Organisational Motivation

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[Course]

Contents

Chapter 1 Introduction

1.1 Background

Currently, the Human Resource Management (HRM) plays an important role in thecompetitive business strategy. Thus, the human resources (or human capital) are seen as a strategic resource, as highperformance levels in workerstranslate into high levels of performance inorganisations.In this context, decision makers cannot assume that workersperform their duties by the mere factto be an employment contract, because theirinterests may be different from those organisational objectives. The agency theory manifests this situation, noting that theindividuals (workers) have needswhich in many cases are different from themanagers (or owners of capital).

This could have serious repercussionsin obtaining competitive advantages;i.e. in achieving a level of higher profitabilitythan the industry average. Therefore, seeking to coordinate efforts of each of the members of the organisation,decision makers must be ableto design appropriate plans of motivation (Heckhausen, 2012).This implies that decision makersmust identify the needs of theirworkers and provide the means they can meet. Thus, satisfied workers appear motivated by their work,which will be reflected in higher levels of performanceand organisational commitment. Ultimately,this allows the company to fulfil itsgoals effectively and efficiently (i.e. gain competitive advantage).

Motivation plays a crucial role in managing people. For an individual to perform a task must be fulfilled three conditions: that the individual can do it (means) who has knowledge to do (skills and abilities) and who wants to do it (motivation). To possess the key to human behaviour is necessary to hold the key of motivation. The full motivational cycle can be described through the five stages. 1) It is a process that uses incentives and incentives to attract desire; 2) of

individuals to achieve them. An individual feels fully motivated when it perceives a stimulus; 3) requiring him to make an effort and guide their behaviours; 4) to meet the wish. 5) Satisfaction is a feeling of well-being that takes place upon the completion of the goal, desire, reward or reinforcement (Gruman& Saks, 2011).

1.2 Statement of the Problem

The traditional model of mechanistic organisation (rigid and structured according to the premises of control and prediction) has been weakening in the same extent that they have begun to take hold alternative forms based on dynamic perspectives that see organisations -and they process them as entities organised flexibly process. Notions such as organising (Weick, 2001) and self - organisation (Morgan, 2009) began to emerge as significant concepts in a new discursive order also begin to develop new theoretical formulations and attention to others already existed but were not taken into account given that did not enjoy a recognised legal order. In connection with the foregoing and in the case of motivation at work, Steers et al (2004) are of the opinion that "the time has come to redirect our intellectual energies into discovering new toward research models and new Models- of work motivation and job performance commensurate with this new era" (p. 384).

Deci& Ryan (2012) point out the need to take the concept of "Human Factor" which presents man as an actor, "doing something", which rescues the value of the human person, since resources are means by people or administered by the human factor. In short, it is the human factor which gives meaning to the business function. Coinciding with the issues raised by Deci& Ryan (2012), referring to the human factor not like resources or means, but the main actor of entrepreneurship.

Given this, the present researchis intended to set up and analyse themain theories of motivation content,in a representative sample of workers. With the above aims to contribute to literature, because studiedand configure the different theories of motivationcontent through a same setof questions (items).

It is believed that if an employee is motivated, he or she would be a lot happier at work; further to this it would be beneficial to the company. Most of an employee's time is spent at work so being motivated is essential. By leading this study, plan to increase further experiences into retail staff motivation and build up a superior comprehension of this basic piece of HRM. It considers that such a comprehension will help to grow better administration abilities later on. In addition to this motivation theories such as Maslow, Herzberg's theory and McClelland's need theory are discussed and linked to how well it works in practice.

1.3 Purpose of the Study

The aim of this study is to examine different motivation theories and to find out which motivation theory is more appropriate to motivate the employees of a retail store of UK.

1.4 Research Questions

The researcher will be seeking to find answers at the following questions:

- Is there any relationship between the motivation and higher performance?

- What are the different factors that can influence retail sector employee motivation?

- How can the organisation being researched, take steps to maximise motivational levels among frontline retail employees?

Chapter 2 Literature Review

2.1 Human prospects for Performance

The performance of the organisation is the first objective of managers and their responsibility (Paauwe, 2009). The resources are managed by the people who put all their efforts to produce goods and services efficiently, improving this production increasingly so all intervention to improve performance in the organisation has its genesis in people (Singh, 2008). People are part of an organisation when its activity in this contributes directly or indirectly to achieve their own personal goals, whether material or immaterial (Gruman& Saks, 2011; Tierney & Farmer, 2011). Also people with their actions seek to achieve particular objectives or goals that are important to them, one of these purposes is the economic activity, which represents a very important part in the social life of all individual (Kehoe & Wright, 2013).

Moreover, the organisation must balance the needs and desires of the people as individuals and the needs and desires of the groups, with organisational needs and expectations. This is achieved, in coordinated groups and individuals, in order to obtain the required collaboration and effectiveness. Also, people in an organisation have individual behaviours and group, so individual results obtained and as a group. Thus, people working individually obtain a result or performance individually, the sum will not necessarily be equal to that obtained by the group.

For this reason, the performance of human factor is a key element for achievement of the objectives of the organisations, their economic performance and their permanence in time, so the quality of its human resources, work systems, policies of the organisation and its culture are vital to the maintenance and improvement (Mohammad, 2006, Alavi et al., 2005). Therefore the

leaders of the organisation must identify those factors that drive individuals to become more efficient and productive (Jones & Chung, 2006). In this regard, Tolentino (2004) suggests that productivity is the result of harmony and articulation between technology, human resources, organisation and systems administered by persons or effectiveness, provided that the optimal or balanced combination of resources or efficiency is achieved (Delgadillo, 2003).

Individual Performance can then be considered as the overall measure of performance of an organisation (Alavi et al., 2005). From the management standpoint, performance is defined as the ratio output / input, so it is a variable results-oriented and is based on workers behaviour and other aspects outside the workplace (Bakker &Schaufeli, 2008). Other authors have noted the systemic approach to productivity and influence of people in this (Huey et al., 2009;Podsakoff et al., 2009), so the performance of an organisation is affected by certain characteristics and behaviour of the individual, in which psychological processes are involved (Jones & Chung, 2006; Tolentino, 2004; Saari& Judge, 2004; Kemppilä&Lönnqvist, 2003 Charles, 2001).

These processes are important at work, as they influence individuals and groups performance, which affects the productivity of the group and the organisation as a whole (Saari& Judge, 2004). From these definitions it follows that it is people who, in the exercise of their will, make decisions, based on their capabilities, to provide results, either in terms of goods or services. According to the these approaches, it is necessary to change the traditional perspective to define productivity and performance as they consider the factor human resource, i.e. take the human being as an input and not the main actor who manages the resources available, reacting according to the psychological and psychosocial processes that experience to act in society.

2.1.1 Human Dimensions

As noted in the review of the literature, many authors have suggested the relationship and influence of the human factor in productivity and the performance of organisations, such influence of psychological and psychosocial processes involved that are complex to quantify (Jones & Chung, 2006). Coinciding with this statement (Paauwe, 2009; Kemppilä&Lönnqvist, 2003) indicate that the production made requires the participation of people, of a permanent labour social relation, indicating that in his conducting a psychological and psychosocial components are present. East aspects fact implies both objective, and subjective (Antikainen&Lönnqvist, 2006; Kemppilä&Lönnqvist, 2003).

So that decision-makers leading the organisation is very important to know that is what leads man to action, to enthusiastic work and sustained in the organisation, to meet their desires, individual interests and expectations; to associate with others who also have desires, interests and expectations, forming groups, and even more, meet the objectives of the organisation. Then identified two dimensions of the performance of people acting individually or as part of a group in the organisation, affecting the Productivity: a psychological dimension and a psychosocial dimension.

2.1.2 Psychological Dimension

Referring to the person with individual needs to meet with a purpose, involving all the psychological processes that occur in the interiority of individual performance of his history, needs and expectations. The individual processes are inherent in being, satisfaction, motivation for work and linking to the organisation and their attitude towards learning and change (Gruman& Saks, 2011; Tierney & Farmer, 2011; Mohammad, 2006).

The psychological aspects the most significant and important in the behaviour of people in the organisation are: self-efficacy, perception of fairness, role clarity, role conflict, work overload, instrumentality, results awareness, awareness of responsibility for results, awareness of significance of labour, perceived social support etc. (Mohammad, 2006). These psychological processes triggered in individuals motivation, satisfaction, participation, ownership, commitment and involvement and configure their skills, which will affect their individual performance.

2.1.3 Psychosocial Dimension

Referring to the behaviour of people when associated with others, to meet common needs, involving psychosocial processes that occur in the people to interact with each other. Psychosocial processes have links with group or collective performance and human behaviour in the organisation, such as organisational climate, leadership and corporate culture. These processes have to do with phenomena that occur intragroup within working groups and intergroup, occurring between groups. Both phenomena negatively or positively affect the organisation and therefore their performance (Gruman& Saks, 2011; Tierney & Farmer, 2011; Mohammad, 2006). Also, the organisation, processes that affect or influence manifest in the individuals and groups, and are determined by its strategic framework.

Among the psychosocial aspects indicated by Mohammad (2006) include the organisational culture, organisational change, leadership, level of development group, participation, power, conflict, decision-making processes negotiation and organisational climate.

2.1.4 Human factors that affect Performance

Several authors, identify several factors relating to people, which are contributing to performance, such as motivation (Oluseyi& Hammed, 2009; Antikainen&Lönnqvist, 2006), job

satisfaction (Antikainen&Lönnqvist, 2006), participation (Antikainen&Lönnqvist, 2006), learning and training (Mungaray& Ramirez-Urquidy, 2007; Antikainen&Lönnqvist, 2006) skills (Mungaray& Ramirez-Urquidy, 2007;), teamwork, stress and burn-out (Mohammad, 2006), organisational climate (Lindahl, 2006, Pedraja& Rodriguez, 2004), leadership and management style (Mohammad, 2006; Alavi et al., 2005), organisational culture (Mohammad, 2006), training and rewards (Mohammad, 2006), the collaboration, communication (Bowditch et al., 2007) work habits, attitudes and feelings, decision-making, conflict resolution, ergonomics (Kemppilä&Lönnqvist, 2003), commitment (Bowditch et al., 2007; Mohammad, 2006), among others.

According to an empirical study by Woolley et al (2010), human factors can be classified as individual factors, group factors and organisational factors. In this study established causal relationships between these factors. For the study (Woolley et al., 2010) adapted questions for organisational effectiveness questionnaire proposed by Kwon & Wen(2010), to fit the purpose of the consultation, which sought establish criteria which according to the respondents correspond to human factors that affect productivity, and do correspond to the performance of the person as an individual or as a group that interacts with the organisation.

According to Mohammad (2006), the psychological dimension factors set Individual and group psychosocial dimension configures organisational factors and have to do with the performance of people as individuals or as part of a group that interact in the organisation. The organisational facts turn provide people (individuals or groups), reason being of the association (organisation), the structure, the set of symbols shared and inspiring vision.

The above factors are manifested in individuals (individual factors) and in groups (group factors), when they interact in the organisation and depend on the psychological and psychosocial processes that occur in these interactions. These processes have an impact on the achievement of the strategic objectives of organisation (organisational effectiveness). Moreover labour and professional individuals and groups, and affect all aspects of organisational life. These processes appear from decisions taken by the organisation, and always produce a positive or negative impact on people who work and make both individuals and the groups.

2.2 Motivation

Motivation refers to whatmakes people act or behave in certain ways (Pinder, 2014). Motivation is a series ofimpulses or desires, which promote certainbehaviour (Pinder, 2014). Thus,when motivation is studied it is part of thepremise that a significant impact on allactions that people can perform(Gagné&Deci, 2005).However, when it comes to motivation,not only it is referring to people,but also the subject of that motivation (Gilley et al., 2009). Therefore, the decision makers must know the conditionsin which workers can motivate to carry out their work,while the organisational objectives are met.

Motivation refers to the energy and effort put to satisfy a desire or goal. The efforts made in achieving the target will depend on the intensity and time that needs manifest themselves in individuals (Griffin & Moorhead, 2011; Mahal, 2009). Meanwhile, workers seek to satisfy them, and on the other hand, managers will aim to motivate people and induce them to behave in the way that organisations want.

Bernstein D et al (2008) cited in Gardan et al (2012) propose that motivation speaks to an idea that alludes straightforwardly to a progression of "stages" of indication of the human

conduct in real life. In this connection, motivation is seen as an end product of components that focus the launch of a certain conduct, coordinates this conduct and secures a certain power and a certain level of determination in time. Further to this Heskett et al., 1994 cited in Gardan, et al (2012) suggest that the employees motivation is a solid identified with the representative's fulfilment and in this way to the consumer loyalty.

Coelho F et al (2011) suggest that a steady workplace helps representatives feel keen on and amped up for the substance of their work and this energy deciphers into expanded imagination. However, Deci& Ryan (1985) cited in Coelho et al (2011) argue that cognitive evaluation theory, which expresses that logical elements have enlightening and controlling parts that influence a singular's emotions of control and self-determination. Walker et al (1975) cited in Coelho et al (2011) recommend that employees impression of their part is influenced by impacts they see from part senders (supervisors, colleagues, and clients, and by their own originations of how their part ought to be performed.

Bogdanovic, (2003) cited in Darabos states that there are various approaches to characterise motivation, yet in the narrowest sense motivation can be clarified as the procedure of urging individuals to attain to both, the organisations and individual objectives. These objectives are entwined and regularly the acknowledgment every objective exclusively, by implication implies the acknowledgment of the other. Motivational systems can be arranged into material and monetary motivation methods. Material motivation procedures can likewise be isolated into direct (wage framework) and roundabout monetary motivations (advantages).

Financial pay with a part to inspire representatives are of an expanding significance same as the mindfulness on the need to present them. In the meantime organisations are dealing with

the constant transporter improvement of their representatives. Pretty much as the arrangement of motivation is in light of distinctive manifestations of remunerating and animating fruitful representatives for their remarkable work, they must be worked out arrangement of punish workers who don't do their work faithfully and capably. A punishing framework, the length of a representative gets a clarification on why he or she is being rebuffed, can infrequently have a constructive outcome on the employee.

Numerous empirical studies found the relationship or influence of motivation on organisational performance and productivity. Their contributions show that the need for achievement is different in every human being, appears when the individual is aware that he can influence the outcome and it meets your expectations (Locke, 2014; Singh, 2009; Parkin et al., 2009; Oluseyi& Hammed, 2009; Ugah, 2008). Therefore, when a person is successful, he develops a force urging him to highlight, to do things with excellence, be the best at what he does, by merely the satisfaction of accomplishment and achievement.

Ugah (2008) suggests four common characteristics contained in the definition of motivation: it is an individual phenomenon, is intentional, is multifaceted and theories predict behaviour. So the motivation may be conceptualised as the point at which an individual wants and decides to participate certain and specific way. For Lin (2007), who conducted a study of motivation, attitudes and productivity, a high motivation and a positive attitude towards work have positive effects on productivity. This study confirms that the perception that the effort will be rewarded, leading to a positive working attitude and encouraging for the person as well as meeting their needs and expectations. This finding is confirmed by Mohammad (2006), who notes that when a person considers his work as a source of personal fulfilment and perceives that are provided opportunities for development, improve their performance.

Consequently, permanently maintain a high level of motivation will generate excellent performance in the company. They also encourage attitudes and desired staff behaviour will lead to increased productivity and competitiveness of the company. Oluseyi& Hammed (2009) found that to increase work productivity, management requires strategies that address particularly the work motivation, leadership effectiveness and time management. It implies that the effectiveness of leadership and motivation at work are key to improve employee productivity.

For an organisation to be effective, it must face the motivational challenges involved in encouraging people desire to be productive members for the organisation, as well as having the ability to retain competent individuals, to maintain the highest productivity, which redound positively on profitability, keys to growth and Excellence (Sahu, 2009; Luthans& Youssef, 2004). Various theories explain the motivation and work from different positions (Lindahl, 2006). These theories have been grouped by Capozza et al (2006) and Steel &König (2006) in categories of content theories and process theories.

The first assesses the individual's behaviour and results on organisation, which focuses on observable behaviour and how individual influences the results obtained. The second focuses mainly on the needs of the individual, so that the work environment must respond positively to the needs of the individual. The third focuses on identifying cognitive processes that occur in the individual, looking for ways to activated or identify unmet needs. Each of the aforementioned theories, with partial aspects of motivation, have been fundamental to understand and study, due to its complexity. Several authors have proposed an integrated view of motivation for better understanding of the phenomenon, to analyse how they relate these theories together or forming an integrated model of motivation for individual work (Locke, 2014;Steel &König, 2006).

Therefore, motivation is important because of its importance as a performance determinant and organisational performance. Also, if managers know factors influencing motivation can induce in people, they work with more enthusiasm, harder, faster and more efficiently. We conclude that motivation is individual, has a meaning totally different for each person generates different forms of behaviour linked its social values and the ability to achieve the desired goals. Also it varies with respect to time and determines the performance of individuals.

So motivation is an element of individual behaviour which positively or negatively influences productivity, so that low motivation can be the cause of low productivity and the high motivation will be the cause of high productivity. Motivation is a cause and productivity is consequence or effect. The motivation is manifested in the individual and in the group, so, improved productivity requires management strategies that address particularly the motivation at work, so to consider two aspects in relation to motivation, self of the individual within the group and group motivation as such.

2.3 Need

People move through reasons, that is, in the search to satisfy certain needs. This means that once satisfied the need, the impulse that motivated reduces the behaviour (Deci& Ryan, 2012; Deci& Ryan, 2008). This has implications for the study of the needs, because these are not observable, but are constructs that derived from its effects (Locke, 2014).

Human needs may include a broad spectrum. As a way of simplification, these can be divided into two groups: basic needs and secondary needs. The first, relating to the existence of

basic human needs (thirst, shelter, housing, etc.) while the latter are related to the Satisfaction of higher needs (Social, ego, etc.).

Primary needs are innate, while secondary are learned. This implies that the human being can live without the satisfaction of secondary needs but life would then be less pleasant (Locke, 2014). In this context it is argued that the needs can be caused by inmates processes of a certain type, but more often (when already arranged) are the result of effective appearance of a pressure environment or anticipation imagined thereof (Steel &König, 2006).

2.4 Theories of Motivation: Content Theories

Motivational theories can bedivided between those of content and ofprocess (Steel &König, 2006). The first studyconsider aspects that can motivatepeople, while the second study take into account the thought process bywhich these are motivated.Among the theories of motivationcontent can be mentioned by Maslow,Alderfer, McClelland, Herzberg and McGregor(Theory X and Y). However, in the presentonly the Maslow research analyses,Alderfer, McClelland and Herzberg, since focusin determining human needspredetermined function types. This does nothappens with the Theory X and Y, which is not knowna priori the number of dimensions to be obtained.

2.4.1. Maslow's theory

Maslow points out that peopleare motivated by five types of needs:physiological (food, water and shelter),security (protection, order and stability),Social (affection, friendship and sense of belonging), esteem (prestige, status and self-esteem)and self-realisation (self-satisfaction) (Reid-Cunningham, 2008). Thesehuman needs are sorted in a hierarchy where some are priority andonly when these are covered, one canascend to higher needs(Santrock, 2002).

The needs are met in thefollowing order, first, basic needs(Physiological and safety) and thensecondary (social, self-esteem and self-Realisation needs). This is because peopleseek to satisfy their basic needs andthen move up the search to satisfycomplex needs (Reid-Cunningham, 2008).An important aspect in Maslow Theoryis that once met a number ofneeds, these cease to act as motivators(Steel &König, 2006). This impliesthat to motivate workers in carryingtheir work, it is necessary to enable to meet their unmet needs.

Although there is little evidencesupporting the empirical theory of Maslow, thisis widely accepted (Maslow, 2013). Theliterature does not support the existence of the hierarchyexactly as it was conceived by the author. Additional notesthat this theory can obscure the differences in secondary needs varyaccording to the people and cultures (Reid-Cunningham, 2008).However, there is empirical evidence thatsupports the division of the needs in primaryand secondary. Furthermore, it has been shown that the needs that motivate peopleare those who are not satisfied.

2.4.2. Theory of Alderfer

Some authors suggest that the typologygiven by Alderfer to needs is not based on new elements, but is basedin the theory of Maslow. While this isright, it can be argued that Alderfermakes some criticisms of the Maslow theory(Latham, 2012), which leads to theirwork differs in three aspects (DeShon& Gillespie, 2005).

First, it reduces the five needs of Maslow to just three. These needsare those of existence (need for physical welfare), relationship (interpersonal relationships) andgrowth (development and personal growth).Second, Alderfer arguesin the appearance of a new need, it is not essential to be filled(Satisfied).In addition, the author found that the movement in the hierarchy of needs is

not onlyin ascending order, because peoplecan go back in the hierarchy orderto satisfy a need and satisfied.

Despite these differences, they can be found some similarities between the two motivational theories. Thus, the Alderfer needexistence may representthe physiological and safety needs of Maslow. Something similar happens with the need forratio (which represents the social need of Maslow) and growth (which representsthe needs of self-esteem and self-actualisation of Maslow).

2.4.3. Theoryof McClelland

McClelland notes that there are threemotivations in people, which are theneeds for achievement, affiliation and power. Someauthors argue that these needs aresocial motivations as they learn froma way not aware, as product actively faces the middle (Heckhausen, 2012). Given this,its importance lies in that predisposepeople to behave in ways that affectcritically performance in many jobsand tasks (Latham, 2012).Because of this, people witha high need for achievement, seek to distinguishby doing things right and enjoysituations where they can take responsibility.

Also, people who havea high need for power, seek to controlothers and they do what they want. Meanwhile, people with a high need foraffiliation tend to be interested and to thinkoften about the quality of their personal relationships (Santrock, 2002).

A comparison of theory of McClellandwith Maslow, allows a point that power could be considered a class of particular social need or estimation,by referring to relations with people and thestatus; it can also be related to theneed for security. Membership is a minimum smoothing

what Maslow called social necessity; while the achievement can remembersome behavioural patterns relating toself-esteem or self-realisation (Latham, 2012).

2.4.4 Theory of Health and Motivation

Herzberg Theory focuses onthe work itself as the main source ofsatisfaction. This theory emphasises the importanceof job characteristics and organisational practices(Heckhausen, 2012).Herzberg believed that the work ismost important activity of the individual (Latham, 2012). According to this,concluded that job satisfaction and labour dissatisfactionare two types of different experiences (two-factor model).That is, the factors established Herzberggenerating dissatisfaction among workersare of an entirely different nature to that ofthe factors that produce satisfaction (Latham, 2012).

On the one hand, the factors that generateintrinsic satisfaction,motivators or satisfactors, and on the other hand,the factors causing dissatisfactionconsidered extrinsic, hygiene, dissatisfiersor support (Deci& Ryan, 2012).Intrinsic factors relate to thecontent of work (the work itself,responsibility and recognition betweenothers) and extrinsic factors do withthe employment context (relations with the supervisor,wages and relationships with comparisonamong others.

Given this, it can be argued thatwhen people speak of feeling goodor satisfied, refer to intrinsic factors which relate to thejob satisfaction when present,but not with dissatisfaction when it is missing. Considering this situation, whenemployees feel dissatisfiedwork referred to factorsoutside of it (though related), which they are associated with job dissatisfactionwhen they are absent, but not with satisfactionwhen present.

2.5 Theories of Motivation: Process Theories

2.5.1 Locke Theory of purpose or goals

For the author motivation is a conscious activity and the more high are the goals that an individual wishes, the higher the level of performance; it must be given to the following:

- Clearly define the goals;

- Adapt these conditions of workers;

- Preparing employees, increasing personal interaction, communication, training and action plans;

- Highlight the attributes of the objectives that must be understood by the boss and subordinates;

- Carry out intermediate controls to make necessary adjustments in the objectives;

- Make a final check to verify the proposed objectives, and modified achieved

In several studies of goal setting, it has been demonstrated that superiority of specific and challenging goals as motivating forces. Specific and difficult goals generate a production level higher than the overall goal of do the best one can. The same specificity of goal acts as an internal stimulus. Although it cannot say that it is always desirable to make the employees involved in the process of setting goals when provides that employees resist to accept difficult challenges, it is likely to participation is preferable to simply assign goals.

Finally, people do best when they receive feedback that lets them know how adequately they are moving towards their goals, as this helps them to identify discrepancies between what they have done and what they wanted to do; i.e. feedback which serves as a guide to behaviour. However, not all feedback is equally effective. It has been shown that self-generated feedback (in

which the employee can monitor their own progress) is a more powerful motivator that feedback generated outside.

The theory of goal setting massively emphasises the importance of the future dimension when analysing the influence of setting goals on the motivation of people as an incentive to maintain and strengthen the leadership, persistence and intensity of the efforts made to reach the target . The goal becomes a regulator attractor of decisions and actions to be carried out in order to achieve it, with which the dynamic study is trapped in the path of action ranging from the formulation of the goal to achieve them regardless changes that may occur in that way and that could eventually change the original nature of the goal. In this case the dynamic is of an episodic narrative that describes the behaviour of the reasoned immediate future, pending what happens when the goal is reached or not (Fried &Slowick, 2004; Locke & Latham, 2002).

2.6 Modifications and changes implemented in the process theories

While we must recognise these efforts to promote openness and renewal of the field, it is possible to identify inconsistencies between the recommendations provided by some of these authors to advance theory and research and subsequent actions. As an example, Locke & Latham (2004) argue that it is necessary to establish dialogues at intra and interdisciplinary level in order to strengthen the field and broaden their horizons but, paradoxically, the same Latham in a review article writing with Pinder (2005), and where they review of research conducted over the past 10 years in the field of motivation, do not take into account work carried out since other alternative conceptions to traditional and appear clearly identified in the database. For example, in his review does not mention a series of research whose the dynamic study of motivation such as those inspired by the work of on flow and motivation (Bakker, 2005; DelleFave&Massimini, 2004).

An analysis of this omission seems to expose at least two things: first, that when talking about "dialogue" is in reference to certain theories and approaches related to established theories and, second, the bias of the authors that It leads to omit alternative approaches that put into question the scope of traditional theories (see next section). In this sense, it seems that still pervade certain criticisms fail enough to lead investigators to question some central aspects of their work. Certainly there are confrontations that positively move the field causing irritation where things had remained more or less stable, yet still remains deeper into the scope of the criticisms made by certain authors.

Chapter 3 Research Methodology

3.1 Introduction

In this portion of the study, the researcher discusses the technique and framework coordinated this particular study. In this fragment, analyst depicts the information accumulation technique for this study and how the moral measures have been taken by the examiner while gathering data for this exploration.

3.2 Research Approach

There are two types of sources that could be used to research. The first type is primary and the second type is secondary. Primary research may include conducting interviews, questionnaires and observations. Secondary research may include using the Internet, books, journals and newspapers. Bell (1999) suggests that there are primary sources and secondary sources.

3.2.1 Primary Research

Primary sources are revolved around current events under research; this may include meetings that are taking place. However secondary sources are primary sources that have been interpreted. It is difficult to be able to distinguish between the types. Marwick (1989) cited in Bell (1999) suggests that documents could be primary from one perspective, but secondary from another.

For instance, if a researcher decided to study based on a published theory of an author, the publication (book) would become the basis of the researcher's primary research. It can be suggested that what distinguishes the sources into primary or secondary categories is the purpose for which they are used. Furthermore there are two categories of primary sources of research.

The first is termed 'deliberate sources' and "are produced for the attention of future researchers" (Bell, 1999). These can take the form of diaries or autobiographies intended for publication. The other is referred to as 'inadvertent sources' these may be used by researchers for purposes other than what they are created for originally. These can take the form of national surveys, personal files or statistics from national databases.

3.2.2 Secondary Research

"Secondary information consists of sources of data and other information collected by others and archived in some form" (Steward etal., 2003, p.1). Steward et al (2003) claim that secondary research is different from primary as the responsibility of this research is not of the analyst, whereas with the primary research is responsible for the research and design, how it is collected, analysed and summarised.

In order to carry out research for the area being investigated both secondary and primary sources will be used. These include journals, books, Internet. "There are many kinds of secondary data that the researcher can draw upon, published and unpublished, public and private: books, journal articles, newspapers, magazines, records, diaries, autobiographies, film, videos, and work prepared especially for your study"(Payne, 2001, p. 129).

3.3 Research Strategy

There are two types of research these are quantitative and qualitative. Blaxter et al (2001) claim that quantitative research involves primary research, which directly deals with numerical data, whereas qualitative research is where research does not deal with numerical data nevertheless this research, could be empirical.

The qualitative and quantitative research methods are opposite from one another. Qualitative research is realistic, unaffected observations with no restrictions, whereas quantitative research is restricted and has an affected dimension to it, as it may be changed. Qualitative is more authentic, legitimate data whereas the other method is stable, sound and verifiable. The qualitative method can be prejudiced whereas the quantitative is impartial.

The choice of the research study depends on the nature of research aim and objectives. This particular study is subjective in nature that is why the researcher is going to use qualitative research methodology in this study.

3.4 Data Collection

In this particular exploration, the analyst uses semi-structured interviews for primary data collection. The sample comprises of Human Resource Managers of different companies. Total eleven participants are chosen to take part in this study among which eight are males and three are females.

Coordinating this examination study represents a couple of deterrents for the analyst. As an issue of prime significance, patients are not effectively persuaded to give their criticism. Basically, it is in like manner difficult to grasp what are the issues confronted by the participantswhich impact their general experience. The members are incorporated into the exploration procedure just in the event that it is steady with their qualities, leisure activities and inclination and they do anxiously with enough figuring out how to pick constantly about themselves. The specific essentials of informed consent fuse the obtainment of information about the reason, threats, preferences and particular alternatives for the investigation, understanding of

the subject of this information and its own particular situation, and settling on a free choice, not compelled on whether to take a premium or not.

The Consent is legitimised by the need to respect people and their autonomous decisions. Each individual has trademark quality in light of its ability to pick, change and look for after their own particular life course of action. The specialist needs to look reliable to ensure that people recognise the backing in exploration with each one of the conditions said decisions. The nearness of qualified witnesses and the use of recordings are measures that can supplement or supplant in particular cases the stamped educated assent. The affirmation or release of these benefits must be picked by the individuals.

3.5 Validity

Birley& Moreland(1999) suggest the main focus of validity is to prevent interferences to the information to be gathered for example language used should not be complex so that there are misunderstandings. One way in which validity can be achieved is through carrying out a pilot study. This can confirm the accuracy and relevance of the data, which will be produced. Another way that validity can be ensured is to compare the research methods utilised by others who have investigated topics similar to the chosen one.

3.6 Reliability

Birley& Moreland(1999) suggest that reliability, which is a characteristic that research instruments must feature, is easier to measure than validity. Miller and Wilson (1983 cited in Birley et al., 1999) suggest that: "The extent to which a test would give consistent results if applied more than once to the same people under standard conditions (P96).

One method for checking reliability is the test-retest' method. This is where one research instrument is used with a group and then the process is repeated at a later date with the same group. Although it will determine how reliable the method is, the research should not expect the exact same results. A second approach is to divide the results into two sets and then compare them to determine if they match up to each other. It should be note that data that is collected could be reliable but not valid. This means that the tool which was used produced consistent answers but they may not be testing or proving what the researcher aimed to.

3.7 Ethical Considerations

Blaxter et al (2001) claim that there are four main ethical issues that should be considered when researching. These are confidentiality, anonymity, legality and professionalism. Confidentiality is quite an important issue. Although a researcher maybe tempted to think that information is used regardless of it being confidential, if they do indeed use this information the result maybe adverse effects on their sources or indeed on the entire research project.

Anonymity is ensuring that individuals who provide information in your primary research are not identifiable. The researcher needs to consider their descriptions carefully and ensure that it is not easy for a reader to figure out or determine the sources.

Legality this issue relates to the researchers duty to report any illegal actions that they may come across during the research.

Chapter 4 Results and Discussion

4.1 Results

The sample of people has been characterised according to socio-demographic variables and labour. These people have an age average 49.05 years. They live in the metropolitan region. In order to obtain the typologies needs considered in studies Maslow, Alderfer, McClelland and Herzberg, is proceeded to perform analysis. The number of factors to be extracted was forced the number of needs considered in a certain type. In addition, the indicators were considered that carried only on a dimension (factor).

The objective of this study is to determine the relationship of work motivation as their extrinsic and intrinsic factors and job satisfaction of staff. The analysis of collected data depict that there is a significant joint relationship between the predictor variable extrinsic or intrinsic factors or hygiene and motivators factors and content criterion variables work, teamwork, labour incentives, working conditions (job satisfaction), multiple determination are highly significant, the content of teamwork, work incentives, working conditions etc. Motivation has significant and direction relation with variables such as work content, work equipment, work incentives, working conditions and job satisfaction.

It is considered that the root causes of behaviour are outside and not inside the person, i.e., it refers to artificial sources of satisfaction that have been programmed socially, such as the flattery and money. Extrinsic motivation satisfies the first two requirements of Maslow scale, or lower needs: physiological and safety.

Thus, it can be inferred that the assessment of each individual, about motivation offered by the institution may vary according to the situation or the attitude they have to connection, it

was identified as the subject consider that the institution does not influence economically, however for other subjects themselves.

Among other elements related to motivation indicate that results obtained can be identified by the institution motivates performance of employees and at the same time recognise providing benefits such as: congratulations, bonuses and days off; therefore, this allows the employees feel motivated to achieve compliance objectives.

4.2 Discussion

The focus of successful organisations is in the people, when people are motivated and organised and apply the principles of productivity, quality, ethical behaviour and make a balanced use of the technology to human progress, productivity is assured. A number of conditions today in the field of research in organisational behaviour favouring the emergence of paradigmatic confrontation where things had remained more or less stable for long. Research work motivation obviously has not escaped the effects of these tensions.

Work motivation is not as stable as it has been thought so far and as has been considered from the point of view of traditional theories process. It is very likely that the results obtained in traditional approaches are partly due to methodological designs used (cross-sectional studies, questionnaires and scales applied sporadically, etc.) and if other designs (longitudinal or simulation were to be used) most likely results would be different. As obvious conclusion, that it is possible to study fruitfully work motivation using alternative approaches and models.

At the dawn of the new millennium seems to be consensus that the study of work motivation is in a critical phase mainly due to lack of renovation and the limitations of traditional theories to respond to the changes that are experiencing organisations and the world of work, to

push the country towards a new level of understanding. Research on work motivation carried out from the paradigm of complexity, despite their limited number, have consistently shown that when work motivation is really studied.

The research shows the salient factors of the study, the same as they respond directly to research questions. Recognition factor, is the most highlighted in this study, proposed in the two-factor theory of Herzberg as a motivational factor, which in the human resource a high level of motivation that can maintained for a long period of time; to motivate employees by recognising some actions are suggested to follow as deliver any bonuses, make any public recognition, award days of rest for overtime night work, among others. These functions be made directly the immediate head, together with the company, with greater involvement of this in the case of bonuses. It should be noted that the immediately higher percentage depends on the recognition that employees receive from the Chief to perform their duties prominently; it can help employees to conquer certain goals, such as promotion, through adequate system of internal promotion.

The impact to be achieved through these motivators is to foster a sense of belonging, security, identification, responsibility, affection and appreciation contributor to the company and vice versa, in order that both sides become part of a great team and commit to the achievement of the objectives.

According to Locke (2014) job satisfaction is an affective and emotional positive state, product of subjective perception, which is the result of work done or the experiences to do it. Motivation and Job satisfaction is considered as an attitude or set of attitudes developed by the person to their work situation. Motivation is seen as a feedback process between expectations of individuals, their performance and compensation received (Sirgy et al., 2001). So, the motivation

is determined by the differences and discrepancies between the worker expectations, accomplishments and rewards that it gives you the organisation. Motivation determines the decision of belonging to an organisation and remain a member of the same, and performance decision, that is, work hard to achieve high levels of performance.

There are three positions for the performance and motivation: 1) satisfaction causes performance; 2) the performance is cause for satisfaction and 3) the rewards are due to satisfaction and performance. Various positions around motivation and productivity were found in numerous works, due to contradictory results in investigations. The relationship between satisfaction and productivity is not significant, or not necessarily a happy worker is a productive worker. This is stated in several empirical studies (Saari& Judge, 2004). Other researchers suggest that productivity is generating job satisfaction. Moreover, Kirkman& Shapiro (2001) show that job satisfaction is positive results related to the organisation. In this regard, many studies support the fact that the motivation positively affects organisations productivity.

From the literature reviewed the relevance of the construct and the need to be seen to study the dimensions that explain the behaviour of people to the demands of the workplace. Based on the revised concepts, it is possible for conceptualising job satisfaction as the attitude of the worker with meeting their needs and expectations, and their interaction with motivational work factors environment in which it operates.

Following these contributions it can be suggested that a person with high level of satisfaction show a positive attitude towards work, get more performance at work and be more productive. In summary, it can be established that job satisfaction is a positive emotional state and product of the subjective perception of people in the organisation. It is considered as an

attitude or set of attitudes developed by the person to their work situation and is determined by

personal factors (Psychological, sociological and cultural characteristics of the individual

himself) and not personal (beyond the control of individuals and depend on the organisation and

the environment).

Several authors have noted that work involvement, organisational commitment and

identification with the organisation are psychological concepts considered as dimensions of

attitudes towards work and have special relevance to the organisation, as they influence

individual behaviour and consequently affect productivity and organisational performance. The

identification work has to do with the psychological identification of person with their work, or

the importance given to the person to work for self-image, is the degree to which the person

values as important activity. Therefore, the employee showing a high level of involvement takes

his work seriously and feelings are affected by their experiences in it (Muchinsky, 2006).

When people are aligned with the strategic framework of the organisation from their

particular position and functions in the organisation, to translate and put the mission and

organisational objectives into practice. To achieve this, it requires the share the objectives and

goals of the company and understand the management expectations has each of its members.

Which is why, if the staff considers his work as a source of personal fulfilment and perceives that

the organisation provides opportunities for personal growth in the working environment, they

improve their performance.

The identification of the worker with his work is determined by the level of knowledge

that it has the process, responsibility of the results. To the extent that tasks made demand more

competencies, knowledge and skills will produce a greater identity with the products of their

work and the task generates and enjoys their work. This identification and consistency is also given to organisational level. This means that the person develops a series of feelings of culture involvement and organisational values, which link emotionally with the organisation. This bonding is called engagement and is made up feelings of pride, loyalty, membership, congruence between individual and organisational objectives, among others.

Commitment is the degree of identification and involvement with the Individuals with the organisation, which they are bonds or emotional, affective loyalty and develop people links with the organisation, which occurs when people identify with it, or when there is congruence between the goals of the organisation and individual goals. So that if individuals are identified and involved with organisation, the odds will increase that remain in the same, which enable the formation of cohesive work teams and skills development and collective capacities, leading to the organisation high levels of performance and making it more productive. In short, identification, organisational commitment and involvement with work are psychological aspects of the person with their work, or the extent to which the person values his activity as important and emotional bonding.

The literature reviewed in this study shows that while there is conceptualisation and measurement of human factors, for some authors, there is no agreement and conceptualisation depends on the perspective from which the researcher looks at the organisation and processes that occur within it. However, the review of each of the factors assumed a posture, in order to determine their contribution or organisational performance and productivity.

According to the findings and contributions of the literature reviewed, established two dimensions of the performance of individuals in the organisation, psychological and other

psychosocial, on the basis of psychological processes manifest in individuals, and psychosocial

processes that manifest themselves in groups and teams in the organisation. The psychological

dimension is formed by the individual factors: motivation, skills and identification, commitment

and involvement with the organisation, which affect employees' satisfaction. The psychosocial

dimension is formed by the group factors and organisational factors. The group identified factors

are: cohesion, participation and management of the conflict, while organisational factors are:

organisational culture, leadership and organisational climate.

Organisations have the ability to provide satisfaction to its members, to make them more

productive, identifying and driving the psychological and psychosocial processes appropriately

to meet the needs of both individuals and the organisation. One can only take effective and

lasting strategies for increasing continuous productivity if has acceptance, involvement and

commitment of the human factor. So the organisation must plan and conduct a systematic and

continuous change in the behaviour of people that make to achieve a systematic and sustained

improvement in productivity.

The motivation depends on the satisfaction of the needs of individuals and their

consistency with the organisation. For this reason, the satisfaction of these generates an

individual more motivated and satisfied occupationally, which will increase the productivity.

There is a positive relationship between job satisfaction and organisational commitment. Both

are positively related to other organisational results and productivity.

Improved productivity is the result of improving human relations, resulting from the

participation of workers, their inclusion in the decision making and problem solving. Therefore,

the participation increases the influence of individual decisions of the organisation, which will

result in higher productivity, which, in turn, will strengthen its willingness and ability to participate. There is ample empirical evidence demonstrating the effects of motivation, satisfaction, organisational commitment, participation, cohesion, assertive conflict management, leadership, organisational climate and culture for productivity of organisations.

Working conditions, hygiene factor within the theory of Herzberg, which refers specifically to conditions of physical space of employees where they work is important to increase satisfaction in same, within this aspect may be mentioned, lighting, ventilation, have the necessary tools to develop their activities; compliance with this factor corresponds directly to the organisation as such, but of no use that factor alone, since the degree of motivation is low and causes momentary motivation.

Herzberg classifies the wage or salary within the hygiene factors; which is a quantitative trait that individuals may obtain, by performance objectives and scope, will create an atmosphere of competition among peers, preparation and multiplier effects on achieving the short-term results. These factors will have an impact on the proper performance of individuals. In this research study, there are three actors within this variable on the one hand the company is already that it depends on the minimum and maximum level established for each since the immediate boss through a successful intervention to request possible wage negotiations in question, but the worker plays an extremely important role, the performance of the latter will depend on the decision of the company and the immediate boss about increases. As noted in the obtained results, the level of salaries perceive by employees is low, no clutch it allows them to cover their basic needs, and consider that would be a factor of motivation for the existence of a scale or opportunity for economic growth.

Another variable that protrudes from this research is McCllelan Theory of acquired needs, the need for achievement, which for purpose of this study is called Achievement, which is routed to personal growth, which is composed of several factors such as knowledge, learning, professional growth, behaviour, values and feelings, which will be implemented within the organisation by employees who have them. Thus, the potential increase for the person and the value of knowledge that will get the company is the main justification for such motivators that have an impact causing benefits on the results that companies want to achieve.

The research shows that this factor depends on the particular partner, i.e. the objectives of each individual, because it will not help the company to propose activities such as courses or opportunities for growth if worker does not aspire to overcome and do fulfil a requirement. Regarding the relationship with the immediate boss, in this study, stressed its importance and therefore contemplated in Motivation and its impact on performance. The responsibility for establishing and maintaining a friendly relationship between boss and subordinate directly depends on them, which should be based on a cordial relationship, based on trust and respect. Healthy environment within the company will help to achieve the organisational performance and development objectives thereof.

Respect for the workers relates basically to those from which they receive for their personal attitude, ideas and agreed schedules. But respect must not only be of heads to subordinates, it is important to mention that subordinates should also show respect for their superiors and by the organisation itself. This variable combines the three actors and to get a good result it is necessary that everyone do what is applicable; it is noteworthy that respect and trust of bosses or responsible employees of the company will demonstrate its employees, will be the

same that they receive, hence the importance of establishing a cordial and simple relationship, never lose sight of the authority they represent.

At this stage, it is intended to publicise the most relevant results on the investigation. The information contained in the theoretical framework, supports the facts according to the results. People have basic motivator impulse, intensity of motivation varies among people and the same people at different times. It is mentioned in the study that the treatment of the superiors, respect, among others motivates a person to make the best of himself in his activity for achieving the objectives.

The responses provided by the interviewed subjects help to maintain a stable relationship and therefore labour is given what mentions by the participants as very good relations with fellowship, understanding and cooperation among all. Therefore, treatment with colleagues work, mutual respect and adequate personal and satisfactory relationships with colleagues and top, it creates a pleasant environment motivating individual performance within the scope of objectives.

The performance of employees and workers behaviour in search of objectives is the individual strategy to achieve objectives. Therefore, the job performance area of employees depends on the characteristics of the definition before mentioned as each employee performs his duties with the order to achieve the objectives set by the financial institution. In order to identify the achievement of employee goals, it is considered the objectives set by the institution to which the employees responded that they are achievable working as a team and that is the most important thing to them as an organisation and these are measured monthly and achieved through the efforts of each of the employee.

Job performance is the level of achievement getting an individual employee only after making certain degree of effort. It depends not only on the amount of effort invested, but also on the skills and perceptions roles of the individual. In the conversation established with the participants, they could identify that a value is given very important to the fulfilment of objectives, for which they implement individual strategies and then those achievements come together and become the general objectives of the organisation.

However, performance is largely influenced by the employee work expectations, their attitudes towards achievements and their desire for harmony while meditating on so that performance is related or links with the skills and knowledge supporting worker actions towards consolidating the business objectives. Therefore, the managers who were participated in this study said that if the employees are efficient in attitude and responsibility, they have been absorbed in the company and influence the level of efficiency for the fulfilment of the objectives.

Motivation and Job performance consequently determines that management Human Resource experts give the motivation, a key role to achieve a high job performance. The responses of the participants depict that they really are motivated to do their work, as handled in a standard way to serve customers, they are always smiling and offering products that is a reflection that are committed to achieving the objectives, thus we can see that the positive motivation influences fundamental way to achieve goals.

It refers to motivation as the processes responsible for the desire to an individual to make a great effort to achieve the organisational objectives conditioned by the capacity effort to meet any individual need. Although generally it refers to motivation effort exerted to any objective, we refer to the organisational objectives because the approach is related work behaviour. In this

sense, we commented that to offer a number of incentives for motivating employees for achieving established goals, needs bonds by accomplishing goals, good work environment, treating the employee as a family, this serves as motivation for the employee to feel pleased with the treatment provided by the organisation. It is the employees' loyalty therefore to achieve a mutual benefit.

At the same time, the employees are partners in the activities carried out by the organisation and performance as measured according to meeting the goals in an efficient and short-term way thereby company must provide positive and non-coercive motivation.

According to the results of this research dynamics found mostly behave nonlinearly with a very high percentage of dynamic moving between nonlinearity and randomness. In accordance with the above, most of the time series on the variables analysed to show no seasonality while the behaviour of motivation seems that it never stops and neither seems to be waiting for external stimulation to be active motivated behaviour. Taken together, the results reported in the work outlined above allow provisionally draw a number of conclusions. First, that work motivation is not as stable as it has been thought so far and as has been considered from the point of view of traditional theories process. Second, it is very likely that the results obtained in traditional approaches are partly due to methodological designs used (cross-sectional studies, questionnaires and scales applied sporadically, etc.) and if other designs (longitudinal or simulation were to be used) most likely results would be different. And third, and as obvious conclusion, that it is possible to study fruitfully work motivation using alternative approaches and models.

Conclusion

The motivation as driving force is an important element in any sphere of human activity, but is at work where it won greater preponderance, which occupies most of human life and allows to live more harmoniously, it helps somehow experience a greater prosperity in the life of each individual. Motivating others is one of the most important and more complex tasks within the administrative area. Motivating involves the ability to communicate, challenge, delegate, encourage, engage, develop and train and inform, provide employees with a fair reward, which is not always to do with economic incentives as it was found in this study.

There are many motivators like many individuals. This makes for stimulating appropriately to each worker, a thorough understanding of the required characterisation or general pattern of behaviour. While integrating the results, highlights the importance given factor motivating employees as the recognition that heads or coordinators give them for their job performance, even protrudes the factor of equal pay for simple and economical as it may seem this practice.

In the present investigation they were configured and analysed the main theories of motivational content: Maslow, Alderfer, McClelland and Herzberg. This is of importance, since many authors have shown that satisfied workers show higher levels of performance. To this end, it was used as base information gathered through interviews and through secondary sources. This methodology allowed the construction of each of motivational theories under study.

It is therefore concluded, in this specific case that the Herzberg two-factor theory is applicable to the company under study, since protruding hygiene factors already contemplated in the model, but that alone produce no motivation and therefore need to add motivational factors, particularly recognition and respect.

As for the theory of McClelland, stands study the need for achievement, representing workers seek to achieve the proposed goals and get the opportunity for growth. Motivation is intended to cover tangible and intangible aspects, so that the task of giving motivating employees to improve performance is a logical, natural and continuous process within the tangible motivators can highlight those that have to do with economic incentives and recognitions. Speaking of intangible emphasis on those who have to overcoming and personal development, which represents increase and intellectual potential of the individual and therefore the organisation.

Regarding the objective, we sought to evaluate the influence of intrinsic motivational factors in job performance of employees of the company which, they stressed the need for recognition and achievement. It was intended to analyse the insatiable or extrinsic factors and their relationship to job performance, whose results showed that the predominant factors were: level wages, working conditions, labour relations with the immediate boss and respect that exists in the workplace, the absence or negative impact significantly on their level of motivation and job performance.

With respect to the research question posed at the beginning of the study, We can conclude that motivational factors motivates the workers for better performance. These motivating factors are, working Conditions, Recognition, Achievement, Respect, relationship with the Chief and salaries.

The findings of this investigation are in line with that indicated by the literature, because it is concluded that the same set of items (variables) can be grouped in different categories

(theories of motivation). The results are consistent (no contradictions between the theories of motivation) and they have adequate levels of dimensionality, validity and reliability.

The differences in the importance attributed to the needs; these differences are not observed between the theories of Maslow and McClelland, because the two needs most important in the theory of Maslow (Self-esteem and self-actualisation), match the need occupying the first position of McClelland Theory (achievement). But, in the case the Theory of Alderfer, the first necessity importance is the relationship, which does not coincide with the results of the theory of Maslow.

However, this does not invalidate the results obtained, as the differences may explain the fact that Alderfer Theory conceptually represents only a simplification of the theory of Maslow. Given this, to rearrange the items (variables), the dimensions are set in a different order. This explains the second in importance in need to Alderfer theory is the growth, which represents the first two positions in the Maslow Theory.

Although this research is a contribution to the literature, it has the limitation that the primary data is not analysed directly for measuring motivational theories. That is why other instrument could be used for drawing conclusions with more accurate performance levels. However, the results obtained could be used in future research. For example, theories of motivation obtained may be compared and / or related with job performance variables. Also in other investigations, indicators could be used to build instruments (Scales) seeking to replicate theories of motivation in cultural contexts or specific industry. Also, results could be used in professional practice, either in the design of motivation plans or measuring levels of work satisfaction.

Recommendations

In this research the recognition factor represents little or perhaps no investment and represents the trait that produces greater motivation in staff, so it calls for the company to promote it, through actions such as:

- Personal Recognition;

- Make public recognition of achieved goals;

- Every time one of the collaborators do something well within the work, extend an encouraging word like "Good job" "Well Done" and thank you";

- May be worth considering that when an employee make a good work within or outside working hours, it is rewarded with "Exchange of hours"; i.e. implementing "coupon books" equivalent to hours or days of work; to give employees the ease of use of this benefit for entry time (02 hours), departure time (02 hours before), intermediate or taking the day for the purposes they deem relevant, with prior coordination with the immediate supervisor and the HR area, so unexcused absences be avoided and / or discounts;

- HR can also implement a recognition via email, letters of congratulations to the workers in any special day, birthday, Mother's Day, Father's Day, among others, signed by the highest authority of the company;

- Promoting values such as dialogue, tolerance, honesty, respect, and equality, through continuous practices within the organisation;

- The wage or salary is a reward for the work done, is extremely important that company executives contemplate to implement a salary increase annually, based on a meritocracy assessment;

- Encourage internal promotion, search fill the vacancy with existing staff, provided it complies with the profile;

- Maintain approach with partners in developing their activities and will demonstrate their progress in advancing them;

- Promote heads-subordinate, subordinate chiefs-together, to create a greater integration of staff;

- Encourage managers an attitude of trust and respect for their employees and vice versa;

- Promote a campaign of respect for peers, as a form of being, think and act;

- Following up constantly to employees through surveys semester to detect changes regarding factors that produce them motivation or underperforming

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Appendix 'A'

Questionnaire

1. Position:
2. Gender: (A) Male   (B) Female
3. How many years you have been in this position:

>   (A) Less than 1 year.
>
>   (B) 1-5 years
>
>   (C) 5-10 years
>
>   (D) More than 10 years

4. How long have you been associated with the organisation?

>   (A) Less than 1 year.
>
>   (B) 1-5years
>
>   (C) 5-10 years
>
>   (D) More than 10 years

5. Please indicate the highest education attained by you?

>   a)   Some high school
>
>   b)   Passed high school
>
>   c)   4-year college degree
>
>   d)   Master degree
>
>   e)   Ph.D.
>
>   f)   Other

6. Please indicate your total family annual income?

>   a)   40, 000 – 60,000
>
>   b)   61,000– 80,000
>
>   c)   81,000 – 100,000
>
>   d)   More than 100,000

7. What motivational practices are followed by your organisation?
8. Does your organisations today really concerned or realising the importance of motivation?

9. Which practice of motivation, either monetary or non-monetary is more effective is guaranteeing job satisfaction for employees?
10. Do you think non-monetary rewards are helpful motivational tools?
11. Do you think rewarding employees on monetarily basis helps in enhancing their level of productivity?
12. Do non-monetary means of motivation prove effective in promoting employee performance?
13. Are the elements of motivation and employee performance mutually dependent on each other?
14. What is the best way through which an organisation can motivate its employees?