

Motivation in Small and Large Companies

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How to Cite:

Gelvez-Duque, A.M. Pérez-Mora, W.E. (2018). Motivation in Small and Large Companies. *Revista Apuntes de Administración*, 3 (1), (40-48).

Summary

Every company must carry out a certain type of motivation to contribute to the personal development of its employees. At present, we observe the importance of motivation in the performance of employment activities as an answer to the ability of incentives to channel the worker's effort, energy and behavior, which help achieve not only the objective of an organization but also personal objectives. A company should integrate into its organizational management work motivation, which contributes to the welfare and satisfaction of its employees as a fundamental part of the organizational climate and business success. It is clear that a motivated worker, who works in an excellent organizational climate, and a company that appreciates in one way or another the functions performed by each one will always work satisfactorily and will fulfill the objectives of the company as such. Not all companies use motivational actions, in the same way, large companies tend to always generate economic rewards and career plans; small ones are more inclined towards personal recognition or often do not take it into account. The objective of this article is to present approaches to the importance of motivation, how influences the behavior and performance of people and how is carried out in small and large companies. The methodology used was through a review of the theoretical bases on topics related to motivation and organizational climate, having as support the analysis of articles with the necessary relevance of how these influence the good performance of human talent.

Key Words: Organizational Climate, Business Success, Leadership, Job Satisfaction, Work Motivation.

Introduction

In its beginnings, the personnel was denominated “manpower” but with the passage of time, the terms were changing and nowadays it is called “Human Talent”. Identify the needs of the workers, the low performance, their behavior and the relationship with their coworkers, is the job of managers to improve the different problems that can arise in a company with the staff.

On this subject, Padilla and Ortiz (2015) point out that in its beginnings, the concept of labor was used as was mentioned before. Later, the concept of human resources that considered the individual as another resource to manage in the company was introduced. However, today we talk about people, motivation, talent, knowledge, and creativity.

It can be determined that a manager is unfriendly, when instead of thanking, it insults, does not meet payments on time, does not respect the personal space of their employees, does not have a pleasant organizational climate within the company and because of this, the workers perform their duties with uncertainty, with the need to look for another job; this leads to poor performance within an organization. While other organizations, however small, cannot pay their workers' high salaries, take into account their opinions, respect their spaces, support their personal improvement; this not only motivates the worker, it also manages to retain human capital to continue growing.

The big companies by the volume of capital can achieve motivation in such matters as, better salaries, performance bond, rest days, the possibility of promotion, among others. This helps big companies to motivate people and that employees improve their productivity, thus achieving performance with all the processes in the company. To achieve this, good working conditions are important for the emotional security of the worker, since it reduces the resignations, the lack of productivity and the dissatisfaction.

Through the analysis of documents related to the subject, this research seeks to present approaches about how work motivation should be a fundamental factor in any organization, and how it influences business development.

Methods

The present article of bibliographical review covered a theoretical revision in subjects as labor motivation, organizational climate, human talent, satisfaction of the employees and organizational success, based on the search and analysis of relevant articles that were references for the contribution to business and personal development found in virtual repositories of higher education institutions and bibliographic databases such as Scielo and Redalyc.

Work motivation, as handled by small and large companies

The dissatisfaction in the works is the main indication of the resignations or abandonment of positions in a company, and this is closely related to the motivation in the employees. According to Bateman (1999), the motivation is: “the set of forces that fill with energy, direct and sustain the efforts of a person” (p.40). The motivation is previous to the satisfaction to be prior to work, but once this is done, the degree of satisfaction that report will influence the interactive dynamics of motivation; taking into account what has been said, we know that, when carrying out an action is linked to the satisfaction, and performance on this action is what makes the person who performs it obtain satisfactory and efficient results (Ramírez, et al, 2008).

According to the aforementioned concepts, Padilla and Ortiz (2015), state that previously the welfare of the worker within the company was not taken into account, but it was thought that just for the fact of accruing a salary the work was already fair; Nowadays, companies keep their employees motivated, not only with economic payments, in order to achieve their functions optimally.

Arcega, Cárdenas, Rosas, Macias and Lino (2014), along the same line, have spoken about a motivational cycle proposed by Chiavenato (2007), which refers to the following, “this cycle begins with the emergence of a need, when it arises this demand, this breaks the equilibrium state of the organism, producing a state of tension, dissatisfaction, discomfort and imbalance. This state leads to the individual having behavior or reaction, capable of releasing tension or discomfort that manifests itself in a stimulus “(p.1786)

According to this, Fleishman (2000), as quoted by Hernández (2012), points out that motivation is a covert and cyclical process that consists of a need, motive, basic impulse or drive. All human behavior is due to the need to cover a “deficiency” (p.27).

The companies must maintain in the best possible way a stable organizational climate, where participation, teamwork and contributions generated from their collaborators, in order to improve the problems of the company. Having good communication and a good organizational climate generates the decrease in possible errors of operation in the charges; implanting also the possibility that the same employees make decisions when facing a problem, managing to execute a fast action to solve it.

Different studies on motivation at work have been carried out; García (2012), conducted an investigation with two interviews with employees of different companies in Valladolid, in the interviews he tried to see how the motivation and economic aspects influence the employees, García concluded that “the economic retribution is an important part, since it is the reason for the abandonment of work by 45% of the interviewees, but the emotional or motivational salary is fundamental, and 55% of the interviewees would leave their work due to a bad work environment “(p.47).

According to the results obtained we observe that, if we analyze it, people can earn a good salary, but if the work climate is not pleasant, the worker will look for other opportunities in the labor market and with this will bring important losses to the company, since they would have to find new staff and train these new people, producing an increase of functions in some areas; while companies that have a good organizational climate, not only manage to retain their workers but also manage to develop processes in a better way.

Another of the motivational theories that helps us to interpret the job satisfaction of the company's personnel, object of study, is Herzberg's theory of Motivation and Hygiene. In his theory, Herzberg (1987), refers to two factors: the intrinsic one, which refers to conditions that are directly related to the workplace, and is composed of: promotions, the work itself, the meaning of achievement, possibilities of growth, responsibility and recognition; since these actions are carried out because the worker decides to do them, and feels good about himself when doing them.

The extrinsic factor on the other hand, describes the conditions that surround the individual when performing their work, conditions that can be unhealthy for the worker, this factor is integrated by working conditions, administration and policies of the company, interpersonal relationships with co-workers, known as an organizational climate, relations with the supervisor or immediate boss, technical supervision, salaries and benefits, job security, status and personal life.

However, satisfaction or compensation do not ensure that the worker has a good behavior, instead, but intrinsic motivation does makes the worker do things with the greatest possible effort. This says that in most people their motivation is internal, born of wanting to perform a process daily, wake up wanting to continue fulfilling their work.

Intrinsic motivation decreases, in groups where their competences are not considered important, producing effects of displacement in the work areas. Personal goals are related to intrinsic motivation and work effort, while achievements for competencies moderate the relationship between extrinsic motivation and work effort; the relationship between the first mentioned is more positive for employees who have established personal goals.

According to Stone, Deci and Ryan (2009), as cited in Muñoz and Ramírez (2014), "when acting with an integrated regulation is very possible to get an intrinsic motivation; Employees who are intrinsically motivated, work out of passion, pleasure and personal interests "(p.149). Three of the strategies most used to promote or maintain intrinsic motivation are described, these strategies are associated with the recognition and satisfaction of autonomy, competence and the bond within the work environment.

In the same way in Muñoz and Ramírez (2014), cite other studies; one made by Deci (1971), where he confirmed that: "if a person performs an activity for reasons of intrinsic motivation and begins to receive external recognition, the degree of intrinsic motivation decreases "(p.145)., and Deci, Kostner, and Ryan (1999), in a review of 128 studies on

the detrimental effects of rewards on behavior, confirms that:” tangible rewards tend to generate significantly negative effects on intrinsic motivation. Even when these types of rewards are offered as a result of good performance, they generally diminish the motivation towards activities that are considered interesting in themselves “(p.145).

Due to these theories, companies understand the importance of motivational development of the worker, which leads the managers to generate security and satisfaction, achieving the necessary effectiveness that is required within the company.

Pérez and Rojas (2001), as cited in Ancona, Camacho and García (2012), affirm that “for a job to be motivating, it must be oriented towards achieving a goal proposed by the individual or organization, but always linked to the person “(p.123).

People should be concerned in the place where they perform their activities, and be interested in interacting with everything that is part of the organizational climate, because a motivated and satisfied worker is more efficient, responsible and is also key to the start of good climate labor.

As we have mentioned, motivation is a fundamental element for the achievement of business success, since this depends to a large extent on the achievement of the objectives proposed by the company. There are many organizations that have not yet realized the importance of these factors and continue to practice a management that does not take into account human talent;

This leads to deficiencies of qualified resources and for this reason large companies are looking for ways to attract and retain this capital.

According to Hamel (2008), as cited in Zenteno, and Duran (2016), workers who participate in self-managed teams enjoy greater autonomy and discretion, positively affecting job satisfaction. They prefer this method of control and its result far exceeds direct control or supervision. The advantages of teamwork are notorious in the work performance since there is an assertive communication, there is a special motivation in this group of people; if such communication exists with its peers, it will not yield in the same way, and discord and poor organizational climate are generated.

There is a great relationship between teamwork, motivation and leadership, because as mentioned above motivation is everything that drives people to carry out certain behavior. According to Jones and George (2010), they define leadership as “the process by which a person exerts influence over others, inspires, motivates and directs their activities to help them achieve the objectives of the group or the organization” (p.497). Every manager must generate a leadership in his company in order to coordinate the activities and to assertively influence his assistants to achieve the fulfillment of the objectives in a group manner.

Christopher and Smith (1989), comment that currently in the competitive world in which we are, the success of companies depends largely on the ability of their leaders and how to infuse their team with a spirit of triumph. Collective activities awaken and develop in people the ability to inspire, organize and anticipate, thus flow positively in personal skills, while fostering group cohesion and motivating people to take responsibility for their own actions, with the objective of obtaining the maximum performance of each member of the group from the lowest level to the highest levels of the corporate hierarchy.

In today's world, it is better and more important to have a good leader, more than a good boss, because with consistently good leadership, better results are received, and all this is oriented to the recognition that the company offers for its good performance to each of your collaborators.

Relating the lack of success with the lack of good leadership, which is linked to the incompetence between employer-worker, Medina (1993) comments: "there is no level of incompetence; what is lacking is adaptability" (p.967). Today's business world demands more than ever to adapt to reality, to a market with higher quality products and services that ensure its permanence in the market, so to renounce being a quality company is to renounce the future.

As Medina says, people are not incompetent, they just have poor adaptation skills and with this, they are the first to close the doors to compete with higher quality companies; while people who are alert to changes can overcome quickly. In order to achieve these changes in an agile way, we must have highly qualified people, which is why companies now have a profile of the type of worker they want, according to their studies, skills, among others.

Faria (2004), describes the relationship between motivation and willingness to change as a pillar that the company has to learn to manage; in doing so, employees begin to accept new knowledge and concepts, new skills and aptitudes. We all know that motivation is complemented by labor, economic, social and psychological aspects. It is a fundamental element to achieve business success because as we have mentioned it depends on the fulfillment of the objectives efficiently and effectively.

On the other hand, job satisfaction has become one of the organizational aspects that have generated greater interest in recent times. The attention is now focuses on these subjects, since they exert a burden on variables such as absenteeism, work accidents, change or even the abandonment of the organization.

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When the employees of the companies are motivated but they recharge with work, it causes the so-called "absenteeism". By delegating more activities than normal and more difficult this implies more time and effort, having as a consequence the aforementioned;

besides generating excess turnover of personnel. From this point of view we understand that when the personnel is highly trained and competent, they are satisfied in their work area, while the less competent, the less satisfied are those who more easily tend to change jobs, companies or even profession.

An example of competitiveness and motivation in large companies is Janssen Cilag, a company dedicated to the commercialization of specialized medicines. Ernesto Sandino General Manager of Janssen Cilag expresses that: in the company the motivation for its workers not only goes from the economic remuneration, but of incentives like bonuses, work in equipment, career plan for the personnel, studies and specializations in Colombia and out of the country, In addition to having flexible time programs to meet the needs of their families. This company is a symbol of the measures taken by large companies to make their human talent feel satisfied, motivated and proud of the place where they work (Revista Dinero, 2009).

One way to guarantee a great positive performance in the organization by the workers and to carry out the fulfillment of objectives is the work motivation. An element that has a special value in the human being, since work is an activity that performed during a large part of our life.

Establishing incentives and motivation systems that cover the real expectations of the members of the company, is of vital importance, so that the employees get involved and commit to the company. To create institutional habits in which the effort of the worker is valued daily and, above all, the treatment is humanized, it is a factor that encourages the work teams, especially when the person who provides it has a high rank in the company, he/she is the leader, regardless of what kind of organization is to be competitive in today's world should be taken into account these human talent strategies.

Conclusions

Companies today can be divided into micro, small, medium and large; large companies have the infrastructure and capital to hire trained personnel and motivation system, such as good salaries, the possibility of promotion, bonuses of awards receptive to opinions of workers, take into account the overcoming of these in different areas of life both personal as a work.

In small companies, normally there is no a defined infrastructure or trained personnel, often their business activities are generated empirically; most of this companies think that the salary is the only motivator. It is important that they take into account their objectives and thus create their own strategies, but if the company does not take into account that workers must also know those goals, the company will not achieve the desired objective.

Therefore, it should be known that employees are a fundamental part of making decisions because they are constantly carrying out the activities in which the company

performs; taking into account the opinions of these people is one of the most efficient ways to improve errors in different areas of the company.

As mentioned by Ancona, Camacho and García (2012), motivation is a fundamental explanatory concept related to “why” the behavior. Organisms constantly experience needs or desires that compel them to act. When an individual is prevented from reaching a goal or avoiding any undesirable consequence, then we have evidence of the need for motivation.

Thus, in order to achieve better levels of productivity, it is required that employees want to do the work (motivation), have the capacity to do the work (skill) and, have the necessary resources (materials, methods, equipment, etc.) to be able to do it with this we can say that these arguments are correct and the skills of the personnel must be identified.

With the analysis carried out, it is concluded that by prioritizing the concept of motivation in organizations regardless of their size, they will be more productive and promote a good organizational climate, reducing the problems of absenteeism and job dropouts.

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