

Labor Motivation and Its Influence on Workers' Productivity – A Secondary Publication

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Abstract: The productivity of an institution is achieved, in large part, by creating a harmonious environment that reflects the satisfaction, empowerment, and collaborative spirit of each employee. From this perspective, management will consider upgrades using all tactics that allow for the achievement of these goals, including direct effort and the involvement of all stakeholders. The objective of this study was to examine the relationship between work motivation and the productivity of workers in the communal board of the Barrio Sur corregimiento in the province of Colón. Using the questionnaire as an instrument, as well as the descriptive method, allowed for the report and evaluation of the characteristics of the workers, indicating interpersonal deficits and distancing in the motivations that drive administrative action. By incorporating different approaches previously analyzed and developed by different authors familiar with the subject, it was possible to achieve substantial results, such as the need to implement administrative strategies that harmoniously incorporate workers, showing that, despite motivation problems, the work environment where one works is very important in the performance of their duties. Managing to motivate the direct participation of the workers selected as part of the sample, who showed full satisfaction with the results framed within the framework of individual improvement and, above all, the commitment to the institution to improve its work.

Keywords: Work motivation; Productivity; Workers; Work environment

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1. Introduction

Performance and productivity of each member within community organizations (community boards) are two concepts that characterize their good functioning, one being permanent which urges everyone to succeed in the performance of their duties, and the other that fosters a comfortable work environment, which must be combined according to institutional requirements. It is there, where organizational climate represents the factors specific to the organization, these obey the innate characteristics of each entity and in turn, affect the organizational climate and, likewise, the behavior of workers^[1].

In today's world shaped by globalization, many factors hinder the hiring of competitive labor, which often hampers the effective development of the workforce. Among them, components such as low motivation and low self-esteem of the employees themselves stand out, behaviors that often lead to social ills that are hereditary

even in the professional sphere. That is why motivation and job satisfaction are considered fundamental for the development of a healthy work environment, especially in these times of development and crisis.

Paz suggested that his study was significant and identified it as a fundamental pillar in the workplace as it allowed identifying which activity or task employees will perform with greater enthusiasm, a factor related to their work capacity and therefore to the efficiency with which they carry out their workday ^[2].

In that regard, it is considered that nowadays, companies have shaped themselves to recognize the importance of human capital and its performance within organizations. The positive or negative perception that workers maintain regarding their work influences their performance and can manifest itself negatively in the appearance of conflicts, improper maneuvers in their service, improper operations, distractions in the use of tools, material losses or wastage, and other essential areas of the organization.

The work environment is one of the most important aspects of an institution and can be defined as a set of social and psychological conditions of the organization that directly affect its performance. These include factors such as employees' relationships with their environment, team integration, work methods, levels of conflict, dynamics, etc. In addition to material needs, workers need to feel included in a comfortable environment to be able to work in the best way possible.

Many employees have all the skills they need to fully meet the requirements of their jobs, but they cannot reach their full potential if they are not in a comfortable environment. According to Manjarrez *et al.*, motivational factors are connected to the job position, duties, and tasks ^[3]. If motivational factors are adequate, they increase job satisfaction; if they are deficient, they reduce job satisfaction. Therefore, job satisfaction factors that constitute the content of the position can be called: delegation of responsibilities, freedom to make decisions, the possibility of promotion in the job position, application of job skills, formulation of objectives and evaluation at work, simplification of the job position, enhancement of the job position.

Other authors such as Albano *et al.* indicated that motivation is an internal process that determines behavior ^[4]. All behavior is motivated. It can be almost automatic and unconscious, and with great effort, but in any case, it is present. Hence, it is necessary to develop actions whose purpose is to maintain a favorable environment for all those who are part of the work environment.

One of the most recognized authors on the concept or definition of motivation is Chiavenato, as highlighted by Chambi ^[5], who indicated that "it is everything that drives a person to act in one way or another. This impulse can be generated by an external stimulus or internally generated." Similarly, Osorio defined motivation as "the degree of intensity with which a person performs an activity in search of satisfaction" ^[6]. Under this conception, it can be said that motivation is the stimulus or impulse that motivates a person to perform or act in a certain way.

Regarding work performance, it refers to a set of actions and behaviors observed in workers that affect the organization's objectives ^[7]. Similarly, Ortega indicated that work performance refers to the fulfillment of the functions performed by workers efficiently to achieve the goals proposed by the organization ^[8]. Another definition consistent with the aforementioned authors is provided by Marino, who established that "it is the effort of a person putting into practice their skills, traits, physical or mental opportunities, obtaining professional performance" ^[9]. Analyzing the definitions provided by the authors, it can be said that work performance is identified by the performance and efficiency of workers in the execution of their duties.

All this indicates the importance of combating all these aspects that serve as obstacles to achieving an adequate work environment and professional performance with concrete alternatives, such as the project presented below, to overcome them and achieve satisfactory professional development both in the work environment and in the social environment of each individual. This allows for joint actions to improve the professional development of the Community Board of the Barrio Sur district of the province of Colón and therefore that of its collaborators and administrators, all in search of an attractive, competitive, and productive work environment.

2. Materials and methods

The descriptive method allowed for describing and evaluating the characteristics of the workers, evidencing deficiencies in interpersonal relationships, personal perceptions, little interest in fulfilling their duties, a demotivated environment to successfully carry out their tasks, and emerging administrative actions to improve the work environment.

3. Methodological aspects of the research

For this analysis, a diagnostic-descriptive study was conducted, where a diagnostic tool was applied, collecting information to subsequently analyze the results of the surveys applied to the workers of the Community Board of the Barrio Sur district of the province of Colón, in November 2020.

The questionnaire was the tool used for data collection, the selected population consisted of twenty-five (25) workers out of a total of sixty collaborators of the Community Board, who answered seven controlled questions; the data obtained were classified and evaluated through graphical analysis and tables.

4. Reliability and validity of the instrument

Any research approach is of great value as long as its results reflect the image or radiographs as fully as possible, are unambiguous and represent the reality or situation under study. In this sense, research has a high level of validity if when observing, measuring, or appreciating a reality, that reality and no other is observed, measured, or appreciated. Therefore, the information collected has its validity or truth criteria when the variables, resulting from the collection of information, verify whether they truly measure the human factors related to curriculum implementation.

The data collected in the questionnaire are useful for different concepts, including those that allowed obtaining an approximation of:

- (1) Whether labor incentives are provided to workers.
- (2) Whether there is sympathy among workers for the institution's policies.
- (3) Whether camaraderie is practiced among institution members.
- (4) Whether the effective fulfillment of their duties is achieved.
- (5) Whether the institution must implement labor motivation topics.
- (6) Whether employees have ever felt threatened in their work environment.
- (7) Whether they agree to work overtime for the benefit of the institution.

5. Findings and discussion

Workplace motivation is the drive or emotion that promotes good work performance. Individuals working in organizations that help maintain high motivation acquire a commitment to the ethical and moral position of the workers based on institutional objectives. This effect has a positive impact on the organization and builds good relationships. Maintaining high workplace motivation at the organizational commitment level of workers. Analyzing work motivation within the community board of the Barrio Sur district was developed through the following questionnaire, which was administered to 25 workers.

The total population of workers of the Community Board of Barrio Sur in the province of Colón is sixty (60), with forty-two (42) being female and eighteen (18) being male. The population of surveyed workers is twenty-five (25), of which fifteen (15) are women and ten (10) are men. This sampling population represents 41.7%.

$$F = \frac{n}{N} \times 100 = \frac{25}{60} \times 100 = 41.7$$

Table 1. Total population and survey population.

Workers of the company	Total population of workers	Surveyed population
Male	18	10
Female	42	15
Total	60	25

6. Discussion

Regarding whether labor incentives are provided to workers of the Community Board of Barrio Sur in the province of Colón, the result was as follows: 24% responded no, and 76% responded yes. This scenario demonstrated that the institution manages activities that incentivize the worker to an acceptable extent.

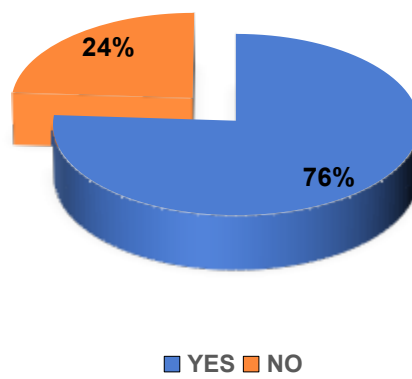


Figure 1. Management of labor incentives through the institution

Analyzing whether workers sympathize with the institution's policies, the result was as follows: 72% responded yes, 16% responded no, and 12% did not respond. It is worth noting that the institutional policies used are pleasing to the majority of the workers of the Community Board of the Barrio Sur district.

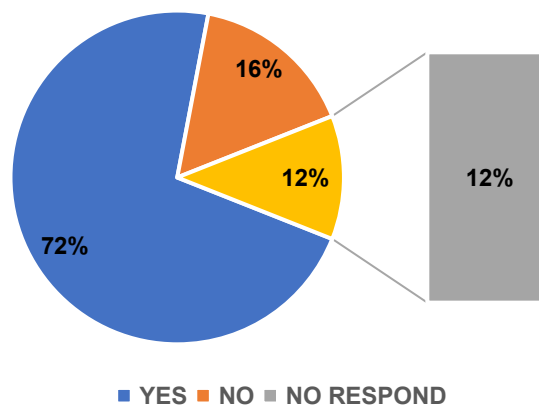


Figure 2. Sympathy of workers with the institution's policies

In proportion to the practice of camaraderie with other members of the institution, the result was as follows: 59% responded yes, 29% responded no, and 12% did not respond. Concerning this premise, it is evident that there is approximately 40% demotivation when it comes to establishing actions for the benefit of all colleagues.

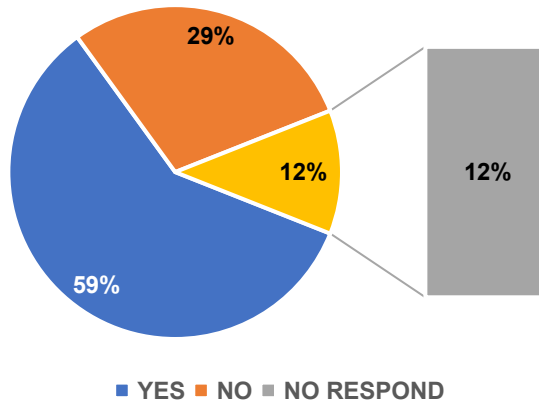


Figure 3. The practice of camaraderie with other colleagues in the institution

Regarding whether they effectively fulfill their duties, the result was as follows: 90% responded yes, and 10% responded no. On the other hand, the majority's compliance with assigned tasks was decisive, so individual productivity was achieved.

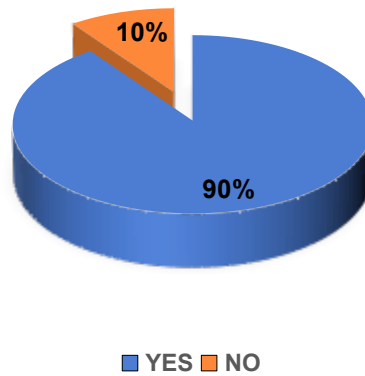


Figure 4. Fulfillment of duties effectively

When referring to whether the institution needs the implementation of important labor motivation topics, 20% responded healthy habits, 20% responded productivity, 20% emotional intelligence, 15% total quality, 15% effective communication, and 10% self-acceptance. All these concepts were crucial for obtaining a worker who would yield the expected results, one who could perform the assigned task and thereby strengthen the work environment where they operated, improving emotional stability and their willingness to execute tasks.

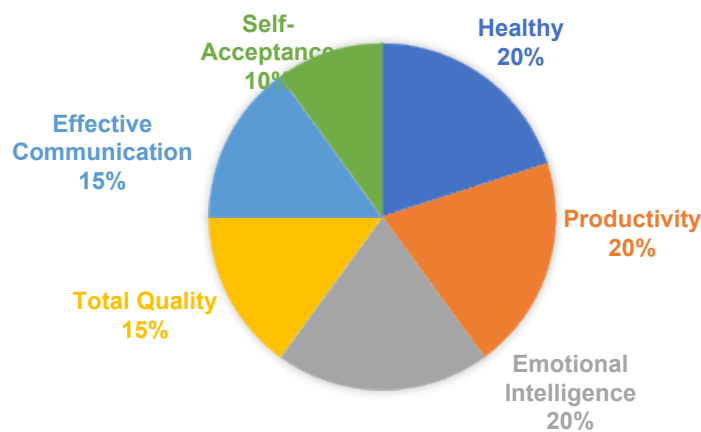


Figure 5. Need for the institution to implement labor motivation topics

On the other hand, regarding whether they have ever felt threatened in their work environment, 92% responded yes, and 8% responded no. Hence, the participation of 92% of the personnel in receiving these training actions to achieve improvement in their work was considered appropriate, regardless of the 8% who felt there was no threat.

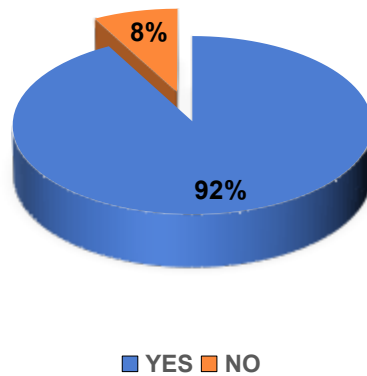


Figure 6. Ever felt threatened in their work environment

Regarding whether they agreed to work extra shifts for the benefit of the institution, 50% responded yes, 25% responded no, 15% said maybe, and 10% did not respond. It became evident that 50% of the workers would not agree to work overtime for the institution’s benefit.

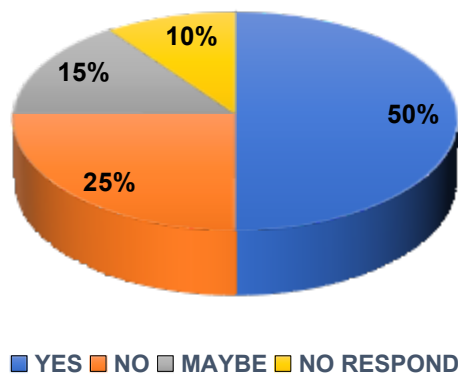


Figure 7. Agree to work overtime for the benefit of the institution

Furthermore, some factors greatly influence providing motivation and satisfaction to the personnel of the community board of the Barrio Sur district. In the study by Arboleda Posada and Cardona Jiménez ^[10], the authors expose that the factors that provided the greatest motivation were the work environment, remuneration, and position, which corresponds to this information because a correct organizational structure allows better relationships with team members, fostering a good work environment and avoiding internal conflicts and emotional fatigue in situations not beneficial for the establishment’s purposes ^[11].

Moreover, it becomes evident that personal fulfillment and the importance of daily tasks performed are crucial to the level of motivation. This finding is similar to the study by Días-Silveira *et al.* ^[12], where it is demonstrated that recognition of work increases motivation levels, enhancing self-confidence and productivity. However, in the aforementioned study, some personnel found no motivation to work overtime due to lack of communication or because there is no quality work relationship, which affects their levels of motivation and

satisfaction. Similarly, Montes and Díaz stated in their research that some participants felt dissatisfied with their work due to a lack of recognition for their actions, a tense atmosphere among team members, and a lack of promotion to more important activities ^[13].

7. Conclusions

This study concludes that the combination of environments, work, and motivation in this institution is moderate so if motivation does not increase, workers' productivity will be reduced. On the other hand, it is necessary to show interest from all involved parties so that job satisfaction is stronger or more stable.

There is a need to improve the balance between motivation and the work environment, so that workers find their work rewarding, with the aim that they also feel they can do better. The more they strive to the fullest, the more goals they can achieve. To do this, they need to be continuously motivated.

Similarly, a review of the literature previously conducted identified that motivation is not only a strategy to help establish and preserve the principles and values of the institution, which guide workers in developing high performance, but also that this behavior has a positive impact on the organization's interests. To achieve this level of commitment, therefore, the willingness and cooperation of individuals must be estimated, adjusting factors to ensure that a certain group can promote and channel competencies towards their individual performance, interests, aspirations, and experiences.

Collaborative work among colleagues is a key element that can motivate, stimulate, maintain, and direct behavior toward a set purpose. Labor motivations are summarized in increased productivity, participation, and work performance. That is, the strategy and development of individuals have always been a decisive factor in achieving the personal objectives of institutions and workers.

There is no commitment in a large majority of workers when requested to work overtime, as they do not feel motivated by the institution, a situation that reflects an obstacle when increasing productivity in the work performed.

It was understood that the proper functioning of an institution requires the collaboration of all its actors, so it is of utmost importance to dispense with misaligned behaviors and incorporate strategies, and learnings that lead to bringing out the best in each person as a worker.

Disclosure statement

The author declares no conflict of interest.

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