LEADERSHIP AS A MOTIVATIONAL FACTOR IN ORGANIZATIONS

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SUMMARY

This article addresses leadership as a motivational factor in organizations. It discusses organizational behavior, its models, skills and competences, and highlights Maslow's Hierarchy of Needs Theory, Herzberg's Two-Factor Theory and Expectation Theory as fundamental scientific concepts in understanding the theme in focus. Personal motivation results from the individual's interaction with the situations of his or her organizational environment, alongside the financial and emotional elements, motivation constitutes an important triad in reaching corporate goals and advances to the detriment of the concepts restricted to the financial factor of employees. In order to clarify the relationship between leadership and motivation, the methodology for conducting this research, part of the literature review and bibliographic analysis in Chiavenato (2010), Robbins (2005), among other authors whose conceptions focus on organizational behavior and its close relationship with leadership as a motivational factor. The research results show that leadership actions have an incisive influence on the productivity of employees, since the motivation of the functional team is related to elements that range from psychological factors such as esteem and self-realization to those that imply physiological needs, security and social issues. As one of the leadership actions that focus on the motivation of a team, it is assumed here, that the award policies, related to the employee's performance,

Key words: Motivation. Leadership. Organizational behavior.

1. INTRODUCTION

Personal, financial and emotional motivation has been a recurring theme in discussions in the world of goals and challenges. Notably, the vast majority of companies have been paying attention to the motivation of their employees, since it appears as a preponderant instrument for the achievement of organizational goals, so that it starts to positively affect the process, both for the company and for the achievement personal and professional development of the employee, a concomitant and closely related effect.

Organizational behavior is related to activities developed in the work field, through the knowledge of which it is possible to obtain some answers to better intervene in the environment. Thus, analyzing the elements responsible for the development of organizational culture, the way they are worked and, also, the changes they cause in the performance of its employees, suppliers and customers is the great goal to be achieved, when it comes to understanding organizational behavior.

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Information on organizational behavior is essential to evaluate, make investments and achieve returns, or to designate new organizations that already exist. It is known that many managers are able to do all these activities, basically using intuition and experience, and thus take the risk that, when faced with the complexity of managing organizations and more specifically people, they will not achieve positive results in the midst of process permeated by socially and rapidly changing changes.

The success of business organizations has an intrinsic relationship with the stimulation of the individuals who compose them. A favorable environment, led according to motivational premises, presupposes a simultaneous integration of the company's goals and the professional motivations of its employees. Thus, motivation is seen as the process responsible for the breadth, direction and perseverance of a team's individual and collective efforts to achieve goals and professional achievements.

Roughly speaking, understanding and knowing the means by which employees remain motivated to carry out their work within a company consists of, while looking for quality, success and profitability, also seek to value and understand the elements that make up the needs of employees: esteem, self-realization, physiological, safety and social needs. In this sense, in the internal environment of the organization, it is of fundamental importance to assess the level of motivation of employees, since the motivational state of a team or individual affects the advantages or disadvantages for the organizational arrangements of a company.

2 METHODOLOGY

Considering that the method defines and bases the trajectory to be followed by the researcher in such a way that he takes his research object as an element of investigation surrounded by possibilities of discoveries in the face of a given reality and inseparable theory-practice relationship. In this sense, Vergara (2008, p. 9) conceives by method "[...] the researcher's intervention, his conscious mental activity to carry out the cognitive role of the theory". For Morin (1996 apud VERGARA, 2008, p. 9):

> The method [...], fed by "strategy, initiative, invention and art", providing a harmony with the theory, thus enabling both to regenerate each other by organizing data and information. The method also brings the researcher closer to the studied phenomenon.

Literature review and bibliographic analysis constitute the methodology of this research, a foundation for understanding the object of investigation, an important tool for exploratory studies. Exploratory research aims to provide greater familiarity with the problem in order to make it explicit or to build hypotheses, searchable for future studies. Involves bibliographic survey; analysis of examples that encourage understanding (SILVA 2005).

The research investigation method is of a qualitative character, since it is necessary to verify the relationship between reality and the object of study, obtaining various interpretations of an inductive analysis by the researcher. The values are added to the operational concept, to transform it into a qualitative or quantitative variable. (LAKATOS, 2010). In this article, the research process starts from some ideas that will be confirmed from a basic framework plus new elements, as needed in the study.

3 LITERATURE REVIEW

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Motivation is one of the most debated and researched subjects in the study of organizational behavior. The main discussion factor is the motivation of people to reach high standards in organizational performance, and this factor, currently aggravated by the highly competitive market, becomes a matter of survival for organizations amid the goals and fluctuations in the commercial flow. According to Bergamini (1997, p. 89):

> All motivational behavior exists only because of an inner state of lack; therefore, the greater this state, the greater the current motivation, thus making the need synonymous with motivation. The greater the need, the greater the motivation.

Organizational performance depends on the connection of several factors, such as strategy, technology, organizational culture and human skills. In order for these factors to provide results, human talent needs to be involved in a work environment whose bases are based on the organizational complex favorable and participative to the interests of its employees.

Thus, an individual's motivation depends on his individual disposition, which can interfere positively or negatively in the work team and in the organizational culture. People who are motivated are able to disseminate actions that inculcate the improvement and performance of the working groups, and can also cooperate for an effective relationship and for the improvement of the entire organizational culture. (DUBIRN, 2003).

The study of motivation clearly shows the search for clarification of certain behaviors, where it demonstrates a great importance for understanding human behavior. In this way, motivation has an effect on people's behavior. Therefore, according to Maximiano (2010, p. 299) "motivation does not mean enthusiasm or high disposition; it just means that all behavior always has a cause ". The power of motivation implies the ways that we include in our life, as well as the way in which each individual deals with daily circumstances. The person who uses the force of motivation is not afraid to take risks, as he is aware that competence and the possibilities to reverse limitations demand from him as much as he demands from the environment in which he lives.

According to Robbins (2005, p. 132), motivation is "the process responsible for the intensity, direction and persistence of a person's efforts to reach a certain goal". One of the biggest goals of organizations is to motivate people, make them decisive, confident and committed to reaching decisive proposals so that they can seek success through their work. Thus,

> [...] human behavior is motivated by inner stimuli called needs, which are states of need. People act in the most different situations, to satisfy these needy states. According to theories about human needs, the achievement of goals and performance are linked to the search for the satisfaction of needs. Knowing that, if an objective is achieved, a lack will be satisfied, the person is committed to persecution, the more intensely the stronger the lack. (MAXIMIANO, 2010, p. 270-271)

People perform differently for several reasons. Diversity generates different behavioral factors that are almost always related through needs. There are many variables used to explain personal differences in performance between individuals, such as skills and competences, levels of pretension and others. For Chiavenato (2010, p. 242):

> Motivation is a basic psychological process. Along with perception, attitudes, personality and learning, motivation stands out as an important process in understanding human behavior. It interacts and acts together with other mediating processes and the environment. [...] Motivation is a hypothetical construct used to help understand human behavior.

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Motivation does not function as a personality trait. It is the result of the individual's interaction with the situation in which he is involved. People can have different levels of motivation that change over time, that is, at one moment he may be motivated and at another he may not.

According to Bateman and Snell (1998), motivation is intended for enthusiasms that energize, govern and support a person's values. All behavior, except independent effects such as opening and closing your eyes, is motivated, this expresses that a highly motivated individual will work with more energy to achieve performance goals. This implies that, with skills and understanding of their real needs, there is the motivation that, when they meet the position and functions, that person will certainly be productive.

3.1 Maslow's hierarchy of needs theory

Maslow's motivational theory is based on a category that defines the hierarchy of needs. This theoretical foundation explains that the needs must be hierarchical, being, therefore, reorganized in a category of importance and on the influence of human behavior.

According to Kwasnicka (1995, p. 57), Maslow proposed that "the perfect motivational theory should assume that people are in a permanent motivational state, but the nature of motivation can be different from group to group or from person to person, in certain situations ". Thus, notably the adversities, the peculiarities of personal and professional life while they are volatile are strictly related and interdependent in face of the needs that existence presumes, however they are of a different nature for each person. According to Robbins (2002), these hierarchical needs are interpreted as follows:

1. Physiological: which are the needs for food, drink, shelter, sex and others. Also called biological or body needs, with the intention of ensuring the individual's survival.

2. Security: includes security and protection needs against external or emotional threats. It is also related to the individual's survival.

3. Social: are the needs for friendship, acceptance, group participation, love and affection. They are interconnected with the individual's social life in participation with other people.

4. Estimation: includes the needs related to the factors with which the person sees himself and self-evaluates. As an internal esteem, which portrays mutual respect and achievement; and external esteem, which assesses recognition and self-confidence.

5. Self-realization: they are the most intent needs of human beings, realizing all their potential capacities and making them what they are capable of being. It focuses on the top of the hierarchy and tries to achieve the person's own potential goal.

For Robbins (2002) the functioning of Maslow's theory presupposes a hierarchy of five needs and while one is satisfied, the following becomes an element of dominant need, so if the base of needs is not solved, the risk of the collaborator is at risk. to be stagnant without motivation to reach the next need, an accomplishment is driving reasons for seeking the next one in the hierarchy. Figure 01 illustrates what Maslow's Theory assumes.

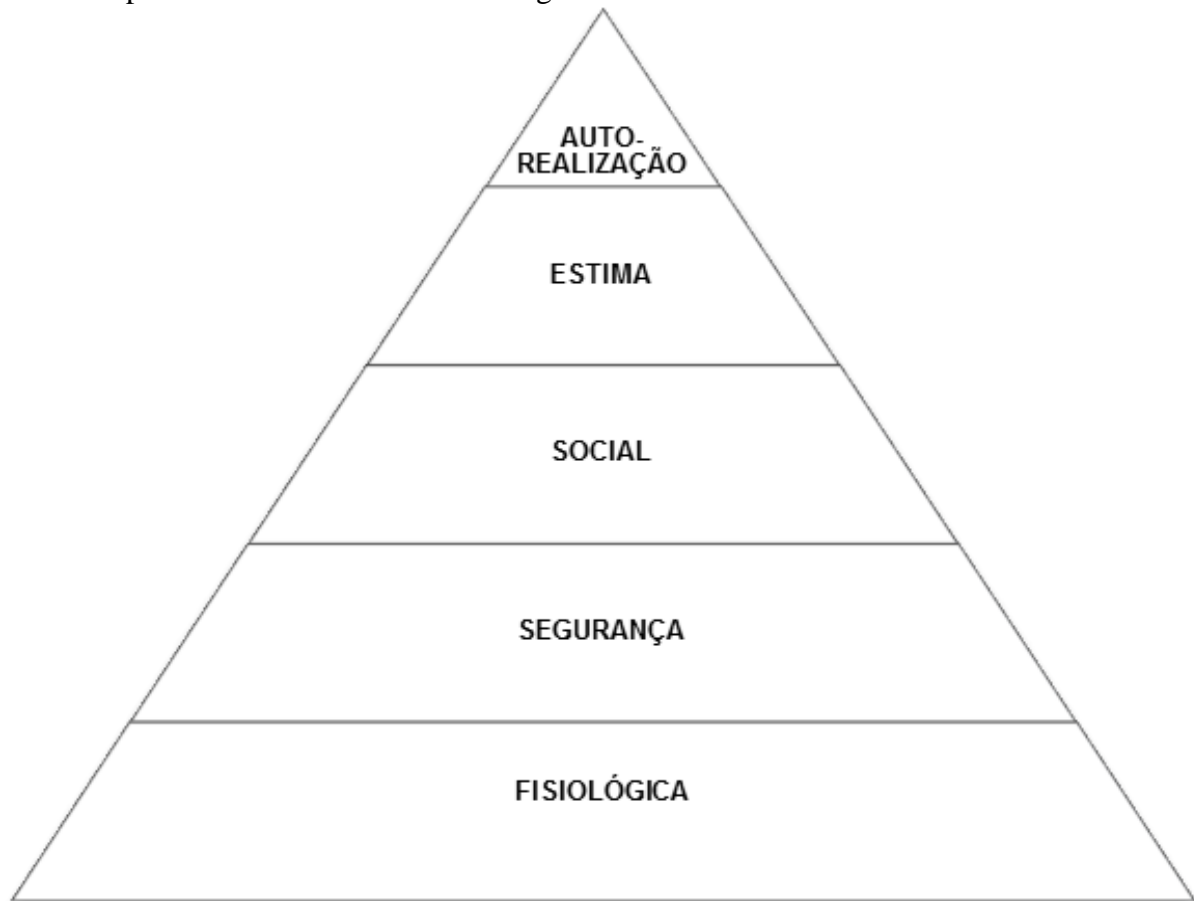Leadership as a Motivational Factor in Organizations.

Figure 1: Maslow's hierarchy of needs
Source: Robbins (2005, p. 133).

For Theory Y and Theory X, Douglas McGregor (apud ROBBINS, 2005, p. 133) related two distinct views of the human being, based on the belief of managers that influenced the behavior of individuals: one in which it was negative, called Theory X; and another basically positive, called Theory Y. For Bergamini (2009, p. 150):

> McGregor believes, like Maslow, that man, in himself, is a carrier of needs, and as soon as one of them has been satisfied, another one soon takes its place. For him, this process has no end, it extends continuously from birth to death. The needs would thus be cataloged on a serial scale, in a kind of hierarchy of importance.

Therefore, according to McGregor, the view that managers have of the nature of individuals, works as a basis for certain groupings and assumptions, and they can be shaped relative to the behavior of employees according to the set of assumptions.

According to McGregor, the four premises referring to Teria X are: 1) The employee does not like to work and, whenever possible, avoids work; 2) it is necessary to force the employee who fails to work, coerce and control him to perform his service; 3) The employee is moved by orders from others to have no responsibility or initiative; 4) Many employees just want to be confident about their work and show little ambition. The premises that support Theory Y are: 1) The employee has work as something as natural as resting or sleeping; 2) Employees have self-control and self-orientation in carrying out their work; 3) In general, employees accept or even seek responsibility; 4) Creativity and the ability to make decisions are found in anyone,

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3.2 Herzberg's two-factor theory

Concerning the confidence that a person's relationship with his work is simple and that in this way determines the success or failure of an individual, Herzberg proposed an assessment of the behavior of people in their work environment, where they described their situations.

For Herzberg, people's motivation was based on two factors that remained closely linked. They are: hygienic and motivational factors. For Chiavenato (2010), hygienic factors refer to the conditions that involve people while they work, including physical working conditions, wages, regulations, opportunities, relationships and others. Motivational factors, from the perspective of Chiavenato (2010), are those that refer to the content of the function, activities and services related to the position. When they are at levels of excellence, they produce effects of satisfaction and increased production at work.

The main consequence in relation to this theory is that direct concentration on hygiene factors can prevent job dissatisfaction. Thus, Bowditch and Buono (2004, p. 43) affirm: "For employees to be fully satisfied and to perform better than minimum standards, motivators must be incorporated into the work".

3.3 Theory of expectation

Needs models focus on people at a given time, but not on predicting their behavior. Theories are developed to explain the motivation process, whose terms focus on the factors that address behavior, and among them the expectation theory stands out.

In a certain way, the advantage of the expectation theory is that it can offer a project to understand how motivation works. According to Vroom apud Chiavenato (2010), there are three variables that this model highlights to compose the motivation: Valencia: in which it concerns the importance of a given factor, it is the value attributed to the same factor and exposes an individual favoritism; Instrumentability: it is the perception in relation to the performance, as the performance grows, the rewards grow in conjunction; Expectancy: means the hope of achieving results, showing the individual capacity or performance of each person, it is measured in terms of probabilities.

Thus, Bowditch and Buono (2004, p. 46) state that: "for an individual to be motivated, he needs to believe that an additional effort will lead him to a better performance and that the better performance will subsequently result in rewards or results bigger ".

The reward is very important to reinforce positive actions, but in general, the person must assume the awareness that before the goal there will be an effort, perseverance and willingness to work. The performances are unique to each person, therefore, it is up to the organizational systems to observe the different probabilities of each person in the process of composing their motivation.

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Understanding the organizational system first requires analyzing the characteristics of employees who go through an institutional identification and management process, that is, individual values can interfere with the performance of the assigned activities.

However, employee satisfaction is very particular, after all, each has its own ends and needs. It can be said, then, that people's satisfaction depends on their conception, their personal ambition, the position exercised in the company, their perspectives at work, their knowledge and their daily lives.

Still on this subject, Wagner III and Hollenbeck (2003, p. 121) emphasizes that: "there are three key components in our definition of job satisfaction: values, importance of values and perception". Thus, it is worth mentioning that the values, their importance and the

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perception of these values within the organization, are essential to understand the level of job satisfaction. Regarding the values, the authors mentioned above also highlight that:

> ▪ Subjective demands are those that come from the mind. Starting from the point that all workspace is an exchange environment, where individuals with different functions are organized according to the same logic, which is to develop their activities in order to achieve a certain objective;
> ▪ The importance of values, on the other hand, are the particularities, that is, the manifestation of this value in the face of a preference, a person may or may not like a certain area more and successfully exercise it or just execute them because they need to work;
> ▪ As for perception, it is based on the form of organization and perception of the values themselves, since subjectivity may or may not reflect on the objective situation, in this case, attention is paid to basic needs, which gives a sense of the current situation and not the actual situation. imposed situation (WAGNER III; HOLLENBECK, 2003, p. 121-122).

Subjects do not choose their jobs randomly. They tend to adopt attitudes that are adjusted to their interests, values and skills. Regardless of the degree of satisfaction, the employees who perform better tend to stay in the organization, as they are seen, praised and rewarded. Therefore, it is clear that behavior and job satisfaction tend to exceed when their own values coincide with those of the organization. On the definition of job satisfaction Wagner III; Hollenbeck (2006, p. 121) point out that this is "a pleasant feeling that results from the perception that our work accomplishes or allows the realization of important values related to the work itself".

The construction of a certain standard of living is based on the idea of "good" work, a space for personal fulfillment, built from the image of organizations within society, thus proposing a dynamic and professionally important place. According to Marras (2001, p. 31), "the desire to live qualitatively better is something patent and palpable for the great workers".

Some individuals' attitudes towards the actions taken generate a level of job satisfaction. To paraphrase Robbins (2005), the factors correlated with job satisfaction are: jobs that challenge one's own mind, fair incentives and / or rewards, decent working conditions, the relationship and support of colleagues, affinities with the position held and the individual's own genetic disposition with work. From the view of Davis and Newstrom (2004, p.123):

> [...] job satisfaction represents a portion of life satisfaction. The nature of someone's environment outside of work influences their feelings at work. [...] the job is an important part of a person's life, job satisfaction also influences the feeling of overall satisfaction with a person's life. The result is the occurrence of a spillover effect in both directions between satisfactions with work and with life.

Thinking like this, the management of business organizations can also be involved in the supervision and monitoring, not only of the employee's performance within the company, but, above all, of their daily attitudes since these actions can manifest relationships with life outside the work environment. job.

In general, employees sought to discover the activities that best match their needs and life expectations, goals and affinities that incite greater effort, persistence and discipline in the face of the work routine. Thus, it is also necessary to understand the difficulties that give rise to most of the dissatisfactions of employees in their work environment. Within this context:

> With the evolution of the studies, several factors were identified that affect the satisfaction and motivation of the employees of the organizations, among them is the individual's own personality and the work environment, in this study analyzed

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> through the study of the organizational climate. Pleasant organizational climate is an indicator of job satisfaction and motivation, an unfavorable work environment is certainly demotivating, and liable to dissatisfaction. (ANDRADE; BONFIM; STEFANO, 2010, p.3).

Regarding the above, it is understood that the behavior of individuals is related to factors built outside and inside the work environment, that is, certain attitudes of everyday life are taken to the work environment, compromising the organizational climate, leading workers to obtain satisfaction well as dissatisfaction with the work developed. The effort here does not end with the verification of the risk present in the personal-professional-life relationships, but rather a statement that, in the professional field, one of the premises that constitute a good collaborator, is his maturity as a professional, a skill that brings together factors oblivious to their real daily conditions of life outside of work, but it cannot be denied that there are essential needs that,

5 FINAL CONSIDERATIONS

In view of the results found, he concludes that the factors of motivation on the part of employees can be diverse, whereas motivation is intertwined both in the personality traits of individuals and in the work environment, however, I also noticed that the financial aspect meets to a significant part of the needs of individuals, but the latter is not the only factor amid the diversity of human beings' motives in the face of daily work.

The interaction between the objectives of the organizations and the pretensions and affinities of its employees is essential in the sense related to the company's success and the satisfaction of the work team. In this process, the leadership exercises primacy in the function of the management of organizations, since the identification, supervision and monitoring of the employee's performance within the company transcends the work environment, concomitantly also encompasses actions that can manifest relationships between life external environment and the working environment.

From this, I observe that, in general, people with volatile and progressive personal fulfillment needs, become employees who have a high degree of effort, and because they have personal goals to achieve, they make their professional performance the method for financial achievements, self-esteem and consequently to meet other daily needs. They are people who understand the relationship between responsibility and life achievements, present initiative and seek immediate solutions in the face of any limitation that may threaten the achievement of the established goal.

Therefore, I conclude that the leadership of a company has a close relationship with the motivation of its employees. The actions that generate reflections, establish goals and meanings within the daily work, announce significant importance for the daily routine-mobilization movement, examples of these actions can be: lectures, exposure of individual results, award policy and recognition of merit for performance excellence.

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