

**Influence of work motivation on the performance of employees in a public company****Influencia de la motivación laboral en el desempeño de los empleados en una empresa pública**

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**Abstract**

The objective of this research is to know if there is an influence of work motivation on the performance of its workers. An investigation was carried out on the concepts related to the subject of study, in which indications are reported that there is no motivation towards employees, which generates low performance. The importance of carrying out the study, the beneficiaries and the impact it could have for future research are mentioned. The research presented is of a quantitative type with a cross-sectional design and an instrument was applied through a non-probabilistic sampling for convenience to the company. The procedure that was carried out to obtain results was to request permission and authorization from the organization. Subsequently, a survey was applied in Google Forms to 100 collaborators, sent by WhatsApp. With SPSS,  $\alpha$  and graphs of results were obtained; the most significant questions were: Do you instruct the trained personnel in the new processes? (70% agree), (23% disagree) and (7% indifferent); Does the pension they receive grant security in the future (60% agree), (23% disagree) and (17% indifferent). In conclusion, the company under study shows favorable results and can improve its organizational culture.

**Work motivation, Performance, Influence****Resumen**

La presente investigación tiene como el objetivo de conocer si existe influencia de la motivación laboral en el rendimiento de sus trabajadores. Se realizó una investigación sobre los conceptos relacionados al tema de estudio, en el cual se reportan indicios de que no existe una motivación hacia los empleados lo cual genera un bajo rendimiento. Se menciona la importancia de realizar el estudio, los beneficiados y el impacto que podría tener para futuras investigaciones. La investigación presentada es de tipo cuantitativa con diseño transversal y se aplicó un instrumento a través de un muestreo no probabilístico por conveniencia a la empresa. El procedimiento que se llevó a cabo para la obtención de resultados fue solicitar permiso y autorización a la organización. Posteriormente se aplicó una encuesta en Google Forms a 100 colaboradores, enviada por WhatsApp. Con SPSS se obtuvo  $\alpha$  y gráficas de resultados; las preguntas más significativas fueron ¿instruye al personal con capacitación en los nuevos procesos? (70% de acuerdo), (23% desacuerdo) y (7% indiferente); ¿la pensión que reciben otorga seguridad en un futuro (60% estar de acuerdo), (23% en desacuerdo) y (17% indiferente). En conclusión, la empresa en estudio muestra resultados favorables y puede mejorar su cultura organizacional.

**Motivación laboral, Desempeño, Influencia**

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## Introduction

Nowadays, significant changes have taken place as a consequence of globalisation in the different economic activities, with economic, social, cultural and technological changes, affecting people's quality of life, human relations and the bond that the employee forms with the company in which he/she works. In this context, work motivation is one of the most important aspects to consider in order to obtain better organisational results.

### Background

Globalisation has brought to the lives of human beings the convenience of having everything at the click of a button; this is undoubtedly a great help nowadays because with the technological advances that are developing at great speed, everything has been evolving. These changes would not be possible without the services that are consumed, and the demand for them. In 2017, according to research by De Jesús Almonte and Carbajal (2017) the service sector accounted for 75% of employment for some of the countries of Europe, Japan, Australia, New Zealand, and New Zealand, nine out of every ten new jobs are generated in the service sector.

More than a decade ago, in Mexico, the tertiary sector exceeded secondary sector activities in terms of GDP. They also contributed 60 per cent of aggregate output, while the secondary sector only contributed 30 per cent. Consequently, it constituted a major employment generator with 25% according to the work done by Flores et al. (2013). In Sonora, the tertiary sector has been in constant change, which is related to industrial production.

According to information published by the Municipal Government of Cajeme (2019), this municipality is characterised for being an important point in terms of economy and knowledge society, which has been the result of following a strategy and a model of economic development of its own, which has brought benefits such as the presence of opportunities and quality of life for the inhabitants by generating their products and services in a place that is attractive for investment and job creation. Rivas et al. (2018) refer that having motivated members of a company has a direct correlation in terms of satisfaction, interpersonal relationships and work environment.

This means that, having these three points aligned, it will be easier to achieve objectives that are necessary for the company and at the same time the worker will be benefiting.

Another study carried out was that of Hernandez et al. (2018) with the aim of analysing whether work motivation has an impact on work performance, the number of workers in the workplace that was studied was 29 workers from different areas such as cashier, cleaning, sales, etc. And it was applied to nine of them who were working that day giving as a result that there is an impact in terms of work performance and that this is increased when they receive training and reward with incentives. Huilcapi et al. (2017) affirms that employees acquire greater responsibility towards the company, an improvement in productivity, a greater sense of creativity that makes it easier to resolve stressful situations or high work demands, no staff turnover, among others when they are motivated.

An interesting analysis developed by Bohórquez et al. (2020) where the results obtained regarding motivation and work performance as a key factor for an organisation were: 25% of the workers surveyed feel dissatisfied with physiological needs, there are 35% of workers who feel the need to be able to guide other people and 35% of workers who would like to have equity in the allocation of resources and rewards compared to other co-workers.

While it is almost impossible to eradicate demotivation and job dissatisfaction within all organisations in Mexico, alternatives are being implemented that do not affect company budgets and that help to improve motivation and thus performance, called the "emotional wage" Espinoza and Toscano (2020) which are flexible working hours, social benefits, organisational climate. It can be described as those actions or facilities that the company gives to the worker and in itself does not generate a great cost or loss for the company, but it does manage to make a change in the worker, who feels "rewarded". With this alternative, the company saves resources and at the same time the worker can feel motivated to carry out his tasks, because he knows that he will be taken into account when he needs special leave.

Against this background, motivation plays an indispensable role in our daily lives, as many of the achievements of human beings are thanks to it. Just as it is of utmost importance in everyday life, it is of great value in people's working lives. Although each worker has different needs, it is important that each company seeks to know how to motivate its employees, obviously not everything will be focused on an individual level, but the majority should specialise in how to reward everyone, even if it is not in the same way, and there does not necessarily have to be a salary remuneration.

The worker by its nature will always seek motivation, and will always be looking to improve their quality of life, which is why some of the most important organisations worldwide, pays close attention to this part of the company that is the human capital, as it knows that if its staff is motivated in the activities it performs, together the company will achieve better results.

Another example is that of Adams (2013), who applied a survey to 230,000 employees in 142 countries, of which 87% worldwide feel totally disconnected from the place where they work and consequently are less unproductive, with Mexico having only 12% of workers satisfied with their jobs, and Mexico is one of the countries in which most people emigrate, as they are not well paid, recognised and almost never have the opportunities to grow in the labour market. Considering the above, the following question arises:

How does work motivation influence the performance of employees in the distribution area of a public utility company?

Undoubtedly, all companies should give due importance to finding solutions that help to increase the work motivation of their employees, it is something that should be an objective and should be raised and worked on, not only so that the company achieves its goals and continues to move forward, but also to seek the common good for all members of the organisation. Nowadays, organisations face the problem of having unmotivated, indifferent, apathetic employees who lack a sense of belonging to the place where they work. It is vitally important to pay attention to this need for correction, because, as stated in the background, it does have an important impact on work performance.

It is vital to understand that motivation is not only about raising salaries, but goes beyond that, it is about making the employee feel supported, that he/she is important and that he/she belongs to the company. Sometimes it is taken for granted that the employee knows this, and in the vast majority of cases this is not the case. That is why it is important to recognise all that human capital contributes to the benefit of the organisation, as it is the most important asset that we have. As reaffirmed by Chóez and Vélez (2021), work motivation is of vital importance for the achievement of an organisation's objectives.

Work motivation and productivity are two variables that go hand in hand, affecting both the worker and the company. The present study is carried out due to the importance of human capital for the achievement of the objectives of a company, as well as to know for certain whether work motivation influences the productivity or work performance of the members of an organisation.

Without this study, companies would not have access to information that could help them to improve their strategies to address work motivation and to know the main causes that originate them and which they should pay attention to, in order to optimally achieve the objectives set and to have an ideal working environment for everyone in the company. Therefore, by carrying out this research, we seek to benefit:

- The companies with the information from this study can take it as a parameter to be able to carry out an investigation in their organisation and be able to measure how their employees are motivated, if they have a relationship that negatively influences the two variables that are presented, which are motivation and work performance, and thus seek solutions that do not affect either the worker or the objectives of the companies.
- This study is useful for future research considering the variables of motivation and work performance, taking into account that the sample was applied to workers in a public service company.

- By correctly knowing the worker's needs, they will be one of the main beneficiaries, since the worker who feels a sense of belonging to the company generates greater productivity, satisfaction, positivism, and positivity.

In consideration of the above, the purpose of this study is: to identify the influence that exists between work motivation in relation to employee performance in order to improve the results of a public service company in Ciudad Obregón, Sonora.

### Work motivation theories

The expectancy theory is attributed to Victor Vroom cited by Marulanda et al. (2014). In this theory, motivation is shown to be supported by three types of relationships, which are: the expectation and consequently that what is performed will bring about a result, the attractiveness of achieving the results and the belief that the performance will become the desired result. Also, the motivational factors mentioned above are closely related to the acceptance of co-workers, the interaction with supervisors and bosses, the tasks assigned, as well as the decision making and importance that the individual has in the organisation.

One of the main theories is the Hierarchy of Needs by Maslow, Veytia and Contreras (2007) in which the five levels of needs are: physiological, safety, social, esteem and self-fulfilment. These needs are found according to the proposed order. The first need can only be realised after the previous one has been fulfilled and satisfied. This in conclusion generates the satisfaction of the person and is a form of motivation for the human being.

The goal setting theory for Molina (2000) is based on an action with intention. In this people choose which goals go hand in hand with their satisfaction, because as we know, all human beings have different needs. When goals are accepted, goals that can be considered "difficult" test job performance, as opposed to goals that are "easy" or simply not there. Also to be effective people must have the ability to perform tasks and be committed to achieving them.

Herzberg's theory of Motivation and Hygiene as defined by Madero (2019) is related to two factors which are motivational and hygienic. The first are considered to be those that have to do with the environment and their presence in itself does not lead to motivation, but the fact of not having them does cause dissatisfaction. They are called hygienic as they are the minimum essential conditions. The factors focused on motivation are those that are related to a task in itself, and their absence may not cause dissatisfaction, but their presence can lead the person to a higher level of feeling fulfilled, fulfilled and motivated to carry out the corresponding activities or tasks.

The theories that are presented have things in common, and they all seek to make the worker feel fulfilled, either by covering physical or emotional needs that have an impact on labour issues. Each company can take different theories and adapt them as they see fit and as they benefit both the worker and the organisation's goals.

Equity theory (1963-1965) was proposed by J. Stacey Adams, who argues that individuals compare their inputs (skills, education, experience, effort) and the product of their work (earnings, rewards, benefits) with those of others as they assess whether they are fair. Once they make this assessment, individuals react in order to eliminate any injustice or inequity (Varela, 2013).

### Types of motivation

For Uliaque (2021), intrinsic motivation arises from within the human being and is driven by the need for exploration, experimentation, curiosity and manipulation, which are created as motivational behaviours. In simpler words, this predisposes the person to make an effort to achieve his or her objective or goal. As a result of this type of motivation, experiences, feelings of efficacy and mastery of the task are achieved.

For its part, Santander Universities (2021) in its section on scholarships defines extrinsic work motivation as the actions taken by an employee to achieve an external reward.

**Importance of work motivation**

For Rivas (2018), work motivation can be called the process that directs the human being to achieve something, such as a goal. That is why it is important for organisations to pay attention to what causes or stimulates them to achieve the objectives and that the result will be higher productivity, as well as employees satisfied with their performance and with a sense of belonging. Companies should look for and study the qualities of each of the collaborators, so that each one is in the ideal workplace according to his or her abilities, and thus avoid demotivation in the future.

**Relationship between performance and work motivation**

Reátegui (2017) states that motivation is of vital importance for each worker to carry out their corresponding activities, and thus have feedback from employees about how they feel and this is reflected in their performance. The relationship between the motivation variable and performance as mentioned by the author, most of the time has to do with the worker's job, and whether it is suitable for him or not, and also has an impact on the variables company policy, organisational culture and work environment, if all of the above is positive, that favours development and allows them to get the best out of them, and at the same time, they feel satisfied in achieving their goals, personal and work aspirations.

**Dimension 1 - work motivation**

As mentioned by Gorbaneff et al. (2009) cited by (Town et al., 2004) incentive is the total reward, which encompasses both financial and non-financial aspects, conditional on the measurement of the outcome of a job. Wages according to Morales (2008) are the rewards that employees receive for fulfilling the tasks assigned to them in their area of work. Training has been described by numerous authors, for Chiavenato (2009) it is the strategic process in which employees are systematically instructed and in which they acquire skills that are in accordance with the position in which they carry out their activities. It is part of the Human Resources area, and with the implementation of training the employee can progress at work, and the company benefits from the knowledge acquired by the employee to achieve objectives and goals.

**Dimension 2 - labour performance**

Labour productivity is defined by Castro et al. (2017) as the result of the influence of several factors that have an impact on the employees of an organisation. Among the main elements that play a determining role for worker productivity are: Innovation, training, increased knowledge about the activities performed, technologies to be used, appropriate organisational climate.

The term "product" is described by Ruiz (2001) as anything that can satisfy a need. Services are for Sanchez et al. (2016) the result of intangible activities in which a consumer and a supplier are involved, the main objective being to satisfy customer needs.

Performance according to Ruiton (2019) are all those results or behaviours that are directly linked to the achievement of goals or strategies within an organisation. To obtain the optimal performance of employees, it is important to take into account elements such as: organisational communication, leadership, teamwork, negotiation and organisational culture.

**Models of human performance**

The following is a brief description of some of the main models that are used for analysis and improvement developed by Bernárdez (2006).

- The model focused on individual performance is often the one that supervisors rely on when detecting problems in individual performance and is the most common when looking for improvement options. For this type of situation, Gilbert's model identifies seven factors that should be analysed when the performance of one or more employees needs to be improved. Some of the questions to be asked to understand the underlying problem are: clear standards, feedback, task support, incentives, knowledge, competence, individual capability and context.

- The process- and organisation-centred model adds the study of dimensions related to organisational processes, team functions and individual performance. Rummler's theory considers that there are three levels for analysing the context: Organisational level, processes, job level and people in relation to four external components: Society, customers, market, investors or shareholders.
- The Performance Architecture model proposed by Addison and Johnson where the cultural dimension is considered a fundamental element. The four cultural dimensions are: values, vision, beliefs and management practices and are conditioned by four key performance factors: motivation, environment, structure and learning. In each case of individual performance the levels of competence are recognised as knowledge and skills. The levels of confidence are those of achievement, behaviour, attitude and contribution indicating which type of intervention will be selected Encinas and Buelna (2011).

With these models described above, the aim is to give an idea of the main existing models that help organisations to improve the performance of their collaborators, in order to be able to meet the proposed objectives and at the same time make each worker feel satisfied and motivated in the activities they carry out.

## Methodology

The proposed research is quantitative with a cross-sectional design, since the aim is to achieve the previously stated objective through the analysis of the information collected.

A sample of 100 workers from a public distribution services company in Ciudad Obregón participated in the study, who were selected through non-probabilistic convenience sampling. The demographic characteristics of the research participants are presented below (see Table 1).

Socio-demographic characteristics	f	%
Gender		
Male	89	89%
Female	11	11%
Ages		
20 – 30 years	13	13%
31 – 41 years	48	48%
42 – 52 years	35	35%
53 – 63 years	4	4%
Positions held		
Administrative Assistant	16	16%
Commercial Assistant	18	18%
Technical Assistant	5	5%
Electrician	5	5%
Head of Department	1	1%
Office Manager	1	1%
Lineman	21	21%
Maneuverer	1	1%
Commercial Clerk	5	5%
Distribution Operation III	28	28%
Department of assignment		
Administration	13	13%
Distribution Control Centre	5	5%
Commercial	22	22%
Lines and Networks	23	23%
Metering	24	24%
Planning	9	9%
Substations	4	4%
Institutional working time		
1 year - 5 years	21	21%
6 years-10 years	14	14%
11 years-15 years	32	32%
16 years - 20 years	22	22%
21 years - 25 years	8	8%
26 years - 30 years	3	3%
31 years and over	-	-

**Table 1** Socio-demographic characteristics of the research participants (n = 100)

Source: Own Elaboration

The instrument used (see appendix A) is a survey that was adapted from the research conducted by Burga & Wiese (2018) and was applied to administrative staff of an agro-industrial company using a Likert scale from one to five where (1) is totally disagree, (2) disagree, (3) Indifferent, (4) Agree and (5) Totally agree. The work motivation variable has four dimensions which are: Incentives, Wages, Training, and Interpersonal Relations and 15 items, while the Work Performance dimension includes three dimensions: Productivity, Products or Services, and Performance and 13 items. For the collection of information for this study, the Google Forms platform was used, where the form was created and the respondents answered via WhatsApp, the tool used to answer the instrument.

The IBM SPSS tool was used for data processing, to analyse and process the data obtained from the instrument applied to the workers of the company to be studied. It was also found that the total Cronbach's alpha of the instrument is .915 and for each variable a Cronbach's alpha was obtained for work motivation of .800 and for work performance of .922. For the dimensions corresponding to the work motivation variable, alphas range from .705 to .809 and for the dimensions corresponding to the work performance variable, alphas range from .702 to .891.

## Results

In the present investigation the results of the survey applied to the workers of the Public Company of Services of the area of Distribution in Cd. Obregón, Sonora are presented, who had the best disposition to collaborate to be able to know the influence that plays the labour motivation in the performance of the collaborators and on the basis of these results to look for the improvement of the processes and to have tools that allow to improve the performance of the involved ones. The variables that were the subject of the study were: Work Motivation and Performance.

According to Valera (2013), incentives are techniques that are considered rewards that a worker achieves by obtaining the expected results and these can be economic, non-economic and mixed (see Table 2).

Incentive questions	(1)*	(2)	(3)	(4)	(5)
1. You get rewards when you work well.	---	58%	22%	20%	---
2. Promotions in your institution are made fairly and impartially.	---	49%	17%	34%	---
3. The pension I will receive in this job gives me security in the future.	---	60%	17%	23%	---
Average/percentage per dimension:	---	55.6%	18.6%	25.6%	---

**Table 2** Questions of the incentives dimension

Source: Own Elaboration as a result of the data analysis. \* (1) Strongly agree; (2) Agree; (3) Indifferent; (4) Disagree; (5) Strongly disagree.

According to Morales (2008), salaries are the rewards that employees receive for fulfilling the tasks assigned to them in their area of work (see Table 3).

Wages and benefits questions	(1)*	(2)	(3)	(4)	(5)
1. I am satisfied with my salary.	---	78%	12%	10%	---
2. The per diem payment is fair.	---	73%	18%	9%	---
3. The remuneration I receive is commensurate with the work I do.	---	79%	8%	13%	---
4. There is fairness in the payment of remuneration for all employees of the institution.	---	70%	14%	16%	---
Average/percentage per dimension:	---	75%	11%	12%	---

**Table 3** Wages and benefits dimension questions

Source: Own Elaboration as a result of the data analysis. \* (1) Strongly agree; (2) Agree; (3) Indifferent; (4) Disagree; (5) Strongly disagree.

According to Chiavenato (2009), training is the strategic process in which employees are systematically instructed and in which they acquire skills in accordance with the position in which they carry out their activities. Human resources must have the knowledge, skills and attitudes to achieve better performance in their activities (see Table 4).

Training questions	(1)*	(2)	(3)	(4)	(5)
1. You have received training in the last year in the new processes of the institution.	---	70%	7%	23%	---
2. My job provides me with opportunities to develop my professional career.	---	69%	19%	12%	---
3. I receive the necessary training to perform my job properly.	---	83%	10%	7%	---
4. With the training I receive I meet my objectives.	---	89%	7%	4%	---
Average/percentage per dimension:	---	77.7%	10.7%	11.5%	---

**Table 4** Empowerment dimension questions

Source: Own Elaboration as a result of the data analysis. \* (1) Strongly agree; (2) Agree; (3) Indifferent; (4) Disagree; (5) Strongly disagree.

Interpersonal relationships as mentioned by Hancoo et al. (2021). play a vital role in an organisation, since the interaction that workers have within it, making it clear that they will not always think in the same way, they will have different ideas, perceptions, formations, and even with all these points they must comply with their activities, to achieve the objectives of the company (see Table 5).

International relations questions	(1)*	(2)	(3)	(4)	(5)
1. I feel part of a working team.	---	88%	7%	5%	---
2. There is support among colleagues for the achievement of objectives.	---	88%	7%	5%	---
3. There is good communication between the staff.	---	83%	14%	3%	---
4. The relationship between co-workers is good.	---	91%	7%	2%	---
Average/percentage per dimension:	---	87.5%	8.7%	3.7%	---

**Table 5** Questions of the interpersonal relations dimension  
 Source: Own Elaboration as a result of the data analysis. \* (1) Strongly agree; (2) Agree; (3) Indifferent; (4) Disagree; (5) Strongly disagree.

Productivity is defined by Fontalvo et al. (2018) as the process in which activities and elements intervene to achieve a result, i.e., when improvements are made, they translate into the fact that, using fewer or the same resources, the same or better results can be achieved, either in terms of products and services (see Table 6).

Productivity dimension questions	(1)*	(2)	(3)	(4)	(5)
1. My job performance is currently good.	---	95%	4%	1%	---
2. The rewards I receive are commensurate with my productivity.	---	74%	14%	12%	---
3. I receive feedback on how I am performing my job.	---	75%	16%	9%	---
4. You feel that the desired results are achieved in your department.	---	96%	3%	1%	---
Average/percentage per dimension:	---	85%	9.2%	5.7%	---

**Table 6** Productivity dimension questions  
 Source: Own Elaboration as a result of the data analysis. \* (1) Strongly agree; (2) Agree; (3) Indifferent; (4) Disagree; (5) Strongly disagree.

The term "product" is described by Ruiz (2001) as anything that can satisfy a need. For a manufacturer it is a physical and chemical element that offers another the possibility to use it. For Lovelock & Wirtz (2009) services are for economic activities that are offered from one party to another, which generally use time-based performances to obtain desired results in the recipients themselves, in objects or in other goods for which the buyers are responsible (see Table 7).

Product or service dimension questions	(1)*	(2)	(3)	(4)	(5)
1. I have a high degree of responsibility for the tasks I perform.	---	93%	5%	2%	---
2. The work I do is worthy of my person.	---	90%	0%	10%	---
3. I feel that full service is provided to the user.	---	86%	7%	7%	---
4. The services we offer are of high quality.	---	84%	11%	5%	---
Average/percentage per dimension:	---	88.2%	5.7%	6%	---

**Table 7** Product or service dimension questions  
 Source: Own Elaboration as a result of the data analysis. \* (1) Strongly agree; (2) Agree; (3) Indifferent; (4) Disagree; (5) Strongly disagree.

Performance according to Ruiton (2019) is all those outcomes or behaviours that are directly linked to the achievement of goals or strategies within an organisation. To obtain the optimal performance of employees, it is important to take into account elements such as: organisational communication, leadership, teamwork, negotiation and organisational culture (see Table 8).

Performance dimension questions	(1)*	(2)	(3)	(4)	(5)
1. The productive activity of our institution is well appreciated by our users.	---	66%	16%	18%	---
2. My job requires me to carry out a variety of activities.	---	90%	6%	4%	---
3. The service I provide makes me feel useful and capable.	---	94%	6%	0%	---
4. This job offers me opportunities to learn new skills	---	81%	7%	12%	---
5. Performance is measured on an individual basis.	---	78%	15%	7%	---
Average/percentage per dimension:	---	81.8%	10%	8.2%	---

**Table 8** Performance dimension questions  
 Source: Own Elaboration as a result of the data analysis. \* (1) Strongly agree; (2) Agree; (3) Indifferent; (4) Disagree; (5) Strongly disagree.

**Conclusions**

In conclusion, motivation is what moves human beings, as well as people who carry out an activity in a job, so it is of utmost importance that companies pay attention to the incentives that will be given to motivate employees, as this can make the difference when it comes to achieving results.



Companies should bear in mind that a good employee-employer relationship is in most cases the basis for the success of the company. If the company is concerned about meeting the needs of the employee, the employee will be able to create the sense of belonging that many need and the organisation should have different types of incentives, as all employees have different needs and therefore not all have the same incentives.

At the end of the research it can be seen that in the vast majority of the backgrounds that were studied, there is a correlation between work motivation and performance, which is proven by this research, and which can be either positive or negative depending on how much attention is paid to it. It can also be verified that in general terms the company has a healthy work motivation and that it is directly reflected in the performance, remembering that if the worker acquires a sense of belonging, it will be reflected in most cases in his productivity, performance, attitude, etc. Likewise, in all the dimensions that were studied, there are areas of opportunity for improvement that will be discussed later in the recommendations.

## **Recommendations**

### **Incentives Dimension**

- Use what is related to the "Emotional Salary", which are non-financial rewards that help to satisfy the needs of the employee, such as flexible working hours, teleworking, days off, recognition, emergency leave, etc.
- As for the pension, it is fair, the staff that is with the CIJUBILA modality, which refers to the fact that a percentage of the employee's retirement savings fund is taken away, that the employee increases that percentage or has a savings account in which he/she can save for retirement.

### **Wages and/or Economic Benefits Dimension**

- Have a role for overtime where the organisation's indicators are not affected, but where the employee can work overtime and be able to help himself/herself financially.

### **Training Dimension**

- Verify the real training needs with the staff, as many of the training courses that are carried out are not beneficial for the worker and do not allow them to learn about other positions where they can aspire to promotion in the future.

### **Interpersonal Relations Dimension**

- Maintain communication with all members of the work team, in which everyone can express their ideas and opinions without having to be disrespectful or blame for any goal not achieved.
- Pay attention to the communication of each process, in order to detect problems and obtain solutions if they exist.

### **Productivity Dimension**

- Implement in all processes the collaboration of workers, so that everyone can learn from the position of their colleague, and in case of incapacity, holidays or lack of personnel to cover those positions, they can continue to perform the activities.

### **Product or Service Dimension**

- Apply a satisfaction survey to the user who consumes the service as well as to the staff of the Institution to see where improvements can be made and look for a specific solution to the problem detected.

### **Performance Dimension**

- Do not exceed with long and unnecessary meetings, try to summarise them and make them more specific.
- Classify the tasks to be performed according to the needs, some examples could be: By Important, Urgent, once a week, etc.

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