

Motivational factors and leadership in commercial chains in Sinaloa. A theoretical framework

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Abstract. The objectives of this paper are: To analyse the influence of motivation and leadership by management on employee performance. To identify the management tools or strategies used by the administration that have the greatest influence on motivating and encouraging better performance in the duties of employees. The qualitative documentary study allowed for a bibliographical review of the background of motivation and leadership. Theoretical approaches are organised with information from research results, which have provided answers to the main questions on the subject recently. As a contribution to the knowledge on the analysis of the influence of motivation and leadership by managers on the performance of employees, it is concluded that motivation and leadership meet the conditions of complex issues, where a variety of internal factors are permanently related to external factors in a relationship and subordination. It is also significant that an employee is encouraged and a good working atmosphere and good working relationship is managed, and under these conditions, stress is reduced, and this keeps the employee satisfied. Therefore, harmonious working methods are required, where there is reciprocity and tolerance, where

the leader knows how to manage the way of working accurately, and implements measures that are favourable for the whole organisation.

Keywords: *Leadership skills, organisational cultures, job satisfaction.*

1. Introduction

The present study is based on the theoretical foundations of the relationship between motivation and leadership within an organisation, it should consider the answers to the basic questions, considering the results of research in different contexts and the importance in the history of organisations.

Issues related to labour relations and behaviour in organisations have always been dealt with in large companies, and the attributes of the participants in leadership and motivation factors are considered in the creation of added value.

It is at the level of the theoretical framework, to consider the most relevant factors to be considered in any of the contexts, where the contributions of context are contemplated, and the effect of temporality, space, and contingency are emphasized, which are, among many others, some of the factors that move the results and can be determinant in the degree of application of a theoretical postulate.

2. Method

The present research study is a qualitative documentary study through a systematic literature review. To develop the relationship between the variables considered, various databases were used to find relevant information in scientific articles related to the influence exerted by motivation and leadership by managers on the performance of workers.

3. Literature review

This section presents the entire literature review and discussion of various theories on the influence of motivation and leadership by managers on employee performance. Likewise, an overview of the background of motivation and leadership, as well as the conceptual foundations located in the processes of motivation in the impact that it generates in the field of business administration, is made.

The economic conditions in Mexico, as in most of Latin America, generate an environment in organisations where it could be considered, for most workers, that work is the economic source for obtaining resources and satisfying basic needs, and that the individual will feel satisfied with this due to the climate of uncertainty about economic and employment stability. But the element of financial remuneration alone is a poor and deficient motivator in the working life of workers, especially from the employer's perspective who, with this remuneration, will not achieve the involvement of the worker in higher productivity, as the worker will limit himself to doing his job only, without seeking to achieve the company's objectives.

The worker motivated by the company will bring greater productivity, and the achievement of their individual objectives, as well as the general objectives of the company;

there will be different factors to achieve adequate motivation of the worker [1]. In the workplace it is important to know the causes that stimulate human action, since, through the management of motivation, among other aspects, managers can operate these elements so that their organisation functions properly and the members feel more satisfied [2].

In the past 30 years, the concept of motivation has become so important that it has come to be used in almost all basic and applied research in and outside education because it is believed and demonstrated that there is a difference between a motivated person and an unmotivated person [3].

In all theoretical conceptions of motivation, two hypothetical variables are combined, which in turn express two essential characteristics of the motivational process: one of them indicates the directionality of motivated behaviour, meaning the direction towards goals that are proposed in life and in the energisation or activation of behaviour [3].

The concept of motivation has been structured over time: the pre-scientific stage, which spans from the beginning of humanity until the mid-12th century, and the scientific stage, which begins with the work of Darwin.

According to Gutierrez [4]: In the pre-scientific stage, motivation was related to voluntary activity, on the other hand, in the scientific stage, motivation is associated with instincts, tendencies and impulses, which facilitate the necessary impulse to carry out certain activities; likewise, there are clear references to cognitive activities, which direct behaviour towards certain goals.

Pre-scientific stage. In this stage, motivation is very relevant, as this concept has been around since the beginning of humanity, and ancient methodologies sought to give a new explanation to the behaviour of the company.

Darwin's influence on the psychology of motivation is significant, as it has influenced in a special way in the formation of conceptual frameworks for the scientific study of the motivational process, indeed, he proposed that the instincts of human beings were physical and mental [5].

All those organisations that aim to satisfy the requirements of their customers and collaborators, tend to be the ones that motivate their staff the most, because if an employee performs adequately in their responsibilities, it is necessary to continue to motivate them to continue with good results. Similarly, he suggests that, to motivate employees, it is necessary to consider two areas:

Professional. (Basic level): consists of “moving” members to perform their work properly, to achieve the objectives for which they were hired through their work, and to execute the mission for which they were hired.

(Higher level): this area aims to make employees feel committed and enthusiastic about the company's objectives, identify and integrate with the company, develop initiatives in relation to it, and be willing to give the best of themselves.

Personal (level of satisfaction): to make workers feel satisfied with their work, fulfilling their tasks, as well as making workers feel committed to the company and to the

fulfilment of its objectives by making them feel adapted or competent in their ordinary activities.

Equity Theory. [6] asserts that the motivation, performance, and satisfaction of an employee is linked to certain factors such as his or her subjective evaluation of his or her effort-reward ratio and the effort-reward ratio of others in similar situations [7].

Equity theory consists of the harmony achieved between an employee regarding inputs such as hard work, skill level, tolerance, enthusiasm, etc. and an employee according outputs with factors such as salary, profit, intangible assets, such as recognition, etc. Based on theory, achieving this harmony helps to ensure a strong and productive relationship is achieved with the employee [8;9;10].

People not only have different abilities, but also different desires to do things or different motivations. People's motivation depends based on motives, motives are sometimes defined as an individual's needs, wants, purposes or drives [11;12].

Motivation theories are focused on the discovery of various elements or stimuli that influence the way people act. Depending on the degree of motivation of a person, so will be his or her way of acting. Two types of motivation can be distinguished, depending on the object of study they aim to achieve:

Content theories and process theories. From a temporal perspective, the first theories that were developed were the content theories [13]. Apart from the theories contemplated in this classification, the following theories are also developed in this study: Katz and Kahn's Theory: the motivation of organisational behaviour; Shein's Complex Man Theory; Csikszentmihalyi's FLUIR Model, Skinner's Theory: reinforcement theory, and finally, the motivational theory that is currently booming, the Theory of Goal Attainment, which is present in the latest studies and research on motivation in the work environment.

Managers who motivate with incentives and the power of their vision and passion only succeed in energising those employees who want to be motivated. How do you motivate intractable employees, those who never do what you want and waste your time? According to Nigel Nicholson, you can't, people must motivate themselves. This is why it is necessary for decision-makers to know which tools can be used to motivate employees to do their work, while at the same time meeting organisational objectives [14].

The author's method proposes that the manager takes charge of a difficult situation and solves it, first, the manager creates a defined image of the problematic person. Second, the manager exercises flexibility and reshapes the objectives so that the employee can achieve them. Third, in a carefully prepared face-to-face conversation, the manager meets the problem person on neutral territory. In addition to increasing the manager's ability to motivate problem people, the method can inspire an entire team by signalling that the company cares about difficult people, rather than dismissing them [15].

Statistically, the boss is the biggest cause of employee demotivation [16]. Having a bad boss, with an excessively authoritarian style, who directs capriciously, sets a bad example, never recognises merits and efforts made, admonishes and makes a fool of

everyone, and shows a bad mood, is really the origin of the suffering of many who provide their services to companies [17].

If you have ever paid attention to a group of people who are performing the same activities, you can notice that some perform better than others and the difference is that some are motivated and others are not. The company requires that workers at all levels, in addition to their physical presence at their workplace, give their enthusiasm, their enthusiasm and their personal commitment (motivation), it must manage to integrate the company's objectives with the individual objectives of each worker. The worker tries to satisfy all kinds of needs in the company and their needs, not only to pay them [18, p.8].

Although some human activities are performed without motivation, almost all conscious behaviour is motivated or caused. Each person is a product of the environment in which he or she lives, family, values, principles, education, etc., which will determine how individuals view their life and work. Likewise, their motivational drives will reflect the culture in which they lived.

Nowadays, motivation requires scientific knowledge of human behaviour, especially psychology, to establish an applicable methodology to achieve good work performance [19].

Frederick Herzberg's two-factor theory [20]. Frederick Irving Herzberg (1923-2000) was a renowned psychologist, he is recognised for his theory of job enrichment and the theory of Motivation and Hygiene, also called: the "Theory of the two factors". Herzberg emphasises the relevance of job characteristics and organisational practices in answering the question of what motivates behaviour [21].

He argues that different types of experiences generate job satisfaction and job dissatisfaction. The traditional job conception says that: satisfaction and dissatisfaction are opposite ends of the same continuum, and that employees are located at different stages along the continuum. However, Herzberg and his collaborators identified that there are 2 continuums, one from dissatisfaction to satisfaction and the other from dissatisfaction to dissatisfaction.

Herzberg's Concept, Motivation, and Hygiene. Two fundamental aspects are attributed to the problem of motivation. On one side of the continuum are the two factors which, if not present, can create employee dissatisfaction. Herzberg calls them:

Hygiene Factors: on the other side of the continuum are all those factors which, if present, can motivate and provoke positive attitudes, and which, if not present, can create negative attitudes. These are all motivational factors.

Hygiene Factors (those factors that promote or prevent dissatisfaction) include aspects such as wages, benefits, physical working conditions, policies and general management of the company. The presence of hygiene factors has very little effect on long-term satisfaction [22;23].

Sanchez [24] deduces: In more practical terms, expectancy theory says that an employee is motivated to exert a high level of effort when he or she believes that this effort will lead to a good performance evaluation, which will result in organisational rewards and these will satisfy the employee's personal goals.

In the work context, this translates into providing a performance that produces the greatest possible benefit or gain. They will put in great effort if they believe that they will get certain rewards, such as a pay rise or promotion [25].

Leadership

Definition Leadership. Leader and leadership are Anglicisms from the terms leader and leadership. Lead etymologically comes from an old Saxon root. As well as from other northern and European languages, it means path, way or sea route, to show the way to an individual or group, going with or ahead of them; to guide, induce, influence, provoke a certain way of acting, feeling, thinking or behaving.

Ken Blanchard defines leadership as a process of influence, he says: we used to believe that whenever you tried to influence the thoughts and actions of others to achieve goals, whether in your professional or personal life, you were exercising leadership. Recently, the companies he led have changed their definition of leadership to the ability to influence another by unleashing the power and potential of people and organisations for the greater good [26].

There need not be a difference between the task-oriented leader and the human relationship-oriented leader [27; 28]. The mix between the two applies the expected results because if the leader only focuses on the consequence of the task, this causes rebellion, the first step to start the decline in the quality of work, the second step indicates signs of performance, commitment is diluted, trust decreases, just the opposite of the expected effect.

Most organisations get poor performance from their staff. The leader must ask himself what percentage he is getting out of himself and his staff. The company is looking for leaders adapted to social realities, with leadership experiences unequivocally related to the perception of change.

Business leadership does not have a personal purpose, Clerc, Saldivia y Serrano [29] state: The importance of leadership lies in the fact that it is the basis for guiding an organisation; The survival of the organisation depends on the leader's ability to carry out the established goals; The organisation can have good planning, but succumb to the lack of leadership and, finally, even if the organisation lacks planning, it can survive thanks to the presence of a good leader.

A leader is a person who influences the behaviour of others whom he/she leads, guides towards the achievement of benefits and goals, the consequences of ideals, and is also capable of giving himself/herself in a spirit of service and team spirit, of tasks, of training and stimulating, of guiding the human energies of a working group to achieve a common goal.

By the other hand, Mc Gregor in his book <<The Human Side Of Enterprise>> [30] shows himself to be the clearest representative of the humanistic approach, as he makes a great effort to demonstrate that it is possible to harmonise the interests of the organisation with the personal reality of the individual. In his theory, it is assumed that there are two basic styles of management, an authoritarian style which he calls <<Tory X>> and a more egalitarian style which he calls <<Tory Y>>... Theory X. corresponds to the traditional view of management, and is assuming that human beings are repulsed by work, prefer to be managed, have little ambition and seek above all security.

The company tries to merge two basic components; the individual and the formal organisation, and it is a mistake to believe that the so-called human relations consist of treating people as individual subjects. Within the framework of the organisation, the authority factor becomes a necessary component to guide the organisational potential towards an important decision. The recognised and accepted authority becomes a source of directional power through which the future relationship becomes a reality. To study this statement, the subject of authority will be seen under four times: Essence, Role played by formal authority, The act of authorisation, Role played by informal authority [31].

Essence of authority. The concept of authority means that the members assume the status of subordinates in an informed manner, i.e., with the full recognition that someone else has better possibilities of guidance to fulfil the functions [32]. In this way, authoritarianism becomes a matrix that shapes contemporary subjectivity, with the family and the homeland playing relevant roles as modes of establishing social and political ties [33].

For some, authority represents a lack of freedom, of thought, of action, but authority in its true form is neither obstructive nor restrictive, it is always present in a thriving organisation. Thus, authority means that all those people who lead are free to require their subordinates to perform those tasks that the leader believes are appropriate for them to achieve certain ends [34]. In terms of a pattern affecting the structural relationship, authority always comes from a higher organisational level and proceeds in the direction of a lower structural level. What happens in this formal process is that, whoever leads, sees that such authority is a support to organisational ends that offers a part of his or her authority from a person of lower rank in the system [35].

Leadership styles. Several theories discuss leadership styles [28], traditionally, there are three styles: autocratic, democratic and laissez-faire. Autocratic refers to the manager who makes all the decisions. In this case, there is only one decision-maker within the organisation; the rest of the employees carry out the results of that decision.

The democratic approach takes place when the leader develops certain guidelines specifying the kinds of decisions that can be freely made by subordinates and those that must be made by the leader, in the latter approach, the group members make decisions freely without the participation of the leader.

Based on Arce et al. [36] leadership takes two forms, 1) formal leadership, which is performed by people who occupy positions of formal authority within organisations, and 2) informal leadership, which is performed by people who can influence and persuade others because they have special skills to do so.

Ayuso [37] groups leadership as follows: a) trait and behavioural theories perspectives; b) situational or contingent perspectives; and c) new leadership perspectives.

Trait theory. It assumes that there are traits that play a central role in differentiating between people who are leaders and those who are not. In this theory, the qualities that identify the “ideal leader” are related to characteristics that allow him/her to act effectively [38].

Recently, several attributes that leaders possess have been identified, such as stress tolerance, power motivation, emotional maturity, self-confidence, integrity, among others. Solano et al., [39] argues that behavioural theory is based on the leader's behaviour. It tells us about the behaviour that the leader adopts to achieve success in all organisations. Studies were done at the University of Michigan and Ohio University, which yielded very similar results. The study consisted of interviewing managers from different companies to identify their behaviour and how it influences their performance as a leader. The results obtained at the University of Michigan say that leaders who are concerned about production and leaders who are concerned about people.

It recognises that leader traits and behaviours can act in tandem with situational contingencies. Since, depending on the situation in which the leader is operating, he or she may need to have more of a certain trait or behaviour, the way he or she will depend on the situation in which he or she finds him or herself. The effects of traits will increase according to their relevance to the situational contingencies the leader faces. New leadership perspectives (developed by Bernard Bass).

Bass [40] took Burns [41] approach and put it into practice, generating the line of research called Transformational Leadership. Bernard Bass approaches “transformational leadership” rather than “transactional leadership” which is more routine and every day.

Within the framework of this approach, there is not just one type of leadership, but rather a style that adapts to each situation and operates in the context to be effective [42]. Among the factors that are related and that influence from the perspectives of this approach, according to Guillén [43], are training, self-realisation needs, experience, and maturity of the follower.

Situational theory of Hersey and Blanchard. One of the most widely used leaderships [44]. It has been used as a training tool in Fortune 500 companies such as Bank of America, Caterpillar, IBM, Mobile Oil, Xerox; it is also widely accepted in the military services.

The importance of followers to effective leadership is a fact of life, for it is the followers who accept or reject the leader. Whatever the leader does, his effectiveness depends on the actions of his followers. Most leadership theories have neglected or overlooked this all-important dimension.

The significance of the curve in the leader's portion of behaviour is the development of the skill level and disposition of the subordinate or group of subordinates, the desirable style of leadership will move according to the function of the curve [45].

The essence of the theory is that the leader's role is to help followers achieve their goals and to provide them with direction and support to ensure that their goals are compatible with the overall objectives of the group or organisation. The term path-goal derives from the view that effective leaders establish a clear path that allows their followers to go from where they are to reach their work goals and from that facilitates the trajectory of the path, eliminating obstacles and pitfalls.

House, to test these assertions, identifies four leadership behaviours:

The directive leader is the one who makes known, through communication, to subordinates what is expected of them, schedules the work to be done. The supportive leader is friendly and shows interest in the needs of subordinates [46]. In essence, this definition is equivalent to the Ohio State University's dimension of consideration.

The participative leader consults with subordinates and accepts their suggestions in deciding. The achievement-oriented leader sets challenging goals and expects the highest possible performance from subordinates [47].

It is important to mention that some historians such as Thomas Carlyle and House were against this theory because their way of thinking was different, they mentioned that leadership was not an innate attribute, rather they thought that leadership ability was a set of attributes acquired in early life that gives people charisma and predisposition to lead [48].

It is debated that the effectiveness of a particular leadership style will be conditioned by situational factors. Within this group of theories, we can mention the situational leadership theory Hersey and Blanchard [49] to achieve a positive effect, the leadership style to be applied must be based on the elements of the followers, according to their level of competence and willingness to collaborate with the leader's proposals.

On the other hand, in the international context, in a study conducted in China, by Ali et al., [50] the authors developed and tested a theoretical model for a motivational mechanism linking participative leadership and service performance based on team motivation theory, the model proposes that participative leadership influences the generation and orientation of team service goals, which is reflected in improved human resource performance.

As well as, Hoang et al., [51] in their research conducted in Vietnam, assert that to achieve their innovation and service quality goals and effectively meet changing customer demands, hotel companies are looking for different ways to foster employees' innovative behaviour. They found that intrinsic motivation and trust in the leader mediated the association between corporate leadership and employees' innovative behaviour.

Similarly, Soni et al., [52] research conducted in India, the authors highlight the relevance of the human element, emphasising the role of distributed leadership in understanding significant business transformations, such as the adoption of circular economy practices. Their research provides a model that demonstrates the conditions necessary to facilitate innovation and a creative organisational culture.

Similarly, Faridian [53], a study conducted in the United States, investigates the role of entrepreneurial leadership in orchestrating resource domains towards effective value creation and capture in open innovation, contributing to the literature on open innovation and entrepreneurial leadership.

On the other hand, a study conducted in Israel, by Kanat-Maymon [54] where he asserts that, some research has documented links between supervisors' leadership style and subordinates' motivation, however, little is known about what drives leadership behaviours in the first place.

Finally, in research conducted in Norway by Eide et al. [55], the authors investigated the relationships between leaders' personal motivation towards sustainability, their

intellectual leadership for sustainability and the organisations' sustainability strategies. They also studied perceived outcomes and objective measures of financial performance influenced by companies' incorporation of such strategies, finding small but significant relationships between the incorporation of sustainability efforts into companies' core business strategies and objective measures of their financial performance.

4. Conclusions

The application of theory in reality is determined by the investigation of the reality itself. Organisational and social cultures determine a large part of the ways of functioning and alignment of the factors that make up the studied reality. Motivation and leadership meet the conditions of complex issues, where a variety of internal factors are permanently related to external factors, in a relationship and subordination.

The studied case, where economic factors have an important relationship to the behaviour of the interests of the participants in the organisation, generates conditions for the level of theoretical application to be analysed considering such variables of influence. This means that this topic, in this environment, requires the investigation of elements related to needs, satisfiers, individual and organisational interest, in addition to the general economic condition that transcends social and organisational behaviour. In such conditions, there may be limitations in dealing with human relations within the organisation. There may also be centralisation of decisions with limited democratic openness in the groups.

The employee is interested in the results of the performance, in terms of his or self-interest, considering the need to take care of his or her source of income. It is essential that an employee is incentivized and a good working atmosphere and good working relationship is managed, and in these conditions, stress is lowered, and this keeps the employee satisfied. If an employee is motivated and eager to do his job, this is reflected in the service, the attention provided will be good, so it will lead to the company's success in objective, making progress in positioning and with an excellent service.

Recently, there has been an increase in pressure in the work of organisations, which is linked to the increase in the pace of processes, in addition to technologies, which present the competitive needs of today. As a result, companies are looking for staff who can perform in these more intense environments. In such conditions, the organisational climate presents greater complications and human relations tend to be a subject of further research. Harmonious ways of working are required, where there is reciprocity and tolerance, where the leader knows exactly how to manage his way of working, and implements measures that are favourable for the whole organisation.

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