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MOTIVATION AND INCENTIVES: DIAGNOSIS OF THE IMPACT ON ORGANIZATIONAL DECISION MAKING CASE STUDY REFACCIONARIA TOPETE IN COLIMA, COLIMA

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Abstract: The present study aims to determine how employee motivation affects decision making and work performance at Refaccionaria Topete, a microenterprise in Villa de Álvarez, Colima state. It is proposed to determine the context for an incentive and reward system to increase motivation, problem solving and organizational effectiveness. The study follows a mixed methods approach, using questionnaires, interviews, observations and performance evaluations, in addition to a detailed job analysis. Motivation was identified as the independent variable and decision making as the dependent variable, suggesting that a satisfying and motivating work environment can increase productivity, improve processes and enrich organizational culture. The results show that the implementation of incentive programs can improve employee commitment, satisfaction and performance. Motivation is very important for decision making and effective work, so it is recommended to develop a systematic motivation system that promotes productivity, efficient use of resources and a good working environment that contributes to the success of the company.

Keywords: Motivation, decision making, incentives, work environment, productivity.

INTRODUCTION

The motivation of human capital has been a fundamental element, the operation and quality of decisions increase performance in companies. Today, in an increasingly competitive business environment, understanding what drives the behavior of those who collaborate in a company becomes an organizational inflection strategy.

Having programs that promote recognition and delivery through incentives and rewards fosters a successful work environment where objectives aligned with the philosophy and culture of the organization are promoted.

It improves productivity and efficiency by fostering a work ecosystem that benefits the entire organizational structure.

According to Fernández-Huerga (2012), “Work motivation is a key element to improve professional performance”, i.e., it is described as an engaging process that encourages and directs human behavior towards the achievement of established objectives. This shows how people’s desires and objectives are mixed with external things such as offers and bonuses.

This research aims to gather information to determine the Impact on Organizational Decision Making in the case of Refaccionaria Topete, a family business that faces significant challenges related to the motivation of its workers. Being less motivated has a direct impact on decisions, which generates setbacks in buying and selling procedures and in the regular work performance of an organization.

THEORETICAL FRAMEWORK

Incentives are programs that are commonly used to motivate employees and ultimately improve performance. Rewards, ranging from money to training and development, help companies influence the behavior of their employees and, therefore, align their interests with those of the organization. Moreover, according to Maslow (1943), the only way to increase motivation is to satisfy the needs of staff.

A well-formulated incentive program would be favorable for La Refaccionaria Topete. It will increase employee satisfaction, establish the work climate and accelerate decision making, which will undoubtedly promote the success and flourishing of the company.

Incentives are a valuable investment that can do wonders for companies. By motivating and rewarding their employees, organizations can achieve better performance, achieve good results and achieve a solid position

in the market. Especially the opportunity for Refaccionaria Topete. To invest in your business and achieve greater success.

The role of employee motivation has a remarkable impact on the outcome of business performance. Theories on this category of interaction about what is expected from what allows you to achieve their aspirations and return efficiently to perform. Maslow (1943), Herzberg (1959) and McClelland (1961), along with contemporary trends in self-determination (Deci & Ryan, 2000) and positive psychology (Seligman & Csikszentmihalyi, 2000), have interpreted the phenomena of what drives people to strive and grow economically.

In order to keep employees motivated and engaged, the work environment, incentives and transformational leadership must be necessary. In the words of Deci and Ryan (2000), we all need to feel independent, competent and connected to others. If these three needs are met, we are happy and motivated.

Although the classical theories of transformation are still valid, new algorithms have been added to their understanding. The concept of autonomy suggests that people are motivated if they can choose their own path and believe in their own rights (Deci and Ryan, 2000). Positive psychology, led by Seligman, emphasizes the study of human potential and positive emotions (Seligman & Csikszentmihalyi, 2000).

The work environment plays an important role in our motivation. Chiavenato (2010) defined the workplace as “the environment that employees know and understand within the company”. According to the author of this book, a good environment and motivation improves knowledge, responsibility and cooperation between employees and the organization.

Incentives can improve employee motivation and performance. Walmart is an example of a company that has successfully used incentives to motivate its employees (Walmart Annual Report, 2019).

Transformational leaders, as described by Burns (1978), create work environments that inspire and motivate learners. The characteristics of these leaders are vision, the ability to empower employees, and a focus on team development.

METHODOLOGY

This study was conducted using a mixed methods (quantitative and qualitative) observational approach. Due to the size of the microenterprise, it was not possible to assign participants to control and experimental groups, which supported a quasi-experimental design. However, the independent variable (motivation) must be deliberately manipulated to see its effect on the dependent variable (decision making).

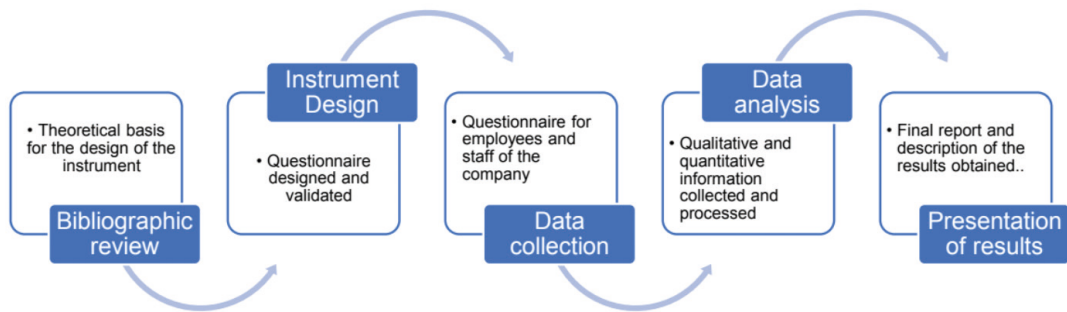
A mixed method was chosen to better understand the context under study. The amount of data obtained through questionnaires and measurements allows for statistical analysis and comparison of results with the study population. On the other hand, qualitative data from interviews and observations will provide a richer and more nuanced view of participants' perspectives and insights.

The study population is made up of the six employees of Refaccionaria Topete, located in Villa de Álvarez. Given the small population, all employees will be taken as a sample, which will allow for an exhaustive analysis of the situation.

Independent variable: Motivation (achievement, power, and affiliation).

Dependent variable: Decision-making (work climate, attitudes towards work and goal setting).

Procedure



Methodology diagram.

Source: Own design.

This study will examine motivations, decision making and work environments in the manufacturing industry. It begins with an in-depth analysis of previous research on these topics. Tools such as questionnaires and interview guides are then developed to collect data from employees and managers. Once the data is obtained, it is statistically and quantitatively analyzed to identify patterns and relationships. Finally, the results are translated and presented in reports that will help you understand these things in the workplace.

HYPOTHESIS

At Refaccionaria Topete, the implementation of incentive and reward programs will increase employee motivation, increase decision-making opportunities, problem-solving skills and a better working environment.

METHODOLOGICAL PROPOSAL

The proposed Key Indicator Diagnostic Model (MDIC) allows for a simple assessment of the impact of motivation and incentives on decision making in a microenterprise. The first stage Data Collection focuses on getting information about what workers think about their work, through surveys on contentment and view of incentives. This stage highlights indicators such as the Job Satisfaction Index, which measures the percentage of employees

happy with their jobs, and the Effective Incentives Index, which assesses how many perceive incentives as fair and motivating.

Evaluation of Indicators. During this second phase, the production resulting from an employee's workday is evaluated, which is measured through Productivity per Employee. Another indicator evaluated is the Work Climate, which is taken through surveys that rate the Work Climate, indicating possible improvements in working conditions. In turn, the Retention Rate is taken, an indicator that shows the number of employees who continue working in the organization, which is an indicator of commitment and organizational incentives.

<i>Proposed Key Indicators:</i>		
<i>Dimension</i>	<i>Indicator</i>	<i>Formula/Evaluation Method</i>
<i>Intrinsic Motivation</i>	Job Satisfaction Index	% of employees satisfied with their jobs.
<i>Extrinsic Motivation</i>	Effective Incentive Ratio	% of employees who perceive incentives as fair.
<i>Individual Performance</i>	Productivity per Employee	(Total production) / (Number of employees).
<i>Organizational Commitment</i>	Retention Rate	(Initial No. - Final No.) / Initial No.] x 100.
<i>Organizational Climate</i>	Work Climate Index	Work environment survey (scale 1-5).
<i>Efficient Decision Making</i>	Implementation Rate of Correct Decisions	Decisions successfully implemented / Totals.

Table with Proposed Key Indicators of the methodological proposal.

Source: Own design.

Finally, in phase three of Analysis and Diagnosis, the Implementation Rate of Correct Decisions is considered, which is the number of decisions that are correctly implemented. This is the most decisive aspect when it comes to determining whether motivation and incentives affect the quality of choices. The improvement proposal, in its last phase, makes it possible to determine corrective ideas from the results. Therefore, this model not only evaluates the influence of motivation on performance, but also helps to identify key problem areas to strengthen organizational strategy in microenterprises such as Refaccionaria Topete.

This is why the Key Indicator Diagnostic Model is a holistic methodology that assesses how motivation and incentives influence organizational decision making in microenterprises. By assessing job satisfaction, productivity, implementation of sound decisions and other key factors, the model highlights strengths and critical areas that need to be addressed in human talent management. While this approach certainly improves individual and collective performance, it is also critical to strengthening strategy and performance in a successful business ecosystem.

RESULTS

Incentive programs increase the enthusiasm and determination of Refaccionaria Topete's employees. According to Castro et al. (2018), incentives can be effective and reduce costs. Sanchez, Hurel and Aguirre (2022) demonstrated that motivation has a direct impact on decision making and willingness to achieve organizational goals. But these schemes must be designed in a fair and transparent way, as brand management will not lead to the fight against unhealthy competition or will not be effective in the long run. Our methodological approach focuses on balancing productivity and employee satisfaction by creating a dynamic system that supports integrity, better workplaces

and informed decision making.

CONCLUSION

Motivation plays an important role in decision making in an organization. At Refaccionaria Topete, motivated employees tend to show greater commitment, productivity and performance, which positively impacts the company's performance. A well-designed incentive system not only increases performance, but also helps employees grow personally and professionally. These programs, combined with motivation theory, can generate resilience in the face of adversity and an increased ability to make decisions under pressure.

To make a lasting impact, our research concludes that it is important to create a workplace that values effective communication and collaboration. Establishing clear goals and commitment enables employees to work in a more focused and productive manner. In addition, implementing incentive programs and the right work environment can increase talent retention and attract new talented employees, developing a team committed to the organization's goals.

RECOMMENDATIONS

It is important to foster open and transparent communication, allow employees to express their concerns and participate in decision-making. It is also important to create a collaborative environment based on mutual trust and support. Ongoing evaluation of motivational programs ensures their effectiveness and allows strategies to be modified to meet the needs of the organization. Finally, regular meetings to evaluate the workplace and establish clear objectives will foster employee enthusiasm, innovation and creativity, which will contribute to the success of Refaccionaria Topete.

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