

The role of motivation in the organizational environment: A case study in a Food Company in the Vale do Caí Region

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ABSTRACT

In the current context, motivation in the workplace has proven to be essential for the good performance of employees. Studies indicate that, in addition to having quality intellectual capital, it is necessary to maintain motivation to achieve good results. Leadership in organizations is essential to promote a harmonious environment and encourage team development. In a competitive and ever-changing landscape, the role of the leader is to ensure that everyone is aligned with the company's goals. Personal and collective motivation is crucial for the growth of both the employee and the organization.

Keywords: Motivation, Leadership.

INTRODUCTION

In the current scenario, companies are realizing that it is increasingly important to have motivated employees in their work environment, as this way they will perform better in their activities. According to some studies, Tejada (2017) states that it is not enough for the company to have quality intellectual capital (intelligent people), if it is unmotivated. It is known that motivation depends on numerous factors and this varies from individual to individual.

Today we live in a period of constant change, requiring frequent adaptations and updates. In view of this, work ends up becoming increasingly competitive and consequently competition is more disputed among employees, with the motivational factor being what directly influences the achievement of individual and organizational goals.

BISCHOFF (2017) highlights that competition between organizations has demanded new strategies from entrepreneurs and managers for their companies to remain active in the market. But these strategies are not only linked to the improvement of products and services, but to the improvement of the work environment, providing harmony between the employee and the organization. In view of this, the leadership of organizations is extremely important to keep employees motivated.

The role of the leader is to make sure that everyone is motivated and aware of the company's objectives, so the leader needs to have some characteristics so that he can stimulate

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the development of his team, being responsible for managing people, delegating tasks, evaluating performance. Problem solving, monitoring of results and development of employee skills.

It is up to the leadership of companies to evaluate their team and the development of their activities, as well as to realize and understand that every individual is different, with their skills and abilities, and that when well used they end up generating a greater satisfactory result within organizations, as they find in their work a motivation to give their best on a daily basis.

OBJECTIVE

The work aims to present the main factors that influence the employee to stay motivated within the organization, both for their personal growth and for the growth of the company.

METHODOLOGY

This is a case study, of descriptive nature and quantitative approach, and it is possible to identify which factors influence employees to feel motivated within the company.

The case study is a research modality widely used in the social sciences. It consists of the deep and exhaustive study of one or a few cases, in a way that allows its broad and detailed knowledge; a task that is practically impossible under other delineations already considered. (GIL, 2017, pg 34.)

The quantitative method was used to carry out the research. A quantitative structured questionnaire was applied in the study unit, which is a company in the poultry slaughterhouse segment, located in the municipality of São Sebastião do Caí, in the state of Rio Grande do Sul.

Quantitative research has as its main characteristic the use of numbers, collecting information. It is carried out statistically (percentage, mean, standard deviation, among others), Pereira (2019).

Therefore, in the quantitative phase, data were collected from September 1st to September 15th, through a structured questionnaire containing a total of 22 questions. They contain closed questions of the dichotomic type (yes and no), and closed questions of the multiple choice type and scales of the Likert type of the level of importance regarding motivation in the workplace, following from 1 (minimum score) to 5 (maximum score), the questionnaire was applied with the company's employees, in the production and administrative area, the questionnaire applied was printed and delivered to the employees, and was made available through Google Forms.

The questionnaire was divided into 7 stages, namely: gender, age, education, time



working in the organization, feeling motivated and knowing what motivation is, the interviewee was asked to identify the level of importance among 16 factors that influence their motivation, through a table presented in the annex to this work, and what is the leadership style you have in the organization.

A pilot test was carried out on a total of 10 people from another company in the same field, which served to verify whether the respondents had doubts or difficulties in answering the questionnaire. After the application of the test, there was no need for change, as well as there were no doubts.

Data analysis occurred after tabulation, and representations were made through graphs and tables for a better understanding of the results.

DEVELOPMENT

The company has a total of 1000 employees, through quantitative research that sought to verify which factors influence employees to feel motivated within the organization, through the applied research, it was possible to apply the questionnaire to 430 employees. Which have the following characteristics (explicit in the Graphs below) regarding gender, age, academic background and time working in the company, if they know what motivation is and feel motivated, the type of leadership they have in the organization and what factors motivate them through the degree of importance of each one.

Table 1 shows that 56% of the employees who work and answered the questionnaire in the company are female, totaling 240 women, 44% are male, totaling 190 men, reaching a total of 430 employees who participated in this survey.

Table 1 :D Distribution of the survey participants by gender

Gender	Number of informants	Percentage
Male	190	44%
Female	240	56%
Total	430	100%

Source: Prepared by the Author (2024).

Table 2 shows that the largest audience reached, taking into account the age item, was the <25 age group, which together accounted for more than 41% of the respondents. Therefore, this can show that the company is looking for employees who are at the beginning of their career, so that they can be molded according to its principles. In addition, younger employees do not yet have vices from other companies, and therefore can adapt to the company's ideas.



Table 2 – Distribution of research participants by Age Group

Age group	Number of Informants	Percentage
<25	177	41%
26 a 35	111	26%
36 a 45	79	18%
>45	63	15%
TOTAL	430	100%

Source: Prepared by the Author (2024).

From the data in Table 3, it is observed that 44% of the workers have completed high school, and this is the predominant level of education among those who were interviewed. It is noticed that 20% of the employees interviewed have incomplete elementary education. And only 9% have completed higher education.

Table 3 – Distribution of the research participants by Education

Schooling	Number of informants	Percentage
Incomplete elementary school	86	20%
Complete elementary school	42	10%
Incomplete high school	70	16%
Complete high school	188	44%
Complete Superior	37	9%
Complete postgraduate	7	2%
Total	430	100%

Source: Prepared by the Author (2024).

Through the education table, it can be observed that the company then also gives opportunities to those who do not have much education, and 188 people interviewed have only completed high school, what could also be done for future work is to conduct a new survey with these employees about their growth intentions and if they have any intention to study further, such as higher education.

It can be seen in table 4, which aims to identify the interviewees' time in the company, and it can be observed that there was a tie of 37% less than 1 year, and also with more than 5 years.

Table 4: Length of service in the company

Length of service in the company	Number of informants	Percentage
Less than 1 year	161	37%
1 to 5 years	111	26%
More than 5 years	158	37%
Total	430	100%

Source: Prepared by the Author (2024).



It is important that everyone knows what motivation is, and what factors lead to motivation or demotivation, whether in their work or in their personal life, although the vast majority with 95% know what motivation is, 21 people answered that they do not know what motivation is.

Table 5: Do you know what motivation is?

Do you know what motivation is?	Number of informants	Percentage
Yes	409	95%
No	21	5%
TOTAL	430	100%

Source: Prepared by the Author (2024).

From the analysis of the answers obtained through the questionnaire in relation to the guiding questions, it was possible to verify, as shown in table 6, the level of motivation declared by the interviewees.

It is verified that 57% of the interviewees feel motivated, 14% feel totally motivated within the organization, 1% declared themselves totally unmotivated. However, there is a percentage of 20% among those who are indifferent and 8% unmotivated.

Table 6: Level of motivation

In your day-to-day work	Number of informants	Percentage
Totally unmotivated	6	1%
Unmotivated	36	8%
Indifferent	85	20%
Motivated	243	57%
Fully motivated	60	14%
TOTAL	430	100%

Source: Prepared by the Author (2024).

For the author of this survey, this high percentage of employees who feel motivated within the organization is linked to everything that has been exposed so far throughout the work: Importance of leadership, job satisfaction, and also the organizational climate.

Table 7 shows that 43.49% answered that the organization's leadership style is democratic leadership, that this leadership style means that the leader follows what the majority of the team has defined, that is, the majority defines what will be done with the leader's approval.

Within organizations, the importance of a leader is remarkable. When we talk about this type of manager, we are not referring to an ordinary boss, we are talking about someone who motivates and involves, after all "anyone can be a boss (just have the position to do so), but very few can be true leaders." (TEJADA, 2017, p. 50). And having democratic leadership is very important.



Table 7: Leadership style in the organization

Leadership style in the organization	Number of informants	Percentage
Autocratic leadership	151	35%
Democratic leadership	187	43%
Liberal leadership	92	21%
TOTAL	430	100%

Source: Prepared by the Author (2024)

In addition, it is also important to understand the reasons that most motivate employees within the work environment. With this, we have Chart 1, which will show the factors that employees believe most motivate them. To understand this picture, the collaborators listed each of the factors between grades from 1 to 5, according to their degree of importance to them (where 1 is the minimum grade and 5 is the maximum grade).

Table 8: Degree of importance

Questions	NOTE 01	NOTE 2	NOTE 3	NOTE 4	NOTE 5
Job stability	2,09%	4,19%	10,47%	20,70%	62,56%
Autonomy and power	3,95%	9,30%	28,14%	26,51%	32,09%
Pleasant atmosphere	1,63%	2,33%	13,72%	30,93%	51,40%
Recognition and feedback	4,19%	10,47%	13,72%	26,98%	44,65%
Good Relationship with my manager	1,86%	9,30%	10,93%	21,40%	56,51%
Wage	1,16%	4,65%	13,02%	27,67%	53,49%
Opportunity for growth	2,33%	6,98%	14,65%	21,40%	54,65%
Workload	2,33%	5,12%	11,86%	43,49%	37,21%
Enjoying what you do	1,40%	4,65%	14,88%	23,72%	55,35%
Professional fulfillment	2,56%	6,98%	19,53%	27,67%	43,26%
Good Relationship with colleagues	1,86%	6,74%	12,33%	25,58%	53,49%
Good and adequate facilities at work (changing rooms, toilets)	1,16%	6,28%	15,12%	30,00%	47,44%
Participation in company decisions	9,07%	6,51%	29,30%	17,67%	37,44%
The benefits that the company provides are good	3,49%	6,05%	13,95%	24,42%	52,09%
Schedule flexibility	4,88%	6,74%	16,05%	21,40%	50,93%
Possibility of remote work	31,40%	10,70%	16,98%	16,05%	24,88%

Source: Prepared by the Author (2024).

When analyzing table 8 above, it can be observed that nine questions had the highest percentage, a total of 62.53% gave a score of 5 in job stability, which proves that for the interviewees stability is more important to stay in the job.

Liking what they do also got 55.35%, because employees when they like what they do tend to be more motivated, and with 54.65% the job opportunity, which can also be observed, that the survey audience the largest number is under 25 years old, and many are still their first job, so they expect opportunities in their journey within the organization.

Salary and growth opportunity also had a good percentage in the survey, and a market survey can be done to see if the salaries that the company pays are in line with what the market



pays and also a reevaluation of the work of each employee and their salary, as many employees end up going to other companies because they receive proposals for better salaries.

A good relationship with colleagues and managers also had a significant percentage, more and more people feel motivated when they have freedom and a good relationship with their managers/leaders, and the relationship with colleagues is also very important, as employees spend more time of their day in their workplace, and maintaining a good relationship is important, this idea is also defended by Stadler and Pampolini (2014) who say that when the climate is pleasant, people feel happier and more willing, working more efficiently and especially bringing more motivation to their work routine.

To question the possibility of remote work, 31.40% of respondents answered a score of 1 with a degree of importance, which may have also influenced it because it is a food processing industry, which makes it difficult for production employees to work remotely, only the administrative sectors that could have this possibility.

The survey is very important to assess the situation of employee motivation, and what they consider most important to feel motivated, but it is necessary for this survey to be done more frequently in the company.

FINAL CONSIDERATIONS

Based on the study on the factors that influence employees to feel motivated within the organization, it was possible to see through the survey that 56.51% feel motivated in the corporate environment in which they are currently inserted, a positive factor for the company, because in this way employees who feel motivated tend to produce more.

Analyzing the results obtained, it is possible to verify that the company will be able to seek better results by investing in leadership training, with the objective of leaders seeking the development of giving feedback to employees. This is due to the scores achieved in the feedback being approximately 44% for grade 5, and they could be better if there was this training.

In addition to a better professional fulfillment of employees when they are motivated, the company will also be able to obtain better results compared to competitors, as motivated professionals tend to generate better results and seek the development of the company in which they are working.

It is suggested that the company in the future carry out a qualitative survey with employees to identify their desires within the work and suggestions for improvements, aiming at greater motivation. Another suggestion would be an organizational climate survey, because as



the year goes by, new employees join the company and it is interesting to evaluate their motivation, with the objective of always being able to retain more employees for a longer period.

Still as future works, it is suggested to include one more topic, "which generates demotivation within the company", instigating employees to reflect on this subject.



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