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ANALYSIS OF THE CONNECTION BETWEEN THE MOTIVATION OF THE LEADER AND THE WORK ENVIRONMENT IN ESTABLISHMENTS OF THE CITY OF PUEBLA

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ABSTRACT

Motivation and job satisfaction are one of the main factors for employees to carry out their activities in such a way that they feel part of the organization. The purpose of this article is to identify the connection between the motivation of the leader towards the collaborators and the working environment in establishments of the city of Puebla. In this research, 23 people from 3 different establishments were surveyed in order to determine the importance of the leader over the collaborators so that there is a right working environment. As a result, we obtained eleven variables taken in pairs that were dependent on each other. We conclude that there is a connection between the observed variables, which are listed in order of impact and the repercussions that they entail. Therefore, according to the results obtained, we can say that when employees feel motivated by their leader, there will be a right working environment within the organization.

INTRODUCTION

In recent years, leadership has played an essential role in subordinates. The leader within the organization is responsible for making sure that the organization's objectives are met correctly. This leadership leads to the company being successful or not and helps people feel motivated to work as a team. A good leader must ensure that staff feels motivated to have a right working environment. Navarrete (2019)

The organizations are constituted by a group of people who work for a common good. The purpose is to perform activities and at the same time, generate profits. Work environment influences the behavior and attitudes of the employees that make up an organization (Quiroz, 2019).

The work environment has an influence on the process and development of employees and managers. It is based on the behavior of people. A positive work environment generates that employees feel part of the organization, causing them to have a better performance. A negative work environment affects the atmosphere at work, causing conflict, poor performance, and staff turnover (Carrion, 2019).

This research project can be useful for companies whose objective is to improve the work environment. The purpose of this is to provide information that supports the creation of strategies that positively influence organizations so that employees feel motivated when carrying out their activities.

This work is distributed in five sections. In the first section, the literature relevant to the variables analyzed in the study is presented. In the second section, the methodology is described. The analysis of results is part of the third section, where the findings and results obtained are detailed. In the fourth section are the conclusions which show the fulfillment of the objectives, the most outstanding contributions of the work, the strategies proposed for the companies, and the definition of future lines of research. In the fifth section, the references used in the elaboration of the work are shown.



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LITERARY REVIEW

Chávez, M. (2019), mentioned that leadership is one of the factors with an incidence of 70% in the work environment. This generates a relationship that affects the achievement of the objectives and goals of organizations. She considers that small and medium-sized companies, where the scope of action of leadership is more direct than in a large company, narrow the link between management and business culture.

Tomas (2019) looked into the differences in the evaluation of leadership styles of generation X and millennials. He concluded that leadership is a crucial factor for human management, the assessment of leadership styles in generations X and Y. He showed that for those generations, a good leader requires having characteristics of both transformational leadership as well as transactional leadership; he pointed out that leadership styles complement each other.

Studies showed that the Organizational environment comprises a set of measurable properties in a work environment that is perceived by the collaborators. It is vital for the organization to establish the impact or result in it. In general, an unsatisfactory perception of the work environment and motivation implies the importance of the motivational factors and the work environment that directly concern the area of Human Talent. (Quiroz, 2019) Quiroz (2019) mentioned that the relationship between the organizational environment and work performance is influenced by factors such as managerial style, communication, friendly leadership and the physical environment. This establishes a positive relationship between organizational behavior and work performance.

Researchers released evidence about the work environment; they mentioned that organizational development is valued as an administrative tool to increase productivity, reduce risks, and ambiguities in processes. These generate changes in the organization through continuous improvement diagnostics. They concluded that the work environment directly affects the efficiency and effectiveness of organizations and the performance of their staff (Meza, 2019).

Alzola (2019) announced that the processes and performance of workers are related to job satisfaction factors. Recognition and the relationship that exists with subordinates are linked to productivity and working conditions that lead to job satisfaction and excellent performance within the organization.

Studies determined that the organizational environment comprises a set of measurable properties in a work environment that is perceived by the collaborators. In general, he stated that an unsatisfactory perception of the work climate and motivation; it implies the importance of the motivational factors and the work climate that directly concern the area of Human Talent. (Quiroz, 2019).

Zambrano (2019) analyzed the factors of job satisfaction in the personnel and its impact on the organizational environment. He found there is a relationship between the organizational environment and job satisfaction that employees perceive in the performance of their work. This correlation goes from 0.156 for the intrinsic satisfaction factors and 0.147 for extrinsic satisfaction, respectively.

Experts looked into the leading cause that determines whether the work environment has a direct influence on the fluctuation of the work talent. Thus, the problem of staff turnover could be known. The conclusion was that the termination of the worker's employment is based on the movement of personnel. It was suggested to establish a proposal that allows employees to stay for a prolonged period (Leyva, 2019).

According to (Soto2019), it was established that the relation between the motivation factors and the job performance of workers made evident that there is a negative connection between the demotivation factor and job performance. Studies determined that the labor factor that frequently occurs in the personnel are the motivation in the company. The most influential labor factors in the work environment are the recognition they receive from the institution for work well done, job stability, the relationship with supervisors and bosses, as well as co-workers. (Vera, 2019)



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(Garcia, 2019), conducted an investigation where he determined that for lack of motivation, employees tend to leave the regulated system; looking for alternatives to Occupational Professional Training. It was concluded that the extrinsic aspects of work are the ones that motivate collaborators the most.

According to the studies carried out, there are positive and negative consequences in the actions of the worker when perceiving their work environment; this has a direct impact on their motivation, performance, and productivity; at the same time, it will be reflected in their level of commitment to achieving business objectives. (Rodriguez, 2019).

MATERIALS AND METHODS

Collateral and descriptive study were carried out where the relationship between the motivation of leadership towards employees and the work environment in organizations was analyzed. This research intends to evaluate to determine the relationship between the motivation of leadership and the work environment. A study was conducted with a study population of 23 collaborators from 3 different organizations in the industrial, consulting, and food and beverages sector. Based on the research, it was sought to identify the relationship between these to analyze the influence and determine what factors determine the performance of employees in establishments of the City of Puebla. An optimal strategy will be generated that contributes to its improvement.

The population studied was 54.2% men and 45.8% women. The 58.3% range between 23 and 33 years of age while 29.2% range from 34 to 50 years of age and the rest of the population is between 51 to 60 years of age. 62.5% of the population is single, and the rest of the population are married. 45.8% have a Bachelor's degree, while 33.3% have a graduate degree; the rest of the population has middle-high school or high school finished.

MEASUREMENT TOOLS

In order to determine the influence of motivation with the work climate, a questionnaire was used, where the items to be evaluated were motivation, work environment, and leadership. A scale from 1 to 5 was given, where one, and 5 is totally in agreement. The questions were evaluated by the Pearson correlation where the items were verified to determine if there is any confusion in writing or if the variables were dependent.

RESULTS AND DISCUSSION

Validation of the instrument with Pearson correlation

Table 1 shows the Pearson correlation (López-Trejo, 2018; Cifalos-Lagos, 2014). This image shows us that there are four correlations. For this reason, we can say that the results show that their very nature relates to them.

Table 1. Pearson correlation validation

	Item 1	Item 2	Item 3	Item 4	Item 5	Item 6	Item 7	Item 8	Item 9	Item 10	Item 11
Item 1	1										
Item 2	0.82391521	1									
Item 3	0.40846522	0.51312261	1								
Item 4	0.47952852	0.71289814	0.66015389	1							
Item 5	0.64285821	0.67851142	0.40923599	0.65812806	1						
Item 6	0.45245441	0.52855292	0.47276817	0.59857441	0.76884761	1					
Item 7	0.37630794	0.35529486	0.42887751	0.56443963	0.29184856	0.27599702	1				
Item 8	0.40166012	0.58617259	0.52096616	0.48686214	0.54498564	0.44279587	0.20548203	1			
Item 9	0.57207106	0.72978003	0.6546772	0.57848082	0.59065091	0.48198086	0.29115222	0.81705388	1		
Item 10	0.52155148	0.62074606	0.48153021	0.55499069	0.69477303	0.63622975	0.24251308	0.51356723	0.64135484	1	
Item 11	-0.25799506	-0.04673401	-0.00131473	-0.04668932	-0.08138651	-0.02395197	-0.04268912	-0.24003036	-0.10489063	0.09267928	1



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DEPENDENCE OF VARIABLES

Next, the Chi-square test was applied to find the ratio of variables in pairs. In the Pearson correlation table (Table 1), we can see raw data taken directly from the survey. In Table 2, we obtained the expected data, and Table 3 shows the statistical data of the Chi-square. In this specific case shown, questions 1 and 5 were compared.

If the company has a pleasant working environment, the company will value the worker personally and professionally.

- The company has a good working environment
- It values me as a worker on a personal and professional level

Table 2. Contingency table of question 1 and 5

		WORKING ENVIRONMENT		TOTALS
		X	Y	
		YES	NO	
ASSESSMENT PERSONAL AND PROFESSIONAL	YES	15	2	17
	NO	1	5	6
		16	7	23

Table 3. Table of expected values of question 1 and 5

		WORKING ENVIRONMENT		TOTALS
		X	Y	
		YES	NO	
ASSESSMENT PERSONAL AND PROFESSIONAL	YES	11.82608696	5.173913043	17
	NO	4.173913043	1.826086957	6
		16	7	23

Table 4. Table of expected values of question 1 and 5

		WORKING ENVIRONMENT		TOTALS
		X	Y	
		YES	NO	
ASSESSMENT PERSONAL AND PROFESSIONAL	YES	0.851822251	1.947022287	2.798844538
	NO	2.413496377	5.516563147	7.930059524
		3.265318627	7.463585434	10.72890406
				3.841458821

The result obtained from observed or experimental square chi resulted in a value of 10.72 (table 4); while the value of theoretical square chi gave us as a result of 3.84. With these results, we can say that variable 1 and 5 are statistically dependent. Table 6 shows some of the dependent comparisons.



Table 5. Chi Square observed or calculated and Chi theoretical P value

DEPENDENT VARIABLE	INDEPENDENT VARIABLE	CHI SCUARE OBSERVED OR CALCULATED	CHI THEORETIC AL P VALUE (0.05)	OBSERVATION
FEEDBACK	STAFF TURNOVER	9.775	3.841458821	DEPENDENT VARIABLE
SATISFACTION	FEEDBACK	8.746388889	3.841458821	DEPENDENT VARIABLE
LABOR CONDITION	MATERIAL RESOURCES/ PHYSICAL	8.073538012	3.841458821	DEPENDENT VARIABLE
WORKING ENVIRONMEN T	TRUST	7.98692602	3.841458821	DEPENDENT VARIABLE
WORKING ENVIRONMEN T	SATISFACTION	7.885714286	3.841458821	DEPENDENT VARIABLE
TRUST	SATISFACTION	7.885714286	3.841458821	DEPENDENT VARIABLE
MOTIVATION	ASSESSMENT PERSONAL AND PROFESSIONAL	7.441176471	3.841458821	DEPENDENT VARIABLE
LERNING	ASSESSMENT PERSONAL AND PROFESSIONAL	6.932718185	3.841458821	DEPENDENT VARIABLE
WORKING ENVIRONMEN T	MOTIVATION	4.537	3.841458821	DEPENDENT VARIABLE
TRUST	MOTIVATION	4.536525974	3.841458821	DEPENDENT VARIABLE

On the figure 1, data of the work environment components are compared. The section of the global work environment it is also observed. This section contains an average of three components (assessment, motivation, trust). The data dispersion is compared as well as the average of each one with the global work environment average.

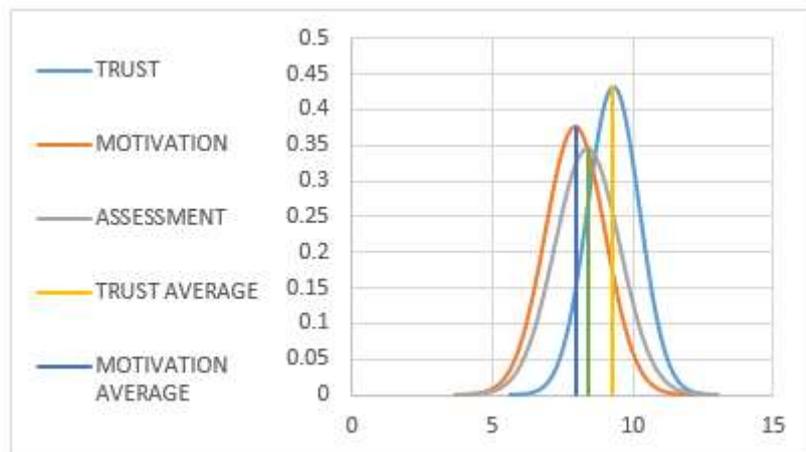


Figure 1. Work environment index

**CONCLUSION**

Twenty-three employees from companies in the industrial sector, consulting and food and beverages were surveyed, with the results obtained, we can conclude with the following points.

- If the organization leader does not provide feedback to staff, there will be staff turnover (Table 5).
- If employees feel satisfied with work activities, there will be less staff turnover (Table 5).
- If the company has the appropriate work areas, the collaborator will have all the material and physical resources to carry out their activities (Table 5).
- If the organization has a right working environment, the employee will feel confident to act with their initiative and at the same time feel satisfied when carrying out their activities (Table 5).
- If the leader shows interest and motivates his collaborators in an economic, emotional, and learning way, the workers will feel valued personally and professionally. (Table 5).
- If employees have the confidence to carry out their activities, they will feel satisfied when carrying out their activities (Table 5).

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