

Extendend Summary

1. Introduction

The business world and the current labour market situation, in general, are characterized by a high level of fluency and change that is continually facing new demands, which are increasingly greater, especially when it comes to the individual skills of the workers. Due to these requirements, both the good evaluation of these skills as well as the correct selection of new employees and their corresponding performance in the company have become necessary. Thus, these processes do not only contribute to improve the workers' efficiency, but also that of the companies themselves.

The objective of this paper is to provide, through a literature review, the relevance of management skills. Particularly, the ability that managers and managers have to motivate others, without taking into account the specific setting, is key for the appropriate accomplishment of their position and, consequently, for the welfare of the company in which they work.

This competence can be regarded as a personal characteristic that differentiates some people from others. It makes us more competent to some of us and is based on the interaction between one's own abilities and the areas of expertise.

On the other hand, labour competencies can be defined as the set of knowledge, skills and attitudes that results in the achievement of the goals set by the company, especially when applied in the workplace. Within this category management skills can be found, that is, those abilities that a manager should put into practice to ensure the proper functioning of the company and maximize the performance of workers.

Following *Hay Group's* classification, these competencies can be grouped into six: fieldwork, leadership, effective communication, people management, change management, and organizational development and staff development. This latter category points out the need to keep the staff motivated by a manager motivated.

2. Methodology

To carry out this study, a compilation of studies and scientific documents related to work motivation has been used. To do so, some research has been done in the following databases: PsyArticles, PubMed and Google Scholar.

The documents used were available in full text. All of them had been written in Spanish or English between 2005 and 2018, and belonged to the field of occupational psychology.

3. Results

Work motivation has to do with a set of powerful energies that takes place within and beyond the individual to initiate work-related behaviour and to determine its form, direction, intensity and duration. Therefore, motivation is a psychological process resulting from the interaction between the individual and the work environment (Pinder, 1998).

In 2004, Robbins considered work motivation as the willingness to make every effort concerning organizational goals, which are conditioned by the satisfaction of some personal needs.

Over the years, different scholars (Vroom, 1960, Knafer, 1995, Ritter and Ander, 2002) found that work motivation is directly related to work performance and job satisfaction, thereby presenting a reciprocal relationship.

Other researchers, such as Cacioppo and Petty (1982) or Yeo and Neal (2004), described the interaction between cognitive ability and work motivation. Thus, workers who have a high need for cognition feel that demanding tasks are more pleasant and show a greater tendency to search for new information.

In 2002 Manpower found that workers who qualify themselves as "mutual loyalists" (loyal to their company because it deserves it) are the most motivated ones. Hence, motivation and loyalty would be related.

Recent studies argue that job motivation predicts performance and good citizenship behaviours, which are also associated with the notions of effort and productivity (Wei-Chi, Chien-Cheng and Hui-Lu, Halbesleben and Bowlerr , 2007, Grant, 2008, and Grant and Mayer, 2009).

Regarding the components that boost workers' motivation within the organizations, the "European Foundation for Quality Management" (EFQM) made a classification of eleven factors that modify or directly alter employees' motivation: money, recognition and praise, free time, "Piece of cake", quality treatment and preference of tasks, promotion and professional development, autonomy, training, outdoor actions and work recreation, gifts, and finally, organizational model.

Some of the techniques proposed in 2009 by Leboeuf and Muro to increase and maintain high levels of employee motivation are based on rewarding some of their positive attitudes. Evidence may be found in presenting consistent solutions before problematic situations, smart work, motivating employees through the achievement of specific objectives and tasks, rewarding workers who assume risky or novel tasks, encouraging the most withdrawn to take on more expensive tasks or those that are outside their comfort zone, rewarding creativity and innovation as well as simplicity at work, and finally rewarding the loyalty of workers, transmitting from the company a climate of

security and job stability.

4. Conclusions

Therefore, and based on the studies found, we can conclude that job motivation is directly related to job satisfaction and performance. The greater the motivation, the greater the performance of the workers and the more satisfied they feel with their task. Thus, motivation is a good predictor of job satisfaction and performance.

During the drafting process of this paper a number of studies on labor motivation, mainly focused on the evolution of different theories developed over the last years, have been found. However, none of them aimed at the development of a new theory that was universal and could be used against innovations in the labor market, even though there have been some great advances and several changes that have had an effect not only in the workplace but also in the way employees work.

Similarly, there is a lack of recent studies that assess the importance that job motivation has within the organization, in relation to job performance or satisfaction. Likewise, when it comes to the study of motivating agents, the continuous progress in the business world in the last decade has not been taken into consideration. In addition to the lack of research on new motivating factors, the skills that managers of a company can use to motivate their workers are poorly defined, with a lack of specificity and without contrasting the results within the company.

Regarding the relationship that exists between the competences of a manager and the motivation of the workers, it is necessary to stress that there is a limited number of studies that explain how the managerial ability to boost his employees' motivation has an impact on them. Bearing this in mind, a total number of two articles written in English were found. They explained how the leadership style affects motivation and job satisfaction.

Moreover, there is a wide range of definitions and existing lists dealing with the term competence, labor competence or managerial competence. Hence, it is quite difficult to select one definition or list given that there is not a valid or universal meaning.

Finally, it is important to emphasize the need for new research to address the shortcomings found in work motivation studies, as well as the motivating agents, focusing on the needs of future employees. In fact, in order to ensure business success, it is necessary to take into account the characteristics, needs, demands, values and aspirations that each group of workers presents.