

Study on the payroll schedule preferences among private employees in Iba, Zambales

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Abstract

This study is to identify which payroll schedule is more preferred as perceived by private business employees because how often they are being paid has a significant impact on the business. Moreover, paying employees too infrequently can cause employees to stress about their budgets, however, paying employees too frequently can add considerable costs to the business' expenses. This study utilized a descriptive research design employing a survey questionnaire in data gathering from the 150 private employees selected through quota-convenient sampling. The questionnaire is composed of 2 parts: (1) to determine the respondent's profile variables, and (2) to determine their perceived preferred payroll schedule.

The researcher concluded that the majority of the respondents belong to adulthood, females, rank-and-files, working for 5-7 years, lower-middle class status; spending of P685.82 daily, and currently using a monthly payroll schedule. The respondents perceived strongly agree with the preferred payroll schedule in terms of daily, weekly, semi-monthly, and monthly payrolls. However, they agree in terms of bi-weekly payroll. And there is a significant difference in the perceived preferred payroll schedule in terms of daily payroll based on the respondent's age and currently used payroll; in terms of weekly based on the respondent's age, position, and currently used payroll; and in terms of bi-weekly and monthly payroll based on the respondent's currently used payroll.

Therefore, it is recommended that business owners who are currently using a monthly payroll schedule may consider the other form of payroll to prevent employees from financial stress from waiting too long before they get paid. Business owners may refrain from implementing the bi-weekly payroll for the employees. Business owners may consider the age bracket of their employees in implementing daily payroll. Additionally, business owners may also consider the welfare of the employees as they are important in day-to-day operations. Thus, they should be motivated through payroll.

Keywords: Payroll; Payroll Schedule; Private Business Employees; Business Owners

1. Introduction

Companies are managing more diverse work forces, and pay schedules must be designed to attract, retain and motivate employees who may have very different preferences of even a decade ago (Scott, Brown, Shields, Long, Antoni, Beck-Krala, Licia-Casademunt, & Perkins, 2015). Many countries and jurisdictions have laws dictating a minimum pay frequency that employers must meet (Giles, 2022). Each payroll schedule has pros and cons, and the best payroll schedule for the type of businesses should be chosen according to company's and your employees' needs and requirements (Harding, 2021)

Employers may opt to pay their employees more frequently than the law requires, but not less. A payroll schedule determines the length of the pay periods and how often employees get paid (Giles, 2022). Furthermore, every organization needs to determine which payroll schedule is right for its company, this is because, this can impact

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company culture, employee satisfaction, and even recruitment and retention rates (Gieseke, 2021). Selecting the right pay schedule is much easier in managing the company's cash flows. Therefore, small- and mid-sized employers must take into account the needs of the organization and the needs of their employees before making their decision.

However, most of the classification is based on the employer's perspective but fails to take the employee's perspective. Therefore, the purpose of this study is to identify which payroll schedule is more preferred by private business' employees because how often they are being paid has a significant impact on the business. Paying them too infrequently can cause employees to stress about their budgets. However, paying employees too frequently can add considerable costs to the business' expenses. Thus, the results of this study may serve as empirical evidence and serve as guide to employers in developing a payroll schedule that finds a happy balance between these two primary concerns, employee and employers, while staying compliant with the law. The researchers conducted this study to know the payroll schedule preferences among private employees in Iba, Zambales.

This study aims to determine the payroll schedule preferences among employees in private businesses in Iba Zambales. Specifically, this will be guided with the following research questions:

- What is the demographic profile of the respondents in terms of:
 - Age;
 - Gender;
 - Position;
 - Years in service;
 - Salary; and
 - Current payroll schedule used?
- What payroll schedule is more preferred by the respondents in terms of:
 - Daily
 - Weekly;
 - Bi-Weekly;
 - Semi-Monthly; and
 - Monthly?
- Is there a significant difference on the preferred payroll schedule of the respondents when grouped according to the demographic profile variables?

2. Material and methods

This study employed the descriptive method of research in determining the preferred payroll schedule of private employees in Iba Zambales. The respondents of the study are the employees of private businesses or organizations in Iba Zambales. The 150 respondents are determined using a quota-convenient sampling. The research locale is the municipality of Iba, province of Zambales. The major instrument used is a validated and reliability-tested researcher-made survey questionnaire. Employees were asked questions in order to gather information about their preferences on the payroll schedule. The questionnaire consists of two parts: Part I is aimed to gather information on the respondents' personal data (age, gender, position, years in service, salary, daily expenses, and current payroll schedule used). Part II is aimed to gather data regarding the respondents' preferred payroll schedule in terms of daily, weekly, bi-weekly, semi-monthly, and monthly. After the validation, pilot testing, and reliability testing, the researchers proceed to ask for permission from the respondents, a request letter may be provided to companies requiring it. After obtaining such permission, the researchers administered the questionnaires to private employees around Iba, Zambales. The questionnaires are distributed personally to the respondents, within the companies' premises during the employees' break time, if permitted; 15 days were allotted for the data gathering procedures and retrieval. Quota sampling was used to collect the data we needed in the preferred payroll schedule of the respondents. One hundred fifty (150) employees from different companies answered the survey questionnaire.

3. Results

3.1. Profile of the Respondents

Table 1 shows the frequency and percentage distribution of the respondents according to their profile variables.

Table 1 Frequency and percentage distribution of the respondents according to their profile variables

Profile Variables		Frequency (f)	Percentage (%)
Age Mean = 34.87 years old	18-22 years old	3	2.00
	23-27 years old	27	18.00
	28-32 years old	22	14.67
	33-37 years old	40	26.67
	38-42 years old	40	26.67
	43-47 years old	14	9.33
	48-52 years old	3	2.00
	53 years old and above	1	0.67
	Total	150	100.00
Gender	Male	74	49.33
	Female	76	50.67
	Total	150	100.00
Position	Rank and File	129	86.00
	Supervisory	16	10.67
	Others	5	3.33
	Total	150	100.00
Years in Service Mean = 13.65 years	less than 1 year	5	3.33
	1 – 3 years	11	7.33
	3 – 5 years	8	5.33
	5 – 7 years	24	16.00
	7 – 9 years	11	7.33
	9 – 11 years	19	12.67
	11 – 13 years	12	8.00
	13 – 15 years	10	6.67
	15 – 17 years	15	10.00
	17 – 19 years	8	5.33
	19 – 21 years	12	8.00
	21 – 23 years	12	8.00
	27 – 29 years	1	0.67
	29 – 31 years	2	1.33
	Total	150	100.00
Salary Mean = P20,167.16	P5,000 and below	3	2.00
	P5,001-P10,000	29	19.33
	P10,001-P15,000	17	11.33
	P15,001-P20,000	28	18.67

	P20,001-P25,000	31	20.67
	P25,001-P30,000	17	11.33
	P30,001-P35,000	7	4.67
	P35,001-P40,000	12	8.00
	P40,001 and above	6	4.00
	Total	150	100.00
Current Payroll Schedule Used	Daily	18	12.00
	Weekly	18	12.00
	Bi-weekly	28	18.67
	Semi-monthly	13	8.67
	Monthly	73	48.67
	Total	150	100.00

3.1.1. Age

The majority of the respondents are in the age range of 33-37 years old and 38-42 years old with 40 or 26.67%, while the least are in the age range of 53 years old and above with 1 or 0.67%. The mean age of the respondents is 34.87 years old. The results show that the respondents are middle age adulthood, finding life's work and contributing to the development of others, as well as engaging in meaningful and productive work that contributes to society positively.

3.1.2. Gender

The majority of the respondents are females with 76 or 50.67% compared to males with 74 or 49.33%.

3.1.3. Position

Majority of the respondents are 129 rank-and-file employees (86%) composed of positions such as kargador, vendor, and construction workers. The 16 respondents or 10.67% holds supervisory position while the remaining 5 or 3.33% have managerial positions. Rank-and-file employees are those ordinary employees in a company and are considered as the backbone of most companies (Bean-Mellinger, 2019).

3.1.4. Years in Service

The majority of the respondents are in service for 5-7 years with 24 or 16%, while the least is in service for 27-29 years with 1 or 0.67%, however, the mean years of the respondents are 13.65 years in service.

3.1.5. Salary

The majority of the respondents have a salary of P20,001-P25,000 monthly with 31 or 20.67%, while the least have a salary of P5,000 and below with 3 or 2%. On the other hand, the mean salary of the respondents is P20,167.16. The results indicate that the employees belong to lower middle-class social status.

3.1.6. Current Payroll Schedule Used

The majority of the respondents are currently using a monthly payroll schedule with 73 or 48.67%, while the least are currently using a semi-monthly payroll schedule with 13 or 8.67%. The respondents are paid daily and weekly payrolls both have 18 or 12%. The respondents are paid once a month usually on the last day of the month and are considered as the most cost-efficient for businesses.

3.2. Perceived Payroll Schedule Preferred by the Respondents

3.2.1. Daily Payroll

Table 2 shows the respondent's perceived preferred payroll schedule in terms of daily. The respondents perceived strongly agree the daily payroll with an overall weighted mean of 3.34. They also perceived strongly agree in all

statement indicators that daily payroll gives employees faster access to their wages instead of waiting for two weeks or more with the highest mean of 3.48 and ranked 1st. They also perceived strongly agree that with daily payroll workers see how much their hard work earns them in a day and motivated them in the future, it also reduces financial stress and distractions that can lead to a lack of motivation and affect productivity with the lowest means of 3.28 and ranked 5th.

Table 2 Perceived Payroll Schedule Preferred by the Respondents in terms of Daily Payroll

Statements	Weighted Mean	Descriptive Interpretation	Rank
Daily payroll gives employees faster access to their wages instead of waiting for two weeks or more	3.48	Strongly Agree	1
With daily payroll, workers see how much their hard work earns them in a day and motivated them in the future	3.28	Strongly Agree	4.5
Reduce financial stress and distractions that can lead to a lack of motivation and affect productivity	3.28	Strongly Agree	4.5
Daily payroll can gives employees access to wages they've already earned without strings attached	3.32	Strongly Agree	3
The ability to get paid daily is an impactful enough benefit that it keeps employees from heading to the competition	3.34	Strongly Agree	2
Overall Weighted Mean	3.34	Strongly Agree	

Based on the results, it indicates that the respondents strongly agree on the daily payroll schedule, having faster access to receiving their pay without waiting for days and weeks, and this adds up to their motivation to come to work. Sixty eight (68%) percent of workers today are living pay lip to pay slip, and for many, getting paid every day would be deeply beneficial to their financial health and not just a perk, so, the offering of daily pay to employees is attractive to potential candidates and a driver of retention for existing employees. Cohen (2019) stated that daily pay benefits safeguard employees who lack an adequate savings cushion when bill due dates are out of sync with pay dates; thus, preventing employees to be financially stressed.

3.2.2. Weekly Payroll

Table 3 shows the respondent's perceived preferred payroll schedule in terms of weekly. The respondents perceived strongly agree the weekly payroll with an overall weighted mean of 3.31. They likewise perceived strongly agree that weekly pay can help hourly employees meet their real-time fiscal obligations with the highest mean of 3.39 and ranked 1st. However, they perceived agree that weekly pay matches any inconsistent flows of work with the lowest mean of 3.21 and ranked 5th.

Table 3 Perceived Payroll Schedule Preferred by the Respondents in terms of Weekly Payroll

Statements	Weighted Mean	Descriptive Interpretation	Rank
Weekly pay can help hourly employees meet their real-time fiscal obligations	3.39	Strongly Agree	1
Weekly paychecks helps employees budget for recurring expenses	3.36	Strongly Agree	2
Weekly payroll can help employees with irregular schedules and those who work overtime	3.33	Strongly Agree	3
Weekly payroll ensures that employees are paid their overtime faster	3.27	Strongly Agree	4
Weekly pay matches any inconsistent flows of work	3.21	Agree	5
Overall Weighted Mean	3.31	Strongly Agree	

The results show that the respondents strongly agree on weekly payroll schedule, as it helps hourly employees meet their obligation including budgets for cyclical expenses. According to Harding (2021) and Giles (2022), weekly payroll is good for hourly employees and is usually paid on Fridays. Similarly, Gieseke (2021) added that weekly payroll is most favorable for hourly employees or employees with irregular schedules who generate a lot of overtime hours because they don't need to wait weeks before receiving overtime pay. Though this payment schedule is great for employees particularly those with irregular schedules, it is also considered as costly on the part of the employers, preparing payroll 4 times a month (Gieseke, 2021).

3.2.3. Bi-Weekly Payroll

Table 4 Perceived Payroll Schedule Preferred by the Respondents in terms of Bi-Weekly Payroll

Statements	Weighted Mean	Descriptive Interpretation	Rank
Receiving a larger amount on a biweekly basis enables the employee to pay multiple bills at once and may result in extra left over for savings or other purposes.	3.33	Strongly Agree	1.5
Employees know the exact day that they will be getting paid, they can plan for expenses better	3.17	Agree	4
Employees feel secure in their financial situation and are more likely to have favorable thoughts about their place of work, which leads to loyalty and long-term employee retention.	3.33	Strongly Agree	1.5
The frequency in which an employee is paid can go a long way to building trust and morale with that employee	3.23	Agree	3
The consistency of a biweekly paycheck allows employees to rely on this income without even being aware of it	3.11	Agree	5
Overall Weighted Mean	3.23	Agree	

Table 4 shows the respondent's perceived preferred payroll schedule in terms of bi-weekly. The respondents perceived agree the bi-weekly payroll with an overall weighted mean of 3.23. On the other hand, they perceived strongly agree that receiving a larger amount on a biweekly basis enables the employee to pay multiple bills at once and may result in extra left over for savings or other purposes, and that employees feel secure in their financial situation and are more likely to have favorable thoughts about their place of work, which leads to loyalty and long-term employee retention, with the highest means of 3.33 and ranked 1st. Moreover, the respondents perceived agree that the consistency of a biweekly paycheck allows employees to rely on this income without even being aware of it with the lowest mean of 3.11 and ranked 5th.

Gleaned from the table, it shows that the respondents agree that bi-weekly payment enables the employee to pay multiple bills at once and may result in extra left over for savings or other purposes, and having the feeling of security in their financial situation, this may lead to loyalty and long-term employee retention.

It was stated by Giles (2022) that this pay schedule makes employees to budget their finance. However, according to Gieseke (2021), the drawbacks of the pay schedule to employers is difficult to managing benefit deductions, as it occurs on a monthly basis.

3.2.4. Semi-Monthly Payroll

Table 5 shows the respondent's perceived preferred payroll schedule in terms of semi-monthly. The respondents perceived strongly agree the semi-monthly payroll with an overall weighted mean of 3.25. The respondents also perceived strongly agree that receiving two smaller sums per month in lieu of one larger one helps employees predict income and accommodate changes faster with the highest mean of 3.33 and ranked 1st; however, they perceived agree that semi-monthly pay provides an added level of comfort and security for employees because they receive more consistent income, reducing stress and the overwhelming feelings associated with managing finances in general with the lowest mean of 3.15 and ranked 5th, respectively.

Table 5 Perceived Payroll Schedule Preferred by the Respondents in terms of Semi-Monthly Payroll

Statements	Weighted Mean	Descriptive Interpretation	Rank
Semi-monthly employees use this improved stability to build savings for emergencies and other expenses that might normally be out of reach during a simple monthly pay period.	3.28	Strongly Agree	2.5
The lack of worry about income leads to a more stable financial situation for these employees, fewer financial worries, and a happier career.	3.28	Strongly Agree	2.5
Semi-monthly pay provides an added level of comfort and security for employees because they receive more consistent income, reducing stress and the overwhelming feelings associated with managing finances in general.	3.15	Agree	5
Semi-monthly pay schedule also means that there is less risk of overestimating finances at the end of a pay period	3.24	Agree	4
Receiving two smaller sums per month in lieu of one larger one helps employees predict income and accommodate changes faster	3.33	Strongly Agree	1
Overall Weighted Mean	3.25	Strongly Agree	

The results show that the respondents strongly agree on semi-annual payroll as it helps employees in predicting income and accommodate changes faster, including building savings for emergencies and other expenses that might normally be out of reach during a simple monthly pay period. This pay schedule is different from the bi-weekly, as the former will pay employees every 15th and 30th. According to Giles (2022), semi-monthly pay is for salaried employees and less so for hourly employees; as it could be difficult to make payroll adjustments (Gieseke, 2021); thus, knowing both when and how much they'll be paid each month can greatly help employees plan their monthly budgets.

3.2.5. Monthly Payroll

Table 6 shows the respondent's perceived preferred payroll schedule in terms of monthly pay. The respondents perceived strongly agree the monthly payroll with an overall weighted mean of 3.26. Similarly, the respondents perceived strongly agree that it is challenging for the employees to proportion their money for the entire month, especially for the ones who live payroll to payroll with the highest mean of 3.31 and ranked 1st, but they perceived agree that if the employee faces trouble establishing a monthly budget routine, they might find it difficult to manage until they are paid again, which piles up to their difficulties with the lowest mean of 2.23 and ranked 5th.

Table 6 Perceived Payroll Schedule Preferred by the Respondents in terms of Monthly Payroll

Statements	Weighted Mean	Descriptive Interpretation	Rank
Monthly payroll employees find it difficult to stretch their money out over the complete month	3.25	Strongly Agree	3
Most bills get due on a monthly basis, for which the employees should be ready to pay their bills when they get their payroll and budget the rest for the other expenses	3.27	Strongly Agree	2
It is challenging for the employees to proportion their money for the entire month, especially for the ones who live payroll to payroll	3.31	Strongly Agree	1
If the employee faces trouble establishing a monthly budget routine, they might find it difficult to manage until they are paid again, which piles up to their difficulties.	3.23	Agree	5
Getting paid once per month can put a financial strain on many employees	3.24	Agree	4
Overall Weighted Mean	3.26	Strongly Agree	

The respondents likewise strongly agree on monthly payroll because most bills get due on a monthly basis, for which the employees should be ready to pay their bills when they get their payroll and budget the rest for the other expenses. This benefited the employers as they only have 1 preparation in a month. In addition, it is also easy to manage in benefit deductions as well, which are generally charged on a monthly basis, so benefit payroll deductions are easier with a monthly schedule; and it has the least amount of pay periods, meaning less time and less cost associated (Gieseke, 2021). However, Harding (2021) stated that the payroll on a monthly basis is not very common, as it is not legal in some states, given that it could mean a long delay between the time the employees perform work and the day they get paid for.

Table 7 shows the summary of the results of the perceived payroll schedule preferred by the respondents in terms of daily ($\bar{x}=3.34$), weekly ($\bar{x}=3.31$), bi-weekly ($\bar{x}=3.23$), semi-monthly ($\bar{x}=3.25$), and monthly ($\bar{x}=3.26$). Payment frequency is an essential feature of getting paid, affecting virtually all consumers. An increase in the number of people who hold multiple jobs, lower payroll processing costs, and advancements in payroll technology, are making it increasingly common for consumers to receive more frequent pay.

Table 7 Summary Table on the Perceived Payroll Schedule Preferred by the Respondents

Factors	Weighted Mean	Descriptive Interpretation	Rank
Daily	3.34	Strongly Agree	1
Weekly	3.31	Strongly Agree	2
Bi-Weekly	3.23	Agree	5
Semi-Monthly	3.25	Strongly Agree	4
Monthly	3.26	Strongly Agree	3

The findings of De La Rosa and Tully (2020), stated that Proponents of increasing workers' payment frequency contend that more frequent payments help consumers match the timing of their income to their expenses, which can enable them to pay their bills on time and avoid costly penalties. Therefore, it is important to understand how employers should pay their employees as it affects the employees' productivity. Scott et al (2015) suggested that employers must design pay schedules to attract, retain, and motivate employees.

Table 8 Test of Difference on the Perceived Payroll Schedule Preferred by the Respondents in terms of Monthly according to Demographic Profile Variables

Sources of Variations		SS	df	MS	F	Sig.	Decision
Age	Between Groups	2.394	7	.342	1.463	0.185	Accept Ho Not Significant
	Within Groups	33.186	142	.234			
	Total	35.580	149				
Gender	Between Groups	0.462	1	0.462	1.945	0.165	Accept Ho Not Significant
	Within Groups	35.118	148	0.237			
	Total	35.580	149				
Position	Between Groups	0.725	2	0.362	1.528	0.220	Accept Ho Not Significant
	Within Groups	34.855	147	0.237			
	Total	35.580	149				
Years in Service	Between Groups	3.621	13	0.279	1.185	0.297	Accept Ho Not Significant
	Within Groups	31.959	136	0.235			
	Total	35.580	149				
Salary	Between Groups	1.609	8	0.201	0.835	0.573	Accept Ho Not Significant
	Within Groups	33.971	141	0.241			

	Total	35.580	149				
Current Payroll Schedule Used	Between Groups	2.003	3	0.668	2.003	0.037	Reject Ho Significant
	Within Groups	33.577	146	0.230	33.577		
	Total	35.580	149		35.580		

Significant @ $p \leq 0.05$ Level of Significance

The results show significant difference in terms of monthly payroll which indicates that the respondent's perceived preference varies based on their currently used payroll, that is, it differs, for instance, the employees are getting used to the existing payroll, thereby they are meeting their dues and deadlines. Also, according to Harding (2021), the payroll on a monthly basis is not very common, as it is not legal in some states, given that it could mean a long delay between the time the employees perform work and the day they get paid for it. Similarly, Gieseke (2021) stated that it is difficult for employees to manage their personal expenses when they only receive pay monthly.

4. Conclusion

Based on the summary of the investigations conducted, the researchers have concluded that:

- The researcher concluded that the majority of the respondents belong to adulthood, females, rank-and-files, working for 5-7 years, lower-middle-class status; spending of P685.82 daily, and currently using a monthly payroll schedule.
- The respondents perceived strongly agree with the preferred payroll schedule in terms of daily, weekly, semi-monthly, and monthly payrolls. However, they agree in terms of bi-weekly payroll.
- There is a significant difference in the perceived preferred payroll schedule in terms of daily payroll based on the respondent's age and currently used payroll; in terms of weekly based on the respondent's age, position, and currently used payroll; and in terms of bi-weekly and monthly payroll based on the respondent's currently used payroll.

Recommendations

Based on the results and conclusions, it is recommended that:

- Business owners who are currently using a monthly payroll schedule may consider the other form of payroll to prevent employees from financial stress from waiting too long before they get paid.
- Business owners may refrain from implementing the bi-weekly payroll for the employees.
- Business owners may consider the age bracket of their employees in implementing daily payroll.
- Business owners may also consider the welfare of the employees as they are important in day-to-day operations. Thus, they should be motivated through payroll.
- Future researchers may conduct a parallel study with an in-depth and wider scope, so as to validate the findings obtained in the study.

Compliance with ethical standards

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Disclosure of conflict of interest

The author declares no conflict of interest.

Statement of informed consent

The researcher was able to acquire an informed consent form attached in the survey questionnaire. These was distributed to the respondents in order to get their assurance and consent that they will be willing to participate in the study. The researcher was clarified the study's goals and purpose to give the respondents total understanding of the consequences of their involvement. Informed Consent form was utilized for the purpose of obtaining the consent of the respondents and to help them become aware of their voluntary participation in this study before providing their insight to the survey questionnaire and interview. The respondents was given the right to refuse to answer certain questions and withdraw the consent form to ensure that the respondents was comfortable in participating in the study.

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