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Artículos Científicos

Actividades motivacionales que favorecen el incremento de la producción empresarial

Motivational activities that favor the increase in business production

*Atividades motivacionais que favorecem o aumento da produção
empresarial*

Cesar Augusto Giraldo Duque

Universidad de Cundinamarca, Colombia

Cesaragiraldo1@outlook.com

Cesaragiraldo@ucundinamarca.edu.co

<https://orcid.org/0000-0002-8207-2942>

Resumen

Esta investigación se desarrolló en la ciudad de Bogotá y en el Departamento de Cundinamarca (Colombia) con el fin de identificar los factores que determinan la motivación y satisfacción laboral en empresas que presentan baja producción y asociatividad en los trabajadores, para lo cual se implementaron las teorías de motivación, satisfacción laboral y clima organizacional. Para conocer los problemas internos de forma individualizada se utilizó el estudio del caso, aunque también se implementó el método de investigación-acción para producir cambios en la realidad estudiada. Entre los resultados más relevantes se observó la modificación de la conducta de los jefes directos, ya que buscaban el bienestar de los colaboradores; asimismo, se apreció un acercamiento entre las directivas y el personal operativo, y se mejoró el clima organizacional. Todo esto generó mayor empatía y agrado en el desempeño de las actividades, lo que se tradujo en un incremento en la producción, así como en una mejora en la calidad de los productos y prestación de servicios por parte de los trabajadores.

Palabras clave: mano de obra, satisfacción en el trabajo.

Abstract

This research was carried out in the city of Bogotá and in the Department of Cundinamarca (Colombia) with the purpose of identifying the factors that determine motivation and job satisfaction in companies with low production and associativity among workers, for which the theories of motivation, job satisfaction and organizational climate were implemented. In order to know the internal problems in an individualized way, the case study was used, although the action-research method was also implemented to produce changes in the studied reality. Among the most relevant results was the modification of the behavior of the direct bosses, since they sought the well-being of the collaborators; likewise, a rapprochement was observed between the managers and the operative personnel, and the organizational climate was improved. All this generated greater empathy and pleasure in the performance of activities, which resulted in an increase in production, as well as an improvement in the quality of products and services provided by the workers.

Keywords: labor, job satisfaction.

Resumo

Esta pesquisa foi desenvolvida na cidade de Bogotá e no Departamento de Cundinamarca (Colômbia) com o objetivo de identificar os fatores que determinam a motivação e a satisfação no trabalho em empresas que apresentam baixa produção e associatividade nos trabalhadores, para os quais as teorias da motivação, satisfação no trabalho e clima organizacional. Para conhecer os problemas internos individualmente, foi utilizado o estudo de caso, embora o método da pesquisa-ação também tenha sido implementado para produzir mudanças na realidade estudada. Entre os resultados mais relevantes estava a modificação do comportamento dos gestores diretos, uma vez que buscavam o bem-estar dos colaboradores; Da mesma forma, apreciou-se a aproximação entre as diretrizes e o pessoal operacional e melhorou o clima organizacional. Tudo isso gerou maior empatia e prazer no desempenho das atividades, o que resultou no aumento da produção, bem como na melhoria da qualidade dos produtos e da prestação de serviços pelos trabalhadores.

Palavras-chave: força de trabalho, satisfação no trabalho.

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Introduction

In micro, small and medium enterprises (MSMEs) it is common that, without determining the causes, workers are removed from their work when they do not comply with the assigned activities; This decision is made, generally, because in these workplaces there is no human resources or psychology department that can help to know the causes that could have generated this labor noncompliance, such as physical exhaustion, mental saturation, mistreatment by colleagues or clients, etc. Therefore, it is necessary to diagnose problems that may exist within organizations and propose alternatives for change through the implementation of incentives, which could create a calm environment that encourages the good performance of all company officials. .

In accordance with the above, in this work the following hypothesis has been proposed: it is possible to increase the production and quality of the products and services of an organization after exposing the workers to a theoretical-practical experiment in which they are used the theories of motivation, job satisfaction and organizational climate as an argumentative basis for the research exercise.

In the search and selection of companies for this research, it was taken into account that these did not have a human resources department, so their administration should be centralized in senior management. Likewise, for the development of the activity, internal problems were identified in various organizations, such as low production, associativity problems, poor quality or poor service to the public; Then, based on the theories of motivation, job satisfaction and organizational climate, experimental approaches and activities were carried out in order to generate changes in the work behavior of the people involved.

This research has been carried out since 2015 with the fourth semester students of the University of Cundinamarca; However, it was not until 2018 when the information began to be documented on a YouTube channel, so only the 45 companies studied during the 2018-2019 period have been taken into account. The field work has been carried out by 199 students, and has had the participation of 451 workers from the aforementioned companies, who were selected through a probability sampling, since all members of the population have the same possibility of being chosen. (Hernández, Fernández y Baptista, 2014).

Method

This research was carried out through the implementation of an intrinsic case study, which offers a greater understanding of the observed phenomena. In an initial approach with the directives of the 45 organizations, the problems of each of these could be determined.

Salto, Loo and Palma (2018), on the other hand, suggest that action research is participatory, since researchers work with their own practices including a systematic learning process, which is carried out with small cycles of planning, observation and reflection of the problems. Mancilla, Soler and Morrón (2018) indicate that this methodology has a critical model, the purpose of which is the social transformation to propose a solution to problems through observation and analysis. Likewise, with the experimental method, the problems of the 451 workers were addressed through a deliberate manipulation of results that allowed us to observe the possible effects of the experiments carried out (Hernández et al., 2014).

Following Otero (2018), in the analysis of the information a quantitative approach was implemented that used scientific methods such as theories and hypotheses to develop instruments for measurement and manipulation of variables, as well as a qualitative approach (Sandoval, nd) that dealt with phenomena difficult or impossible to quantify mathematically. In this way, subjective information was collected regarding the feelings and personal and cultural values of the interviewees. (Behar, 2008).

As for the collaboration of the students, these —when entering the academic semester— had to begin the search for companies. Specifically, in study week number 5 they made the first approaches to the workers of the different organizations, and in week 9 they delivered the final results collected. Parallel to this work, a satisfaction survey was carried out, which were applied on the following dates: May 2018, November 2018, May 2019 and November 2019 (the dates of the interviews are observed in table 1). This made it possible to gather information on the perceptions of managers and direct bosses, as well as of the workers themselves about the experience in carrying out this experiment. At the end, each group of students presented the main findings obtained in the companies through a video published on YouTube (https://www.youtube.com/channel/UCmohWLFom5uJ4D7Uy4q0Brg?view_as=subscriber).

It is worth noting that this type of initiative is difficult to specify because in many establishments students were required to obtain a letter of authorization from the university,

which could not be obtained because the proposed activity was part of a classroom assignment. Likewise, some organizations allowed the study to be carried out and the theories implemented to be presented as a classroom activity, but they did not authorize the dissemination of the videos on the YouTube channel or in any medium, so they are not part of this document.

Tabla 1. Relación de fechas de encuesta con estudiantes y empresas

Fecha de encuesta a estudiantes	Estudiantes involucrados	Empresas	Empresas que no autorizaron la divulgación de resultados
2018 mayo	49	11	2
2018 noviembre	53	12	4
2019 mayo	57	11	3
2019 noviembre	40	11	2
Total	199	45	11

Fuente: Elaboración propia

Results

The study was carried out in the area of administration and organizations, in the line of organizational and regional development research, which allowed to analyze the theories of work motivation and job satisfaction, as well as the theories of organizational climate, which were They are listed in the following table for further understanding and analysis.

Tabla 2. Autores de las teorías de la motivación, satisfacción y clima organizacional

Teorías de la motivación laboral	Teorías de la satisfacción laboral	Teorías del clima organizacional
Planteamientos de motivación laboral de Frederick Herzberg (1959).	Los planteamientos de Munsterberg (1913).	Dimensiones del clima organizacional de Goncalves (1997).
Teoría sobre la pirámide de necesidades de Abraham Maslow (1934).	Teoría de los dos factores motivación-higiene de Herzberg Mausner y Synderman (1959).	Administración de los recursos humanos (Chiavenato, 2019).
Teoría sobre las tres necesidades universales de McClelland (1989).	Teoría social cognitiva de Albert Bandura (1980).	Administración de los recursos humanos (Chiavenato, 1999).
Teoría de la equidad de John Stancey Adams (1963).	Las dimensiones de la satisfacción laboral de Loke (1976).	Teoría del clima organizacional de Rensis Likert (1946).
Teoría de los refuerzos de Frederick B. Skinner (1948).		Modelos del desarrollo organizacional de Lawrence y Lorsch (1967).
Teoría X y Y de MacGregor (1966).		
Teoría de las expectativas de Víctor Vroom (1964).		
Teoría de las relaciones humanas de George Eltón Mayo (1930).		

Fuente: Elaboración propia

Now, as shown in Table 3, MSMEs that perform customer service activities (such as restaurants, cafeterias and food sales) constituted 40% of the population studied (that is, 18 establishments), which had an average from 3 to 12 workers. Likewise, regarding the interviews with direct managers, they stated that the problems generated within the organization can be generated by work overload, little empowerment with the organization and a lot of staff turnover (of their own free will). On this aspect, it is worth noting that

working conditions directly and indirectly affect the psychosocial aspect of the worker, which increases absenteeism from work, increases business costs and causes the wear and tear of human resources (Jiménez, Rivera & Gaibao, 2019; Tatamuez, Domínguez, Matabanchoy, 2018).

On the other hand, 28.89% of the selected MSMEs (13 companies) were represented in industries, factories and workshops that had an average of between 5 and 45 workers. The problems detected by the direct heads of these organizations were poor performance and low quality of products by some collaborators. Possible causes of this situation could be found in long hours of standing work and poor communication with colleagues. According to Marchena, Salazar and Vidal (2019), companies with a greater number of personnel present poor communication between workers and managers, which generates poor overall performance, while Lawrence and Lorsch (cited by Mintzberg, 2012) indicate that Conditions of the organization's environment directly affect the behavior of workers.

Likewise, it can be indicated that 13.33% of the companies analyzed (6 establishments) were made up of supermarkets, hardware stores, various stores and casinos that had an average of 4 to 10 workers. The most significant problems detected by direct managers had to do with long hours of work, minimal rest times and little companionship between collaborators. In this regard, Campos (June 30, 2019) affirms that people who face long working hours have a higher risk of suffering a stroke. Indeed, irregular shifts, night work, and job strain may be responsible for long-term unhealthy conditions (table 3).

Similarly, 11.11% of the companies (5 organizations) were made up of pharmacies, hairdressers, parking lots and sales of intangibles, which had an average of 3 to 6 workers. The most significant problems detected by direct managers that affect production were long working hours and breaks, which take place every 15 days.

On the other hand, 4.44% of the companies (2 mypimes) had an average of 7 to 20 workers. The most significant problems detected by direct managers had to do with stress and physical fatigue, although they also pointed out that there is camaraderie in the midst of a highly competitive work environment. In this regard, Jeffrey Pfeffer - a professor at Stanford University - says that overwork is killing people. In fact, in his research he observes that stress has sickened 61% of US employees, while 7% have been hospitalized, which in turn is related to the death of approximately 120,000 people annually, with a cost for companies of more than 300 million dollars a year (Barria, March 22, 2019).

Finally, 2.22% of the companies studied were constituted by a public entity that had 15 administrative officials. The most significant problems detected by the direct manager — and that affect the provision of the service— are stress, boredom and monotony, which causes some collaborators to be late to carry out their activities and, therefore, delay the processes.

Tabla 3. Tipos de empresas estudiadas

Tipo de empresa	Cantidad	Porcentaje	Cantidad de trabajadores	Problemas comunes
Restaurante, cafeterías servicios de alimentos	18	40.00 %	3 a 12	Sobrecarga laboral, poco empoderamiento, rotación de personal.
Fábricas e industrias	13	28.89 %	5 a 45	Largas jornadas de trabajo de pie y poca comunicación con los compañeros.
Supermercados, almacenes, ferreterías y casinos	6	13.33 %	4 a 10	Largas jornadas de trabajo, mínimos tiempos de descanso y poco compañerismo entre colaboradores.
Farmacias, peluquerías, parqueaderos y ventas de intangibles	5	11.11 %	3 a 6	Largas jornadas de trabajo, un descanso quincenal.

Empresas de asesorías profesionales	2	4.44 %	7 a 20	Estrés y cansancio físico.
Entidad pública	1	2.22 %	15	Estrés, aburrimiento y la monotonía.

Fuente: Elaboración propia

On the other hand, in table 4 it is observed that 21.11% of the workers stated that they had work overload, did not have time to leave and were rarely recognized for overtime. In fact, in some organizations they rest every 15 days, since there is no staff to carry out the replacements.

Likewise, 12.56% of workers worked without any type of motivation, which is related to low self-esteem and resentment with colleagues and direct bosses. Similarly, 11.06% manifested poor job performance because they felt neglected by senior management. According to Rodríguez (2020), the motivation of the staff in the company is directly related to the effectiveness and organizational commitment, and job rotation can generate low performance at work (Campos, Gutiérrez and Matzumura, 2020).

In addition, 10.5% of the collaborators indicated that they had little work commitment, and that same percentage considered that the activities carried out did not fit their profiles or their needs, therefore they limited themselves to complying with what was assigned. It is in this type of situation that MacGregor's theory X and Y are identified (cited by Martín, July 13, 2017), where Y is represented by hard-working and positive people, while X are those who take advantage of the situation, not they are committed and never satisfied with the activities. To avoid this type of inconvenience, it is necessary to implement Munsterberg's approaches (cited by Burgos, Anaya, Núñez and Castro, 2018), who indicates that job satisfaction is important, since it allows understanding the behavior of workers and demonstrating the personality of each person.

Among the problems with the lowest percentage are poor integration among workers (8.54%), having more than one direct boss (7.14%) and lack of knowledge of functions (4.02%). According to Chávez (2018), successful organizations focus more on human resources, emphasizing the capabilities of workers, so methods should be used to develop competence within the workplace.

Tabla 4. Problemas comunes en la organización según la visión de los trabajadores

Problemas más comunes de los trabajadores en su labor	Porcentaje	Cantidad de trabajadores
Sobrecarga laboral	21.11 %	42
Poca motivación laboral	12.56 %	25
Bajo rendimiento	11.06 %	22
Conformismo laboral	10.05 %	20
Falta de compromiso	10.05 %	20
Poca integración laboral	8.54 %	17
Más de un jefe directo	7.54 %	15
Desconocimiento de funciones	4.02 %	8
Malas condiciones en el puesto laboral	3.02 %	6
Poco respeto entre compañeros	3.02 %	6
No hay elementos de protección	3.02 %	6
Cansancio y aburrimiento	3.02 %	6
Poca comunicación con las directivas	3.02 %	6

Fuente: Elaboración propia

However, the motivational activities, job satisfaction and organizational climate were implemented in the different organizations according to the problems detected by the direct managers, as well as by the workers. In this sense, and as can be seen in table 5, 15.56% of the population that during their entire working day remained standing or sitting were offered active breaks and breaks at certain times. This generated a change in people's attitude, since they smiled, talked to each other and a lot of companionship was perceived. This exercise caused an increase in production without having to make indications in this regard. The activity was carried out taking into account the contributions of Mausner and Synderman's theory (cited by Mancilla, Galarza and Zambrano, 2019), which indicate that people go through several stages to try to achieve a balanced relationship between needs, abilities, motivations and opportunities. Likewise, Maslow's theory was taken into account (cited by Castro, 2018), who states that human beings need to meet their basic needs and make an effort to achieve it, while Skinner (1948) indicates that stimuli act directly on behavior of

people. In addition, Mayo (cited by Mendoza, 2018) points out that the increase in production is due to motivation and interrelation with work teams.

On the other hand, another 15.56% of the workers had the opportunity to celebrate birthday celebrations, Friendship Day, Halloween and go out for a walk, which generated empowerment with the organization and improved the relationship with colleagues. Likewise, another 15.56% of workers were offered a breakfast, which improved the organizational climate and it was observed that they finished their work early. In these activities, Herzberg's approaches (cited by Alvarado and Arguello, 2018) were taken into account, who points out that motivating factors increase production, while Bandura (cited by Salas, Vega, González, 2019) comments that the behavior of people can be derived from their environment and to detect it, it is enough to analyze some of their strengths. According to Chiavenato (1999), the organizational climate is improved if there is a good relationship between administrators and workers, so any change in the work environment alters the behavior of employees.

Likewise, another 15.56% of the employees who worked in the area of customer service and sales of products and services were offered gifts and commissions for the fulfillment of sales objectives, while another group of this population were offered relaxation classes. In this sense, the first group began to work in a competitive environment, they put aside values and friendship, generating internal confrontations for the achievement of their goals, while the second group achieved good communication, they worked in a collaborative team. , improved customer service and increased production. According to Likert (1946), if supervisors show more interest in the results, the worker lowers their morale and the work environment becomes tense, which ends the camaraderie because competition prevails, while Stancey (cited by Giraldo , 2018) indicates that people focus on the criteria they have based on rewards; For this reason, the payment of economic incentives does not always yield a good result, since it can create dependent environments, since people adapt easily to this situation and only give their best when they are offered a reward (Human Resources, n.d.).

In addition, another 15.56% of workers were offered training on customer service, occupational health and safety, behavior and work ethics, which led to an improvement in the organizational climate. It was also observed that the collaborators were more careful with the products in order that they did not deteriorate, and at the same time the spaces were neater and well presented. In this regard, Vroom (cited by Lizana, 2018) focuses his theory on the motivation process around work, goals and personal activities that improve the productive

cycle, while Chiavenato (2019) states that the worker spends most of of time in the organization, so that all the activities you carry out will be reflected in your work.

On the other hand, 11.11% of the workers who had divided shifts with several hours in between and presented problems of low performance and work fatigue, were offered a snack with a break each day, which immediately improved their behavior and the production. For Goncalves (1997), the behavior of a worker is not only the result of organizational factors, since it depends on the perceptions he has of these, which is why he describes the organizational climate as an expression of workers and managers.

Likewise, 6.67% of the workers were given permits to go out to study, so they sought to meet work goals and work on weekends to make up time, which led to an empowerment with their organizations.

As for 2.22% of the collaborators who had breaks every 15 days, they were proposed to meet the daily sales objectives in exchange for a break per week, which motivated people to work as a team to achieve the proposed goals. On this aspect, Locke (1976) argues that when a person has a clear goal or purpose, he will seek to fulfill it, which will increase job performance. In fact, McClelland (cited by Ceolevel, 2018) argues that individuals in search of their job satisfaction must supply their need for achievement, the need for affiliation, power and influence.

Tabla 5. Actividades motivacionales propuestas y sus resultados

Actividades motivacionales	Empresas	Porcentaje	Resultado
Descansos o pausas activas	7	15.56 %	Incremento en la producción sin tener que realizar indicaciones al respecto.
Celebraciones en un día especial	7	15.56 %	Incrementó la producción
Desayuno o refrigerios	7	15.56 %	Terminaron sus labores antes de tiempo
Obsequios por cumplimiento de objetivos	7	15.56 %	Trabajaban en equipo de forma colaborativa y se mejoró el servicio al cliente y se incrementó la producción.
Reuniones entre directivas y trabajadores	7	15.56 %	Los trabajadores están cuidando la mercancía y tienen el establecimiento aseado.
Descansos con refrigerio	5	11.11 %	Mejoraron el comportamiento y la producción.
Oportunidades de estudio	3	6.67 %	Empoderamiento laboral
Descanso remunerado	1	2.22 %	Trabajo en equipo, cumplimiento de metas
Alimentación y vivienda	1	2.22 %	Empoderamiento laboral

Fuente: Elaboración propia

Discussion

This research arose in a classroom in 2015 when the students of the Administrative Thinking subject stated that motivational theories had a psychological approach and that they would only give results if they were used by professionals in this branch, so for them they were useless in his training of public accounting. This perception served to propose a problem statement, which focused on analyzing the production problems in a company from the supervisor's point of view; For this, however, the problems in the workers that cause the decrease in production would have to be identified and then, based on motivational theories and job satisfaction, make proposals to implement activities with those affected without them noticing that were observed in order to increase production and change their work behaviors.

In this sense, the first results were very positive, both for the students who verified the veracity of the theories and for the entrepreneurs who managed to increase production and improve the organizational climate through the use of small stimuli that, psychologically, They changed the way of working of the collaborators, who were empowered with the organizations.

Based on the results of the first exercise, this activity began with the students of this subject while the research structure was improved to design a work model that would guide professionals in training and allow analyzing the importance of the results obtained. . Then, as of 2018, these activities began to be documented on the YouTube platform, which served as reference material for those students who were starting their research process.

In this sense, the direct managers, in an initial interview, pointed out the problems that existed in their organizations. Likewise, workers or operators were interviewed to identify if they had any discomfort with the company that demotivated them. With the data collected in both interviews, an information crossing was carried out to determine the motivational activities that could be implemented in each of these companies. In some companies, between two and three motivational activities were carried out to analyze the behavior and the changes detected. Afterwards, the supervisor or boss, as well as the employees, were asked if the activity had been positive or not.

Among the most outstanding results observed by the workers are that their bosses modified their behavior, which is why they listened to them more. In fact, they were now part of the work team and integrated with the staff, which empowered them with the

organization. They also indicated that work was facilitated when direct pressure was not exerted.

As for the students, they stated that they had new knowledge about personnel management and treatment of workers. In fact, what they most valued was having learned to generate changes in the behavior of collaborators by increasing production without the need for staff layoffs, since the quality of service provision and customer service is improved. Likewise, it is perceived that the worker is happy while dispatching orders, there is an increase in production without the need to put pressure on the worker, there is a significant improvement in the quality of products and services, and losses due to defective products decrease. or merchandise damage. In short, it is perceived that the workers acquire empowerment with the company, are more attentive to the suggestions and a feeling of teamwork has been awakened. In all MSMEs, the result was 100% satisfactory for the direct and administrative managers, since all the proposed expectations were met.

Conclusions

In this research, it was possible to comply with the proposed objectives, since activities were implemented that allowed to improve the work environment through motivation, satisfaction and organizational climate. In this way, it was possible to change the psychosocial behavior within the organizations, both in direct managers and in workers, which resulted in a healthy and productive environment. In addition, the hypothesis raised was fulfilled, so it can be stated that it is possible to increase the production and quality of the products and services of an organization after exposing the workers to a theoretical-practical experiment in which the theories of motivation, job satisfaction and organizational climate as an argumentative basis for the research exercise. Indeed, the intervened organizations presented a favorable change in terms of personnel management, since the directives managed to highlight the shortcomings that were presented. This helped them to carry out future work plans to continue growing adequately, providing their workers with dignified treatment.

The behavior of workers inside companies is a condition that can be managed and shaped according to the needs of each environment; it is enough to know the deficiencies of the individuals and attend to them through certain stimuli offered at specific times, at the indicated times.

The behavior of workers, both in Colombia and in other countries, is directly related to social cultures and customs, since many employees give their best only when they are being observed and when they receive additional benefits. For a worker who has just joined an organization it is normal that the first advice of his colleagues is aimed at promoting minimal effort, since companies do not usually reward additional performance. For this reason, it is necessary that the first instructions be carried out only by the supervisors in charge, since they are more involved with the purposes and goals of the company.

Regarding the organizational climate, it is known that workers reflect in their behavior the personality learned in their work environment, so if this is stressful and conflictive, it is not strange that their collaborators have this behavior both within the company and outside her. Therefore, it is advisable to maintain a healthy work environment that provides emotional and psychological stability, especially for people who have to deal with adverse situations at home. It should not be forgotten that individuals have different personalities that are related to their cultures, habits and customs, so they act in one way or another depending on the events they must face.

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