La motivación laboral y su relación con el desempeño laboral. Un estudio de caso

Work motivation and its relationship with work performance, a case study

Motivação no trabalho e sua relação com o desempenho no trabalho. Um estudo de caso

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Resumen

Las constantes tendencias de cambio, derivadas de las fluctuaciones que como sociedad se generan, hacen que las organizaciones se preocupen con mayor frecuencia por los diversos recursos que conforman las operaciones, dejando a un lado al factor humano, aunque este, en la mayoría de los casos, resulta ser el prioritario. El recurso humano es el encargado de desarrollar gran parte de las actividades, así como de gestionar los demás recursos en pro del bienestar común. Por lo tanto, el estado anímico puede ser un elemento que influya en el desempeño en el puesto, llegando a desencadenar pérdidas e incumplimiento de metas requeridas para cumplir con indicadores vitales.

Así pues, se estableció como objetivo del presente trabajo determinar si existe relación entre la motivación laboral y el desempeño laboral de los trabajadores en el sector salud en época pospandemia. Para la obtención de los resultados, fue necesario aplicar un modelo de regresión lineal simple, así como un análisis *ANOVA*, en el cual se demuestra un valor crítico calculado de 0.889 y un p-valor (sig) de 0.354 para el predictor motivación laboral con relación a la variable desempeño laboral. Se encontró una correlación positiva entre las variables objeto de estudio, demostrando que la motivación laboral sí influye en el desempeño laboral de los trabajadores.

Palabras claves: Motivación, desempeño laboral, sector salud.

Abstract

The continuous trends of change due the fluctuation generated by the society, makes the organizations worry more often about the various resources that make up the operations, leaving the human element aside, although the human element turns out to be the priority most of the time. The human resource is responsible for developing most of the activities as well as managing the other resources for the well-being, therefore the emotional state can be an element that influences work performance, and even triggering loss and non-fulfilled goals required to fulfill essential indicators. Thus the objective of this research is to define if there is a relationship between work motivation and work performance of the workers in the healthcare sector during post-pandemic. A simple linear regression model application will be used to obtain the results, as well as the ANOVA analysis which will demonstrate a critical value calculated in .889 and a p-value of .354 for the indicator "work motivation" in relation

with the variable "work performance", finding a positive reciprocity between the subject of study variables proving that work motivation does affects the employees' work performance.

Keywords: Motivation, work performance, healthcare sector.

Resumo

As constantes tendências de mudança, derivadas das flutuações que se geram como sociedade, fazem com que as organizações se preocupem cada vez mais com os diversos recursos que compõem as operações, deixando de lado o fator humano, embora este, na maioria das vezes, acabe sendo a prioridade. Os recursos humanos são responsáveis pelo desenvolvimento de grande parte das atividades, bem como pela gestão de outros recursos para o bem comum. Portanto, o estado de espírito pode ser um elemento que influencia o desempenho no cargo, levando a prejuízos e ao descumprimento de metas exigidas para o cumprimento de indicadores vitais.

Assim, estabeleceu-se como objetivo deste trabalho determinar se existe relação entre a motivação para o trabalho e o desempenho laboral dos trabalhadores do setor da saúde na era pós-pandemia. Para obter os resultados, foi necessário aplicar um modelo de regressão linear simples, bem como uma análise ANOVA, que mostra um valor crítico calculado de 0,889 e um valor p (sig) de 0,354 para o preditor de motivação para o trabalho em relação a a variável de desempenho do trabalho. Foi encontrada uma correlação positiva entre as variáveis em estudo, demonstrando que a motivação para o trabalho influencia o desempenho laboral dos trabalhadores.

Palavras-chave: Motivação, desempenho no trabalho, setor saúde.

Introduction

Undoubtedly, the dynamics in which countries are immersed today due to the phenomenon of globalization has caused organizations to appropriate scientific administrative philosophies, such as management by objectives. This allows employees to be forced to meet business goals focused on achieving objectives. For this reason, it is necessary that they possess the knowledge, attitudes and skills that facilitate the execution of each of the activities inherent to the position efficiently, aimed at meeting established goals and objectives, which at various times are often difficult to achieve. The foregoing, caused by the

incorrect setting of the same, results in effects on work motivation and, therefore, on work performance. Motivation becomes the instrument that can develop a comfortable work environment (Fondubierta and Sánchez, 2019), directing efforts to meet business objectives and job satisfaction (Anastacio et al., 2020), establishing a causal effect between motivation employment and the fulfillment of objectives by meeting the needs of workers (Torres-Flórez et al., 2019), Aguirre et al., (2019) and Barrios et al., (2019) in this sense consider that motivation recovers a high value in the different aspects of life. Therefore, it is important to think about the consequences that this could have on job performance. Also, it should be considered that workers perceive their effort positively, resulting in a reward that encourages them to carry out activities efficiently and effectively.

In this context, in order to develop any activity, the motivational factor plays a transcendental role. Rodriguez et al. (2020) see motivation as an old concept caused by industrialization, derived from the excessive activities generated by industrial activity, which led to quite complex labor relations, resulting in low productivity on the part of employees, coupled with negative attitudes. prevailing in the work environment. Panduro and Casa (2022) based on this scenario, visualized the company as an entity in which the motivation of human capital directed at productivity should prevail. This is how García et al. (2022) argue that companies currently face problems caused by motivation, which are affecting external customers by being served incorrectly. Foncubierta and Sánchez (2019) agree that motivation can be a valuable instrument to develop happiness in the work environment, seeking the functionality of human capital. In this sense, Anastacio et al. (2020) coincide with the aforementioned author, since motivation is a will that contributes to executing efforts aimed at meeting business objectives, but also creates job satisfaction and, therefore, changes in human behavior, generating proactive attitudes; this is supported by Bashir et al. (2019), considering that a happy and satisfied individual will always provide better results, regardless of the type of company in question. For this reason, Pebes et al. (2019) see motivation as a generator of commitment, where the worker is integrated and his attitude is proactively focused on the fulfillment of the entrusted tasks. From this perspective, Bohórquez et al. (2020) refer that most companies implement strategic plans focused on their products and services, which minimize human capital and, consequently, motivation. In this sense, Deroncele et al. (2021) agree that motivation will always be a factor focused on senior management positions, which results in a greater commitment to the integration of psychological, labor and organizational dimensions. Therefore, Torres-Flórez et al. (2019)

and Revuelto, (2018) state that work motivation is the cause of a positive and dynamic behavior, directed towards the fulfillment of objectives, which is closely related to the needs of the human factor.

Regarding work performance, it will always be an element that will be a priority for managers and that requires attention. For this reason, Chagray et al. (2020) define it as the capacity that the worker has when producing or executing activities with efficiency and quality. In relation to this, Bautista et al., (2020) and Pfeffer, (2007) consider that job performance is an integrated system that allows the execution of activities effectively, directed towards the success of the company through activities that add value to the organization. This is supported by Castro and Delgado (2020) and Taber and Blankemeyer, (2015) who define it as employee efficiency; that is, through a minimum effort the goals and objectives are achieved autonomously. Which leads to Canales et al. (2021) and Cazares and Nesporova, (2007) to support job performance, but from the emotional and mental side of the employee, where there is a very fine line between the employee's emotional state and the performance expected in the position.

In this sense, the health sector is going through various aspects that today influence motivation. They currently face work overloads, derived from the health contingency experienced by COVID-19. They argue that they spend long working days inside the hospital, under conditions that put their own safety at risk, since they do not have the necessary tools to carry out their activities, thus affecting their work performance. In addition to the fact that they are constantly under pressure from relatives of patients and patients who require prompt attention. All this has generated in the workers that they lose, in a certain way, interest and feel emotionally affected. Which is why it is worrying. Consequently, this research raises: how does work motivation influence work performance in the post-pandemic era in the health sector in Tierra Blanca, Veracruz? Taking as a research hypothesis: work motivation does not influence the work performance of workers. The answer to this question and the verification of the hypothesis will allow the implementation of an action plan that contributes to the improvement of the motivational conditions of the collaborators and, therefore, in the correct development of the activities in the workplace. In addition to the fact that it is sought that the model presented can be replicated in other types of company regardless of the business it has.

Methodology

The present investigation was carried out specifically in the health sector in the City of Tierra Blanca, Veracruz, choosing the largest hospital in the region, belonging to the public sector, categorized as a level 2 institution. The participants in the study were made up of medical personnel , nursing and paramedical, which make up all areas of the hospital, understood as: emergency, floor, pediatrics, CEYE, outpatient, operating room, tocosurgery, as well as radiology, laboratory, epidemiology and ambulance. This is derived from the importance of having direct contact with patients and relatives of patients.

Methodologically, the research approaches a quantitative approach, considering that its objective is to determine if there is an influence between work motivation and work performance in workers in the health sector in the post-pandemic era, which is why it relies on statistics to achieve precision. From the results. It is deductive because it starts from a construct; in other words, it starts from the general to the particular (quantitative paradigm). Its design is cross-sectional, since the variables were measured at a single moment in a given context. It is of a basic type, because it focused on understanding and explaining the study phenomenon through a correlational scope, by means of a statistical model that allowed the testing of hypotheses; It is descriptive, because it also identifies the characteristics of the variables under study (work motivation and work performance) in the participating workers, thus managing to describe the phenomenon and its degree of association.

In relation to the population, it is made up of 31 people from the medical area, these being chosen specifically because they are the ones who are in most contact with patients and relatives of patients. The sample is statistical, being simple random, choosing a confidence level of 95%, with a margin of error of 5%, obtaining a total of 30 participants.

For the analysis of the data, the use of descriptive statistics was applied, in order to be able to show the specific characteristics of the study subjects and the validation of hypotheses. An inferential analysis (Veiga et al., 2020) was carried out, as well as an analysis of variance (Forni and De Grande, 2020), as well as the ANOVA test and Student's t test, since these are applicable. when there are small samples and social studies, this being the case. In addition, a simple linear regression model is presented, being feasible when considering the hypothesis approach. The tools applied for data management and statistical use were Excel and the IBM SPSS Statistics version 25 software.

The instruments for data collection are structured as follows: for the work motivation variable, a questionnaire structured by a Likert scale that goes from 1 to 5 was used, occupying terms that express acceptance, such as "disagree", "somewhat disagree", "undecided", "somewhat agree" and "agree"; This instrument is validated by López and Ibarra (2019). The dimensions that the instrument addresses are: approval, job security, recognition, professional development, adequate remuneration and working conditions. Regarding the work performance variable, the instrument designed by Rocca (2008) was applied, which includes four dimensions that distinguish personal conditions, work characteristics, interpersonal relationships and personnel policies; This questionnaire is structured on a Likert scale from 1 to 4, expressed in terms of frequency of the behavior, which are: "never", "sometimes", "almost always" and "always". These instruments were reviewed and approved by the research group, so a pilot test was carried out to see the relevance of the results.

Results

For the validation of the hypothesis, the following process was applied:

Hypothesis approach:

Hi: Motivation does not influence the work performance of employees.

Ho: Work motivation influences the work performance of employees.

Ha: Work motivation significantly influences the performance of employees.

The level of significance

$\alpha=0.05$

The results were the following:

F=CMR/CME that distributes with 1 degree of freedom in the numerator and n-2 degrees of freedom in the denominator.

the critical region

$\alpha=0.05$ calculated value F is 0.889 using SPSS.

Tabla 1. Variance for data obtained variable work motivation in relation to work performance in employees (extracted from the instrument and processed with SPSS).

ANOVA[a]						
Modelo		Sum of squares	gl	Quadratic mean	F	Sig.
1	Regression	.107	1	.107	.889	.354[b]
	Residue	3.360	28	.120		
	Total	3.467	29			
a. Dependent variable: Job_performance						
b. Predictors: (Constant), Motivation						

Fountain. Own elaboration

As can be seen in Table 1, the ANOVA shows a calculated critical value of 0.889 and a p (sig) value of 0.354 for the work motivation predictor in relation to the work performance variable. Regarding these results, it is important to mention that in the analyses, a significance level (alpha) of 0.05 is used as the significance limit. Therefore, if the P value is less than 0.05, the alternative hypothesis is rejected because it indicates that there is no significant difference between the measures. But if there is an influence, in this case it can be observed that having a p-value of 0.354, the null hypothesis is accepted.

Tabla 2. Statistical model of the dependent variable Y (work performance) in employees (extracted from the instrument and processed with SPSS).

Coefficients[a]						
Model		No coefficients Standardized		Coefficients Standardized		
		B	Error. Dev	Beta	t	Sig.
1	(Constant)	3.200	.710		4.507	.000
	Motivation	.160	.170	.175	.943	.354

a. Dependent variable: Job_performance

Fountain. Own elaboration

As:

Dependent variable is Job performance

Independent variable is Labor Motivation

$\beta 0$= Constant = 3.200

$\beta 1$=Motivation =0.160

Therefore, the simple linear regression model is:

$\bar{Y}$= 3.200 -0.160X1 +ε¡

From the studen t test (table 2) the following results were obtained:

Constant= 4.507

Labor motivation= .943

These results show that statistically, the coefficients calculated for the constant and the work motivation variable are different from zero, which means that this model can be applicable to any group of collaborators in any type of company, regardless of the line of business (see table 2).

Regarding the alternative hypothesis, a simple linear regression analysis was applied, which indicates a significant influence of the independent variable X (work motivation) in relation to the dependent variable Y (work performance) in the collaborators participating in the study. . Obtaining results shows a p-value of .354, which determines that the simple linear regression coefficient is significant at 0.05, which means that $P = 0.354 > 0.05$, accepting the null hypothesis and rejecting the alternative hypothesis.

Table 3. Statistical model of the independent variable X (work motivation) in employees (extracted from the instrument and processed with SPSS). X (work motivation) in employees (extracted from the instrument and processed with SPSS).

Model Summary				
Model	R	R square	Adjusted R-squared	Standard error of estimation
1	.175[a]	.031	-.004	.346

a. Predictors: (Constant), Motivation

Fountain. Own elaboration

It is important to mention that the efficiency index of the model presented is applicable, considering *R2* (*R squared*) of .031, which allows an analysis of the prediction of the variables under study. Therefore, *R2* indicates that the work motivation variable has a behavior that influences the work performance variable in the participating workers (see table 3). The above implies, according to the data obtained, a significance value of 5% with *Fcal* = 0.0889, which means that it falls in the acceptance region, resulting in the acceptance of the null hypothesis and concluding that work motivation does. influences the work performance of collaborators, (see table 3).

Discussion

Through this study, it was possible to determine that there is a correlation between the variables under study (work motivation and work performance), which are essential for the achievement of organizational objectives and goals. The multiple regression model implemented, as well as the Anova, allow us to check the relationships between the variables. Therefore, it is affirmed that work motivation does influence the work performance of organizations.

An important aspect that can be highlighted in this study is that the participating workers, being immersed in the COVID-19 pandemic, represented a demotivating factor for them, since they did not have the necessary resources to carry out their activities. On the other hand, within the literature, studies such as those by Puma and Estrada (2020), Peña et al. (2018) and Callata and Fuentes (2018), who in their results and conclusions highlight a high relationship between motivation and organizational commitment, which will be reflected in job performance, conditioned by a sense of belonging and positive behavior towards the company. company. However, although there is a certain similarity between these and the results obtained, it is important to highlight that there is a differentiation, since one of the main causes of demotivation was due to the lack of inputs for the development of activities, secondly he highlighted the lack of recognition and, in third place, excessive working hours.

Finally, it would be interesting to replicate the study in other medical units to see if the behavior of the variables is the same, derived from the importance that work motivation has for work performance in organizations.

Conclusions

Work motivation is a key element in the development of every human being, gaining even more value when it is forming an organization, since it becomes part of the human factor, an essential piece for the achievement of goals and achievement of organizational objectives. . This generates the question from which the present investigation derives: what relationship exists between motivation and job performance in the post-pandemic era in the health sector in Tierra Blanca, Veracruz? To which an answer could be given through the simple linear regression model, finding a positive relationship, indicating that the more motivated the staff is (from a work perspective), the higher their work performance will be.

The results show that the model is acceptable, the null hypothesis that establishes that work motivation influences the work performance of workers is verified, finding that $P=0.354 >0.05$, rejecting the alternative hypothesis.

Contributions to Future Research Lines

In order to strengthen the line of research, it would be convenient to replicate the study in other medical units, to determine if the phenomenon is the same and generate an emerging action plan that contributes to improving the motivation of health sector workers.

It is important to analyze labor productivity and service (medical care) as a second variable, since they are associated with motivation, as well as being extremely important because it is an institution that provides health services.

Finally, it is considered necessary to evaluate the same institution once the pandemic has ended, to determine if the demotivating factors found prevail.

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