Camp which is found at Villa Fuerte Carmen ,Bohol, Graham ATV Rides and Bud Agta are included as the tourism site where the study was conducted. The researchers chose purposive sampling in selecting the participants in this study. It composed of 25 total of respondents of employees working in tourism establishments of Carmen ,Bohol.

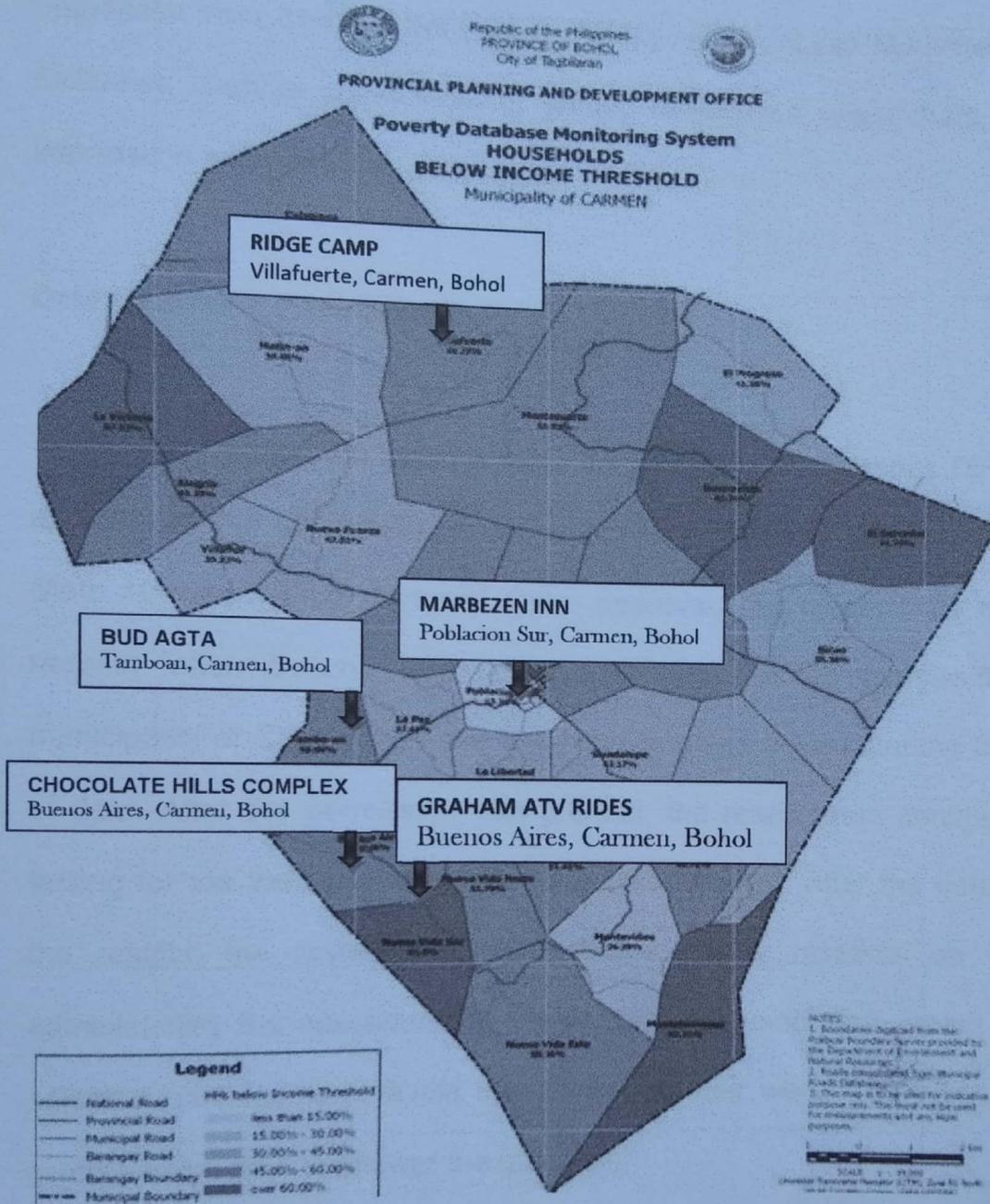


Figure 2: Map of Carmen, Bohol

Instrument

A self-made questionnaire was served as the main instrument of this study. The questionnaire is for employee which contains some motivational strategies

employed by the management to measure the motivation of employees with the responses from 4=Highly Motivated; 3=Motivated; 2=Less Motivated and 1=Not Motivated. Survey questionnaires greatly helped the researchers in gathering information and analyzing the data.

Data Gathering Procedure

The researchers made a letter addressed to the Campus Director for her approval of the study with recommendation of Dean of CTAS of Bohol Island State University-Bilar Campus. Upon approval, the researchers retrieved the request letter. Second step, the researchers secured permission from the municipality of Carmen and the barangay involved before starting the collection of data. After the permission was granted, the researchers conducted a pilot testing for the validity of the self made questionnaire, After the data analysis of the results, the researchers conducted a survey research on the site. In administering the questionnaire, the researchers used the vacant time of the selected participants to avoid distractions of their work. The participants were given enough time to answer the question.

After data gathering, a tally was made to find out the frequency counts of the answers of selected respondents from the questionnaires. The researchers applied the statistical treatment used with the study.

Statistical Treatment

To interpret the data effectively, the researchers employed the following statistical treatment.

1. Percentage

The demographic profile of the respondents was determined by using the formula of percentage. This was employed to determine the frequency counts and percentage distribution of personal related variables of the respondents.

$$P(\%) = \frac{f}{n} \times 100$$

% -is the percentage

f – is the frequency

n - is the total number of respondents

100-is a constant value

2. Average Weighted

This was used to determine the assessment of the respondents with regards to their personal profiles.

$$WMS = \frac{4(f_4) + 3(f_3) + 2(f_2) + 1(f_1)}{n}$$

Where:

WMS = weighted mean score

f_n = summation of frequency of scale value x

n = total no.of respondents

3. Multiple Linear Regression Analysis

This was used to determine the relationship between the demographic profile and motivational strategies of respondents.

$$\text{Formula: } y_i = \beta_0 + \beta_1 x_{i1} + \beta_2 x_{i2} + \dots + \beta_p x_{ip} + \epsilon$$

$i = n$ observations

y_i = dependent variable

x_i = explanatory variables

β_0 = y-intercept (constant term)

β_p = slope coefficients for each explanatory variable

ϵ = the model's error term (also known as the residuals)

For the instrument to determine the motivational strategies employed by Carmen tourism establishments each indicator corresponding to each statement is assigned the following scale:

Scale	Range	Descriptive Interpretation
4	3.26 – 4.00	Highly Motivated
3	2.51 – 3.25	Motivated
2	1.76– 2.50	Less Motivated
1	1.00 – 1.75	Not Motivated

OPERATIONAL DEFINITION OF TERMS

To facilitate for readers understanding of the research some of the following are operationally defined.

Carmen Local tourism establishments: Refers to the tourism spots/establishments including the some lodging and inns particularly within the town of Carmen wherein the site of the study was conducted .

Employee: Pertain to people who are hired working in an tourism establishment, they are referred to as the workforce of an organization.

Employee motivation: Is the level of energy, commitment, and creativity that a company's workers bring to their job.

Employment status: Refers to the arrangement under which an individual is engaged to work for an employer.

Motivational strategies: Techniques that are used to direct and control an organization to achieve a set of goals and factors that increases employee's motivation in the workplace.

Motivation: refers to what stimulates and guides human behaviour and how these behaviour are sustained to attain specific goal.

CHAPTER 2

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter deals with the presentation, analysis, and interpretation of data collected through the questionnaire answered by the 25 respondents in selected tourism establishment of Carmen, Bohol. The table illustrates the response on the problem of the study which determines the demographic profile of respondents, the motivational level of employees of Carmen tourism establishment and relationship between socio-demographic profile and their motivational level. For the validation of the self-made questionnaire, firstly we conducted a pilot testing on November 6, 2021 and after, we conducted a survey on 3rd week of November 2021.

Table 1 showed the demographic profile of respondents. Majority of the respondents of local tourism establishments in Carmen, Bohol were belongs to 21-30 years old with highest percentage of (68%). In terms of gender, respondents are mostly females with percentage of (76%) and 60% were single in terms civil status.. With regards to the employment status, (76%) were regular and (12%) both contractual and on-call.

As for educational Attainment, it shows that majority of the respondents is College Level which got the highest percentage of 52%.

TABLE 1
Demographic Profile of Respondents
n=25

CATEGORY	Frequency (f)	Percentage (%)
AGE		
below 20 yrs	1	4
21-30 years	17	68
31-40 years	4	16
41-50 yrs above	3	12
GENDER		
Male	6	24
Female	19	76
CIVIL STATUS		
Single	15	60
Married	10	40
Separated	0	0
Widowed	0	0
Annulled	0	0
EMPLOYMENT STATUS		
Regular	19	76
Contractual	3	12
On-call	3	12
EDUCATIONAL ATTAINMENT		
College Graduate	6	24
College Level	13	52
High School Graduate	5	20
High School Level	1	4
Elementary Graduate	0	0
Elementary Level	0	0

Table 2 displays the weighted mean of motivational level of employees of local tourism establishments of Carmen, Bohol. The data determine the

strategies of Carmen tourism establishments to measure the motivation of employees working in an organization.

The data revealed that most of the statements have descriptive interpretation of Highly Motivated. The result implies that the employees of local tourism of Carmen, Bohol are highly motivated on the following motivational strategies. Both Item number 7 "Appreciation and Respect" and Item number 15 "The management listen to employee Concerns" got the highest weighted mean of 3.68 interpreted as "Highly Motivated" ranked as 1.5 out of twenty items of motivational strategies and rated as the highest strategies on Carmen tourism establishments that highly motivates employee to stay in an organization. It was followed by "Positive working environment" which rank 4 with 3.64 weighted mean interpreted as "Highly Motivated", Meanwhile; "The management celebrate employee", got the lowest weighted mean of 3.12. Hence, the findings showed that the overall mean is 3.30, which mean "Highly Motivated". So; it implies that motivational strategies of local tourism establishments of Carmen, Bohol are highly motivated among employees.

In the line with this result, employees are highly motivated on motivational factors identified in the hospitality and tourism industry. According to S Jansson, F Wiklund, (2019), If managers are aware of the factors that make employee motivated, this might be beneficial for the people looking for jobs as well since their possible employers could show that they care highly about their employees and are willing to adjust to make them stay.

TABLE 2

**Motivational level of employees of local tourism establishments
of Carmen, Bohol
n=25**

MOTIVATIONAL STRATEGIES	Mean	Descriptive Interpretation	Rank
1.Opportunity to advancement and promotion	3.56	Highly Motivated	7.5
2.Opportunity for increased job responsibility	3.60	Highly Motivated	4.5
3. Compensation and Rewards	3.56	Highly Motivated	7.5
4.Monetary bonuses	3.60	Highly Motivated	4.5
5. Good work schedules	3.56	Highly Motivated	7.5
6. Salary wages	3.56	Highly Motivated	7.5
7. Appreciation and Respect	3.68	Highly Motivated	1.5
8. Positive working environment	3.64	Highly Motivated	3
9. Job security	3.44	Highly Motivated	13.5
10.The management boost employee engagement	3.36	Highly Motivated	15.5
11.The management provide Constructive Feedback	3.48	Highly Motivated	11
12.The management maintain transparency	3.44	Highly Motivated	13.5
13.The management offer employee perks	3.48	Highly Motivated	11
14..The management listen to employee Concerns	3.68	Highly Motivated	1.5
15.Invest in Training and Development	3.32	Highly Motivated	17
16.The management create incentives	3.24	Motivated	18.5
17.The management share company goals effectively	3.36	Highly Motivated	15.5
18The management celebrate employee milestones	3.12	Motivated	20
19..The management build a mentorship Program	3.24	Motivated	18.5
20.The management encourage teamwork	3.48	Highly Motivated	11
OVERALL MEAN	3.30	Highly Motivated	

INDICATORS:	Range	Descriptive Interpretation
	3.26 – 4.00	- Highly Motivated
	2.51 – 3.25	- Motivated
	1.76 – 2.50	- Less Motivated
	1.00 – 1.75	- Not motivated

Table 3 presented the overall regression analysis results. The p-value generated is 0.791098303 which is higher than the p-value of 0.05. This showed that the socio-demographic profile of the respondents has no significant effect on their motivational level.

TABLE 3

Relationship between socio-demographic profile of respondents and motivational level of employee

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	5	0.388642049	0.07772841	0.473899279	0.791098303
Residual	19	3.116357951	0.16401884		
Total	24	3.505			

CHAPTER 3

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary of findings of the study, the conclusions made based on the results and the recommendations for this study.

Summary of Findings

The study was conducted at the Municipality of Carmen, Bohol. The main purpose of the study was to find out the motivational strategy of local tourism establishments of Carmen, Bohol. Specifically, this study sought to find out the profile of respondents in terms of age, gender, civil status, employment status, and educational attainment. Additionally, motivational level of employees of Carmen tourism establishments and significant relationship between socio-demographic profile and their motivational level.

The subjects of the study were composed of 25 respondents from the municipalities of Carmen, Bohol local Tourism. The descriptive survey method was employed using a set of survey questionnaires that was distributed among selected participants.

After the data were analyzed and interpreted the result of the study revealed the following findings:

I. Demographic Profile of the Respondents

This study revealed that the 25 employee-respondents were mostly belonged to 21-30 years old range and 19 of them were female and 6 were male. There are 16 single and the rest were married. With regards to the employment status of the employee 19 of them are regular and 3 both contractual and on call. Common among all the respondents in terms of educational attainment were College Level.

II. Motivational level

In this study, a thorough analysis was done which revealed that mostly of the motivational strategies has descriptive interpretation of "Highly Motivated", and got an overall mean of 3.30. The result implies that the employees of local tourism of Carmen, Bohol are highly motivated on the following motivational strategies. On the other hand, it was found out that "*Appreciation and respect*" and "*Listen employee concern*" was the highest mean of 3.68 (highly motivated) followed by the "*positive working environment*". So; it revealed that the appreciation and respect, listen employee Concern, and positive environment are the important strategies to motivate employee in Carmen tourism establishment. Moreover, it was the highest motivational strategies that attract employees more highly motivated and more likely to stay in an organization. Meanwhile; the "*The management celebrate employee*" was the lowest weighted mean of 3.12 among motivational strategies. Further studies have shown conducted by (Mohd Said,

Hamir et.al) that focusing on finding the probable connection between employee motivation and loyalty, in hotel industry. They have also found out that Compensation and rewards, appreciation and respect, working environment are the factors that leads the employees to be motivated and can be the factors that influence the intention of the employees whether to stay or quit their job.

III. Relationship between socio-demographic profile of the respondents and motivational strategies

This study revealed that the demographic profile of respondents in Carmen local tourism establishment has no significant effect on their motivational level.

Conclusions

With the findings drawn, the proponents of the study formulated the conclusions towards the given statement of the problem. Further the study conducted that among 25 participants, the level of motivation of employees was highly motivated on the following motivational strategies of local tourism establishments of Carmen, Bohol. The study indicated that there is no significant effect between demographic profile of respondents in their motivational level.

However, based on the results on the table presented above, the researchers found out that Carmen tourism establishment employed motivational strategies more highly in 'appreciation and respect' and 'listened concern to their

employee' additionally the 'positive working environment.' Therefore, study indicated that employees are more highly motivated if they appreciated and respected and feel like the organization is listening to them, appreciating them for their contributions. The study concluded that there are still needs for improvement in the strategies of management since the over all result is highly motivated. Therefore, the recommendation was utilized in the study.

Recommendations

In the light of the findings and conclusions of the study, the researcher proposed the following recommendations:

1. The management may continue the current strategies of appreciating employee, listening concern and positive environment but further that, they should employed and perform effective motivational practices in order to maintain employee motivation increases.
2. The management may develop and improve more techniques of management in creating incentives, and celebrating employee milestones since it was the lowest ranked out of twenty motivational strategies.
3. Additionally, management should be concerned about the basic needs of employees because when the managers understand employee's needs and provide the suitable motivational approach, employees will match their goals with the establishment' s goals. As a result, not only employees will get benefits but also the whole establishments will be more succesful.

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APPENDIX A
QUESTIONNAIRE



Republic of the Philippines
BOHOL ISLAND STATE UNIVERSITY
Bilar Campus
Zamora, Bilar, Bohol

Vision: A premier S & T university for the formation of a world – class and virtuous human resource

for the sustainable development in Bohol and the country.

Mission: BISU is committed to provide quality higher education in the arts and sciences, as well as

in the professional and technological fields; undertake research and development of Bohol and the country.

Dear Respondents,

Greetings!

The undersigned students of Bohol Island State University (BISU) Bilar Campus with the course of Bachelor of Science in Hospitality Management is conducting an action research entitled "**MOTIVATIONAL STRATEGIES OF LOCAL TOURISM ESTABLISHMENTS OF CARMEN, BOHOL**"

Any information and idea that you will share through this questionnaire is a valuable input in achieving the objectives of this research. As your answers shall be handled with outmost confidentiality.

We sincerely request your cooperation by answering the questionnaires honestly.

Thank you very much.

Respectfully yours,

MICHEL S. CALASANG
MARY ANGELINE A. ESTE
JOHN BRIAN E. MAGALLANES

12.The management maintain transparency				
13.The management offer employee perks				
14.The management listen to employee Concerns				
15.Invest in Training and Development				
16.The management create incentives				
17.The management share company goals effectively				
18.The management celebrate employee milestones				
19.The management build a mentorship Program				
20.The management encourage teamwork				



APPENDIX B

LETTER

Republic of the Philippines
BOHOL ISLAND STATE UNIVERSITY
 Zamora, Bilar, Bohol

HON. RICARDO FRANCISCO A. TORIBIO

Municipality Mayor
 Carmen, Bohol

Sir:

Greetings!

The undersigned, Bachelor of Science in Hospitality Management 4th year students of Bohol Island State University-Bilar Campus, will be conducting a research study entitled "**Motivational Strategies Of Local Tourism Establishments Of Carmen, Bohol**" as per requirements to our course.

In this connection, we would like to ask permission to conduct a survey needed for our study. Rest assured that confidentially of the data will be observed during the conduct.

We are hoping for your favorable response and be a part of our educational completion and success. Thank you and God Bless.

Respectfully yours,

MICHEL S. CALASANG
MARY ANGELINE A. ESTE
JOHN BRIAN E. MAGALLANES
 Student Researchers

Noted by:

JERVILIZA A. ITEM
 Thesis Adviser

Approved by:

RICARDO FRANCISCO A. TORIBIO
 Municipal Mayor

APPENDIX C

RAW DATA
Demographic Profile of Respondents

Respondent no.	Age	Gender	Civil Status	Employment Status	Educational Attainment
Employee					
1	3	2	2	1	2
2	3	2	2	1	1
3	3	2	2	1	1
4	2	2	1	1	2
5	4	2	2	1	2
6	1	2	1	1	3
7	2	1	1	1	3
8	2	1	1	1	2
9	2	1	1	2	3
10	2	1	1	1	3
11	2	2	2	1	3
12	2	2	1	1	2
13	3	2	2	1	1
14	2	2	2	1	2
15	2	1	2	2	1
16	4	2	2	1	2
17	2	2	1	1	2
18	2	2	1	2	1
19	2	2	1	1	1
20	2	2	1	3	2
21	4	2	2	1	4
22	2	2	1	3	2
23	2	2	1	3	2
24	2	1	1	1	2
25	2	2	1	1	2

Legend:

AGE
 1=below 20 yrs
 2= 21-30 years
 3= 31-40 years
 4=41-50 years above

GENDER
 1=Male
 2=Female

CIVIL STATUS
 1=Single
 2=Married
 3=Separated
 4=Widowed
 5=Annulled

EMPLOYMENT STATUS
 1=Regular
 2=Contractual
 3=On-Call

EDUCATIONAL ATTAINMENT
 1=College Graduate
 2=College Level
 3=High school Graduate
 4=High school Level
 5=Elementary Graduate
 6=Elementary Level

**Motivational strategies employed by local tourism establishments
of Carmen, Bohol**

MOTIVATIONAL STRATEGIES	HM	M	LM	NM	Mean
1. Opportunity to advancement and promotion	15	9	0	1	3.56
2. Opportunity for increased job responsibility	15	10	0	0	3.60
3. Compensation and Rewards	14	11	0	0	3.56
4. Monetary bonuses	15	10	0	0	3.60
5. Good work schedules	13	11	0	1	3.56
6. Salary wages	13	11	0	1	3.56
7. Appreciation and Respect	18	6	1	0	3.68
8. Positive working environment	17	7	1	0	3.64
9. Job security	13	9	2	1	3.44
10. The management boost employee engagement	9	16	0	0	3.36
11. The management provide Constructive Feedback	13	11	1	0	3.48
12. The management maintain transparency	13	10	2	0	3.44
13. The management offer employee perks	12	12	1	0	3.48
14. The management listen to employee Concerns	17	8	0	0	3.68
15. Invest in Training and Development	10	13	2	0	3.32
16. The management create incentives	9	14	1	1	3.24
17. The management share company goals effectively	10	14	1	0	3.36
18. The management celebrate employee milestones	6	16	3	0	3.12
19. The management build a mentorship Program	17	7	1	0	3.24
20. The management encourage teamwork	13	11	1	0	3.48

Legend:

HM= Highly Motivated

M= Motivated

LM= Less Motivated

NM= Not Motivated

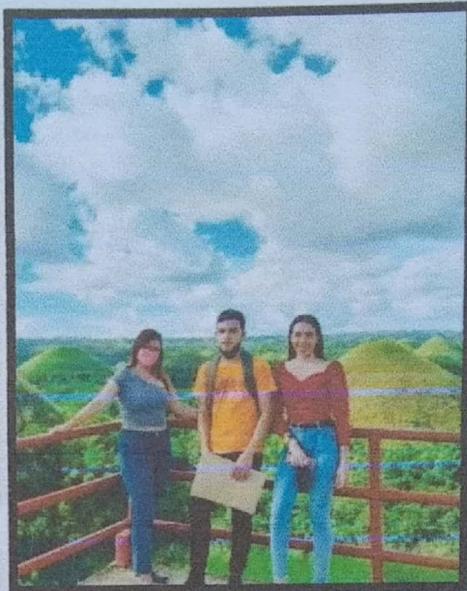
Regression Analysis results on Relationship between socio-demographic profile of respondents and motivational strategies

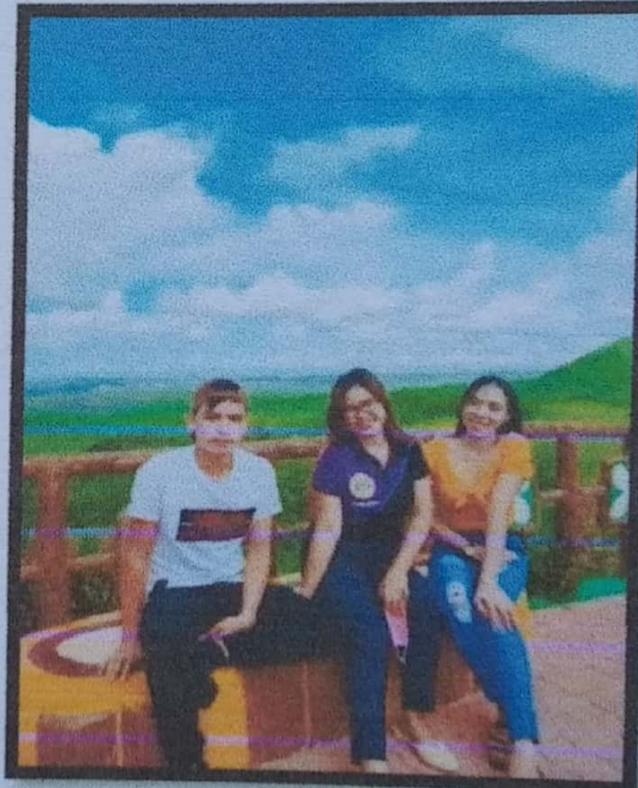
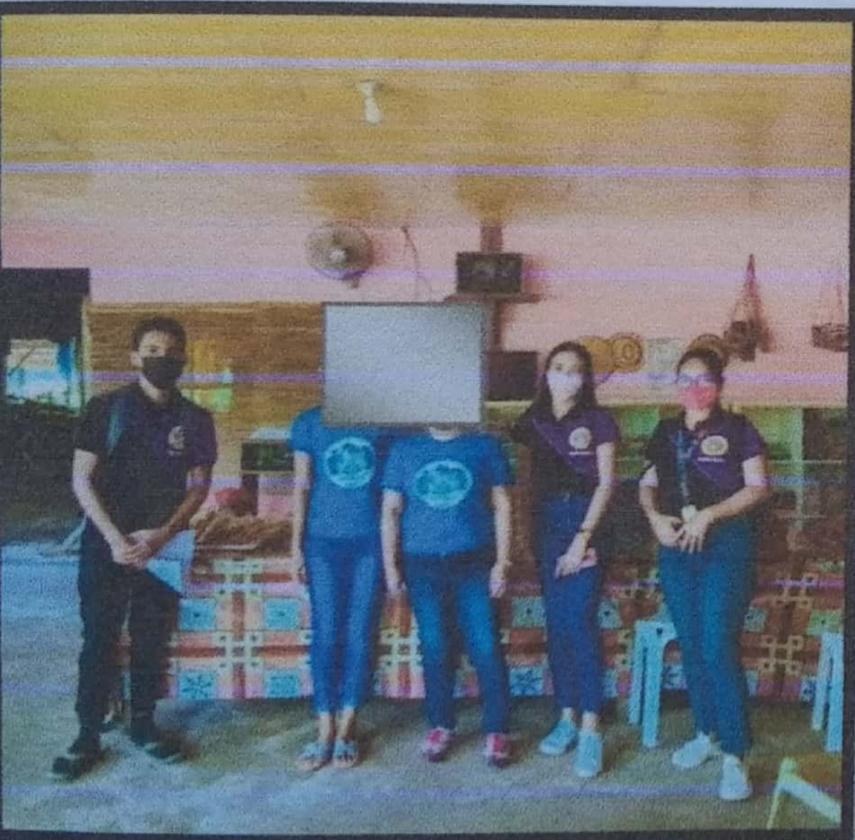
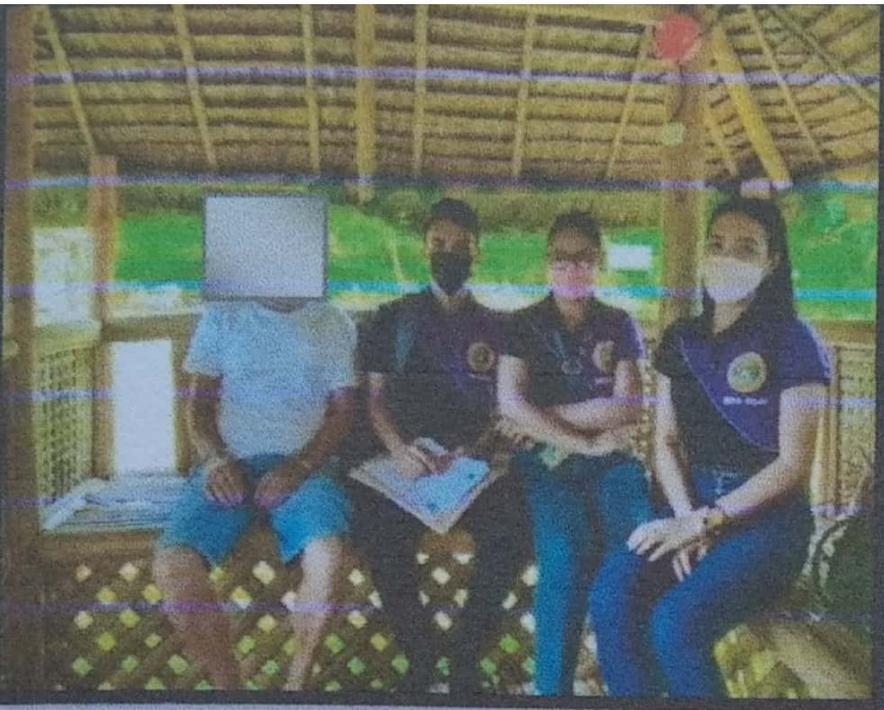
<i>Regression Statistics</i>	
Multiple R	0.332989763
R Square	0.110882182
Adjusted R Square	-0.123096191
Standard Error	0.404992394
Observations	25

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	3.091298585	0.553273022	5.587293186	2.17888E-05
AGE	-0.120436937	0.156691917	-0.768622526	0.451566297
GENDER	0.269885178	0.203293489	1.327564302	0.200053154
EMPLOYMENT STATUS	-0.011002057	0.126425958	-0.087023717	0.931563265
CIVIL STATUS	0.029248883	0.243682701	0.120028555	0.905720659
EDUCATIONAL ATTAINMENT	0.079386782	0.109676253	0.723828353	0.477989312

$$y = 3.019 - 0.12 \text{ Age} + 0.27 \text{ Gender} - 0.011 \text{ ES} + 0.029 \text{ CV} + 0.079 \text{ EA}$$

APPENDIX D DOCUMENTARY PICTURES





RESEARCHER'S BIODATA

PERSONAL BACKGROUND:

Name : Michel S. Calasang
Address : La Suerte, Pilar, Bohol
Gender :Female
Civil Status :Single
Age :22
Birth date : September 8, 1999
Birth Place : La Suerte, Pilar, Bohol
Parents:



MOTHER : Edna S.Calasang
FATHER : Cresencio Calasang

EDUCATIONAL BACKGROUND:

Elementary : La Suerte, Elementary, School
Address : La Suerte, Pilar, Bohol

Secondary : San Isidro Technical Vocational High School
Address : San Isidro, Pilar, Bohol

Tertiary : Bohol Island State University – Bilar Campus
Address : Zamora, Bilar , Bohol

RESEARCHER'S BIODATA

PERSONAL BACKGROUND:

Name : Mary Angeline A. Este
Address : La Paz, Carmen, Bohol
Gender :Female
Civil Status :Single
Age :22
Birth date : June 29, 1999
Birth Place : Manila
Parents:



MOTHER : Roselyn A. Este
FATHER : Jovil O. Este

EDUCATIONAL BACKGROUND:

Elementary : Gen. Vicente Lim Elementary School
Address : Velasquez, Tondo Manila

Secondary : Katipunan National High School
Address : Katipunan , Carmen, Bohol

Tertiary : Bohol Island State University – Bilar Campus
Address : Zamora, Bilar , Bohol

RESEARCHER'S BIODATA

PERSONAL BACKGROUND

Name : John Brian Español Magallanes
Address : Montesuerte, Carmen, Bohol
Gender : Male
Civil Status : Single
Age : 21
Birth date : July 21, 2000
Birth Place : Montesuerte, Carmen, Bohol
Parents:



MOTHER : Gavina E. Magallanes
FATHER : Felix P. Magallanes

EDUCATIONAL BACKGROUND:

Elementary : Montesuerte Elementary School
Address : Montesuerte, Carmen, Bohol

Secondary : Pedro S. Budiongan High School
Address : Can Inas, Montesuerte, Carmen, Bohol

Tertiary : Bohol Island State University – Bilar Campus
Address : Zamora, Bilar, Bohol