PREFERRED FORM OF INCREASING WORKPLACE PRODUCTIVITY AS PERCEIVED BY THE SELECTED EMPLOYEES OF A BUSINESS PROCESS OUTSOURCING COMPANY IN MANDURRIAO, ILOILO CITY

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Abstract: Understanding employee's perception of their preference in the different forms of the increasingworkplace would be a must if companies wanted to ensure that the activities they employ would be valued bythe employees, turn out to be effective, and achieve the desired goal, and lastly, in order to retain the workers.This study was a perception study. The researchers only took the perception of the respondents as part of thedata-gathering procedure. The study's objective was to identify the most preferred form of increasing workplaceproductivity as perceived by the selected employees of a Business Process Outsourcing Company inMandurriao, Iloilo City. The researchers also delimited the classification of the forms of increasing workplaceproductivity to the Theory of Operant Conditioning. The researchers used a descriptive method of research inconducting the study. In the selection of the respondents, the researchers have employed convenient sampling.The data analysis revealed that the respondents prefer positive reinforcement and positive disciplinary activitiesin contrast with negative reinforcement and negative disciplinary activities, respectively. Bonus, promotion, andrecognition are the specific activities that the respondents perceived to prefer more in increasing workplaceproductivity. Strict policies to be implemented, additional workloads, and extra training are the top threedisciplinary activities that the respondents perceive to prefer to decrease their undesired behavior and increasetheir productivity. The researchers recommended that companies base their activities on increasing workplaceproductivity from the respondents' perception and preference.

Keywords: Business Process Outsourcing Company, workplace productivity, Theory of Operant Conditioning,Positive Reinforcement and Positive Disciplinary Activities, Negative Reinforcement and Negative DisciplinaryActivities

I.   Introduction

Companies often approach reward policy from the organization's perspective, where the economic needs of the firm take precedence over those of the individual. Under this scenario, costly and limited rewards may be wasted or misapplied simply because employees do not value them. Wilson conveyed that 'what is important is not whether a program looks good on paper or is considered "state-of-the-art," but only whether employees want the reward and are willing to work toward desired results to receive it' (Chiang and Birtch, 2006).

Businesses play a critical role in increasing the workplace productivity of their employees. Businesses could do this by employing different activities that would increase the desired behavior of the workers and decrease their undesirable behavior. Ideally, companies already know the most appropriate and effective training that they should implement for their employees to perform better. Companies should understand if their employees would work more productively based on purely monetary compensation or prefer additional benefits such as promotion and decreased workloads to increase companies' desired behavior. Employees may also work productively in fear of extra training and employers verbally scolding them to reduce undesired behavior.

Business organizations employ different forms of activities to improve the productivity of their employees. Motivating employees can be difficult, as each employee has a distinctive personality and varying goals. Finding a motivational system that works for an entire group might seem impossible (Leviticus, 2018). If the company would use a trial and error process to find the most suitable activity that would help increase the productivity of the employees would cause two disadvantages: (1) waste of time and (2) increase in expenses. Furthermore, business organizations do not know and understand the preferences of their employees when it comes to employing workplace activities.

Understanding employees' perception of their preference in the different forms of increasing workplace productivity is a must if companies want to ensure that the employees' activities would be valued, turn out to be effective, achieve the desired goal, and retain the workers. Using the reinforcement theory of motivation can help you manage a group with disparate personalities because it focuses only on employee behavior and performance to achieve desired outcomes (Leviticus, 2018). With the different reinforcing and disciplinary activities, the researchers identified the most preferred form of increasing workplace productivity. It focused on the perception of the selected employees of the business process outsourcing companies. It would eventually help different business organizations integrate the most effective activity in maximizing workplace productivity among their employees to ensure success. As future business entrepreneurs and employees, the researchers are also interested in the results of this study because this is in line with their particular fields. Thus, the researchers conducted this study.

II.   Statement of the Problem

This research study sought to identify the most preferred form of increasing workplace productivity as perceived by the selected employees of a Business Process Outsourcing Company in Mandurriao, Iloilo City. Specifically, the research answered the following questions:

1. What is the socio-demographic profile of the Selected Employees of a Business Process Outsourcing Company in Mandurriao, Iloilo City:
   a. Sex
   1.) Male
   2.) Female
   b. Length of Service
   1.) 1 day – 6 months
   2.) 6 months and one day – 12 months
   3.) More than 12 months
2. What type of reinforcement activities are preferred by the selected employees of a business process outsourcing company in Mandurriao,Iloilo, when taken as an entire group and when classified according to sex and length of service?
3. What type of disciplinary activities are preferred by the selected employees of a business process outsourcing company in Mandurriao, Iloilo, when taken as an entire group and when classified according to sex and length of service?

III.   Literature Review

Operant Conditioning

Operant conditioning, a learning method, occurs where behavior receives rewards or punishment (Skinner, 1938). Through this method, a person makes a connection between a distinct behavior and consequence. Attempts to influence behavior through rewards and punishments that are consequences of the behavior are called operant conditioning. Operants refer to behaviors that a person can control by altering the consequences that follow them. Most workplace behaviors such as performing job-related tasks, reading a budget report, or coming to work on time are operants. Numerous operant conditioning principles can aid the manager in influencing behavior (Ivancevich & Matteson, 1990). Companies can gain some significant analysis directly from the operant analysis. The consequences of organizational behavior can change the environmental situation and significantly affect subsequent employee behaviors. Analyzing the impacts of organizational behavior can help managers accomplish the goals of prediction and control (Ouellette & Wood, 1998). It relies on the premise that actions followed by reinforcement will be strengthened and more likely to repeat in the future. Conversely, actions that result in punishment or undesirable consequences will be weakened and less likely to be repeated in the future (Skinner, 1938).

Reinforcement: Positive and Negative

The use of rewards and punishments in organizations represents an attempt to influence the behavior of organizational members. That is, it is an attempt to reinforce the continuation or elimination of particular action. The basic assumption is that behavior is influenced by its consequences and that it is possible to affect behavior

by controlling such consequences. The idea that consequences of behavior are critical in determining future behavior has significant implications for managing people in organizational settings (Ivancevich and Matteson,1990). Reinforcement is a fundamental principle of conditioning. Managers often use positive reinforces to influence behavior. Positive reinforcement is a stimulus that strengthens the probability of a behavioral response when added to the situation. Thus, if the positive reinforcement has value to the person, it can improve performance. However, a positive reinforcer that has value to one person may not have value to another person. According to Cherry (2018), positive reinforcement is favorable events or outcomes that are presented after the behavior. In situations that reflect positive reinforcement, a response or behavior is strengthened by adding something, such as praise or a direct reward. Sometimes negative reinforcers may be used. An increase in the frequency of a response following removal of the negative reinforcer immediately after the response refers to negative reinforcement. For example, exerting high degrees of effort to complete a job may be negatively reinforced by not listening to the 'nagging' boss. That is, completing the job through increased effort (behavior) minimizes the likelihood of having to listen to a nagging stream of unwanted advice (negative reinforcement) from a superior (Ivancevich and Matteson,1990). According to Cherry (2018), negative reinforcers involve the removal of unfavorable events or outcomes after the display of a behavior. In these scenarios, a response is increased by the removal of something considered unpleasant.

Punishment: Positive and Negative

The purpose of punishment is to decrease undesirable behavior by presenting adverse events or outcomes (Cherry, 2018). Punishment refers to giving an uncomfortable or unwanted consequence for a particular behavioral response. Positive punishment, also known as punishment by application, offers an adverse event or outcome to lessen the response it precedes. One example of this type of punishment is spanking for misbehavior (Cherry, 2018). Negative punishment, or punishment by removal, occurs when a favorable event or outcome is removed after doing undesirable behavior. An example of this is taking away a child's video game following misbehaviour. For both types of punishment, the goal is to decrease behavior (Cherry, 2018).

Tinsley (2016) stated that positive punishment effectively eliminates undesired behaviors, but it does have limitations. Positive punishment is more effective when the stimulus is added immediately following the undesired behavior instead of a delayed stimulus. Another factor is the consistent application of a stimulus following an undesired behavior, which is more effective than the occasional application of a stimulus (Cheney & Pierce, 2004). Avery and Ivancevich (1980), in a commentary regarding the state of punishment research in organizations, reasoned that punishment could only be effective in changing behaviors at a moderate intensity level. They surmised that if the punishment were too intense compared to the undesirable behavior, the employee would become so upset that they would not feel obligated to change that behavior. For example, an employee suspended for one week after being tardy once would probably perceive the punishment as highly unfair, and they would not attempt to change this behavior. On the different side, if the punishment is not harsh enough, the individual would not view the punishment as a deterrent and would thus continue to perform the undesirable behavior. A moderate level of punishment would be strong enough to deter the behavior from occurring but not too intense to cause resentment and not too weak to result in a lack of behavior change.

IV.   Methodology

Research Design

The researchers used a quantitative descriptive method of research in this study. Descriptive research is a research method that describes the characteristic of the population or phenomenon being studied. This methodology focuses more on answering the "what" of the research subject rather than the "why" (Bhat, 2019). This design fits this study since its primary objective was to identify the most preferred form of increasing workplace productivity among the respondents. The researchers have achieved this objective by using rating scales and other means to measure the variables as they have occurred during the investigation.

Sample and Sampling Scheme

The researchers took the respondents of the study from the BPO Company Transcom Iloilo. The researchers conveniently selected the respondents from the total population. According to Dudovskiy (2019), convenience sampling (also known as availability sampling) is a type of non-probability sampling method that focuses on data collection from population members who are conveniently available to participate in the study. It's a sampling type where the researcher will use the first available primary data source without additional requirements. In other words, this sampling method involves getting participants wherever you can find them and typically wherever is convenient.

The researchers took a total of 323 respondents from the 1700 total population of Transcom Iloilo. The researchers determined the number of samples through the use of Slovin's Formula. According to Ellen (2018), Slovin's formula allows the researcher to sample the population with a desired degree of accuracy. It gives a picture of how large the sample size needs to be to guarantee reasonable accuracy of results. Slovin's Formula provides the sample size (n) using the known population size (N) and the acceptable error value (e). Fill the N

and e values into the formula n=N÷(1+Ne2). The respondents were further classified into (1) sex, either Male or Female, and (2) length of service, either one 1 day to 6 months, 6 months and 1 day to 12 months, and 12 months and up.

$$n = \frac{N}{1+Ne^2}$$

$$n = \frac{1700}{1+(1700)(0.05)^2}$$

n = 323

Research Instrumentation

The researchers used a self-made questionnaire to accompany the data-gathering procedure wherein the descriptions found in the questionnaire were based on the Operant Conditioning formulated by B.F. Skinner. The researchers utilized this because it collects data faster than any other method, and it was easier to construct. The response format that researchers used in this study were the checklist. The researchers also used the Likert Scale. Likert developed the principle of measuring attitude by asking people to respond to a series of statements about a topic to the extent to which they agree with them. A Likert-Type scale assumes that the strength/intensity of the experience is linear, i.e., on a continuum from strongly agree to disagree strongly, and makes the assumption that researchers can measure attitudes. A Likert-Type or frequency scale use fixed choice response formats and is designed to measure attitudes or opinions (McLeod, 2008).

This questionnaire has undergone a reliability and validity test to ensure that the data collected was adequate and accurate. The types of validity tests that were used in this study were face validity and content validity. According to Barrot (2017), an instrument has face validity when it "appears" to measure the variables being studied. Hence, checking for face validity is a subjective process. The process does not guarantee that the instrument has actual validity. Content validity refers to the degree to which an instrument covers a representative sample (or specific elements) of the variable to be measured. Assessing content validity is a subjective process that is done with the help of a list of specifications. Experts in your field of study provide this list of specifications. The researchers created statements that would refer to each form (Positive Reinforcement, Negative Reinforcement, Positive Disciplinary Activities, and Negative Disciplinary Activities). These statements have been validated by five different validators a Social Science teacher, a statistician, a psychologist, a psychometrician, and a professional who has attained his Doctorate (Ph. D) in Social Sciences.

The researchers used a third-person point of view in creating the statements for the questionnaires. It is to avoid social desirability bias. Social desirability bias is a measurement error. It occurs when a respondent provides a more socially acceptable answer than their true attitude or behavior (Kaminska&Foulsham, 2013). A one potentially significant threat to the validity of research employing multi-item scales is social desirability bias. The pervasive tendency of individuals to present themselves in the most favorable manner relative to prevailing social norms and mores has threatened to compromise research findings in the social sciences for more than 50 years. Provision of socially desirable responses in self-report data may lead to spurious correlations between variables as well as the suppression or moderation of relationships between the constructs of interest (King & Bruner, 2000).

The researchers used the following scale in the research questionnaire.

Description

Strongly Agree (SA)	5
Fairly Agree (FA)	4
Agree (A)	3
Fairly Disagree	2
Disagree	1

Data-gathering Procedure

Before gathering the data, the researchers have developed their research instrument (questionnaire). This questionnaire has undergone validity and reliability tests to ensure that the questions are in line with the statement of the problem of the study and that the questions are consistent and accurate.

The researchers have sent letters of approval to different BPO companies to ask permission to join the study. The BPO Company Transcom Iloilo located at Mandurriao, Iloilo City, was selected to join the study. It is because they were the first company who have given their approval. Upon having the permission of Transcom Iloilo, the researchers asked their supervisor how many employees the company has. Later on, the respondents discovered that there is a total of 1700 employees that work in Transcom Iloilo. The respondents used Slovin's formula to determine the sample size of the study. The results showed that the researchers needed to take 323 respondents from the total population. The researchers have given 323 questionnaires to their Supervisor. The supervisor was the one who conveniently selected the employees that have answered the questionnaires. As the

questionnaires have been completed, the researchers have gone back to Transcom Iloilo to collect them. The data collected was then tallied and subjected to data analysis.

Data Analysis

Descriptive statistics were used to analyze the data. The data collected from the respondents were tallied, tabulated, computer-processed, analyzed, and interpreted using the Statistical Package for the Social Sciences (SPSS) Software. Through utilizing the Statistical Package for the Social Sciences (SPSS) Software, the data collected for this study were subjected to suitable computer-processed statistics.

Means**.** The mean scores were used in determining the Preferred Form of Increasing Workplace Productivity as perceived by the selected employees of a Business Process Outsourcing Company in Mandurriao, Iloilo City.

Frequencies**.** The frequencies were used to determine the number of respondents' to specified independent categories such as sex and length of service.

Standard deviations**.** The standard deviations were used to determine the participants' homogeneity or heterogeneity in terms of their preferences regarding reinforcement activities in increasing workplace productivity.

The researchers also used the following scale to determine the respondents' level of preference for the different activities. The same scale will determine the level of preference for positive reinforcement, negative reinforcement, positive disciplinary activities, and negative disciplinary activities.

V.   SCALE DESCRIPTION

4.20 – 5.00 - VERY MUCH PREFERRED
3.40 – 4.19 - SLIGHTLY PREFERRED
2.60 – 3.39 - PREFERRED
1.80 – 2.59 - SLIGHTLY NOT PREFERRED
1.00 – 1.79 - NOT PREFERRED VERY MUCH

Findings/Results
The analysis of the data revealed the following findings:

Table 1. Socio-demographic profile of the respondents

Category	Frequency	Percent
Entire Group	323	100
Sex		
Male	151	46.7
Female	172	53.3
Length of Service		
1 Day – 6 Months	83	25.7
6 Months & 1 Day – 12 Months	138	39.6
More than 12 Months	112	34.7

Socio-demographic Profile: Sex

The researchers conveniently took a total of 323 employees to become the respondents of the study. Based on the results of the socio-demographic profile of the respondents, female respondents have a higher number than the number of male respondents, with 172 and 151 respondents, respectively.

The results of the study clearly showed that female respondents are higher in number than male respondents. It could also be proved true by statistical analysis and previous studies. Philippine Statistics Authority (2018) released last July 2018 the Industry Profile of Business Process Outsourcing for 2015-2016. On June 30, 2016, PSA noted 851 establishments registrations under the business process outsourcing (BPO) industry. The BPO industry estimated a total number of workers of 575,600, of which 312 654 were female workers and 262 946 were male workers.

Digo (2015) also supported this finding. In his article entitled "Women in Outsourcing," he stated that with the growing sector in the global economy, business process outsourcing presents increased job opportunities and demand for women employees. Working in call centers and BPO firms allow women to earn new hard and soft skills, improving their product knowledge and technical proficiency and assertiveness, communication, listening, and interpersonal skills. Knowledge and experiences from the local environment and western cultures allow well-educated women employees to become equipped worldwide. Female workers are also empowered when BPO firms give them more autonomy and freedom while also receiving high wages and benefits. However, in contrast with this, according to the study of Errighi et al. (2016), which was entitled

"Business process outsourcing in the Philippines: Challenges for decent work," even though women comprise more than 50 percent of BPO workers, they are employeed in low-paid and low-skilled jobs. They also have obstacles with regards to upward mobility and equal pay.

In this case, BPO Companies field applications are suggested wherein these companies will provide areas and activities wherein female employees can showcase their remarkable skills. As they occupy a more significant percentage of the workforce, BPO companies should offer jobs requiring strong proficiency and cleverness in the different departments. Furthermore, female employees should be given an equal chance to be employed in high-paid and high-skilled jobs because feminine assertiveness, interpersonal, social, and communication skills are truly suitable in BPO Companies. In this way, employers could also test if female employees are truly adaptable in the monotonous work environment.

Socio-demographic Profile: Length of Service

Based on the study results, for the length of service, respondents who are employed for 6 months and 1 day to 12 months have the highest number with 138 respondents. Eighty-three (83) respondents are employed within 1 day to 6 months, and 112 respondents are employed for more than 12 months.

The results showed that respondents who are employed within 6 months and 1 day to 12 months have the highest number, followed by respondents employed for more than 12 months, and lastly would be respondents who are employed within 1 day to 6 months. It shows a high turnover rate among the employees of BPO companies supported by previous research studies. According to Ronda (2014), a study commissioned by the Department of Science and Technology-National Research Council of the Philippines (DOST-NRCP) last year showed that business process outsourcing (BPO) workers are generally happy with their high-paying jobs. However, they think of leaving them in the immediate future due to health and social concerns. Even if they're glad on average, many employees plan to leave their jobs within the next 12 months. With the high turnover rate of employees, BPO companies suffer from high-cost rates and expenses due to the hiring and training of the new employees. A study conducted by Errighi et al. (2016) supported this finding. Their study, which was entitled "Business process outsourcing in the Philippines: Challenges for decent work," stated that aside from skilled labor shortages, the BPO sector tends to suffer relatively high turnover rates, which translate into higher recruitment and initial training costs for employers.

In this case, BPO companies should employ different activities that would solve the factors that affect the turnover rate of the employees. It means that the organization should address the reasons why employees leave work after 12 months. The researchers suggest three field applications. First, activities that would address the health problems of the employees should be employed. Second, employees should be given enough time to spend with their family and friends. Third, companies should provide flexibility in upward mobility to the employees for career development. Lastly, activities that are based on the preference of the employees to rewards should be given priority. For example, the employee has done well in their tasks, expecting a promotion. However, they were just given a bonus. It may result in an unsatisfied employee and would then result in resignation. It is also proven true by Forbes (2016), wherein the article stated that employees leave for lots of reasons. Two of these reasons are because they are not heard, and employers do not know what the employees want.

Preferred Reinforcement Activities

Positive reinforcement is the type of reinforcement preferred by the selected employees of a Business Process Outsourcing Company in Mandurriao, Iloilo, when taken as an entire group and classified according to sex and length of service. Once business organizations employ these positive reinforcements based on the preference, then the desired behavior will increase, and workplace productivity will increase as perceived by the employees.

Furthermore, based on the results of the analysis, the top three (3) preferred reinforcement activities of the employees out of the ten activities included in the questionnaire when they are classified as to sex, length of service, and when taken as a whole are:

1. The employee would perform well if the company would give them a bonus after a job well done. Fergurson (2017) supported this finding and stated that many companies are shifting from traditional salary increases, noting that employees have to earn it as a bonus instead. Because these bonuses are performance-based, only the most productive employees or those who work for a profitable company or division will receive them. In addition, a previous research study conducted by Sturman (2006) also supports this finding. Their research study, which was entitled "Using Your Pay System to Improve Employees' Performance: How You Pay Makes a Difference," stated that providing a 1% salary raise improves employee job performance by roughly 2 percent. However, offering that same money in the form of a bonus because of a job well done can increase job performance by almost 20%. Companies can improve employees' performance up to 19% if they change the strength of the pay-for-performance relationship [awarding bonuses]. Bonuses stood out as a preference when

pay was linked to performance even though both across-the-board raises and bonuses increase performance. These findings show how much employees prefer to receive a bonus to become more productive in their work.

2. The employee would be motivated if they were given a promotion. Belyh(2018) supported this finding and stated that a promotion boosts the morale of promoted employees. It also increases their productivity and hence improves upon the overall profits earned by the organization. One of the most vital advantages of employee promotion is that it helps you recognize and acknowledge your employees' performance and hard work and thus makes them feel valued. When employees' efforts are valued, they tend to work harder and improve their performance, which works for the business. A promotion also improves the employees' ambition. It also heightens their passion for attaining their goals and the objectives of your organization. Promoted employees tend to feel more inspired and motivated to continue doing excellent work. Moreover, it also improves and increases worker loyalty as they feel a sense of workplace belonging and start thinking in their favor. This increase in motivation leads to better productivity and performance that works in favor of your organization.

3. The employee will work better if recognition is given to tasks carried out well, and previous research studies have supported this. Singh (2018) stated that APAC skills wanted individual skills and talents to be recognized and not awarded. Employees in the Asia-Pacific (APAC) region prefer to be treated as distinct individuals rather than collectively with team members. They prefer individuality due to the desire for individual skills to be recognized (69%) and personal contributions to be rewarded (60%). Cutting Edge (2019) also supports this finding wherein specialist in behavioral science, Dr. Ashley Whillans from the Harvard Business School, summarized this issue in a 2019 article: "What matters in the workplace is helping employees feel appreciated." Appreciation is a significant human need, and employees like it when their work is being recognized because it confirms others value their work. Employee satisfaction and productivity increase when workers and outputs are valued and motivated to maintain or improve their good work.

The researchers can suggest three field applications from this result. First, companies need to give activities that are based on the preference of the employees. Programs that companies might feel would increase the employees' productivity may not do their purpose. The value given to the companies' activity may be different from the value given by the employees. Most of the time, the organization's perspectives are given importance instead of the employees' preference. In this case, what the company wants, as a result, is different from the actual result. Second, companies need to employ positive reinforcement instead of negative reinforcement. The purpose of reinforcement is to increase the desired behavior of the employees. The difference between positive and negative reinforcement is adding or removing something to improve the desired behavior. As stated, the purpose is just the same for both types of reinforcement, and it would cost a more significant expense for the employer if they would employ both types of reinforcement activities. Employers need to use positive reinforcement because using another reinforcement activity would be an additional expense for the company. The employees will not increase the desired behavior if they are given different reinforcement from the positive one they want. Third, out of the ten reinforcement activities that have been stated in the questionnaire, companies should employ the top three (3) most preferred reinforcement activities instead of utilizing all ten activities. Using the other ten activities will have a different result as to what the companies wanted to achieve. The turnover rate might also increase if the employees were given different rewards from what they desire as they would feel that the company does not value them. So to decrease the turnover rate, the organizations need to employ the desired reinforcement activity that the employees want.

Preferred Disciplinary/Punishment Activities

The type of disciplinary activities preferred by the selected employees of a Business Process Outsourcing Company in Mandurriao, Iloilo, when taken as an entire group and classified according to sex and length of service, is positive disciplinary activities. The researchers interpreted that the undesired behavior will decrease once business organizations employ these positive disciplinary activities based on preference. In return, workplace productivity will increase as perceived by the employees. As stated in the definition of terms, the study based positive disciplinary activities on the concept of positive punishment. Tinsley (2016) noted that positive punishment effectively eliminates undesired behaviors, but it does have limitations. Positive punishment is more effective when the stimulus is added immediately following the undesired behavior instead of a delayed stimulus. Another factor is the consistent application of a stimulus following an undesired behavior, which is more effective than the occasional application of a stimulus (Cheney & Pierce, 2004).

Furthermore, based on the analysis results, the top three (3) preferred disciplinary activities are supported by the study of Avery and Ivancevich (1980). In a commentary regarding the state of punishment research in organizations, reasoned that punishment can only be effective in changing behaviors at a moderate intensity level. They surmised that if the punishment were too intense compared to the undesirable behavior, the employee would become so upset that they would not feel obligated to change that behavior. On the other hand, if the punishment is not harsh enough, the individual would not view the punishment as a deterrent and would thus continue to perform the undesirable behavior. A moderate level of punishment would be strong enough to deter the behavior from occurring but not too intense to cause resentment and not too weak to result in a lack of

behavior change. The top three preferred disciplinary activities of the employees when they are classified as to sex, length of service, and when taken as a whole are:

1. The employee will become less lazy when strict policies are implemented.
2. The employee will stop working unproductively if they are given additional workloads.
3. The employee will become less lazy if they are given extra training for behaving unprofessionally.

The researchers can suggest three field applications based on the result. First, not all behavior that the employees are demonstrating is desirable and would increase their productivity. Undesired behavior is inevitable, but companies need to employ activities that would decrease this undesired behavior, as companies could not eliminate this undesired behavior. It leaves us to the second implication, which is to use positive disciplinary activities. Business organizations need to use the following specific top three (3) preferred positive disciplinary activities to minimize the undesired behavior. These include the implementation of strict policies, additional workloads, and extra training. The purpose of disciplinary activities is to decrease the undesired behavior of the employees. The goal is just the same for both types of disciplinary activities. The top three (3) most preferred companies should employ disciplinary activities instead of employing all ten activities. Using the other ten activities will result in a high turnover rate, increase in expense, and waste of time. Third, for the positive disciplinary programs to become more effective in decreasing the undesired behavior, a moderate level of positive disciplinary activity is suggested to be implemented. It is to ensure that the action will not be too intense on the part of the employees that it would cause a hostile relationship between the two and not too weak to result in a lack of change in the behavior.

VI.   Conclusions and Recommendations

Conclusions
1. Positive reinforcements are perceived to be more preferred by the employees than negative reinforcements to increase workplace productivity.
2. Companies should employ positive reinforcements, particularly bonuses, promotions, and recognition, to increase the employees' desired behavior. It, in return, would increase workplace productivity as perceived by the employees.
3. Positive disciplinary activities are perceived to be more preferred by the employees than negative disciplinary activities.
4. To decrease the undesired behavior of the employees, positive disciplinary activities, particularly implementing strict policies, giving of additional workloads, and giving of extra training, should be employed. It, in return, would increase workplace productivity as perceived by the employees.

Recommendations
1. Business Process Outsourcing Companies are encouraged to understand the importance of employees' perception of their preference in the different forms of increasing workplace productivity. It is a must if companies want to ensure that the employees' activities would be valued, turn out to be effective and achieve the desired goal, and lastly, retain the workers. Furthermore, BPO companies are also recommended to employ different activities to keep their employees and improve the employee and employer's performance. It could include utilizing policies, programs, training, and other activities.
2. Managers need to make sure that employees are well motivated by using different rewards and disciplinary activities that the employees themselves prefer. Managers should also reach out to the employees and recognize their work instead of giving them the cold shoulder. Knowing what makes the employees work productively would result in better teamwork among the employees and improve the relationship between the managers and employees.
3. Different business organizations should also develop and employ activities based on what their employees find fulfilling and valuable to motivate them to work more efficiently, effectively, and productively.
4. The Human Resource Department should design strategies and tactics that would help increase the employees' productivity based on the perception and preference of the employees themselves. They are encouraged to prioritize the employees' preferences instead of having the economic needs of the firm take precedence.
5. This research study was primarily based on the Operant Conditioning Theory of B.F. Skinner. Future researchers are recommended to explore and use different motivational theories to find out activities that would increase employees' productivity. Furthermore, they could also try to get a quantitative measurement of the actual productivity of the employees. They could also use narrative inquiry to have an in-depth understanding of the topic.

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Appendix: Questionnaire

PREFERRED FORM OF INCREASING WORKPLACE PRODUCTIVITY AS PERCEIVED BY THE EMPLOYEES OF A BUSINESS PROCESS OUTSOURCING COMPANY IN MANDURRIAO, ILOILO CITY

GENERAL DIRECTIONS: Please accomplish this questionnaire very carefully and honestly. Put a check mark on the space provided under the weight or rank value which best describes the given item.

Name (Optional): _____

Sex: ( ) Male
( ) Female

Length of Service: ( ) 1 day to 6 months
( ) 6 months and 1 day – to12 months
( ) More than 12 months

Guidelines: Please answer this questionnaire very carefully and honestly. Put a checkmark on the box that corresponds to your answer.
Legend:

Description	
Strongly Agree (SA)	5
Fairly Agree (FA)	4
Agree (A)	3
Fairly Disagree (FD)	2
Disagree (D)	1

The employee . . .	5 (SA)	4 (FA)	3 (A)	2 (FD)	1 (D)
1. Would perform well if the company would give him/her a bonus after a job well done.					
2.Would perform well If threatened to be demoted					
3. Will be less lazy when strict policies are implemented.					
4.Will not improve the way he/she works when not given proper compensation					
5. Will be more motivated following an increase in salary.					
6. Would be motivated to do his/her job if the employer would decrease additional workloads.					
7. Will be less lazy when the employer would verbally scold him/her.					
8. Becomes less productive if his/her efforts are not given proper acknowledgement.					
9. Could work well if he/she will be given praises for doing a good job.					

10. Would finish the tasks quickly to avoid being nagged/reprimanded.				
11. Work productively when the employer issues a written warning.				
12. Will become less productive if he/she wouldn't be given a day-off.				
13. Would be motivated if he/she will be given promotion.				
14. Would work better if his/her employer would remove the rigid timeline.				
15. Will stop working unproductively if he/she is given additional workloads.				
16. Will become less productive when overtime is unpaid.				
17. Will work better if recognition is given to tasks carried out well.				
18. Could be productive in his/her work if the employer will no longer require accomplishment reports.				
19. Will be less lazy if he/she is given extra training for behaving in an unprofessional manner.				
20. Will become less productive if he/she is not given any incentives.				

LEGEND:

◻ - POSITIVE REINFORCEMENT   ◻ - POSITIVE PUNISHMENT

◻ - NEGATIVE REINFORCEMENT   ◻ - NEGATIVE PUNISHMENT