

**STUDY ABOUT MOTIVATION AT WORK**

**ESTUDO SOBRE MOTIVAÇÃO NO TRABALHO**

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## ABSTRACT

The theme of motivation for some time been increasingly gaining prominence because organizations have realized the importance of the subject and also because this is one of the elements that can lead organizations to success. This course completion report aims to analyze the interference exerted by motivating the employees of the company researched and how it can influence the performance of workers while engaged in their daily activities, being held in a search for this company. The company studied is located in Demerval Lobão-PI having engaged in the retail sale of pharmaceutical products, acting in the market for 15 years. A questionnaire to its 15 employees in order to identify the motivational level in the many everyday situations to which they belong has been applied. Methodological research has qualitative and quantitative descriptive nature, with data collection through closed questions questionnaire. The results obtained in the study indicate that employees Drugstore JM mostly are satisfied in relation to professional and personal activities, thus indicating motivation in relation to the work they do as well as in relations company policies and conditions work to which they are subject.

**Keywords:** Motivation. Satisfaction. Performance. Work environment.

## RESUMO

O tema motivação há algum tempo vem ganhando cada vez mais destaque pelo fato de as organizações ter percebido a importância do tema e também por esse ser um dos elementos que podem levar as organizações ao sucesso. Este relatório de conclusão de curso teve como objetivo analisar a interferência exercida pela motivação aos colaboradores da empresa pesquisada bem como a mesma pode influenciar o desempenho dos trabalhadores no exercício de suas atividades diárias, sendo realizada para isso uma pesquisa na empresa. A empresa pesquisada se situa em Demerval Lobão-PI tendo como atividade a venda no varejo de produtos farmacêuticos, atuando no mercado há 15 anos. Para tanto foi aplicado um questionário aos seus 15 funcionários com a finalidade de identificar o grau motivacional frente às diversas situações diárias a quais estão inseridos. Metodologicamente a pesquisa tem caráter qualitativo e quantitativo de cunho descritivo, com a coleta de dados através de questionário de perguntas fechadas. Os resultados adquiridos na pesquisa apontam que os funcionários da Drogaria JM em sua maioria encontram-se satisfeitos em relação às atividades profissionais e pessoais, indicando dessa forma motivação em relação ao trabalho que desempenham assim como também em relações as políticas da empresa e as condições de trabalho a qual estão sujeitos.

**Palavras-chave:** Motivação. Satisfação. Desempenho. Ambiente de trabalho.

## 1 INTRODUCTION

The current market context, in which companies currently are included, it is quite uncertain, because due to factors such as the globalization process and the definition of capitalism as the predominant economic system, companies are increasingly based on the range of profits. Thus, contained within this context of fierce competitiveness, market demands various among other factors, we have come to the conclusion that human capital is the key to organizational success, and that for this reason, needed to value these employees as a way to awaken in them the motivation, fundamental element for that to be effective, productive, and consequently generate positive results for the organization.

Although the problem of motivation has gained prominence only in recent times, she didn't show up today, because from the initiation of administrative science studies she has been addressed in several theories, but in every moment in different ways.

How to put Bergamini (2008), before the Industrial Revolution, the main way to motivate consisted in the use of threats and punishments, thereby creating an environment of fear. With the Industrial Revolution there was so heavy investments in the pursuit of increasing efficiency of industrial processes, as well as in the improvement of working procedures.

Over the years settled in a series of studies and theories about how to motivate people were created until you get to the point that needed to be done would be to find alternative how to awaken the motivation, as happened to consider that each one brings some potential within themselves motivation, being only necessary to unlock it (Bergamini, 2008).

As well as Schermerhorn-Junior et al., (2005) States that motivation is the force responsible for interior level, direction and persistence of effort spent on work, Bergamini (2008) confirms this statement, when considering the motivation as a process that occurs within the people, and whose main characteristic is to be a potential strength of intrinsic origin of the employee.

Thus search through this article provide a theoretical foundation capable of providing a better knowledge on the subject motivation and understanding of nuances that has, and get positive results that motivation can offer organizations, by identifying which factors can affect it.

The current market scenario, marked mainly by uncertainty, companies are increasingly seeking alternatives that can avoid or at least reduce, the various effects that such a scenario could cause.

This concern is necessary because such effects can hit companies in various ways, as well as lead to results which can often generate harmful effects to the same activities.

When companies suffer such effects, several of their industries may be affected, what creates the need for companies to react to all of this, and to get positive results for companies seeking to improve to survive, and one of the sectors that has been getting more attention on the part of entrepreneurs, is the personal sector, which by its great importance is considered crucial and indispensable for the functioning of the same.

Given that the biggest challenge found by companies is precisely the ability to circumvent such problems, lest it affect, or at least, that affect with the lowest possible impact. Given all this insecurity and uncertainty that the market offers, companies must be attentive to your employees ' motivation factor.

The motivation theme is something that deserves emphasis and attention on the part of organizations, because it is essential for an employee to have a good performance, be productive and generate positive results for the company. Motivation is an extensive and complex subject, even more if we consider that the same cannot be awakened. For Gooch and McDowell (*apud* BERGAMINI, 1997) this is not possible, because as the motivation is an internal force present in each individual, a person can't ever motivate anyone, what she can do is get stimulating. Thus, as the motivation is something that can only be stimulated, will seek through this research to understand how motivation can interfere with the work of the employees of the company under study, as well as the same can influence the performance of workers in their daily tasks? Has the following objective: to identify the interference carried out at work for employees motivation of Drugstore JM and examine how it can influence the performance of workers in their day to day tasks.

## **2 THEORETICAL FRAMEWORK**

### **2.1 Motivation**

Any organization is composed by several features, which are interdependent and interrelated, and each of which have their degree of importance within the organizational process. Among them are human resources, a term that many scholars consider as inappropriate by the fact this feature have saved the circumstances, greater importance over the other.

Within this context of work with people the motivation factor is present and needed so they can generate positive results. As can be seen in the origin of the word *motivation*, which originally derives from the Latin word *movere*, which means *move*, and according to Bergamini (2008, p. 32) "the origin of the word ends the notion of dynamic or action that is the main tonic that particular function of psychic life, and that the character of the human psyche includes motivational [...] the different aspects that are inherent to the process whereby human behavior of people can be activated".

According to Bergamini (2008):

The motivation is as a driving force that leads the individual to satisfy your needs and desires; an internal energy, something that comes from within the individual making this if put into action. The motivation at work takes the human resources, in addition to seek personal satisfaction to achieve the goals of the organization.

Thus the motivation is something that varies according to changing the elements to which the individual is inserted, and for being something that anyone can do is motivate anyone, just trying to awaken her motivation, becomes even more complicated when the organizational context.

In the corporate context, managers must seek alternatives that create a motivating environment, where people must satisfy their own needs, (FRAGA, 2010), para that in this way the company can achieve positive results, increased productivity, leading her to succeed.

It is obvious the growing importance that organizations are giving the theme, and among various factors that lead to this concern is the fact that companies don't worry so much about the technical difficulties, because currently the smart machines, much less financial resources due to the related credit facilities, among other factors and still fail to achieve the expected success (BERGAMINI, 2008). In this context, people gain prominence, since the relative failure can only be occurring because they might be the centerpiece in this whole problem.

Thus the motivation takes key role in organizational success, earning great attention on the part of managers and other professionals who deal with people.

## 2.2 Satisfaction and motivation

Satisfaction and motivation are aspects that are directly related. How to put junior Schermerhorn (2005), the job satisfaction represents the degree by which individuals feel so

positive or negative with respect to his work, representing thus an attitude or emotional response related to the tasks of the job, as well as the social and physical condition of the workplace working that way as an influencer or extrinsic, being linked to such aspects as salaries, benefits and other needs that need to be answered. Already the motivation works like an internal or intrinsic energy of the individual who is linked to the very nature of the work performed (GELLETMAN, 1976).

In this sense we can infer that motivation represents a reason – a necessity, to be held, the satisfaction is the element that comes to satisfy that need.

People tend to confuse what satisfies a human need (satisfaction factor), with his own need (motivation factor), as for example, when we're thirsty and we confuse water with need, and this is only one factor of satisfaction, and the seat the motivating factor (FERREIRA et al., 2011).

On this point, we can say that although they represent different elements, satisfaction and motivation are directly related, and can put them as complementary to each other. This identification of differences between motivation and satisfaction is still important, so we can better understand the influence of each and how to use them in order to get your employees ' job satisfaction and the consequent gain productive and motivated employees can offer operating companies.

## **2.3 Motivational Theories**

### **2.3.1 Maslow's Needs theory**

Proposed by Abraham Maslow (1908-1970) the theory of needs became one of the best known about motivation. This theory is based on the call hierarchy of needs, where part of the principle that human needs are subdivided into groups, and which are implemented as soon as the needs of the lower levels are met.

But from the standpoint of motivation, this theory suggests that, although virtually no need ever be satisfied completely, a need substantially satisfied extinguishes the motivation (ROBBINS, 2002, p. 152).

For Maslow's human needs can be arranged hierarchically according to its importance and influence on human behavior Chiavenato (2005), and can be represented through a hierarchical pyramid.

**Figure 01** -Pyramid of Maslow's needs

Source: ROBBINS, 2002.

The pyramid proposed by Maslow points out the existence of three classes of needs: basic needs or primaries, where are included the physiological and safety needs; the psychological needs, including the needs and social esteem and self-actualization needs where are included the needs of personal fulfillment.

Robbins (2002) points out that the difference between these levels is the higher-level needs be met internally, within the individual, while the lower level are satisfied externally through elements such as remuneration, permanence in employment, promotions, bonuses and others.

Although the theory of Maslow's Needs have been the basis for many other theories that came after that, currently is pretty much unquestioned as the difficulties to evaluate the theory, the methodology used in the research process, the difficulty of clearly show that the satisfaction of a need to activate the following need, however the main criticism concerns the subjectivity of the individual, being extremely difficult to standardize their motivating agents Alves (2011), but Robbins, (2002) points out that, their amplitude made by your intuitive logic and its ease of understanding.

### 2.3.2 Two-factor Theory

Proposed by Frederick Herzberg, that theory went that way the set: behavior of people, work environment and the development of everyday activities interact to produce human motivation (SHAH et al., 2011). Through this study Herzberg came to the conclusion that the

people's motivation to work depends on two factors that are related: the hygienic factors or extrinsic factors and motivational factors or intrinsic factors (CHIAVENATO, 2005).

Hygienic or extrinsic factors involve all the benefits offered by the company, such as: working environment, relationship with his superiors, employment security, social benefits and wages, which are seen as factors that can lead to dissatisfaction (FERREIRA et al., 2011), because as they are inserted in the context or work environment, have more to do with the environment in which people work than with the nature itself of Labor (SCHERMERHORN, Junior, 2005) and may take the employee who is not satisfied with such elements to be dissatisfied (ROBBINS, 2002). In this way the motivating factors, which are related with the position held by the employee, include: recognition and advancement opportunity, responsibility and achievement and lead employees from non-States to the State of satisfaction satisfaction (BRIDGES, 2002).

Two-factor theory presents an important and controversial logic when dealing with dissatisfaction and satisfaction as isolated and independent dimensions, indicating that any improvement in one dimension only affects her, and not the other. An example is the accomplishment of modifications to the work environment, making it more pleasant and less irritating don't lead to results direct improvement of the same, by the fact of this theory point out that the satisfaction and more responsive performance improvements in the content of the service (SCHERMERHORN-JUNIOR, et al., 2005). This leads to the concept presented by Herzberg called "enrichment at work", as a way of achieving motivation, improving its content. That the way the two-factor theory argues that the motivation for the work is different from satisfaction with the working environment. The work itself meets the needs and produces satisfaction other than those that are associated with the environment or working conditions (SANTOS et al., 2011).

### **2.3.3 Theory X Theory Y**

McGregor proposed the existence of two separate visions of the human being: a basically negative, called Theory X and Theory Y call positive basically (ROBBINS, 2002, p. 153). These theories have originated from observations of treatment that executives gave to its employees, which came to the conclusion that the vision of those executives about the nature of humans was based on a few sets of premises, tending to moldassem themselves your behavior with respect to its employees in accordance with them.



The Theory X, or traditional view of direction and control, believes people only as resources or means of production, which, by nature, do not like to work, need to be coerced, threatened the achievement of goals, avoid responsibilities and elect security as the most important of the factors related to work (SHAH, 2011). Already the theory Y, opposite the theory X, considers that employees can face the work as natural as rest or have fun, demonstrating they are auto manageable with regard to decisions to be taken goals (ROBBINS, 2002).

How many authors point out, the theories of motivation are not exclusive but rather complementary, and we can confirm that the affirmative to do a comparison between the theory of Maslow's needs theory X and Theory Y. The theory X assumes that the low-level needs dominate individuals, while Theory Y points out that the high-level needs is who owns such a domain Robbins (2002). From this perspective the McGregor himself considered that the theory Y is who actually owned such a domain, proposing to supplement even the idea of a participatory decision-making process in challenging tasks and in a good relationship.

However Chiavenato (2005) says there is no evidence of the actual validity of these theories, a lot less than the acceptance of Theory Y, leads to greater motivation on the part of officials.

### 2.3.4 ERC Theory – Clayton Alderfer

ERG theory existence, relationship and growth (*Existence, Relatedness, Growth*) was created by Clayton Alderfer and represents a revision of the hierarchy of needs Maslow, as an attempt to align it better with the empirical research (ROBBINS, 2002), condensing the needs to exist, relate and grow (CHIAVENATO, 2005).

According to Chiavenato (2005, p. 250):

The need for existence represents the needs of physical well-being: existence, preservation and survival, equivalent to physiological needs and Maslow safety; the need for relationship represents the need for interpersonal relations, and equal social needs of Maslow; Finally the need for growth represents the needs of development of human potential and desire for growth and personal competence, equates the need for self-realization of Maslow.

Although the ERG Theory have arisen from the theory of Maslow's needs, they differ. Alderfer believes that there is no rigid hierarchy, where a need for lower level have to be satisfied to proceed to another step, but that occur simultaneously (ROBBINS, 2002). ERG

theory in addition to replace five needs for only three, two further points Alderfer principles in relation to Maslow's theory: the first is that more than a necessity can work at the same time, the second says that if a need for high level is not fully satisfied, this will increase the desire for satisfaction of the need for lower level factor driven by frustration-regression dimension that this characteristic of the ERG Theory has.

In this way one can infer that the ERG theory represents an improvement of the theory of needs, which makes it more cohesive in relation to search knowledge have, of the differences between individuals (FERREIRA, et al., 2011).

### **2.3.5 Acquired Needs Theory McClelland**

Developed by David McClelland and his team, this theory points to the existence of three basic needs in the dynamics of human behavior: need for achievement, the need for power and need for Association.

According to Robbins, (2002) these requirements can thus be presented:

Requirements of performance: search for excellence, to perform to certain standards, to fight for success. Need for power: need to make other people behave in a way that would not naturally. Need for Association: desire for interpersonal relationships close and friendly.

Chiavenato (2005) points out that those needs are learned and acquired through experiences throughout life, and that as a result of such learning, people tend to develop unique patterns of need that may affect both the behavior and performance.

### **2.3.6 Theory setting goals**

The theory of Goal-setting, part of the point where it considers that people concentrate their efforts towards the objectives, so that setting targets energizes an individual, leading his thoughts for a purpose Alves (2011), and the definition of specific and difficult goals and with *feedback*, lead to better performances Robbins (2002) as objectives established in generic form may not reach such an effect. To confirm this statement evidence points to specific objectives improve the performance, and that difficult challenges, when accepted, tend to

increase even more the performance in relation to other easier, and that the use of *feedback*, also contributes to a better performance (ROBBINS .2002).

Edwin Lock (*apud* ROBBINS, 2002, p. 162) points out that the intention of fighting for a goal is the largest source of motivation at work, being the goal the responsible for pointing to the employee what needs to be done and how much effort should take to achieve it.

The theory of Goal setting has become useful in understanding how and why people get involved with goals, making clearer the mode by which the participation and the extrinsic rewards affect the performance objectives that individuals establish (LAWLER, 1997).

The conclusions about this theory is that, when articulated intentions with regard to the establishment of specific and difficult goals, results in a powerful motivational force and which under certain conditions can lead to performance improvements, but at the same time there is no proof that these goals are linked to increased job satisfaction (ROBBINS, 2002).

### **2.3.7 Reinforcement theory**

The theory of Reinforcement points as an opposite theory the theory of setting goals, because as the first emerges as a behaviour source approach, where it is believed that reinforcement is behavioral conditioning, the second suggests that the purpose of a guide his actions, characterized as a cognitive approach.

Robbins (2002, p. 164), points out that this theory has as characteristics, ignore the internal conditions of the individual, and concentrating only on what happens to him when performing an action, and for this reason, do not point out what gives cover to behavior, is not strictly a motivational theory, but has great importance for providing means of analysis about what controls the behavior, and for this reason, it is always considered in discussions about motivation.

This theory of reinforcement in its pure application does not take into account aspects such as feelings, attitudes, expectations and other cognitive variables believed to be known, which has great impact on behavior (ROBBINS, 2002).

THEReinforcement Theory, concludes that actions with positive consequences on the individual do that tend to be repeated in the future, while the behavior is punished tends to be eliminated. The consequences are positive whenever people feel pleased with his own performance.

Research shows the practical efficiency of this theory, Stajkovic and Do apud Spector (2006) proved in his studies about the rewards for the existence of a significant increase in employee productivity when rewarded. But the success of these incentives does not represent a rule itself by the fact that some scholars fail to arrive at a good result.

This is for several reasons, and may be linked from the structure offered by the company to the employee to be able to achieve the goal or even a lack of interest on the part of employees in relation to their own incentive offered.

Thus Robbins (2002) puts you there is no doubt about the influence that the backup has on the behavior and that despite having useful methods and be frequently found among organizations, does not have much credibility, however, by not presenting a clear perception about the processes of motivation, and if so, scholars who are against the idea of punishing and rewarding not evaluating because they believe that becomes just a form produce and no motivation arousal (SPECTOR, 2006).

### **2.3.8 Expectancy theory vroom**

The theory of expectation is a contingency model of motivation, which is based on the observation that the motivational process does not depend only on individual objectives, but also the context in which the individual is enrolled.

Currently the theory of expectation is regarded as one of the most widely accepted explanations about motivation, which earns more strength due to give Research Foundation to this theory (ROBBINS, 2002).

Salgado (2005) States that the theory works so that when a task offers the employee the expectation of organizational rewards, and consequently personal good results the individual presents more motivated to accomplish it.

Thus this theory introduces elements that seek to clarify how the influence of individual differences generates some sort of motivation in people, validated in their beliefs and expectations, based on three points: that performance) reaches is proportional to the effort you do; b) effort is proportional to the value which gives the reward; and c) if the reward is attractive, the motivation for making the effort will be great.

Robbins (2002, p. 167) puts it:

The expectancy Theory holds that the strength of the tendency to act in a certain way depends on the strength of expectation that this action will bring a result, and the attraction that this result has on the individual, focusing on how three relationships:

1 – *Relation effort-performance*: the probability perceived by the individual that some amount of effort will lead to performance; 2 – *Performance Ratio* – reward: the degree to which the individual believes that a certain level of performance will lead to obtaining a result as if you want to; 3 – *Relationship rewards-personal goals*: the degree to which organizational rewards satisfy personal goals or the needs of the individual, and the attraction that these potential rewards have over him.

Vroom's theory reveals that to which the employee feels motivated is necessary even if you feel capable of achieving personal goals outlined. This assumption turns out to associate the motivation to competence. It is suggested that a worker who seek self-realization through the achievement of personal goals, just feel motivated if it deems capable of achieving these goals Rodrigues (2006), and that according to Robbins (2002), this theory comes from understanding the goals of each individual, and the connection between effort and performance, performance and reward, and finally between reward and reach personal goals.

### 3 METHODOLOGY

As an attempt to identify what factors influence the motivation of employees of Drugstore JM, will be presented here at stages of research conducted for the range of responses to the proposed objectives.

As for his approach to research, in relation to the proposed theme, is classified as qualitative and quantitative. The use of qualitative theoretical data of several bibliographical sources, like books, magazines, scientific articles, and for quantitative search show, through the analysis of data collected by the respondents answers may be translated into numbers of how environmental factors affect the motivation and interfere in their performance, still seeking to prevent distortion of analysis and interpretation.

The research has basic nature, because in a way we seek to increase the knowledge and understanding of the subject studied, unwittingly at all so its practical application.

As for the objectives of the research can sort it as descriptive, because the issue has already been object of research other times, seeking in this way to describe how it happens. It is also because explanatory whereas if will show as it happens, the "why" happens.

The research was based on a case study of the motivational aspects of Drugstore JM. The research data were collected through a questionnaire where they sought to understand how the motivational factors may influence the motivation of employees. The survey was applied between the days 09/10 the 10/18/2012, directly and randomly in a questionnaire that was composed of closed questions and with multiple choices, aiming to analyze the motivation

and satisfaction of employees regarding their satisfaction on various aspects related to motivation.

The analysis and interpretation of data will be obtained through a questionnaire that will have as its objective to analyze the data and make a comparison with the bibliographical research and answer the objectives. Data were analyzed through graphs, where the researcher analyzing the results obtained can expose better its analysis, being used for the treatment of the data the *Microsoft Excel software*.

#### **4 RESULTS AND DISCUSSIONS**

The expectation with the completion of this research was to identify the possible factors affecting the motivation of employees of Drugstore JM, as well as the same affect your performance in your daily tasks.

To achieve this goal he sought to characterize the environmental conditions of work of employees, so that in this way, you can point to which motivational factors could influence employees to analyse and pinpoint alternatives that can improve the organizational climate.

In addition, it is expected that the research can contribute to improving the environmental conditions of work and still provide the same representatives a greater knowledge of the subject so that way they can better understand it, and maybe apply it to have a motivational gain on the part of employees and productivity on the part of the company.

The analysis and interpretation of data obtained had as goal, provide through the questionnaire applied to company employees, answers to the objectives established in the research.

Through the information gathered in the survey, one can reach conclusions about motivational aspects to exert greater influence on the behavior of employees surveyed, as well as, the degree of satisfaction and motivation of employees in relation to their work and in relation to the company's managers.

Thus the analysis of information obtained through the questionnaire that was applied by the company's employees, aims to provide conditions for the best placement of the final propositions about the survey.

Under this approach, we will from this point forward, present through graphs the results and analyses related to motivational variables that were used in the research of Motivation at work the drugstore JM.

#### 4.1 Profile of employees

The initial issues of questionnaire applied by the company staff had intended JM, Drugstore offer a profile of the same, providing in this way, an initial knowledge, because such issues are related to: gender, age, level of education, marital status, time of employment in the company and remuneration.

It was identified that the majority is male with 55%, and 45% of female respondents. These numbers do not suggest, however a company trend in hiring male people.

The age range of 18 to 25 years represents 46% of the employees of the company, followed by 36% aged 26 to 35 years, 18% aged between 36 and 50 years, not existing in the company, with the exception of its owner people over age 50 years, which demonstrates that the same has a staff with a relatively low age. This can be important when the adoption by the company of new forms or tools which could improve the performance of daily activities, such as technology, because younger people in general tend to accept and adapt better and faster to these changes.

Identified that 73% of its employees have complete high school, 18% have technical education, 9% have higher education incomplete (at the time they're studying it), not possessing the company employees who have only primary education or who have already completed higher education. The average level is minimum requirement for hiring employees since the company believes that this minimum level that can provide any guarantee for the company's growth.

About the marital status of officials, 55% are single, 36% are married, 9% are in situations not listed in the questionnaire, and do not have the company employees widowed or divorced. A fact that demonstrates that the company the trend in hiring single people, although these not be determining issue.

We can see that 46% of the employees have until 01 employment year, 27% have between 01 to 02 years of employment, 18% have between 02 and 03 years, and 9% of the 03 04 years of employment in the company, but does not have the same employees with length of service more than 04 years. This demonstrates that the company used to keep employees engaged for more than a year, which can be good, because the longer an employee service has more familiar he is with work slowing down somewhat the chances of error, but that on the other hand generates routine and this can bring, when crafted properly, very positive consequences.

Notes that 82% believe that receiving a remuneration of up to 01 minimum wage, already 18% who receive between 01 and 02, minimum wages and that do not have employees who receive wages above that level in the company. Note-If this is how the pay is not very high because it is a small business which compared to grids in the same sector has a small but still income that follows all the rules established by the shopkeepers ' Union in the State, and which for that reason may have contributed to satisfaction of employees with regard to remuneration received.

#### **4.2 Motivational profile**

With respect to the recognition/appreciation at work, the numbers show that 9% of employees are fully satisfied, 73% point being satisfied, 9% other 9% indecision and demonstrate be disgruntled, not having, however, officials have pointed to total dissatisfaction.

Thus we note that despite data indicating indecision and dissatisfaction, the higher percentage 82% showed be fully satisfied or satisfied about this question, which shows that the company manages to convey its staff recognition/appreciation that has the same, besides getting to realize that she recognizes and values.

This may be explained by the fact that company searched for be midsized employees are always being asked to undertake diversified activities within their duties, and from that there's always a recognition on the part of management, which is perceived by the employee with respect to his performance in the activity proposal.

Such recognition is very important because, as already mentioned previously motivation is something to be aroused by the case of something intrinsic, and this could be a point to be considered in reaching that goal.

About the fulfillment of my responsibilities had 18% totally satisfied, 73% satisfied and 9% dissatisfied with relation to this questioning. It had, however undecided or completely dissatisfied.

Thus it should be noted that the absolute majority of the employees 91% have a positive evaluation in meeting the responsibilities itself to them. An explanation for these positive data may be the fact that the company, being the medium has functions in which the staff requirements are relatively simple, what facilitates the implementation and the consequent satisfaction on the part of officials. Another factor that may have contributed to this scenario



is the fact that employees are performing functions that conform to your profile, which contribute positively to this and other factors.

This scenario may indicate that, when it comes to the fulfillment of the responsibilities employees feel motivated, which is important for a good organizational performance of company can be translated into productivity gains since a function when it is delegated to the right person or is not well defined can lead the employee to feel good inside the function that plays leading the fall of their productivity.

Another question put to the company's employees was about the opportunities the company offers professional development, 64% satisfied 36%, be they pointed to be undecided, and about the other questions had answers representing thus 0%.

This is the freedom that the company offers to its employees to create when performing their daily activities in the exercise of their functions, as places the staff Manager to receive a task are free to adopt the means that they see fit to achieve the goal, provided the same is efficient.

Something positive, because it may point out that the company is offering conditions for employees reach their personal and organizational objectives in the work, which is important because as the motivation is something any intrinsic action geared to employees to improve as employees and people, that because human beings is an organic, alive and changeable, and as such is unable to separate his personal life from work life, and thus everything that the company offers to the professional growth of its employees is positive.

But something along those lines that the company could work a little harder would provide employees with courses, training sessions, lectures, because it offers them with certain frequency.

This questioning 91% of employees consider themselves satisfied as to the activities required by positions other 9% showing indecision and there was no percentage for the other counts placed. With this we can infer that the satisfaction of officials making itself mainly, as cited previously, by the fact there is a freedom on how to perform the function activities as well as of the same are fairly simple and be in accordance with the profile of each employee, which contributes to that they feel comfortable and often satisfied and motivated.

In terms of autonomy to propose improvements in the implementation of work 91% and 9% are satisfied they showed indecision and percentage for other items. According to most employees that get by the fact the company open possibility to propose improvements that will benefit everyone, not only for the company but also for the employees themselves.

Another reason for this data is the fact the management if show open to suggestions as to the execution of the job, because it considers that the improvements that the company should get pass by all sectors and the personnel is one of the most important, because any positive change that the company adopts will only be effective if employees understand and embrace the same for this reason the company

Something extremely important to identify what forms of execution of work contribute to increased employee satisfaction, and path for reaching so fetched organizational motivation.

Was asked to employees of Drugstore JM about creativity and innovation at work 64% said they were satisfied other 27% showed indecision and other 9% dissatisfaction, fully satisfied or fully unsatisfied had no answers.

With this percentage and as pointed out that employees regard is something that should be very well worked, because despite a freedom to carry out their activities of the function, the type of business operated does not open many possibilities for this type of process due to the fact that they are quite specific, but saved their proportions can deliver productivity gains due to a number of factors such as, for example, breaking the routine.

But this factor should earn enough attention by the managers have the creative process and innovation is a necessary instrument in the quest for competitive advantage, and when it is developed in such a way right along to employees can bring numerous results as competitiveness and support the generation of wealth.

As pointed out by the survey 91% of employees demonstrate be satisfied, other 9% showed indecision regarding the participation as an employee in the company, there was no, however replies to the other questions.

This high percentage presented on the participation as an employee in the company has great importance as it demonstrates directly the satisfaction of employees to work in the company, question that can be used by management of the company to motivate even more its employees, since the most important thing is like the job and the workplace, and that the company has for its employees in this way is to choose the best strategy and try to apply it assertively and get the best results.

This scenario was, as previously mentioned, the fact that the company maintain channels of communication between the management and the staff always open, where the same have the opportunity to propose improvements and alternatives that can contribute to the better performance of its functions and consequently better service the clients of the company.

Note that 9% of employees are fully satisfied, that 73% were satisfied and that 18% are undecided, but for the questions completely dissatisfied and not notes.

This Note-If a fairly large percentage in relation to the questions presented, which apparently demonstrates that there is a good dialogue between employees and management, another important aspect to achieve awakening in the motivation of employees, thus creating a friendly environment and greater space for open dialogue.

This is important, because before the current highly competitive market scenario and changeable the big difference, the main competitive advantage of companies, comes from people who work in them and to achieve this advantage over competitors through a good relationship between management and employees.

Thus the company should take advantage of that which currently managers worry less in control the work and seek increasingly take responsibility for setting goals and encourage your team to everyone engaged in the pursuit of a single goal.

Identified that 64% of employees indicate they are satisfied, 18% showed indecision and other 18% dissatisfaction when the physical condition of the work they perform.

With this information we can infer that the physical conditions of work may not be ideal for the better development of the work, but still shows satisfactory, thus creating an environment where employees can develop their work, if not the greatest, but in a satisfactory manner and that achieves the goals that are established.

The company researched in spite of present a space where it would fit an expansion for the better handling of products, because the space is small, mainly in given where the consumption by the products offered by the same increases. However this space though small is very divided and working it efficiently manages to provide employees with conditions to develop a good work.

But it is undeniable the importance of physical facilities of work ideal for a good performance of daily activities at work, because the same in good condition can bring numerous benefits such as productivity gains among several other, information that was confirmed from surveys conducted by researcher Elton Mayo where sought to understand the effects of the physical conditions of workers productivity, and that the focus was on the physical conditions of work.

It was noticed that 64% of employees are satisfied with the wages received, 18% showed indecision and other 18% dissatisfaction with the salary. There was, however, officials are pointing fully satisfied or fully unsatisfied.

This high level of satisfaction regarding the work might be explained by some facts like: the company seeks to work within the laws that govern it and among them is the salary established by category; another can point lies in the fact the vast majority of employees still do not have a high education 73%, have only high school.

As the salary represents the remuneration that the worker receives in Exchange for work performed by it, it presents itself as a relevant factor in the motivational process, because in spite of research indicate that the salary doesn't motivate employees he is rather a tool useful to some extent, to reach the motivation of employees.

For this reason it is necessary to always observe the wage issue, because even within the organizations is one of the factors that contributes to the dissatisfaction of employees, and how the research data submitted in relation to them is positive the company must seek other means they can complete this remuneration, since the same in its broad sense includes not only the salary in addition to further enhance this satisfaction so that the same serve as another tool emboss motivation.

Identified 17, 82% of employees who indicated being satisfied with the relationship that exists between employees, 18% had jammed, the indecision requirements fully satisfied, dissatisfied, or completely dissatisfied don't have answers.

A work environment where there is a good relationship between employees is something important because it contributes to a pleasant organizational climate and with more conditions for better performance and range of targets due to greater ease of work sets, also influencing the way they serve customers of the company.

This high satisfaction can be explained by the fact the company is located in a small town and therefore employees bring friendships that already existed outside of the workplace, so this may not be the fact determinant, but contributes to a better relationship among employees.

The company may also, as an alternative to maintain and even increase this good relationship among employees and create simple actions like get-togethers between employees and management.

The questioning about the company's concern for its employees points out that 27% of employees feel satisfied as to the company's concern for its employees, 46% are undecided, 18% indicated dissatisfaction pointed toward dissatisfaction total this questioning.

And if they are employees satisfied with communication between the management and employees about the company's concern with respect to employees, demonstrated an insight where there isn't a concern as large as shown in the chart.

This scenario found is influenced mainly by the owners of the establishment, that because of a complicated business in a great deal of time at a distance under the direction of management, on the part of the employees a sense of commitment to the company that impacts on concern that it has in relation to their employees.

Officials point out that in this way the owners do not know the reality of the company, often imposing measures that do not fit in the real reality of the company in its entirety, i.e. of their employees to their customers.

This shows that the fact that the satisfaction of officials about this question presents a considerable number of opinions not very favorable, such points deserve special attention, as there is still a tendency of increase of numbers that may not be positive for the company nor for the achievement of organizational motivation.

Thus it is important that the company revise some of its methods adopted between the management and other employees and attempts to modify such a scenario, mainly regarding the presence of the owners of the company.

On the communication between the management and the other employees 55% of employees are satisfied, 18% are undecided and 27% are dissatisfied and 0% for all other items. This is positive, because it demonstrates that more than half of the employees are satisfied, but at the same time the level of dissatisfaction is also great, which demonstrates that if there must be a special attention in relation to the same.

This number of 55% satisfaction can be explained by the fact the store management to be quite communicative and open to opinions and suggestions and be quite present, the level of dissatisfaction can be explained by the fact that the owners of the establishment doesn't make present in the establishment and for this reason officials interpret that they don't know the team needs and so an imposition of certain measures before there has been a prior communication, often provoking negative behaviours on the part of employees.

The communication issue is something extremely important to the proper functioning of the processes, because everything depends on other factors of good communication, which the company should seek to provide greater attention at this crucial point within an organization.

With that, an alternative to this problem would be the adoption of measures such as meetings between employees and management with a higher frequency where so employees could participate more effectively in order to still improve this point that is a little less than desirable.

## 5 FINAL CONSIDERATIONS

The Drugstore JM is a company engaged in the retail industry and as such has great economic and social relevance in the place where plays its activities, the city of Morrinho. With years of providing services in the community the same became reference in all offers to its customers. In this way so that the company will continue to have this importance and still try to enlarge it is necessary a joint work of all who make the Drugstore JM, of managers to the simplest of employees.

For this purpose be fulfilled satisfactorily there are a number of organizational tools that can lead to the same scope, but perhaps among the various tools a is the more satisfying and enduring, the motivation, because when a company can you awaken in your staff motivation is almost certainly the positive feedback in all departments of the company, which consequently will lead to success.

Therefore, to make the most of the potential of its employees it is interesting that the company get through the survey conducted to identify points, which, according to staff are positive and negative, and with them in hand to create the best strategy that can bring benefits to the company and to all who do not only their internal customers, but also to its external customers.

Thus the initial proposal of the applied research was to obtain answers to the following problem: identify how motivation can interfere with the work of employees of Drugstore JM and how it may influence the performance of workers in their daily tasks? As an attempt to find answers to this question, formulated a general objective to identify and analyze how the motivational factors interfere with the work of the staff and how they influence the performance of workers and affect your satisfaction.

Of possession of research data could analyze that motivational factors exerted some influence over the company's employees and reaching the conclusion that, in spite of showing something, research officials pointed out they are overall satisfied, except for the fact that they believe that the company have little concern for its employees and for believing that there is poor communication between the management and the other employees, factors that deserve attention by the high level of dissatisfaction.

For this reason the company must turn to an analysis of research and understand where you and where you need to improve in order to achieve this goal, noting that waythe real needs and desires of employees and a way to raise the satisfaction and their motivation in the company, and the same for a way to increase the concern with respect to employees as well as

the communication between management and employees, as a way to achieve an effective organizational motivation.

With that, through the results obtained in the survey can meet even more how important is the motivation for an organization in all its aspects.

As for employees, they have demonstrated a high level of satisfaction, with only the company know to take advantage of all that motivational potential that your staff has.

With this we can suggest that the company seek always alternatives to awaken and improve motivation, thus encouraging conditions for employees to feel satisfied their needs, thereby improving the quality of life at work among other benefits provided by motivation.

Anyway the scope of motivation has become today one of the major challenges encountered by organizations as compared to all the changes that occur in the market at increasingly rapid speed, are the people responsible for making the competitive companies assuming the role of differential. For this reason the scope of motivation is so complicated, because despite taking leading role the personal sector inside of organizations provides the same a great challenge is to manage, understand and try to manage the people, because they are different, unique and for that reason the work becomes more complicated.

Finally, we can say that the participation of officials in all organizations not only in the company researched, is fundamental to the development of the same and that her success depends directly on the effective participation of its members, and when such participation is so motivated her chances of success are even greater.

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