

Labor Motivation, Key to Business Success

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Summary

With the passing of time, people have become the most important intangible asset for organizations, so the management of their will is a central concern; the motivation of human talent is an optimal strategy that aims to achieve productive results. The objective of this study is to make known the importance of applying work motivation in organizations; its influence on the behavior and performance of workers, its relationship with productivity and business success. A descriptive and desktop study was carried out, based on the collection of information through scientific databases. The results obtained reflect the importance and the need to implement motivation programs for workers, knowing that the higher levels of motivation, the higher the productivity, efficiency and competitiveness of the company.

Keywords: work motivation, business success, human talent.

Introduction

In recent times the business world has suffered a series of social, cultural and economic changes that have impacted the development of many people who have seen affected their lifestyle, their social relationships and the employee-organization link. Ramirez, Badii, and Abreu (2008) affirm that in this scenario, the globalized society of the 21st century requires dynamic organizations that adapt quickly to these changes and that develop in their employees a more flexible and creative behavior, so that they are capable of meet the specific needs of a demanding market that operates in a dynamic and highly competitive environment. This challenge is not only presented to the institutions, but also to the people who work in them, in the understanding that the basic nucleus of any organizational system is the relationship between person and

organization.

Are then the people who make up the human talent of an organization the ones responsible for perform a coordinated and harmonious work, which allows achieving the objectives and carrying out its mission. It is thanks to the work, effort, dedication and contribution of the people that the development and growth of the organizations is possible.

The importance of the relation between person and organization is evident, since they are in constant interaction, based on the expectation of performance and the compensation that will be received in return. "All people need a reason to accomplish their activities in the best way. No one works for the same cause." (Yamileth, 2012, p.3). It is at this point that the question arises about how important it is for the company that its workers have an acceptable level of motivation and satisfaction, in search of the highest possible work performance and business success. Muñoz and Ramirez (2014), affirm that although, in general, the importance of motivation is recognized, many leaders do not take it into account or when they want to motivate they use, in most situations, behavioral techniques that are known as "carrot and stick"; these techniques focus on tangible rewards or punishments. While the "carrot and stick" can result in a short-term increase in productivity, it is likely to generate demotivation and even encourage fraud and long-term deception.

With the passing of time, many theories have emerged that seek to identify the different factors and elements that make the needing of personal satisfaction in the human being. Authors from different perspectives have achieved results that allow us to study in depth the reasons for human behavior both within and outside of organizations.

Globalization has allowed us to acquire all kinds of competitive advantages for any company, so generating unique and unrepeatable advantages should be the current slogan of an organization, which allows it to excel and take the leadership in the market. There is no better competitive advantage than human resources; their skills, knowledge, efficiency and productivity make the person unique and a fundamental part of a company.

Job motivation seeks to increase employee productivity levels. This labor must be a fundamental strategy for any company since it allows to achieve income, growth and positioning. Strategies such as salary incentives, recognition and personal promotion, become the most used internal factors and tools at the company level.

Employee satisfaction increases their levels of motivation, which establishes a clear relationship between these two variables. Satisfaction is related to the benefits offered to each worker, both in good and bad times through which the organization crosses.

The motivation is aimed at reinforcing three types of attitudes: encourage unmotivated employees, improve the motivation of those who have not changed their attitude and reward the effort of those who try to be even more productive.

This article was divided into five parts, taken as the most relevant in the topic of motivation and business success, these were: motivational theories, motivation as a competitive advantage, motivation aimed at productivity, satisfaction and work benefits, and cases of application of motivational plans in companies around the world.

The aim of the article is to analyze the theories, strategies, components, relationships and practical cases that make work motivation a fundamental tool for organizations in the search for business success.

Methodology

The construction of the review article was carried out by means of a descriptive investigation, based on the search and analysis of information in secondary bibliographic sources extracted from scientific databases.

The first stage for the development of the article consisted in the search of bibliographic references in databases such as Dialnet, Scielo and Google academic of which 30 bibliographic references were selected.

The construction of the background or state of the art matrix was continued, which allowed to classify elements of each source such as: authors, date of publication, institution, and scope of application, objectives, methodology, results, conclusions and location of the information.

The third part consisted of reading and interpreting the selected sources, which allowed to divide the review article into five subtopics: theories and approaches to motivation, motivation as a competitive advantage, motivation oriented to productivity, influence of the satisfaction and work benefits in the motivation of the worker together with cases of motivation in companies.

With the references grouped into the different sub-themes, the content of the article on work motivation was developed as a key to business success, taking into account the variables and objectives proposed.

Developing

1. Theories and approaches to motivation

Motivation as a feeling that originates psychic energy and directs the individual towards achieving goals and getting what it wants, leads to the need to know the motives of human behavior if you really want to influence it. "Traditionally, motivation at work has been a process of crucial importance both from the perspective of organizational management and from the perspective of research." (Peiró, 1990, cited in Arrieta Salas & Navarro, 2008).

According to Lopez (2005), motivation, within the workplace, is currently defined as a process that activates, guides, dynamizes and maintains the behavior of individuals towards the achievement of expected objectives. For all this it is important for the administrators of an organization to know the different needs that originate this feeling, in order to achieve a stimulus in the collaborators that guide the work towards the efficient functioning of the company.

There is a number of theories about motivation and each of them seeks to explain what is important for people when generating a motivational stimulus. The significant difference between these theories is in the factor that each of them considers as a major generator of motivation and with this foundation they make adequate predictions.

One of the best-known theories of motivation is the theory of the hierarchy of needs established by Abraham Maslow. This author proposes that human motivation is based on the will to satisfy their needs (internal strength), identifying a hierarchy of five needs, from the basic physiological needs to the highest personal fulfillment needs (Lopez, 2005).

The development of the motivation/hygiene theory proposed by Frederick Herzberg establishes two types of factors that motivate employees. What makes people happy is related to work time or tasks assigned to them, and what makes them feel unhappy is the way they are treated. (Giovannone, 2011). Herzberg discovered that the assigned responsibilities and being able to demonstrate their abilities make the employee feel satisfaction-motivation, and the hygienic factors that are related to the working environment have a shorter stimulating effect.

Another of the theories that took great relevance was the one proposed by Victor Vroom. According to García (2012), the motivation of a worker in its work environment depends on the achievements and objectives that it desires or intends to achieve in its job and the real likelihood of being able to reach them. Workers strive to work with the expectation of accomplishing the desired results.

McClelland's needs theory, bases its results on the fact that all workers have three needs: the need for achievement, the need for affiliation and the need for power. If managers can interpret which employees have what needs, this can allow them to successfully develop their motivational practices; to encourage the employees it is necessary to comply with these needs (Whelan, 2014). It is of high importance for the directors to identify and know what type of need their employee values most, dependent on their culture.

In 1965 John Adams developed the theory of equity, which "is understood as a model of satisfaction, which explains the reasons why people strive for justice and equity." (Lopez, Casique, & Ferrer, 2007, p.221). Adams defines as inputs the contributions made by the employee to the organization, such as knowledge, skills, and efforts among others. And as results, what the worker gets to do his job, such as salaries, social benefits, and

promotions.

Recognizing its great importance, the topic of motivations has been approached from two perspectives: one based on economics and the other rooted in psychology, which have presented some contradictions. (Marulanda, Montoya, & Velez, 2012). Thus, studies continue to be carried out and theories put forward to explain the workers' behavior, what motivates them, what their main needs are, and what they consider their goals to be within an organization.

2. Motivation as a competitive advantage

With the passage of time, different concepts that were had about people within organizations have been transformed. At one time we spoke of manpower, then it was given the name of human resource, and it was taken as a resort to manage in the company. Nowadays it is referred as people, talent, knowledge and as a fundamental part of the organization for the achievement of objectives.

Despite this, just a few companies implement these new concepts, most of the companies are still developing a business management that does not take human talent into account. In most cases the motivation, and job satisfaction of their workers is taken as an expense and not as an investment for the growth of the company, which is why very few companies keep their staff for long periods.

According to Sánchez (2008), the motivation of employees is a need and a commitment of the organization, an enforceable right of employees for the time and capacities provided. The most valuable asset for a company is its human talent, without its commitment and dedication the achievement of the objectives would be almost impossible.

It should be taken into account that at nowadays the main reasons for a permanence or abandonment on a company are focused on emotional causes (Contreras, 2014). The state of mind is directly proportional to productivity, since fallen workers will lower their level of production, which will affect their results. Companies seek to increase their income through the work of their staff, only focusing on the work being done correctly, no matter how they do it and how the workers feel.

Business competitiveness is the ability of a company to maintain a constant growth, in terms of the ability to increase productivity, as well as design and produce goods and services (Arellano, 2014). It is in this way that motivation is related to business competitiveness, since this is the fundamental basis of productivity and achievement of organizational objectives.

Contreras (2014) states that: "Globalization has made the same competitive resources available to any company, for which the need to find sources of advantages difficult to imitate due to competition has become imperative for organizational success". (p.95) This

has meant that companies are placing all their interest in their human talent, due to their own characteristics that make them unique.

The competitiveness is created from the worker, if it is productive this will generate a greater competitiveness to the organization to which it belongs. If you can satisfy the employees, a vital, pleasant, motivating and energetic environment will emerge to help the company to succeed and stand out in the market (Arellano, 2014). The technical capabilities are increasingly equalized and it is more difficult to obtain a competitive advantage through technology.

A new model of society that many authors qualify as a “knowledge society” or “information age” is being formed, which has led organizations to look for new management modes in factors such as continuous learning, innovation and creativity becomes decisive and critical elements to achieve a more efficient and competitive organizations (Contreras, 2014).

In this way, human talent and its management become the greatest possibility of competitive advantage in recent times. Contreras (2014) states that: It is the human group (management team and all workers) who are able to give coherence to the work of each business subsystem, use or not use the information to make decisions, promote or not the innovative spirit, study the market and design competitive strategies . (p.97)

3. The motivation oriented towards productivity

Productivity is the relationship between a certain production and certain inputs. It is a measure of how well resources have been combined and used, and involves the interaction between the different factors of the workplace (Fuentes, 2010). Being productive does not mean producing more, it refers to the efficiency with which it is produced, that is to say, it depends directly on the technology, organization, society and motivation with which the company has.

Productivity is vital for any organization; depending on how productive it is, it could demonstrate its lifespan, which is why the daily development of productivity is fundamental (Fuentes, 2010). A motivated employee works better, it is an assertion that is evident in any institution, however, that motivation depends exclusively on the manager, the supervisor or the same CEO who directs (López, 2014). The motivation must start from the higher levels, the recognition of achievements, the participation of the employees in decisions making, are some of the ways to achieve a stimulus that feeds the level of productivity of the workers.

Companies seek greater productivity from their employees through reward plans, which well-designed should be consistent with the objectives and structure of the organization. According to Garcia, Posada, and Hernández (2012), these are some of the reward systems:

- Informal rewards: Are those that are granted as an initiative of the manager based on performance.
- Rewards for specific actions and achievements: Many companies reward achievements such as ideas to save costs, exceptional customer service and the achievement of a specific sales objective.
- Formal Rewards: It is one of the reward programs developed by the company on its own initiative, to keep the staff motivated.
- Indirect Rewards: The existence of benefits and services to the personnel correspond to objectives of a social, organizational and personal development of the employees.

Beyond the different ways of rewarding the effort and dedication of workers, there are ways to increase productivity in the organization without offering an economic stimulus, Fuentes (2010) states that, “the productivity of employees depends to a large extent on the way in which the activities are distributed in the organizations and the way in which the positions are defined “. (p.68).

It was demonstrated that the space in the workplace does not have an impact on the substantial motivator in people, but rather it facilitates or hinders certain behaviors, in this way increases or decreases the effectiveness of workers (Papayanopulos, 2008). Contrary to what some authors of the different motivational theories indicate, where the physical conditions of the organization do have an impact on that work stimulus that makes the worker feel comfortable and comfortable to perform their duties.

Labor productivity acquires greater significance when is compared between different workers of the same company, between two or more companies competing in the same market or between a company and the whole of the sector of which it is a part. It is also important to observe the evolution of productivity over time. Fuentes (2010) states that:

When talking about productivity, it is necessary to consider relevant elements such as the quality of products and services, and the speed with which they can be obtained; without reducing the quality of the good or the service, since they are one of the most relevant elements to obtain greater competitive advantages (p.68).

The adequate management of all resources of the organization will result in a considerable increase in productivity and optimization of all company processes, for a proper management should be emphasized in the human talent of the organization, which is the most important intangible asset and responsible for the success of the business.

4. Influence of job satisfaction and benefits on worker motivation

The questions and concerns about how satisfied an employee is with its elements and

working conditions invade the minds of many managers of different organizations on a daily basis. According to Brief (1998), cited in Estrada, Restrepo, and Roncancio, (2007) states: “This is because the elements of work (tasks, relationships and rewards) quickly come from the mind, and satisfaction is virtually dependent on the goals proposed by them “(p.347).

To greater job satisfaction, greater commitment of the worker with their tasks and greater motivation. But when the degree of job satisfaction is low, the worker does not feel the responsibility with much force and does not put enough effort into their daily activity.

Vroom, 1964, quoted in Estrada, al (2007), identified 5 properties of work seeking answers to the following question “why do people work?”, these properties are faithfully: financial remuneration, energy expenditure, production of goods and services, Interpersonal relationships and a social status.

Job satisfaction is very much related to the different benefits offered to workers in an organization. According to Nazario (2006), these are some of the most used benefits for organizations: dining, transportation, discounts, insurance, vacations, family integration, housing, daycare, company car, premiums.

When establishing the benefits package, the company must define parameters around what it can and cannot offer, its needs, as well as its financial capacity and its program management (Nazario, 2006).

Other companies, for their part, establish the well-known variable remuneration systems, which also have the objective of creating and maintaining motivation among workers. According to Valls (2013), the basic idea of variable remuneration is to pay according to the result achieved by the employee. With this, companies try to kill two birds with one stone: do not assume the cost of the hours worked without result, and motivate.

At the time of implementing a variable remuneration system the doubt arises whether it will really serve to incentivize employees, or on the other hand, it will not help to achieve the intended behavior. Maella (2012) states that: the positions of these researchers raise the question of whether prizes have a positive influence on behavior and whether variable remuneration is really motivating. The answer seems to point in the direction that the SRVs may be able to encourage, but also demotivate, and the difference between one result and another is based on how the system is designed and implemented according to the particular characteristics of the company.

5. Applied cases of motivation in companies

A study conducted by Bernal (2009), seeks to know what the main motivating factors are for personnel belonging to financial institutions of Medellín city. A survey format was created, we proceeded with the fieldwork, and followed this by analyzing the data and

obtaining results.

On a scale of one to six, the motivating factor with a higher value is job stability. Following this are, in order of importance, the incentives or rewards, the opportunity for growth and personal development offered by the position (projection), the work environment of the company, the recognition of achievements by superiors, and the physical conditions of the job.

A new study carried out in Spain and applied to Cantabrian companies, sought to know how they approach work motivation in their organizations. Throwing results of high motivational knowledge by the employees, and evidencing some of the techniques to evaluate satisfaction and work motivation in the companies that were part of the study as: Nestlé, that uses an annual survey of work climate, and quarterly questionnaires for the contribution of ideas on the part of the workers; Global Steel, uses statistics and tables of Excel, but they do not have a specific tool for this (Hoyal, 2015).

Diaz, Diaz, and Morales (2012), developed a questionnaire that allowed to evaluate work motivation in workers of formal companies in the city of Bogotá; the SPSS system was used, generating eleven scales, distributed as follows: a general scale, two scales by sex (Feminine, Masculine), four scales by age (between 18 to 28 years, between 29 to 39 years, between 40 to 50 years and over 51), three scales by type of contract (Contract of indefinite term, Term defined contract: one year and more than that, Term contract defined: less than one year and Temporary contract).

When working the Job Motivation as an instrument, after going through a whole statistical analysis, has resulted in two major variables; the first one is nominated, intrinsic motivation, subdivided into four sub-variables: power, achievement, affiliation-intimacy and progress-growth; the other great variable is self-competition divided into persistent and situational (Diaz et al, 2012).

In the region of Maule (Chile), a study was conducted to identify the relationship between organizational climate, job satisfaction and performance in workers of a public organization in the agricultural sector. Through a non-probabilistic convenience sampling, to select a total of 96 workers. Throwing correlation results between the general organizational climate and job satisfaction, which was statistically significant. (Rodriguez, Paz, Lizana, & Cornejo, 2011).

A study conducted in the city of Bogotá with companies in the telecommunications sector, aimed at describing and comparing the motivational factors and their relationship with the organizational climate, in employees of a public company (ETB) and a private company (Bellsouth). Throwing results as founded differences, not due exclusively to the variables public and private company, but to the interaction between the motivational factors and the dimensions of the work environment.

In Bellsouth there is a high preference for salary as the main motivator; similarly, there is a feeling that the salary they receive is adequate but that it could be better. In ETB, the perception that their employees experience is that they receive a good salary, since the salary category is not considered as the motivating factor (Chaparro, 2006).

In the city of Veracruz (Mexico) a study was carried out in two estate-owned companies to measure the degree of liking for work, working conditions, recognitions, and belonged. A survey format was used that showed the following results: half of the workers consider that the most important aspect within their work environment is: “to have a job that gives them the opportunity to stand out and excel”.

All the staff studied said that they like their work, the greater percentage of the population studied has got an idea about how they can make their work more efficient at least one time; slightly less than the total population studied, said have received congratulations for the good performance of their work (Cortés, 2004).

In Argentina an investigation was carried out in the real estate and construction company, Walan Ltda, to evaluate the level of satisfaction and motivation in the internal environment of the company. The survey tool applied to eleven employees of the organization, delivered a series of results, for example, about interpersonal relationships in the same team, where 55% of the employees rated it as good, the remaining 45% affirmed that the relationships are excellent.

Employees were questioned about the recognition of their work, 55% felt they are recognized, 36% said they were highly recognized and 9% more or less recognized. Employees chose four alternatives on motivation, highlighting the option “like what you do”, which was chosen by nine employees, showing a favorable point of satisfaction and motivation, both, professionally and for the company (Schadeck, Martini, Wollenhaupt, & Domingues, 2015).

In the state of Zulia (Venezuela), a study was carried out to identify the motivational reinforces applied by companies in the beverage sector, using a descriptive and field research process. The sample to be studied was made up of 162 employees, applying an instrument for data collection of closed questions. It was concluded that the sense of humor is not used as a motivational reinforcer and that, the perception of employees is favorable to be able to implement it as a formal strategic motivation (Torres, 2006).

An investigation carried out in Matanzas (Cuba) in a processing center, sought to measure the level of employee motivation and the factors that affected it. According to Ibañez (2009), the research showed the following results: the factors that most influence are extrinsic, satisfaction with work and satisfaction with human relationships; giving less importance to the intrinsic, such as: satisfaction with emulation, recognition and responsibility in the work performed, shows that the attitude is contradictory, that is to say, does not manifest job satisfaction.

Discussion

Despite the different studies and theories that reveal the importance of work motivation in organizations, today many managers continue to apply a management without valuing human talent as the most important and productive asset for organizations.

Motivation is the cause or reason why an organism carries out a specific activity, and through it individuals increase their productivity by having an incentive that acts as an engine to achieve the goals and objectives set by the companies.

Regardless of the economic sector in which the company performs, the evidence clearly points to the existence of common needs in all human beings. Need to make decisions, to feel valued, loved, useful, and the existence of more effective ways to potentiate the motivation of people, other than methods always used as economic remuneration; it is worth mentioning how counterproductive and less effective these strategies are.

The application of a motivational plan in an organization will allow it to maintain a high level of productivity and satisfaction in its human talent, which is directly proportional to increasing its level of competitiveness in the market. That competitive advantage generated by human talent is unique, and should be used to the maximum by the company to optimize all its processes.

Companies that apply motivation methods have different ways of measuring and developing motivational plans. Many of them measure through surveys the level of satisfaction of their employees, this tool also allow them to consider the factors that according to the workers generate greater motivation.

Extrinsic factors such as job satisfaction and human relationships, or intrinsic factors such as achievement, growth and power, are variables of consideration at the time of the application of a motivational plan in an organization, and that over time has generated contradictory studies by many authors.

Conclusions

At present, the labor market has been transformed, and economic compensation has ceased to be the main element to be taken into account when selecting a motivator, giving way to other elements such as stability and security of employment, recognition for the work done and the possibilities of professional growth.

Motivation, as a correctly applied tool, will give results that will positively impact the company and the individual, since people who have been motivated in some way perform better than those who has not been incentivized in any way.

In order for a motivation program to be carried out correctly, it is necessary that the person

in charge of it be fully aware of the elements that comprise it, such as the motivational factors most considered by employees and the effect this has on the behavior of the individual, as well as the impact that does not satisfy the needs.

That is why the manager must know that human talent is the most important intangible asset within the organization, as this area is responsible for performing the activities that give life to the company and it is vitally important to know all the factors that cause the worker to behave in one way or another.

Work motivation is a fundamental element for business success, since the achievement of the company's objectives depends to a great extent on it. The truth is that still many sectors do not give it the importance it deserves and continue to practice a management that does not take into account human talent. Apply motivation programs, train employees and make them more productive, is the business mission, all this will allow an organization to be more competitive and successful.

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