

Descriptive profile and relative ranking of motivational factors within the employee value proposition: A study in a manufacturing sector

Alfonso O. Mijares, Jr.¹, Rycha Diane D. Mariano², Junefe L. Lamanilao³, Jenevie V. Ferrer, CFMS, MBA*⁴
^{1, 2, 3, 4} Tangub City Global College, Maloro, Tangub City, Misamis Occidental, Philippines

*Corresponding Author e-mail: ferrerjenevie@gmail.com

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Abstract

Aim: This study examined the descriptive profile and relative ranking of intrinsic and extrinsic motivational factors within the Employee Value Proposition (EVP) of employees in a manufacturing firm in Ozamiz City, Misamis Occidental. Specifically, it determined the baseline status and relative ranking of management support, working environment, salary, benefits, and career development within employee motivation and perceptions of EVP.

Methodology: The study employed a descriptive-quantitative research design using a validated survey questionnaire administered to 40 employees of a manufacturing firm. Data were analyzed using descriptive statistics, particularly weighted mean and ranking, to determine the descriptive profile and baseline status of intrinsic and extrinsic motivational factors in relation to EVP.

Results: The findings revealed that both intrinsic and extrinsic motivational factors registered low descriptive ratings within the EVP framework. Among the factors examined, career development registered the lowest mean rating, indicating that limited training, skill enhancement, and advancement opportunities were identified as a highly negatively perceived factor of EVP. Management support, salary, and benefits were also highlighted as negatively perceived factors of EVP within employee evaluations, while the working environment was evaluated as a moderately satisfactory component of EVP.

Conclusion: The study concludes that career development received the highest negative mean rating among the motivational factors examined. The findings highlight the practical necessity for management to strengthen career development programs, improve recognition and support systems, ensure competitive compensation and statutory benefits, and foster a more supportive work environment. This provides baseline information that may support organizational decision-making related to career development, management support, compensation, benefits, and the overall Employee Value Proposition

Keywords: *Employee Value Proposition, motivational factors, career development, employee retention, human resource management, manufacturing sector*

INTRODUCTION

Contemporary enterprises operate in a hyper-competitive and volatile economic landscape that requires organizations to maintain an effective workforce capable of supporting organizational operations and adaptability (Al-Suraihi et al., 2021). In labor-intensive sectors like manufacturing, efficiency depends heavily on workforce optimization and strategic retention. Historically, manufacturing has been characterized by high physical labor demands and rigid shifts. However, post-pandemic labor market shifts, widespread skills shortages, and evolving employee expectations have amplified these vulnerabilities globally. Manufacturing firms worldwide face severe talent competition, where traditional recruitment mechanisms no longer suffice. Weak human resource frameworks frequently cause cascading disruptions, including elevated attrition, substantial recruitment and onboarding costs, lost manufacturing cycle times, operational errors, and diminished competitiveness (Al-Suraihi et al., 2021). Consequently, maintaining workforce stability is considered an important organizational strategy. To evaluate these human capital profiles, modern strategic

management relies heavily on the Employee Value Proposition (EVP). The EVP is a strategic HR and employer-branding framework that defines the balanced ecosystem of tangible rewards, intrinsic recognition, professional development, and organizational support that an employer delivers in exchange for an employee's skills and long-term commitment (Theys & Barkhuizen, 2022). Existing literature suggests that organizations with well-developed Employee Value Propositions are often associated with lower turnover, stronger employee motivation, and more positive organizational outcomes (Kumar et al., 2021). Strategic management literature suggests that a competitive EVP generally includes both intrinsic and extrinsic motivational dimensions (such as leadership backing, psychological safety, and a constructive work climate) and extrinsic elements (such as equitable compensation, statutory benefits, and career trajectories) to achieve optimal talent preservation (Bronlet et al., 2024). Previous research has reported that misalignment between these factors has been associated with lower employee engagement, higher recruitment costs, and reduced organizational competitiveness. Despite expanding literature on employer branding, a critical empirical gap persists: the vast majority of EVP research is concentrated within Western advanced economies or broad service sectors, leaving a scarcity of empirical insights regarding manufacturing workforces in emerging economies (Kumar et al., 2021). Furthermore, few studies have disaggregated intrinsic and extrinsic motivational dimensions within a local manufacturing context. Prior studies focus heavily on Western or cross-industry settings, while this study explicitly focuses on a Philippine manufacturing workforce, providing a necessary counterweight to prevailing literature. This sector-specific oversight is problematic for international business scholarship, as the operational margins, structural dependencies, and economic realities of manufacturing in emerging markets differ fundamentally from Western corporate environments.

In the Philippines, the manufacturing sector serves as a primary macroeconomic pillar, yet it continues to contend with severe workforce instability and escalating attrition. Filipino manufacturing employees frequently report dissatisfaction rooted in low wage structures, employer non-compliance with statutory mandates, and restricted professional mobility. Recent national labor data shows that average monthly earnings for production and factory workers remain compressed, depending heavily on regional mandates and employer scale. Combined with high turnover rates across the domestic manufacturing sector, it is clear that financial dissatisfaction and inadequate compensation models serve as primary markers of employee flight (Philippine Statistics Authority, 2022). Furthermore, failures or delays in providing mandatory national social safety nets aggravate workforce anxieties, driving labor toward the informal economy or overseas markets.

For international readers, this economic reality underscores a deeper managerial dilemma: how can labor-intensive firms in developing nations construct a compelling EVP profile when macroeconomic constraints limit their financial packages? To evaluate this, research must examine specific provincial industrial hubs where these challenges are localized. In Ozamiz City, Misamis Occidental, local manufacturing firms operate under unique socioeconomic pressures, situated far from the industrialized capital region of Metro Manila but facing identical inflation, localized resource scarcity, and employee retention costs. This study addresses these empirical, structural, and regional gaps by providing a descriptive profile of employee perceptions regarding intrinsic and extrinsic motivational factors alongside the EVP of employees within a manufacturing firm in Ozamiz City.

Crucially, while earlier literature often overemphasizes compensation, this study directly compares management support, work environment, salary, benefits, and career development to identify the most negatively perceived factor within the EVP framework. By disaggregating these motivational dimensions, this study moves beyond generic HR assumptions to isolate exactly which variables are descriptively flagged as critical by the workforce within a localized framework. Ultimately, this research aims to provide empirical evidence that may support organizational decision-making related to employee value proposition and human resource management.

Review of Related Literature

In Strategic Human Resource Management (SHRM) and organizational behavior, the Employee Value Proposition (EVP) is a critical structural anchor for talent acquisition and employee retention. Theys & Barkhuizen (2022) conceptualize EVP as the holistic ecosystem of tangible and intangible rewards an enterprise extends to its workforce in exchange for their labor, performance, and loyalty. Kumar et al. (2021) reported that organizations with Employee Value Propositions embedded within their human resource practices were associated with stronger institutional alignment, improved productivity, and lower voluntary turnover. Crucially, contemporary international business research has reported that a disconnect between a firm's advertised EVP and employees' actual workplace experiences is associated with psychological contract breach, employee burnout, and higher turnover intentions (Bronlet et al., 2024). Intrinsic factors represent the psychological bedrock of a compelling EVP profile, focusing on human capital equity, psychological safety, and leadership quality. Previous studies consistently reported that management support is an essential component of employee motivation and job satisfaction (Amanullah, 2021). Saks

(2022) found that employees who perceived greater supervisory support also reported higher levels of affective commitment and engagement. Conversely, Amanullah (2021) reported that employees who perceived indifferent or transactional supervision also expressed higher turnover intentions. Amirah et al. (2024) and Taufan and Rachmawati (2023) reported that employees generally perceived safe, clean, and ergonomically designed workplaces more positively, and these conditions were associated with favorable workplace behaviors.

While intrinsic factors satisfy psychological needs, extrinsic components have been identified as a foundational source of structural security for employees, particularly in emerging economies where financial stability is an acute daily concern. Previous studies have identified compensation and financial remuneration as important indicators of employee satisfaction and economic security, particularly in labor-intensive industries (Darmawan, 2021). Jo and Shin (2025) reported that organizations with compensation models perceived to be below regional market rates also reported lower employee morale. Jamaludin et al. (2024) found that manufacturing employees increasingly value opportunities for professional growth and transparent career advancement.

Within the socioeconomic landscape of the Philippines, providing statutory benefits is not merely a legal obligation, but a fundamental benchmark of employer legitimacy and corporate social responsibility. Academic literature confirms that the transparent execution of mandated benefits—specifically the Social Security System (SSS), the Philippine Health Insurance Corporation (PhilHealth), and the Home Development Fund (PAG-IBIG)—deeply shapes employee expectations regarding long-term institutional security and risk mitigation (Department of Labor and Employment, 2024). For international readers, compliance with these statutory benefits serves as a key delineator between informal, exploitative employment and stable, formal corporate structures.

A critical review of the empirical landscape reveals notable disagreements and gaps across the literature. Amanullah (2021) and Amirah et al. (2024) reported that intrinsic motivational factors were perceived as important contributors to employee retention and workplace satisfaction. In contrast, Darmawan (2021) and Hadeya et al. (2022) reported that employees in developing economies tended to place greater importance on compensation and other financial rewards. Furthermore, existing international literature frequently treats compensation as a generic, standalone factor, largely failing to examine how compliance with highly localized statutory frameworks functions as a baseline hygiene factor within the broader descriptive EVP framework.

This study addresses these empirical, sector-specific, and geographic gaps by profiling a manufacturing firm in Ozamiz City, Misamis Occidental. It provides a targeted, single-sector empirical evaluation that accounts for regional economic realities and gives localized manufacturing leaders a data-driven overview to assess retention vulnerabilities and long-term business sustainability (Wahyuddin et al., 2022).

Theoretical Anchor

This study is theoretically anchored on Herzberg's Two-Factor Theory (Motivation-Hygiene Theory) and complemented by Social Exchange Theory (SET). Herzberg proposes that the absence of hygiene factors is associated with employee dissatisfaction. In a manufacturing context, extrinsic factors such as salary, benefits, and physical work environment do not necessarily drive employees toward peak performance, but their absence or inadequacy corresponds to severe dissatisfaction and employee flight. Conversely, intrinsic factors like management support and career development act as true motivators that cultivate deeper organizational commitment.

To connect these motivational dimensions to the Employee Value Proposition (EVP), this study utilizes Social Exchange Theory. SET suggests that organizational behavior is a transactional and psychological exchange; when an employer provides a robust, well-calibrated EVP (encompassing both intrinsic and extrinsic rewards), employee perceptions reflect long-term organizational commitment, descriptive alignment, and reduced turnover intentions.

Conceptual Framework

This study is anchored on the work of Bronlet et al. (2024), who identified intrinsic and extrinsic motivational factors as important dimensions of an organization's Employee Value Proposition (EVP). However, unlike the original study, the present research does not examine the causal relationship between these factors and EVP. Instead, it adopts these dimensions as the primary variables for descriptive assessment within a manufacturing setting. Specifically, the study profiles two intrinsic motivational factors—management support and working environment—and three extrinsic motivational factors—salary, benefits, and career development. Through descriptive statistics, particularly weighted mean and ranking, the study determines the descriptive profile and relative ranking of intrinsic and extrinsic motivational factors within the Employee Value Proposition (EVP) of employees in a manufacturing firm. The conceptual framework therefore serves as an organizational guide for classifying and describing the motivational dimensions rather than illustrating cause-and-effect relationships. This framework aligns with the descriptive nature of the study by

providing a structured basis for identifying which motivational factors are perceived most positively or negatively by employees in the manufacturing sector.

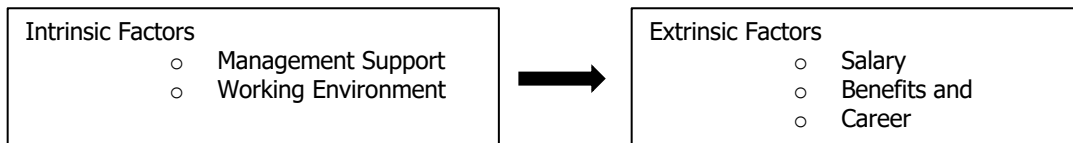


Figure 1. Schematic Diagram showing the Classification of Intrinsic and Extrinsic Motivational Factors

Statement of the Problem

Employee Value Proposition (EVP) has become an important concept in human resource management because it is associated with employee attraction, motivation, engagement, and retention. In labor-intensive sectors such as manufacturing, organizations continue to encounter workforce-related concerns involving management support, working environment, salary, benefits, and career development. In the Philippine manufacturing context, these motivational factors remain relevant organizational considerations, particularly in resource-constrained environments where employees' perceptions of the value offered by their employers may vary. Despite the growing body of literature on EVP, there remains limited empirical evidence describing the profile of intrinsic and extrinsic motivational factors in local manufacturing settings, particularly in developing-economy contexts such as Ozamiz City, Misamis Occidental. Thus, this study was conducted to provide a descriptive assessment of employees' perceptions of management support, working environment, salary, benefits, and career development within the Employee Value Proposition framework. Specifically, it sought to determine the descriptive profile and relative ranking of these motivational factors and identify the factor perceived most negatively by employees. The findings are expected to provide baseline information that may serve as a reference for human resource planning and workforce management in manufacturing organizations.

General Objective

To examine the descriptive profile, mean ratings, and relative prominence of intrinsic and extrinsic motivational factors alongside the Employee Value Proposition (EVP) of employees in a manufacturing firm.

Specific Objectives

Specifically, this study sought to:

1. Determine the descriptive profile of intrinsic motivational factors relative to the Employee Value Proposition (EVP) framework in terms of:
 - 1.1 management support; and
 - 1.2 working environment.
2. Determine the descriptive profile of extrinsic motivational factors relative to the Employee Value Proposition (EVP) framework in terms of:
 - 2.1 salary;
 - 2.2 benefits; and
 - 2.3 career development.
3. Rank the intrinsic and extrinsic motivational factors according to their mean scores and identify the most negatively perceived factor within the Employee Value Proposition.

Research Questions

This study sought to answer the following questions:

1. What is the descriptive profile of intrinsic motivational factors relative to the Employee Value Proposition (EVP) framework in terms of:
 - 1.1 management support; and
 - 1.2 working environment?
2. What is the descriptive profile of extrinsic motivational factors relative to the Employee Value Proposition (EVP) framework in terms of:
 - 2.1 salary;
 - 2.2 benefits; and

- 2.3 career development?
- 3. Which motivational factor is perceived most negatively by employees based on the computed mean ratings and relative ranking?

METHODOLOGY

Research Design

This study utilized a descriptive-quantitative research design to investigate employee perceptions of intrinsic and extrinsic motivational factors alongside the Employee Value Proposition (EVP) within a local manufacturing firm. Because the study relies strictly on descriptive statistics, it does not utilize inferential testing, causal modeling, or predictive analysis. Instead, the design focuses on profiling the baseline status of various organizational inputs and identifying their relative ranking based on employee evaluations. Gathering structured, numerical data allowed for the standardized measurement of worker attitudes and facilitated a clear ranking of various workplace factors. The analysis intentionally focuses on profiling the workforce's perspective to evaluate which motivational factors are identified by respondents as the most negatively perceived factors within the firm's employer brand.

Population and Sampling

The target population for this research comprised the complete operational workforce of a localized, medium-scale manufacturing and agri-industrial processing enterprise operating in Ozamiz City, Misamis Occidental. To protect corporate anonymity while providing necessary context for international readers, the firm is characterized as a labor-intensive, privately owned manufacturing business that processes regional raw materials for agricultural and commercial distribution. The company maintains a centralized workforce of exactly 40 employees, all of whom experience the daily physical demands and repetitive cycle times typical of industrial production lines in developing economies. Given the small, highly concentrated nature of this target population, the study utilized a total population sampling (census) technique. This approach was highly feasible due to the firm's localized size, and it effectively bypassed sampling error while ensuring total institutional representativeness. The resulting respondent group (N=40) included male and female employees distributed across various operational strata, including front-line production workers, administrative support staff, and active shift supervisors, with ages spanning from the early 20s to the late 50s. While this census approach guarantees an exhaustive assessment of this specific business, the localized sample size limits the immediate external validity and generalizability of the empirical findings to larger multi-firm or primary metropolitan manufacturing sectors.

Research Instrument

The primary data collection instrument was a structured, closed-ended survey questionnaire adapted and modified from the standardized metric engineered by Bronlet et al. (2024), contextualized for the Philippine manufacturing sector by aligning broad organizational provisions with localized realities and national social safety nets. To eliminate conceptual ambiguity and establish methodological precision, variables were directly operationalized across distinct, structured subscales within the instrument. Items within the questionnaire were purposely framed negatively to capture deficit profiles, meaning higher scores denote greater dissatisfaction and a higher negative perception of the EVP component. The Intrinsic Factors dimension comprised ten (10) items divided equally between Management Support (operationalized as supervisor empathy, fairness, active listening, and situational availability) and Work Environment (operationalized as factory-floor safety, adequate ventilation, availability of personal protective equipment, and cleanliness). The Extrinsic Factors dimension comprised fifteen (15) items split evenly among Salary (operationalized as wage adequacy relative to daily living costs, regional minimum wage compliance, and overtime fairness), Mandated Benefits (operationalized as the timeliness and completeness of employer contributions to national safety nets), and Career Development (operationalized as access to skills training, internal promotion transparency, and vertical mobility). All items utilized a symmetric, 4-point Likert response scale (4=Strongly Agree, 3=Agree, 2=Disagree, 1=Strongly Disagree) to eliminate central tendency bias and force clear evaluative commitments. Methodological rigor and content validity were established by an expert panel consisting of a human resource practitioner, a licensed psychometrician, and an organizational behavior academic, yielding a quantified Content Validity Index (CVI) of 0.92. Following minor phrasing refinements, a pilot test administered to 30 factory workers from a comparable processing firm demonstrated excellent internal consistency reliability, yielding a high overall Cronbach's alpha coefficient ($\alpha = 0.88$), with individual subscale reliabilities reported transparently as follows: Management Support

($\alpha = 0.82$), Work Environment ($\alpha = 0.79$), Salary ($\alpha = 0.84$), Mandated Benefits ($\alpha = 0.81$), and Career Development ($\alpha = 0.85$).

Data Collection

Data collection was conducted during a designated two-week period in September 2024. Prior to deployment, formal administrative clearance and institutional approval were secured via a written Memorandum of Agreement from the general management and HR department of the manufacturing firm. The researchers personally administered the survey instruments on-site to maintain strict quality control, answer contextual questions uniformly, and eliminate distribution bias from internal company managers. To prevent operational disruption, minimize production downtime, and respect active working hours, the surveys were distributed and completed in person immediately after the conclusion of scheduled work shifts inside the company's communal break rooms. The researcher was physically present during each session to provide identical introductory instructions, clarify technical queries, and ensure uniform administration. Each respondent required approximately 5 to 10 minutes to complete the questionnaire. The completed forms were collected on-site immediately upon completion, which resulted in zero missing data and a 100% response rate ($N = 40$).

Treatment of Data

The collected quantitative data were organized, coded, and tabulated using statistical software to perform descriptive-quantitative analyses. To maintain strict alignment with the descriptive paradigm, data treatment relied on a three-layered statistical matrix to map the employee perspective without using inferential testing or regression modeling. First, frequency and percentage distributions were calculated to aggregate the baseline demographic characteristics of the ($N = 40$) census population. Second, the weighted mean was computed to establish the average perception score for each individual item and overarching variable subscale. Third, a descriptive ranking hierarchy was utilized to arrange the computed subscale means sequentially, serving as the foundational metric to identify which motivational dimensions constitute the most negatively perceived factors within the EVP framework. To ensure an objective and standardized interpretation of these statistical outputs, the computed weighted means were mapped directly against an equidistant four-level interval evaluation scale, operationalized as follows:

Table 1

Interpretation of Weighted Mean Scores

Mean Range	Qualitative Description	Perceived Implications
3.26-4.00	Strongly Agree	Very High Negative Perception
2.51-3.25	Agree	High Negative Perception
1.76-2.50	Disagree	Very Low Negative Perception
1.00-1.75	Strongly Disagree	Low Negative Perception

Ethical Considerations

The execution of this study adhered strictly to established ethical protocols governing human subject research. Prior to data collection, executive management granted authorization to conduct the surveys on the premises. Participation was entirely voluntary; every respondent was provided with a written informed consent form in plain language before receiving the survey. This form detailed the study's objectives, noted that participation carried no professional risks, and emphasized that employees maintained the right to decline participation or withdraw at any stage without penalty or structural consequences regarding their employment status. To guarantee personal anonymity and data confidentiality, the survey did not collect any personally identifiable information, such as names or employee identification numbers. Completed questionnaires were assigned alphanumeric codes, and the physical documents were stored in a locked cabinet accessible exclusively to the primary researcher. Digital datasets were encrypted on password-protected personal hardware. All collected data were processed in aggregate form and used strictly for academic purposes, with raw data scheduled for permanent destruction following the conclusion of the research project.

RESULTS and DISCUSSION**Table 2*****Descriptive Profile of Management Support on Employee Value Proposition***

Indicators	Weighted mean	Interpretation
1. My manager did not care about the welfare of my team	3.27	Strongly Agree
2. My manager did not pay attention to what I say.	3.20	Agree
3. My manager did not help me in getting the job done.	2.25	Disagree
4. My manager did not provide regular recognition and appreciation for my work contribution.	3.32	Strongly Agree
5. My manager did not hold regular performance reviews and provide actionable feedback for improvement.	3.05	Agree
Grand Mean	3.02	Agree

As presented in Table 2, the baseline profile for management support yielded a grand mean of 3.02, falling within the Agree interval. This indicates a High Negative Perception of management support among the employees. The highest areas of recorded deficit were found in Indicator 4 (Mean = 3.32) and Indicator 1 (Mean = 3.27), both tracking as a Strongly Agree qualitative description which implies a Very High Negative Perception concerning a lack of systematic workplace recognition and poor team welfare handling. Conversely, respondents logged a mean score of 2.25 for Indicator 3, demonstrating a Disagree qualitative description. This indicates that employees evaluate task-level assistance from direct supervisors as a Very Low Negative Perception, recognizing that operational, task-level assistance is actively provided. This descriptive profile indicates that while technical and task-level execution support is stable within the production plant, the relational, communicative elements of leadership are perceived as unaligned with employee expectations. These patterns share descriptive characteristics with the frameworks of Saks (2022), who highlighted that regular performance validation and structured recognition are core baseline attributes of an employer brand, as well as Amanullah (2021), who mapped out the close descriptive links between workplace feedback loops and qualitative performance indicators. Within this localized manufacturing hub, the findings suggest that management may consider heavily on supervisor-led validation systems rather than task infrastructure.

Table 3***Descriptive Profile of Working Environment on Employee Value Proposition***

Indicators	Weighted mean	Interpretation
1. My workplace did not have good physical environment.	2.35	Disagree
2. The workspace is not well-organized.	2.40	Disagree
3. I am not provided with the complete appropriate work tools to carry out my tasks.	2.12	Disagree
4. The culture and behavior of my co-employees are not good.	3.22	Agree
5. The workplace design did not improve my productivity in work.	2.75	Agree
Grand Mean	2.57	Agree

The descriptive metrics for the working environment subscale are detailed in Table 3, producing a grand mean of 2.57, which falls within the Agree interval. This overall classification indicates a High Negative Perception regarding the total environmental ecosystem. However, a disaggregated review of the indicators reveals a clear structural division

between physical and social factors. Respondents registered a Disagree qualitative description with negative items regarding tool availability (Mean = 2.12), environmental layout (Mean = 2.35), and workspace organization (Mean = 2.40), establishing that the physical infrastructure of the processing facility reflects a Very Low Negative Perception and is descriptively evaluated as adequate and functional. In contrast, interpersonal friction was prominently flagged in Indicator 4 (Mean = 3.22, Agree), showing that co-worker behavioral culture tracks a High Negative Perception for the workforce. These empirical patterns parallel the descriptive insights of Amirah et al. (2024), whose organizational profiles demonstrated that workplace social climates are critical baseline elements of employee satisfaction. The data also coordinate with the emphasis of Boyce et al. (2022), who isolated physical ergonomics as primary components of manual assembly comfort profiles. For this specific enterprise, the profile indicates that social workplace dynamics outrank physical infrastructure as a source of negative employee perceptions.

Table 4*Descriptive Profile of Salary on Employee Value Proposition*

Indicators	Weighted mean	Interpretation
1. The company has no competitive compensation package.	3.02	Agree
2. I am not motivated with my remuneration.	3.05	Agree
3. I am not motivated with the incentives and bonuses provided by management.	3.00	Agree
4. I felt not rewarded for my individual contribution.	2.75	Agree
5. My salary is not enough to meet my financial needs.	3.22	Agree
Grand Mean	3.01	Agree

The descriptive configuration for the financial compensation profile is displayed in Table 4, yielding a uniform grand mean of 3.01, which falls within the Agree interval. This consensus indicates a High Negative Perception and demonstrates that economic remuneration models represent a key point of strain within the workforce's profile. The primary source of structural tension was captured by Indicator 5 (Mean = 3.22, Agree), which reflects a High Negative Perception and may reflect employees' perceptions regarding financial sufficiency within the region. Perceptions regarding broad package competitiveness (Mean = 3.02, Agree) and general baseline motivation tied to remuneration (Mean = 3.05, Agree) were similarly concentrated within this same descriptive threshold. Interestingly, the lowest relative mean within this subscale was found in Indicator 4 (Mean = 2.75, Agree), which also tracks a High Negative Perception but focuses on individual contribution tracking. This suggests that the core of employee dissatisfaction is anchored in baseline financial sufficiency and survival mechanics rather than performance-incentive distribution equity. This descriptive distribution aligns closely with Jo and Shin (2025), who documented how compressed compensation models consistently match up with low retention indicators across labor-intensive sectors, as well as the descriptive profiles presented by Darmawan (2021) regarding the role of basic economic security and remuneration mechanics in volatile environments.

Table 5*Descriptive Profile of Benefits on Employee Value Proposition*

Indicators	Weighted mean	Interpretation
1. The company did not promote the mental and physical well-being of its employees.	2.90	Agree
2. The working hours are not flexible.	2.32	Disagree
3. The company did not provide opportunities for work-life balance.	2.40	Disagree
4. The company did not provide rewards and recognition to the employees.	3.17	Agree
5. The company did not provide SSS, PAG-IBIG, and PHILHEALTH benefits.	3.25	Agree
Grand Mean	2.81	Agree

Table 5 outlines the descriptive scores for statutory and non-wage benefits, producing a grand mean of 2.81, which falls within the Agree interval. This matches a High Negative Perception of the overall EVP. Within the operational framework of the Philippine labor market, standard compliance with national social safety nets is evaluated by employees as an important indicator of security. The descriptive profile reveals a uniform concentration of agreement regarding structural anxieties in this domain, with the highest descriptive score emerging around Indicator 5 (Mean = 3.25, Agree), indicating a High Negative Perception regarding the provision of these statutory benefits. This is closely followed by negative perceptions regarding institutional rewards and recognition in Indicator 4 (Mean = 3.17, Agree). Conversely, the flexibility of working hours in Indicator 2 (Mean = 2.32) and opportunities for work-life balance in Indicator 3 (Mean = 2.40) both registered a Disagree qualitative description, representing a Very Low Negative Perception.

Table 6*Descriptive Profile of Career on Employee Value Proposition*

Indicators	Weighted mean	Interpretation
1. The company did not offer learning and development opportunities.	3.37	Strongly Agree
2. The company did not encourage me to improve my mindset while at work.	2.87	Agree
3. The company did not support programs for personal development and growth.	3.25	Agree
4. At work, I am not constantly improving my skills.	3.60	Strongly Agree
5. At the factory, employees are not recognized and rewarded base on their contribution.	3.20	Agree
Grand Mean	3.26	Strongly Agree

As established by the data in Table 6, the career development subscale logged an overall grand mean of 3.26, which falls within the Strongly Agree interval. This positions career opportunities as a critical point of strain carrying a Very High Negative Perception across the entire enterprise framework. A disaggregated review shows that a lack of continuous skill improvement in Indicator 4 (Mean = 3.60) and the absence of learning and development opportunities in Indicator 1 (Mean = 3.37) both registered a Strongly Agree qualitative description, reaching the highest critical tier

of Very High Negative Perception. The remaining items, including Indicator 3 regarding personal growth support (Mean = 3.25), Indicator 5 concerning contribution-based rewards (Mean = 3.20), and Indicator 2 regarding mindset improvement (Mean = 2.87), all registered an Agree qualitative description, indicating a High Negative Perception. This concentrated descriptive profile highlights that the workforce identifies professional stagnation and limited upward vertical mobility as critical structural deficiencies within the enterprise profile. These empirical patterns echo the findings of Jamaludin et al. (2024) and Wahyuddin et al. (2022), who observed that contemporary manufacturing workers heavily prioritize structured capability-building and clear vertical progression horizons. In the absence of these advancement pathways, employees perceived the organization's Employee Value Proposition less favorably.

Table 7

Comparative Summary and Relative Ranking of Motivational Factors within the Employee Value Proposition

Motivational Factor	Category	Grand Mean	Interpretation	Rank
Career Development	Extrinsic	3.26	Very High Negative Perception	1
Management Support	Intrinsic	3.02	High Negative Perception	2
Salary	Extrinsic	3.01	High Negative Perception	3
Benefits	Extrinsic	2.81	High Negative Perception	4
Working Environment	Intrinsic	2.57	High Negative Perception	5

Table 7 presents the comparative summary and relative ranking of the intrinsic and extrinsic motivational factors within the Employee Value Proposition (EVP) based on their computed grand mean scores. Among the five motivational factors, career development obtained the highest grand mean (3.26), ranking first and indicating a Very High Negative Perception. This suggests that employees perceived limited opportunities for training, skills development, and career advancement as the most significant concern within the organization's EVP. Management support (3.02) ranked second, followed closely by salary (3.01), both reflecting a High Negative Perception among employees. Benefits ranked fourth with a grand mean of 2.81, while working environment obtained the lowest grand mean (2.57), placing fifth among the motivational factors, although it was still interpreted as having a High Negative Perception. Overall, the relative ranking indicates that career-related concerns were perceived more negatively than the other motivational dimensions assessed, whereas the working environment received the least negative evaluation among the five factors.

Conclusions

The study found that employees perceived motivational factors as important dimensions of the Employee Value Proposition. Among the factors examined, career development emerged as the most negatively rated dimension, indicating that limited opportunities for training, skill enhancement, and career progression were the most salient concerns among employees. This suggests that employees in the manufacturing setting place considerable value on growth opportunities and continuous capability development as part of the organization's value proposition. The findings also showed that management support was perceived as inadequate, particularly in terms of recognition, appreciation, and performance feedback. The findings indicate that employees perceived managerial recognition, appreciation, and feedback as important dimensions of the Employee Value Proposition. In labor-intensive manufacturing environments, weak recognition and feedback systems were perceived negatively by employees. In addition, salary and benefits were negatively perceived by respondents, particularly with respect to financial sufficiency and the provision of mandated employee benefits. These findings indicate that compensation and benefits remain essential components of EVP and were perceived by employees as important components to employee satisfaction, retention, and perceptions of organizational fairness. The absence or perceived inadequacy of statutory benefits may contribute to employee concerns regarding organizational fairness. The working environment was likewise identified as a negative perception on EVP, although to a lesser degree than the other factors. The findings suggest that while physical tools and facilities were generally perceived as adequate, workplace culture and co-worker behavior remain important organizational concerns. This implies that employees also perceived social and interpersonal aspects as important. Overall, the study contributes to business and management practice by showing that EVP in a manufacturing setting is shaped not only by compensation and benefits, but also by recognition, workplace relationships, and especially opportunities for career growth. The findings highlight the importance of a more holistic human resource strategy in which employee retention, workforce development, and organizational support are treated as interconnected dimensions of business sustainability and organizational performance.

Recommendations

Based on the descriptive findings, several practical recommendations may be considered by manufacturing firms, human resource managers, and organizational leaders seeking to strengthen the Employee Value Proposition (EVP) and employee retention metrics.

First, the company may prioritize the development of structured career development programs that provide employees with opportunities for training, mentoring, upskilling, and career progression, while partnerships with institutions such as the Department of Labor and Employment (DOLE) and the Technical Education and Skills Development Authority (TESDA) may also be explored to support workforce capability-building and long-term employee development.

Second, management may strengthen supervisory and leadership practices by institutionalizing regular recognition, constructive feedback, and employee support mechanisms, ensuring that managers and supervisors benefit from capability-building programs focused on people management, communication, coaching, and employee engagement, particularly in manufacturing environments where motivation and retention profiles are critical to operational continuity.

Third, the organization may review its compensation and benefits practices to ensure that salary levels remain competitive and responsive to employees' financial realities, specifically benchmarking compensation against industry standards and ensuring full compliance with mandated employee benefits such as the Social Security System (SSS), Home Development Mutual Fund (PAG-IBIG), and Philippine Health Insurance Corporation (PhilHealth) to strengthen employee trust, organizational credibility, and workforce stability.

Fourth, the company may foster a more supportive working environment by promoting teamwork, a positive workplace culture, and employee well-being initiatives, meaning wellness activities, conflict-management mechanisms, and employee engagement programs aligned with Occupational Safety and Health Center (OSHC) practices may be implemented to help improve workplace relationships and create a more positive organizational climate.

Finally, future researchers may expand the scope of the study by including multiple manufacturing firms, larger samples, and comparative industry settings to improve the generalizability of the empirical findings, while also incorporating inferential statistical analyses to examine the predictive relationships among motivational factors and EVP more rigorously and to generate stronger evidence for management decision-making and workforce policy development.

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