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**THE MOTIVATION OF EMPLOYEES IN FAMILY
BUSINESS. THE CASE OF THE HOTEL
VORAMAR**



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DEGREE IN BUSINESS ADMINISTRATION AND MANAGEMENT

AE1049 – FINAL GRADE WORK

2018-19 COURSE

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1. INTRODUCTION

The importance of tourism in the Valencian Community makes our work to be focused on family businesses and the tourism sector itself. The Valencian Community is the 5th most visited destination in Spain by international tourism, and the 3rd destination for travellers of this country, with a quota of 11.9%, according to the Ministry of Tourism in 2014, according to the Institute of the family business 88.8% of all private Spanish companies.

Currently, according to the IEF (Institute of Family Business), it generates 66.7% of private jobs, with a pool of more than 6.58 million jobs and is responsible of the 57.1 of the private sector's GDP.

Family businesses create about twice as many occupations than the non-family organizations among the PLC and LLC and create more jobs for every million euros billed.

In relation to the share of GNP made up from family organizations, it fluctuates between 65 to 80 percent in nations like Spain.

In addition, more than 60% of exports from Spanish firms are executed by family organizations.

The objective of this work is to analyse the motivation of employees in a specific environment such as family business. But it's not just whether they're motivated or not, it's analysing whether these workers are intrinsically motivated or extrinsic in a family business, because we find it intriguing. In a country where economics and consumerism are fundamental and with the results of this study, we find out what the workers of a family business value more: the retribution or their achievements, the feeling for the company and the job security, for instance. In addition, in order to carry out this analysis we will rely specifically on the case of the Hotel Voramar, a family business located in Benicasim (Castellon). We know that the hospitality world is sacrificed, therefore, we will know with this study whether in the hotel Voramar its workers are more intrinsically or extrinsically motivated or if they are not motivated and satisfied at all.

2. THEORETICAL REVIEW

At this point we will discuss the theoretical framework of this work, in which we will develop what family companies are, their main traits, the governance structure, the

differences with non-family companies, as well as other data related to the family businesses. And, on the other hand, we will discuss about the motivation and its importance, the variables that affect motivation and, finally, motivation in the family and non-family businesses.

First, we will discuss about family businesses and non-family businesses.

2.1. Family businesses vs non-family businesses

Companies can be classified as family businesses or non-family businesses depending on their property.

In the professional environment, the family business is specified as: the organization in which its government and heritage is exercised by members of a family, and its strategic purpose encompasses the continuation of the company at the hands of the next generation (EAE Business School, 2019).

According to the EAE Business School, the peculiarities of the family companies are:

- The possibility of majority voting must remain in the family members that constituted the organization or in which they continued to acquire the heritage and —on numerous occasions— the administration of it or belongs to the individual who owns or have obtained the capital share of the company or are owned by its women, children, parents or immediate heirs of the children.
- Most of the votes can be obtained indirectly or directly.
- At least one family member or relative must contribute to the administration or management of the company.
- For listed companies (their ownership is split into shares and their main shareholder owns less than 50% of the voting rights) the family business determination is assigned if the subject who created or obtained the organization, or their relatives or successors have 25% of the voting rights. This means that, even if the family does not have the majority of the company's votes, it does have to perform, through its shareholding, a determining influence.

In this respect, several notable companies in Spain cherished in the beginning to be family organizations. With the passage of time and the task of getting used to the stages (mainly in the absence of funding or the shortage of successors) in many cases they have had to start their shareholding and management to third parties outside the family and have ended up transforming into non-family companies.

This is the case of such popular denominations as Inditex, Banco Santander, El Corte Inglés or Mercadona. In Spain, more than 10 million workers make up these companies that account for 70% of the GPD, being notable in sections such as trade, food, real estate and construction (and leading most fractions of the economy).

2.1.1. What are they?

The Family Company/Businesses System

The family business/companies expression clearly determines which elements make them up: family and company, organization and family. We refer to family business when the voice falls on the organization, while we say that in the business family the dominance falls into the family corporation (Camisón and Dalmau, 2009).

Knowing each space in the family organization we can see how they interact with each other. Where the three elements: management, family and property, come together. These are the members of the family businesses who own shares or a fraction of the company's ownership, and work in management positions in this, as well. If only property and family are given, it refers to individuals who retain ownership of a particular proportion of shares and that they don't carry out policy tasks in the company. This is the case of the descendants of the founder. When the elements of management and family are found, they are the people who, corresponding to the family that owns the organization, perform policy tasks, even without having actions of it. Whereas, if there is management and ownership, it is the people who collaborate in the ownership of the organization, and perform management tasks without being part of the family, that holds the company's dominance. On the other hand, given the case that only one of the elements is present, we will see that when only the 'family element' is found, relatives are those who neither have actions nor carry out management tasks in the company, such as minor descendants, disengaged relatives and husbands; management is given when any family business has directors to vary degrees that have nothing to do with family and without any shareholding cooperation; and property deals with individuals or institutions that have actions of the family business, without being family and without exercising management tasks (corporate investors or minority partners).

Publications dedicated to the research of family business provide a multiple and varied set of descriptions that, when examined in detail, they end up giving a dubious and confusing description of what is, and what isn't a family business. In conclusion, different explanations can be found as different dimensions – or groups of dimensions – are taken

into account. Precisely, Lansberg, Perrow and Rogolsky (1988), focus on ownership of the organization, determining the family company as the one that the family components enjoy the legal power of ownership.

However, Casrud (2005) integrates the contribution of the titular family into the decision-making procedure, specifying the family organization as the one which decisions and property are controlled by members of an "affective proximity set". In a similar thinking, Gallo and Sveen (1991) state that a family company is "a company in which a single family holds the majority of the capital and enjoys absolute dominance. The members of the family are part of the management and assume the most transcendental determinations."

Ward (1988) adds a third determining element of the family business: the generational substitution procedure. As Ward says, "the family organization is the company that will be transferred to the family's generation to control or drive."

From these clarifications three aspects are born as determinants of the concept of a family business:

1. The possession or a plot of the property that enables the domain of the organization is left in the hands of a family.
2. Family members hold the company's essential management and governance positions, and contribute dynamically to the strategic management procedure of this.
3. Family members need the manifest propensity to retain the government and ownership of the company in the hands of the family itself, transmitting it to successive generations when the time comes.

We also note that a family organization is one in which a group of individuals is united by bonds of inbreeding they have a part of the property that enables them to regulate corporate governance bodies. Several members of the family group perform management tasks at the company, and there is an explicit intention to deploy bonds between the different family branches that will make it possible in the future to transfer the ownership and the dominance of the company to consecutive generations.

Although, as specified by Astrachan, Klein and Smyrnios (2002), it isn't easy to implement a clear separation to make a dichotomous categorization between non-family and family organizations.

So the main objective is to realize the way the family is involved with the company and the way it contributes to its evolution. As a result, a group of aspects are graded cumulatively:

Family Pool Power:

- Proportion of actions that correspond or are regulated by the family.
- Participation of relatives in governing bodies.
- Family relationship in management bodies.

- *Continuity: refers to a measure in a dynamic and historical way that allude to:*
 - A generation that displays the property.
 - Generation/s that are running management positions in the company.
 - Generation/s that are present on the Board of Directors.
 - Number of members and generations of the family that collaborate in the organization.

- *Identity: refers to the state in which the family voluntarily and methodically establishes the elemental points of the organizational personality, as well as the values and fundamentals that retain the mission and organizational perspective:*
 - Presence level of a homogeneous and solid family culture can manifest itself.
 - Level of a family group and company culture overlap and feed itself.
 - Level of responsibility of the family complex with the company.

In this way, we can say that, in an organization, the specific peculiarities of a family company are shown to a lesser or greater extent.

A representative peculiarity of listed companies is the parcel of their property. The top shareholder (or set of shareholders) in numerous situations holds less than 50% of the voting rights. In these organizations a shareholder (or set of shareholders) manages to exert decisive power over essential aspects of corporate governance without owning most of the votes. The fourth point of the description is about companies in which the family does not have the most votes, although, through its shareholding contribution, it manages to execute decisive influence.

2.1.2. Government structure

Family companies, by their very own strokes, need to outline a governance procedure appropriate for their specific features, certify the safeguarding of the actors involved in it, despite its diversity. In relation to family businesses, the institutional governance is a system of techniques and structures to run and monitor companies and answer for this. In this statement, it is worth noting three distinct environments:

- ❖ **Management.** Governing the organization embodies the determination of long-term strategic proposal, and collaboration in the determinations related to the allocation of fundamental resources at full reach (economic, technological, human, etc.).
- ❖ **Control.** Inspect alludes to the monitoring of management tasks exercised by the components that make up the company's senior management, in connection with the fulfilment of the defined purposes and the use of the strategic resources of the company. The control devices are traditionally placed to the solution of the agency dilemma that arises the moment the property and the management of the organization are separated.
- ❖ **Responsibility.** Responding involves providing accounts to traders who are legitimized. Here, shareholders usually stand out (minority and majority, family members, non-shareholders, and even external elements, such as other corporate shareholders, foreign investors, etc.).

The functions, although they're different, complement each other, facilitating the company's coherence and consistency with its governance structure. The vital drawback, emphasized in family companies, lies in concrete lysing who has to execute each action and who owns every responsibility involved in management, control and the obligation to hold accounts.

When organizing the various members of the government, it is relevant to consider the different stages of development that this type of enterprise is going through, in addition to the degree of difficulty of the family and the company, mainly depending on its size and the diversity of markets and/or businesses served. When the family business/company is founded, the owner is usually the senior executive officer of the business and, therefore, tasks are grouped into the same individual, who operates as an entrepreneur and general manager. He is the governor, he watches and he is his own accountant. There is no particular government structure. Then, at a secondary stage, the development of the company begins to require a setup of labours among the figure of the entrepreneur and senior management. Although the command meets in the same

individual (the majority partner who is the general manager), two different levels arise: property, in which new small partners (relatives or corporate) can be added, and management, which may be executed by individuals outside the business family.

Finally, in a third stage, the family organization becomes a large company, the property is divided into a large number of partners, because of this, it becomes unfeasible for them to be able to govern the organization by calls from the general committee of partners. For this reason, they delegate to a board, composed of partners and third parties other than the company, to support their profits in the company (government board). From this, where the pyramid of the property arrives, a secondary pyramid is born: the management. Its cusp is the general manager; followed by its management group (these form the senior management). They depend on various degrees of management of the company (intermediate positions, functional directors, etc.).

Property-related management instruments

Ward (2004) thinks that the board's work in family businesses focuses on issues such as: (a) analyse and encourage the manifest of the mission and philosophy of society; (b) appreciate the culture of the company and establish the shock it has in the efforts of the organization to achieve the chosen purposes; (c) establish a human resources programme that maintains and attracts highly skilled workers and strengthens the extension of administration; and (d) refine the category of the strategy —to certify the long-term duration, growth and progress of the organization.

Governing bodies of the owner family

In line with the institutions relating to the family holding, there should be taken into consideration the level of complexity of the company and the family. This point of complexity basically depends on different aspects that are united, these are: the greatness of society, the number of family members, the generational degree of the organization, and so on. We also differentiate three categories of complexity, and for each one of them, we will set a different copy of the family corporation, in concord with Neubauer and Lank's proposal in their work mentioned above (1999): (1) family reunion, (2) family assembly and (3) family council.

Family reunion: this is the simplest type of institution of the owner family. It is the most common in companies that are in their early moments. For instance, the case of first-

generation family societies. In this example of organizations, the family reaches only one family unit (the owner, husband or wife and their descendants). In the initial stage, the owner seeks to proclaim the cultural values that form his institutional function, usually, in an implicit way. However, as descendants grow up, new matters are more linked to the company, such as duties and rights of entrepreneurs and directors, from the business perspectives and their development programs, we begin to plan the training (corporate) descendants, etcetera. Lastly, when children reach the age of guiding their career destiny, family sessions focus on the discussion about the aspirations of descendants and the owner's purposes about the future of the company.

The family assembly: is a formal call in which the components of the family are put together. It is an institution of family societies that have reached the stage in which the family was restricted to a single family unit. They are accustomed to congregating for the family member who holds a position of authority or leadership in the management functions or government in the organization (general manager, family company president or CEO), however, this is not necessary. These kinds of assemblies are usually planned once or twice a year.

The family council: when the family society exceeds certain quantifications of size, they are scarce to make up the complex and corporate family connections that are caused by a complicated family organization. It consists in a group of relatives who are convened with some regularity to discuss the current affairs of the family and society, and to put in place the tools and policies that might allow to repair possible complications and challenges arising from the concurrence between corporate and family purposes.

Another important point of the family business is its mechanisms. These are the family protocol and the succession process.

Regarding to family protocol we can say that it is a way that society and the family is self-regulated with the purpose of constituting a framework, guidelines, firm and known to all, in order to prevent possible problems and provide, as a result, the long-term extension of the family company. Sánchez-Crespo and Sánchez specify (2005), this utensil as "a framework agreement, signed between family partners (present or possibly future) of a society, that moderates its management and organization, such as the economic and professional links between property, the family and the company, in order to provide them with effective and successful prolongation through successive family generations."

The protocol must merge legal, psychological, organizational, economic, cultural, etc., and the history of society as well as its present scenario, its situation (institutional and family) and the future perspective that the company must have.

As for the succession process of the family organization, succession is a procedure, spacious in time and manages to decompose itself into different phases and components. The central component is the same succession procedure, in which five variables are distinguished: basic steps and rules, development and instruction of successors, choice of successor, transition procedure and transfer of ownership.

Succession must authorize a transfer of leadership. Aspects such as who should proceed with its selection, what principles to use, when and who can collaborate in the procedure, etc., form variables that manage to intervene conclusively about the success of the procedure.

2.1.3. Differences with non-family companies

In previous studies (Gallizo et al., 2016) it is noted that the family business possibly safeguards the interests of the employees more effectively than the non-family business. In addition, in another work, it has been debated whether the family business provides a higher proportion of self-financing income rather than to loan interest or dividends.

The differences in the distribution of the Value Added (VA) are manifested different forms of management that affect productivity, depending on if they are family businesses or not. Other studies (Gallizo et al., 2016) observe the presence of significant differences in family businesses and non-family in allocating the Value Added between stakeholders and lower labour productivity.

In researches of family organizations (Gallizo et al., 2016), it has been analysed that they have a culture that is based on a behaviour, different from non-family societies, such as borrowing and funding policies. This is why most articles explain a lower level of indebtedness of family businesses. It is also said in some works that they are preferred to finance on the basis of family funding or for undistributed profits, and not to use a bank to finance themselves or with new shareholders. This is due to the fear of losing control of the organization by not facing its debts or by the incorporation of new partners or new generations. And, therefore, fear of uncontrolled restricts the growth of family societies.

Other differences between family and non-family businesses is the lowest level of training in family society management, because family members occupy these positions,

even if they don't have enough ability to exercise them and this could affect their efficiency.

In relation to this, there can also be said that if the directors of the company are members of the family, they will want to safeguard the control of the firm and their wealth, on the other hand, if they are external agents, they will look after the profitability of the business.

Another difference would be the incentives that the family business offers to its employees; these will be non-pecuniary such as equity, trust, loyalty and also greater job stability in times of crisis. For this reason, family businesses will devote fewer Value Added amounts to paying their employees than non-family businesses.

As mentioned before, the aversion of risk for family businesses means that they have less debt-related financial structures than non-family businesses. Therefore, they accumulate less long-term debt, and less financial burden. For this reason, and because of its smaller dimension and the participation in leadership by the family, they will be able to establish closer links with financiers that reduce informational asymmetries, and greater access to financing and better conditions. It's so meaningful that, in some jobs, a lower cost of debt has been visualized in family companies. For all these deductions, family businesses devote lower percentages of Value Added to remunerating foreign capital.

Although in the European Union there are no tax advantages for a family business, if there are favourable reinvestment exemptions, for reinvesting profits and not pay dividends. On the same side, additional R+D deductions, or incentives for vocational training expenses for employers or family members could be incentives that benefit family businesses.

It can also be added that family organizations are less tax threaten than non-family companies, because of its concern about the impact it may have on the small shareholder, and the likely sanction and reputation of the family. However, family businesses carry out better tax planning, because they make policies within society itself that are fiscally incentivized, and not a problem for the business image. It can also be shown that this better tax planning is done to reduce your tax burden.

In times of crisis, family-owned enterprises share fewer dividends to avoid funding from others, completely the opposite of what happens in non-family businesses, where shareholders push to protect the pay-out received, although it damages its degree of capitalization. For this reason, the percentage of Value Added that family-owned

enterprises spend on the distribution of dividends is lower than that of non-family businesses.

Another difference is that family businesses have a firmer net patrimony on their balance sheets than non-family businesses; this is because of its tendency to withhold profits. On this side, to note that family businesses owners achieve intangible benefits linked to emotional or social domain elements. In this way, it is to be expected that family businesses will assign a higher percentage of Value Added to self-financing than non-family companies.

Another difference is the allocation of more Value Added to the remuneration of workers in family businesses. It may be because the average wage is lower in family businesses than in non-family ones. In addition, non-family businesses pay more to other stakeholders.

Some authors (Gallizo et al., 2016) state that the family business is intended to safeguard socio-emotional wealth and this has a positive impact on their organizational performance. This means that employees come up for company purposes and are more productive. But there is also an opposite side, as the human resources management of family businesses is guided by the need to establish work for the family and thus setting aside efficiency guidelines.

Another factor to highlight is the difference between family and non-family companies is the sector in which they work. With the work observed (Gallizo et al., 2016) it can be said that family companies are less productive in a way of work in all sectors: primary, secondary and tertiary. In addition, family businesses prefer to produce with less capital-intensive technologies.

In conclusion, after these differences, we can say that there is less labour productivity of family companies with respect to non-family companies; this is explained by the lower salaries to its employees and for what we already mentioned, by producing with lower intensive capital technology, as family businesses prefer to maintain control by limiting investment and growth levels.

Family business strengths and weaknesses versus non-family business

The strengths are obvious; the transfer of values and family culture to the professional sphere, proximity to the clientele, flexibility, and the ability to plan for the long term are among them. Family organization is understood as a life purpose of various generations.

Regarding to its weaknesses, the fundamental one lies in the obstacle of obtaining investment; mainly nowadays, that the loan is limited due to the financial recession. These families' businesses are highly risk-slain as their assets are at stake. Therefore, its possibility of development may be limited. Similarly, the shortage of successors or appropriate training in them, may lead to the cessation of the company. Despite the inconveniences, the family business becomes a valuable possibility of occupation and prosperity, where the professional atmosphere is very pleasant. So, nowadays, family businesses are the support of the international economy (they provide 50% of the countries' GDP) and 80% of the student end up working in a family organization, more specifically 4 out of 5 students (EAE Business Scholl, 2019).

2.2. Motivation

Motivation is explained as the emphasis revealed on an individual around some particular means of satisfying a need, establishing or thereby extending the stimulus necessary for it, to put a medium or activity into action, or to stop it from being implemented. Other writers determine motivation as "the strong cause of acting"; in other words, "the determinants or intrinsic principles that push a performance." Motivation is an inner attitude that drives, guides and preserves behaviour.

According to philosophy and psychology, motivation involves inner states that lead the individual to specific goals or purposes; the stimulus are what push human beings to perform explicit tasks and continue on these until they end.

2.2.1. Importance of motivation

Work motivation is a group of powerful forces that occur internally; to begin employment-connected behaviour and to establish its style, direction, magnitude, and benefit.

Motivation can often be used as an instrument to forecast behaviour, and it is also considerable among people and must be coordinated with the aptitude and components of the environment to truly contribute to profitability and behaviour. Because of the motivational role in which it is involved in the benefit and job performance, it is essential for companies to understand and organize the work environment to promote productive behaviour and discourage ineffective behaviour.

The motivation of the company workers is highly valuable, since they will deliver everything from themselves in favour of their own, or organizational, goal. Professional motivation is provided with remuneration and profitability; because these samples of incentives give them recognition or value to established tasks.

A sovereignly motivated workforce presents innovative and creative purposes to the organization, which may be able to generate success for the team at the company.

Demotivation

The opposite expression to motivation is 'demotivation'. It is generally declared as an effect of discouragement at difficulties or as a state of unrest and reduced emotion, impetus or disposition.

Although demotivation can be seen as a common effect on humans at the time they become limited or blocked for a number of reasons, it has referrals to be prevented.

According to some psychologists, demotivation is a circumstance of an individual's interior, complicated and limiting, and it is represented by the existence of limiting reflections and notion of despondency, which is caused as a result of negative experiences in general, personal or else's, and an impression of impossibility to originate dear returns.

It is also believed that demotivation can be harmful if it becomes a habit, repeated or constant, as it tends to harm health, to restrict the ability to link and to disadvantage productivity by a degree that damages the flow of creativity, self-confidence, willpower and aptitude to take risks.

2.2.2. Variables that affect motivation

Psychological theories and models

Motivation can be imagined as a course in which reflections or reasoning intervene in behaviours; behaviours lead to execution; execution impacts reflections or ideas; and the course starts over. Each phase of the course is formed by various circumstances, ideals, purposes, commitments, retreats, and all this disturbs the motivation a person feels.

Push and pull motivations

Push motivations are those in which human beings are "driven" around their purposes or to achieve any purpose, such as the intention of evasion, rest and tranquillity, prestige, vitality or health and physicality, collective interaction and adventure (Uysal and Jurowski, 1994). Although, with Push motivation it is also easy to demoralize the moment obstacles arise in the journey. Push motivation makes a boost and willpower, and this is as firm as the aspiration behind willpower. Also, Push motivations can become a negative push (down and upset). On the other hand, Pull motivations are the opposite of push. It is a much firmer motivation prototype (Uysal and Jurowski, 1994). The Pull motivation is not the aspiration to achieve a goal but is the object that pulls us in the direction of it.

Incentive theory

The incentive theory is precisely what is mentioned: an impulse or incentive to do anything. The most normal incentive is a reward. These are tangible or intangible, and are usually shown depending on the task or action that is tried to repair or originate again. It is obtained by improving a behaviour and/or work. Researches indicate that, if the individual obtains the reward, the impact is higher, and it is reduced as it is delayed (Marr and Bernard, 2009). A repetitive event-reward may cause the act (or conduct) to become a custom (Rekha et al., 2012). Motivation derives from two origins: oneself, and the other people (Rekha et al., 2012).

At this moment, it is also worth talking about what reinforcement is. It is what follows the fact, with the purpose of making the action happen more often. *Positive reinforcement* is manifested by an increase in the assiduousness or importance of the operation in the future, because, in the past, this performance was followed by a reinforcement incentive. Positive reinforcement involves a change of incentive that lies in incorporating or enlarging a positive stimulus after a response. *Negative reinforcement* involves a stimulus swap that tries to dispense with stimulus after a response.

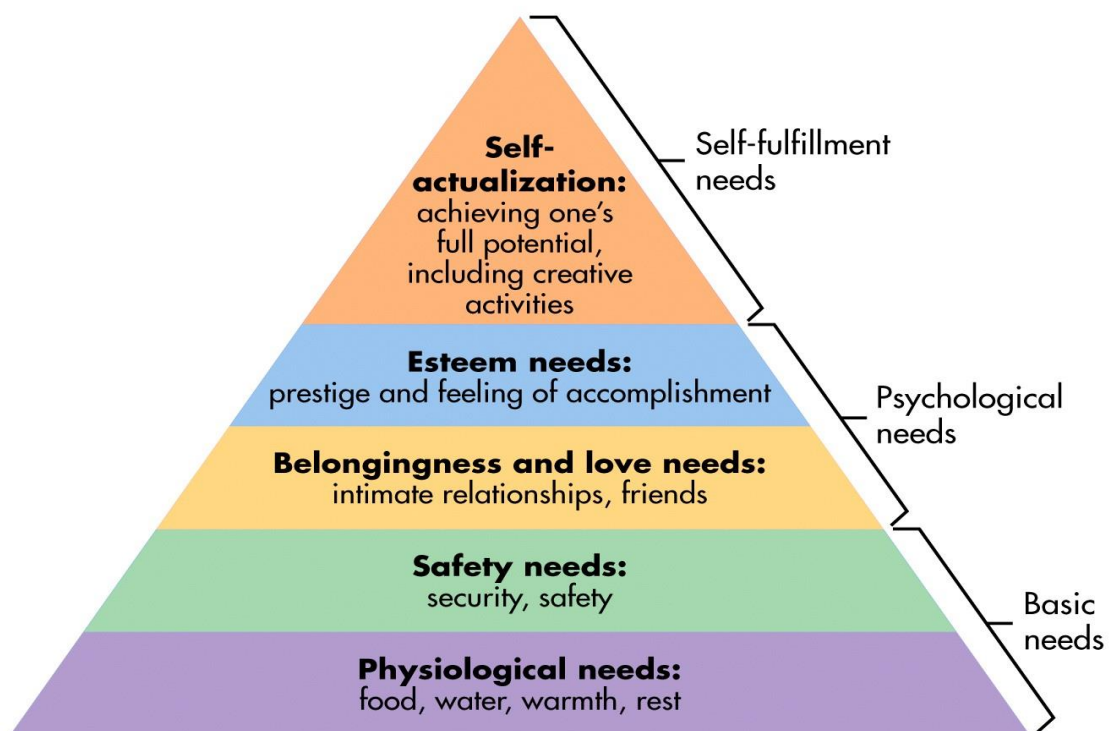
Another principle of reinforcement is the intermittent one. This is based on implanting and discarding the reinforcement. It's highly efficient at preventing negative behaviour. But, in the same way, intermittent reinforcement can make it more difficult to vary a performance later. Studies show how the reinforcement force varies depending on the periodicity that it was caused, according to the Psychological Services of Pendleton, L.L.C..

Content Theory

Content theory was one of the original theories of motivation (Ashwood et al., 2008). Since theory focuses on the consideration of what motivates us (needs), content theory alludes to the theory of needs. In different terms, try to determine which our "needs" are and how are they related with motivation.

Maslow's Hierarchy of Needs

Figure 1. Maslow Pyramid



Source: vistiendomercados.wordpress.com

Maslow's theory is one of the most considerably debated motivation theories. Abraham Maslow felt that the individual is substantially honest and reasoned that human beings have an inner stimulus of continuous development, which has great energy. The Method of Hierarchy of Needs, imagined in *Motivation and Personality*, (Maslow, 1954) is usually used to catalogue the motivations of individuals. This psychologist Abraham Maslow promoted the hierarchy of needs that is based on five hierarchical categories. According to Maslow, individuals are motivated by unmet needs. These needs, in detail, starting with the elementals up to the most convoluted are:

- Physiological: thirst, sleep, hunger, etc.
- Safety: employment, refuge, shelter, health, etc.
- Social or affiliation: friendship, love, etc.
- Self-esteem or recognition: confidence, success, respect, etc.
- Self-realization: gaining the full potential. It's never fully satisfied.

Besides these, there are other theories about content and about the process (Iborra et al., 2007). The former tries to know which variables affect human behaviour. One of them is the hierarchy of Maslow's needs, already commented, and Herzberg's theory. The second one tries to express direction, persistence, and degree of effort, such as Vroom's theory, Porter's theory, and Lawler's.

Incentive Theories: Intrinsic and Extrinsic Motivation

Motivation is divided into two outstanding theories that are intrinsic (internal) motivation or extrinsic (external) motivation according to Pintrich & Shunck (2006). The intrinsic arises from the interior of the individual in order to please his intentions of self-realization and self-development. It does not appear in order to achieve fruits or yields, but emerges from the satisfaction that is achieved by executing an activity. Patterns of this motivation would be hobbies, performing an optional task at the university or volunteering in some kind of social work.

Regarding to extrinsic motivation, we can say that it appears when an individual want to stimulate the motivational interest of any other individual through external compensation. It should be noted that the reasons that incite the person to execute the action are external to the action itself, which means they are designated for these external remunerations. It follows that, unlike intrinsic motivation, extrinsic is linked to everything relating to the external.

Examples of extrinsic components include:

- Working hours
- Money
- Promotions
- Vehicles
- Travel
- Material goods

- Dinners or meals

2.3. Motivation in family business

The qualitative study developed by the Cathedra of Family Business of IESE, shows that a good approach to work in the family company, it is key to motivating the company's components and those of consecutive generations. The way they enter the business professionally and the job description they will use has a great weight in the development of the psychological characteristics of family members who work in the family organization. The components of a family organization and the individuals of successive generations require rules, structure and support as they progress in their careers in family society.

The statement of one of the research participants openly formulates the need to plan entry to the company and to execute a proper job design according to the member's skills and interests: "I joined the family organization at the request of the steering group, when there was a place that suited my experience and knowledge at the time. In our firm we have a standard, which is written in the family protocol: a family component can only be incorporated into the business if there is a vacancy that fits your skills and experience. I am currently looking at it with a certain perspective, I think the preferred way to join family society is to maintain certain rules."

It is essential to outline the onboarding procedure individually so that each component of the company and consecutive generation manages to realize themselves as a person and contribute to the success of the family company. For this it is elementary to be susceptible to the interests and needs of each person. This will make it possible to specialise their purposes, the degree of participation and the compensations, to adjust to the needs of each individual and thus maximize the potential for engagement and motivation by the prosperity of the family program. As we see this would be a form of intrinsic motivation.

The Pattern of Work Features (MCT)

Extensive research on work design shows highly substantiated evidence that the way the different components of work tasks are ordered increases or reduces worker

motivation. These studies also provide concrete information on the key points in the sketch of the work that make workers work harder and better. As for example, the Pattern of Labour Peculiarities (MCT), defined by Richard Hackman and Greg Oldham (1980), is considerably admitted to the field of organizational psychology and has been of great benefit to firms concerned with helping their workers to see their work as productive and representative, and to be motivated in an extrinsic or mostly intrinsic way. According to the MCT, any work can be explained based on five key dimensions, Greg Oldham and Richard Hackman (2010):

1) *Skills difference*

The level at which the job requests different activities to be carried out, so that different talents and skills are required to perform them. A family organization in which a member of this and the consecutive generation takes care of the sales department and, at the same time, helps carry out the company's strategic plan, it is an obvious example of an occupation that requires the use of varied talents and skills. Conversely, a component of the company that is required to carry out the identical activities over and over again he uses little variation of skills in his day-to-day work, and in this way he would not be intrinsically motivated.

2) *Identification with activity*

It refers to the point at which the job seeks to perfect an absolute and identifiable element of work. A show of a job with a high concordance with the activity would be that of a member working in the marketing department and performs a market analysis to throw a new product, choose the market and sales strategy, governs the sales period and controls it until it reaches the desired goal. Conversely, if you are only engaged in the study of the market, although you do not collaborate in the sales period and are not communicated to you the results achieved, will be little identified with the activity, and again, it would not be intrinsically motivated.

3) *Transcendence of the task*

It is the degree to which work has a significant effect on the jobs or lives of other individuals. For example, when a component of the company and the next generation is in charge of a group of people and considers the diverse needs of these workers in society, in this example the importance of the task will be classified as high. The work of a worker who is only tasked with repetitive, routine work and without repercussions towards the other individuals would be a work with little importance of the task and unmotivated intrinsically.

4) *Autonomy*

The level at which the work provides substantial freedom, discretion and independence for the components to plan their tasks and establish the processes to use to perform them. Model of a work with a lot of autonomy is that of a member who deals with the sales of a particular good or service and who, without supervision, plans your work every day and determines the most effective marketing strategy for each consumer to achieve anticipated ends. In this way, the employee would be highly motivated intrinsically. On the opposite, work with little autonomy would consist of a worker taking care of the sales of a good and this one is given a succession of guidelines and is taught to serve any client in a standardized way.

5) *Feedback*

Level at which the performance of the tasks required by your occupation authorizes the individual to obtain clear information and direct efficiency of their performance. A show of a job with high feedback is that of a member of the company and the successive generation that works on the campaign to spread a good and constantly gets information from the sales of this good. That way, it would be intrinsically motivated. Instead, he will run the campaign, although the sales results will be provided directly to a more experienced family component, which would be the one that would check the efficiency of the promotional campaign, therefore, we would say that it is an example of poor feedback.

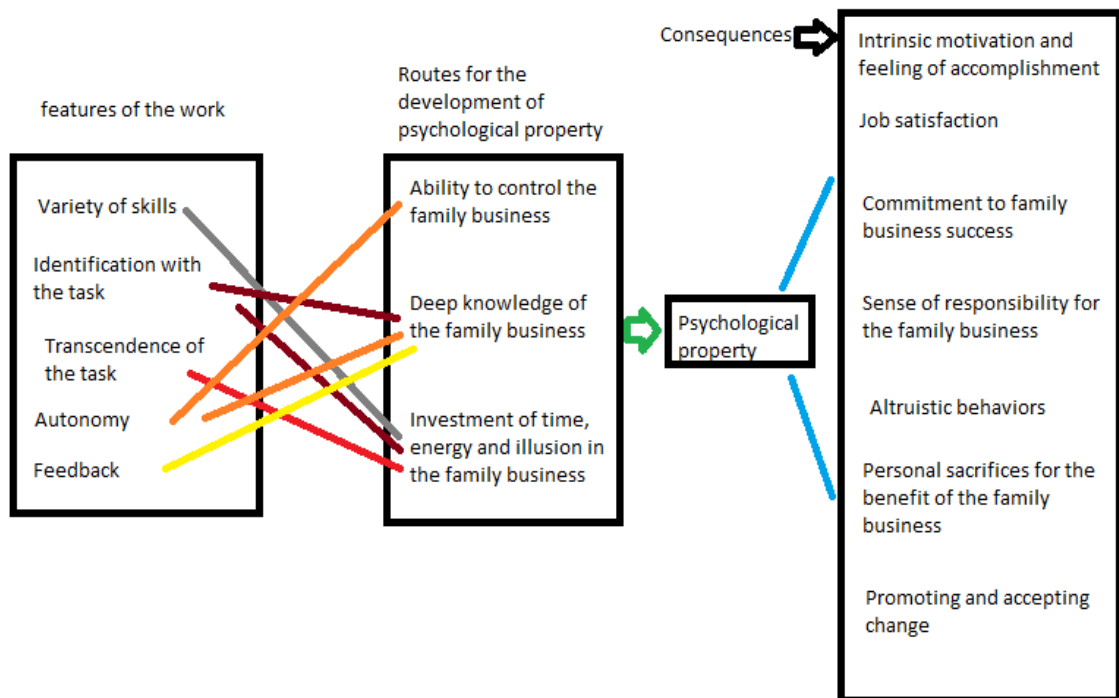
If occupations in the family company provide the intrinsic components of skill diversity, activity identification, transcendence of activity, autonomy and feedback, the participants of the company and subsequent generations will find the most pleased, will maintain superior performance, a greater commitment to the family firm and deploy positive and strong psychic property. And, moreover, as we have already mentioned they will be very intrinsically motivated, which is what we base our work on, on extrinsic and intrinsic motivations.

The MCT pattern and the progress of psychic property in business members and successive generations

According to Lucia Ceja (2013), a researcher in IESE's Family Business Cathedra, there are three key ways to progress positive and strong psychic property: 1) the family business's control capacity; 2) acute knowledge of family society; and 3) the application of energy, illusion and time in the family organization. All of them encompassed in

intrinsic motivations. In Figure 2 you can see the correlation between the elements that lead to a positive and strong psychic property and the dimensions presented by the pattern of labour peculiarities (MCT).

Figure 2. Psychological property factors



Source: IESE Business School, University of Navarra

Autonomy is one of the particularities of the work that promotes the experiences of control of the family company and is linked to the psychic *empowerment* of the components of consecutive generations, and we think it's one of the most important intrinsic motivations. We must allow young people to feel a certain level of independence and freedom to make decisions regarding their occupations, who take on new challenges and also live the experience of self-determination (perceptions of autonomy of the activities to be committed). As an example, planning work and establishing the procedures to be exercised to achieve the desired ends will result in young people being more pleased with the tasks they undertake in family society and thus perceive higher values of self-esteem and self-efficacy. In this way, autonomy will lead them to foster an intense sense of psychic ownership towards family purpose through perceiving a certain dominance of the firm.

Work peculiarities that drive deep knowledge of the family organization

The *feedback* raises the in-depth knowledge of the family company and the work that occurs in it. For this reason, the positions held by the participants of the subsequent generations and of the company itself, they need to be outlined so that they get accurate and permanent feedback on their development, as it will become a superior knowledge of the work carried out by the organization. Likewise, workers will feel that their work is precious and important to society and in this way, they will be highly motivated intrinsically. Perpetual feedback is produced by the mentor's presence. In this regard, mentors must closely follow the development of individuals by relying on their faculties and by serving as a qualifier example to develop on a personal and professional level.

Identification with the activity is another significant peculiarity to enliven the knowledge of the family firm, the possibility of having a holistic approach to the functions performed in the company, containing a beginning and a logical end to specific work, provide workers with the possibility of becoming accustomed to each of the activities they have to undertake in order to achieve a particular purpose. In addition, the ability to know the procedures and relationships between activities will cause the individuals of the company and the successive generation know how to work with the company and be motivated.

Autonomy at work also cooperates employees with a thorough understanding of the family business, this is that by having more autonomy they will have to make determinations in line with their employment, and for this they will have to internalize meaningful information about the work they have to undertake in accordance with their office. In this way, they will observe a superior emotional and intellectual correspondence with their professional actions in the family organization.

In this way, *identification* with activity, *autonomy* and *feedback* could be able to develop workers and to subsequent generations feelings of psychic property through the growth of an extensive knowledge of family society.

Peculiarities of work that promote the investment of energy, illusion and time in the family firm

There are four peculiarities of the work that contribute to the level at which the members of the company and of the consecutive generations choose to use energy, time, illusion and creativity in the family business.

Identification with activity is one of them, as it intends that the company's components apply energy in the process of progressing their work from start to finish. In different words, it indicates that workers will be considered participants in the final outcome of their tasks in society, establishing an affective and cognitive union with these activities and with the company and are intrinsically motivated.

Diversity of skills is another significant trait that helps employees use energy in the family business. By increasing the diversity of activities, workers will be able to employ a higher amount of skills and particular talents to face challenges creatively, a fact that will greater their level of inner motivation, their professional satisfaction and their *flow* experiences. The latter allude to profitable experiences associated with high degrees of enjoyment, which become an internal driver or reason for the execution of these identical tasks that create the flow experience (Csikszentmihalyi, 1990). Again we see, how the intrinsic motivation has a lot to do with family businesses and how it can help employees and the next generations.

Likewise, *autonomy* calls for individuals to deliberate about their employment, of the various processes that can be used to carry out their daily chores, so will they have to find appropriate expertise to solve the various challenges that emerge along the way. For this reason, computing with high values of autonomy forces workers to employ creativity and energy in order to acquire decisions efficiently and find creative ways to accelerate and refine their quotidian functions.

Finally, the *significance* of the work alludes to the level at which the office provides to members the opportunity to have an acute impact on the well-being of the owner family, workers and the organization in which the family business operates. In different words, the occupation will have to give them the possibility of feeling their employment as a valuable and meaningful task for others. If the company's components and for generations to come, they appreciate that the commitment they make every day in their profession will take a positive effect on happiness, lives and the well-being of the remaining others (mainly their colleagues and their family) will work with superior diligence, using superior protection and imposing more determinedly its powers and particular skills in order to achieve their professional purposes with a triumph, collaborating precisely with the continuation and the triumph of the family business. All this, variables that affect fully in that they feel intrinsically motivated.

In this way, *identification* with activity, *diversity* of qualities, *autonomy* and the *significance* of the work will stimulate employees an impetuous psychic property and

positive in connection with the family business through the investment of energy, illusion and time in the family firm.

Definitely, in order to develop a positive and powerful psychic property in those participants of the company and of the next generations working in family society, family businesses will have to outline complex positions and opportunity to address challenges, rather than standardized, simplified occupations with a short-term approach. By increasing the enrichment and complexity of their occupations, workers will have the opportunity to shape their craft, customizing it and feeling it as "their place." In this way, the jobs that contemplate the magnitudes explained above will cause a powerful and positive psychic property, and this will get highly positive results in correspondence with the commitment, intrinsic motivation, passion and enjoyment of employees' and the components of successive generations for maintaining and perfecting the family legacy.

Working characteristics of the family business such as identification with task or autonomy, etc., leads to a number of routes for the development of good psychological property, such as the ability to control the family business, in-depth knowledge of the family company and investment of time, energy and illusion in the family organization. And all of this leads to consequences for the motivation of the employees of the family business and as we see all of them related to intrinsic motivation, these are: intrinsic motivation and feeling of fulfilment, job satisfaction, commitment to the success of the family company, sense of responsibility towards the family organization, etc.

3. EMPIRICAL ANALYSIS. STUDY

3.1. Company choice and why

Initially, we had decided to make a comparison between family and non-family companies based on motivation and the satisfaction of their workers, in order to be able to conclude whether workers in a family business are more motivated and satisfied than in a non-family business or totally the opposite. But due to the non-collaboration of the chosen companies and the impossibility of obtaining data from a larger sample, we carry out this work and with this hotel, Hotel Voramar.

3.2. Company features

Hotel Voramar is located on the Pilar Coloma Promenade in Benicasim.

Voramar was born in 1930, with Juan Pallarés Picón, great-grandfather of the current manager. Since then it has gone from bathhouse to restaurant, from this to a hotel, it has also been used as a military hospital (1937), plus movie setting. In 1967 three new plants were carried out by Juan Pallarés Tena, grandson of the founder. And currently its ceo is Rafael Pallarés Dols since 2003, which is the fourth generation. It is a limited company called Raco Voramar SRL, with 3 shareholders, its director, Juan Pallarés Dols, brother of the director and Ana Dols Moreno, also familiar. And it has 75 employees, approximately according to the database, although Rafael tells us, that the number of workers is variable as a company working in a seasonal business. In summer they have reached 186 this year as a peak, and currently has a workforce of 163, of which 49 are indefinite and the rest fixed discontinuous.

In 2016 it presented a result of the year 131,836 euros and an active total of 1,372,346 euros. As of 31 out of 12 in 2016, its economic return was 12.81% and a financial return of 16.31%, an overall liquidity of 2.52, a debt of 21.49% and 51 employees. Mention that all these results have fallen this year, compared to previous years.

Voramar Restaurant provides service from 1930. Its gastronomy, which is of great quality, provides Mediterranean cuisine with classic tones mixed with innovation. They are rice experts with abundant years of experience.

Raw materials are used that are under way from your Sustainability Plan, so the choice of suppliers is made on the basis of sustainable principles. Various products come from orchards that they themselves work.

Its wine list computes more than 100, carefully selected by its sommelier.

The Cafeteria del Voramar is located on the sand of the beach itself, an excellent place to enjoy its popular breakfasts to start the day, a snack to continue, and to eat salad with fruits from your orchard and even an entrecote, or some of your gourmet sandwiches and burgers. They have several vegetarian dishes and mostly menus for children.

After each dish there is a department specialized in the genre.

They also have another terrace called Torreón, located on Avenue Ferrandis Salvador of the same town. It provides a generous and varied menu, from daily home-cooked menus including salads, prepared sandwiches, gourmet burgers, fish and meats.

In addition, you can enjoy the breeze near the sea if you want tapas. And you don't have to neglect your rice dishes and be able to ask them to go.

The hotel has 3 suites, one on the ground floor and 2 on the fifth floor; 3 rooms with mountain views, one on the third floor, one on the fourth and one on the fifth; the rooms with sea views are located between the ground floor, second floor, third and fourth floor; there are 3 family rooms located from the 3rd to the 5th floor; there are standard rooms on the 1st floor and on the second floor; and finally, there are 3 single rooms from the 3rd to the 5th floor.

The hotel has its restaurant as well as 3 other rooms where you can organize events such as baptisms, communions, etc. and congresses, business meetings, training courses, including family celebrations.

The hotel has 5 terraces: The star, exclusively for hotel guests, sometimes used for special events such as civil ceremonies; Sultana, reserved for hotel guests or also intended for events such as communions, baptisms, etc.; Coffee shop, open to the public; Westeros, located in the southern part, with the same services as in the cafeteria and sometimes some birthday celebration; and Villa Torre, located a few meters from the hotel, for exclusive use, for civil weddings, etc.

3.3. Empiric study

3.3.1. Case description

In this part and in order to carry out the results of this case study, we will focus on a few motivational theories to be able to explain that the worker in this family business, the Voramar hotel, values more.

All the motivation theories explained above can be divided into an extrinsic part and an intrinsic part, so our results will be focused on quantifying what the workers in this family business value the most if extrinsic motivation or intrinsic motivation, and conclude how the workers of the Voramar hotel are motivated if extrinsically or intrinsically, and how they would prefer the motivational actions to be.

3.3.2. Methodology used

The information has been collected through a questionnaire conducted across several scales, which will be discussed in the next section. Data from the survey have also been

collected, and a number of issues were made open to the manager on specific topics, to make some points clearer and have more accurate results. Questions are all in the Annex.

The main data has been collected from a survey of the workers of the Voramar hotel, by email, to be able to observe their satisfaction and motivation in their job. The questionnaire has 40 questions, among these there are open questions, such as age, marital status, company title, time worked, etc.; dichotomous closed questions such as: Are you familiar with a member of the company? and most of these issues are closed and categorized for valuation.

The structure of the questionnaire consists of five parts:

- o Introduction: these are a series of open identification questions such as age, number of children and some closed.
- o Part I: in which we find questions related to intrinsic motivation as is the case: do you think it is important for the company?
- o Part II: in this part the issues are subject to extrinsic motivation, for example: is the remuneration you receive in line with the work you do?
- o Part III: Here we cover other types of questions that are not included in either intrinsic or extrinsic motivation such as: Do you often think about quitting this job?
- o End: in this last part we see 3 questions to conclude the survey, in which certain attributes are assessed and it is answered if in general the worker feels satisfied and motivated in the organization.

On the other hand, the questions made to the manager, Rafael Pallarés, are to find out concrete things to be able to better carry out the study and come up with more accurate results. Some of these are, if someone else from the family works in the company, what is done to motivate the workers, the number of workers, what generation he belongs to in the company, if someone intends to stick with it, and so on.

Finally, a very specific issue was made to a worker of the company, this is the time that she had worked in the hotel, because there was an error of understanding when answering this question in the questionnaire.

3.3.3. Questioners/scales

In order to collect data for the case study, a questionnaire was made to the workers of the company in order to know, to some extent, the degree of motivation and satisfaction with which they count, because we think it is one of the ways to approach reality. This questionnaire can be seen in full in the annexes section.

To measure the variables of our questionnaire, a number of scales of the work of Anastasios Zopiatis, Panayiotis Constanti and Antonis L. Theocharous, (2014) were selected of his article called Job Involvement, commitment, satisfaction and turnover: Evidence from hotel employees in Cyprus of Tourism Management magazine, which apply the questionnaire to a Cyprus hotel. The variables are classified in the following sections: job involvement JI, normative organizational commitment NOC, affective organizational commitment AOC, intrinsic job satisfaction IJS, extrinsic job satisfaction EJS, turnover intention TI.

Other variables of the questionnaire are extracted from the article by Chien Mu Yeh of Tamkang University, Taiwan (2013), called Tourism participation, job commitment and job satisfaction of Annals of Tourism Research.

The variables leave the Utrecht work engagement scale (UWES), Schaufeli, et al., (2002) and are classified in vigor, dedication and absorption. Another scale is the MSQ Job Satisfaction Scale, Weiss et al., (1967) and the dimensions of this scale are Intrinsic Satisfaction and within this the topics are ability utilization, achievement, activity, authority, creativity, independence, moral values, responsibility, security, social service, social status, variety and co-workers, and the other dimension is extrinsic satisfaction and the topics that come in here are advancement, company policies and practices, compensation, recognition, supervision-human relations, supervision-technical and working condition.

3.4. Results

This section examines the results of the survey established on workers and manager of the Hotel Voramar applying the pattern of the issues in the Annex and also, some specific questions to a worker and the manager.

First, we'll do a large-scale analysis of the survey responses.

Despite our insistence by sending the questionnaire several times, we have only been able to get 5 responses from workers at Hotel Voramar. The ages of these workers range from 35 to 51 years old. Three are women and two of them are men. Two of them are single and three are married. These five workers have university studies, one of them, the manager of Hotel Voramar, higher education (license or higher engineering) and other diplomas or technical engineering. Three of them have two children, another worker has only one child and the other employee has no children. The positions of these workers are the manager, the human resources manager, responsible for management, the receptionist and the event manager. The time they have been working in this company is 8 years, 14, 15, 20 and 24 years, so, a priori, it could be a kind of motivation, because workers have job security, in the long run, because they have been in the company for a long time and can have feelings about the company. Another important thing is that the only family of the founders of the company is the manager, the others are not family. Rafael is the fourth generation of the family that founded the Hotel Voramar, the project started by his great-grandfather in 1930. And despite being four brothers and still living Rafael's parents, the company is administered personally by him and only reports twice a year.

As for the intrinsic motivation, at first glance we can see that the responses of the manager of the company are the highest, that is, are all rated high score, 4 or 5 for the most, which means he agrees or completely according to the questions asked in the questionnaire. All of this makes a lot of sense since some of the issues are, for example: Do you think you are important for the company? or are your ideas taken into account? or do you feel security and stability in your employment? or do you have any responsibility and can you have an influence on decision-making? On the other hand, we are struck by the answer to the question Do you feel part of a task team having the freedom to give your opinion? since his score has not been the highest, instead the receptionist's response has been the highest. For this reason, it can be observed that the manager takes into account the ideas of other workers and that it makes them feel part of the company forming a team, what we believe will positively affect your motivation and satisfaction in the company. From the high answers it follows that the manager, is very motivated and satisfied, intrinsically, in his hotel and with the realization of his work in the company. Add to this that the manager is the only family member who works at the hotel, as we have already mentioned in some section of the work, it will also influence his motivation and satisfaction.

On the part of other employees, most of them are high scores, a 4, which means they agree with the issues raised in the survey. It is curious that to the question: do you think

it is important for the company? three of the employees have replied that they have neither agreed nor disagreed, something that can give us an intuition of their motivation in the company. Another key factor in taking our results is the management manager's response to the question: you feel part of a team having the freedom to give your opinion? since her answer has been that she neither agrees nor disagree, which it could also prove that she is not very motivated or intrinsically satisfied with her work or in the company, in that sense. To the question: are your ideas taken into account? the head of administration and the receptionist are the workers who have given the lowest scores, disagreeing with the receptionist. This could be logical because of the position she exercises, as it is not a position that is involved in the company's decision-making. Another low point would be the response of the management manager to the question: from time to time, do you perform tasks other than usual and receive any training to do so? who replied that she disagreed or disagreed, maybe because in the administration department they perform more repetitive tasks. As for the question: have your actions ever gone against your conscience? the head of administration and the event manager has answered, disagreed, this could mean that they are intrinsically satisfied with their work. Instead, the receptionist has said that she completely agrees, so she might not be satisfied with her work in the company. With regard to the question of whether you feel security and stability in your employment, the receptionist says that she completely agrees and the human resources manager and the event manager say neither agree nor disagree. Therefore, the receptionist will be, for this part, more motivated and intrinsically satisfied in the company. To the question: are you in solidarity with yours peers and do you for them? the highest scores are the human resources manager and the receptionist. This could be a symptom of motivation and satisfaction as they work at ease and have a good relationship with their peers. The high-scoring answer to the question of: in your job do you have the opportunity to say what to do to other people? is from the event manager and with low scores to the head of management. This will have to do with the type of work they do, but it may also influence their motivation in the company. And as the last question of the intrinsic motivation part we have: Do you have any responsibility and can have influence in decision-making? the event manager has given a high score and the receptionist has said that neither agree nor disagree, but this if we believe it has to do with the department what each position belongs to and its specific tasks.

So, as a summary, so far analysed, non-family employees would be intrinsically motivated, because as we mentioned at the beginning, most of the answers to the questionnaire are a 4, that is, they agree with the questions and they're positive. It can also be added that there are several responses that reflect that some employees are

neither intrinsically motivated nor unmotivated in some respects, as they do not know if they feel important to the company, or who don't know if they feel part of a team and free to give their opinion, or don't know if their ideas are taken into account, or don't know if they feel security or stability in their employment or don't know if they have some responsibility and can have influence in decision-making and the truth is that these points can be important when they come to feeling motivated or not in a company intrinsically. In addition, we have found some demotivation points, as they have given some, but few, 2-point scores, such as the cases of disregarding their ideas and that on some occasion their actions have gone against their conscience, or that in their job they don't have the opportunity to say what to do to other people.

As far as extrinsic motivation is concerned, we see, as in the case of intrinsic motivation, that the manager's responses, Rafael, they are the highest, being the majority of a 4. The manager's highest answers are to the question of whether he is recognized for his work and performance in his work, as he is the manager and with which he completely agrees with this question; and if his working conditions are those that was agreed from the outset, because he himself will have established his working conditions; and if he thinks his work schedule is appropriate, because like his conditions, he will also determine his work schedule. We are struck by the manager's answers to the question: do you think the remuneration you receive is in line with the work you do? does not answer with the highest possible score, but with a point below, it is because he believes that his work is not entirely well paid, or for all the effort or sacrifice he can make. Then there are some slightly ambiguous questions when it comes to answering from the manager, as is the case if he thinks could grow economically and professional in his current employment, or if he thinks it is correct to implement the company's policies, or if he thinks the decisions his supervisor makes are appropriate, and whether his supervisor's relationship with you and his colleagues is good. For all this it follows that the manager, is very motivated and satisfied, extrinsic, with the realization of his work in the company and in the hotel. Later we will see if he is more intrinsically motivated or extrinsic, when we do the analysis, in the end.

Speaking now of the responses of the other employees, non-family, of the hotel, of the extrinsic motivation part, we'll say that most of the scores are 4, following closely the answers of 3, so it can also be inferred that they are motivated and satisfied in the company. The first thing that catches our attention is the score of the receptionist who replies that she is completely at disagreement with which the remuneration she receives is in line with the work she does, so, in this sense, she is very extrinsically unmotivated, it will be because she does a lot of work or does many working hours. The event manager

has also answered with a low score, of a 2, disagree, to the question of whether she is recognized for her work and performance in their work. Demotivation is also observed in this regard. To the question: do you think you could grow economically and professionally in your current employment? the receptionist has answered the highest score, I suppose it will be because in this job she can go to another position while in the company and that's why she is motivated. And the lowest scores have been from the event manager and the management manager, it will be because they are already occupying a good position and with good retribution, and this doesn't really have to be a symptom of demotivation. There is a question where everyone has answered that neither agree nor disagree, and it's that they think it's right to implement the company's policies, it could be because the company's policies aren't very clear or don't seem entirely right, and this could be a symptom of demotivation. As for the question: Do you think the decisions your supervisor makes are appropriate? the lowest response has been from the human resources officer, who disagrees, and for this reason would be unmotivated, in this part. And this would have a lot to do with the next question, whether his supervisor's relationship with him and his peers is good, since the lowest response has also been the human resources manager, and would remain extrinsically unmotivated, on this side. Instead, the receptionist has scored high on this issue, so she would be very motivated here. On the working conditions side, they have been asked this: are their working conditions agreed upon from the outset? to which the human resources manager and the receptionist have replied that, disagree, a sign of demotivation in this regard. And as the last question of extrinsic motivation, we've asked them if they think their work schedule is appropriate, to what the receptionist has answered with the lowest score, saying that she is completely at odds, so she is very unmotivated with her working hours, it will be because she performs many hours in the hotel, being the receptionist of him.

To recap the extrinsic motivation part of non-family employees, they are motivated and extrinsically satisfied at the hotel, but, however, we have observed some aspects of demotivation on the part of some employee, as is the case with the receptionist with the remuneration she receives that she does not believe is in line with the work she does and with her working conditions that are not the ones that were agreed from the outset, and besides, she does not seem appropriate to her working hours. Also, the event manager is unmotivated in some respects, such as the issue of whether she is recognized for her work and performance. And they all have an aspect where we don't think they're very motivated and it is the issue that they do not agree or disagree with the proper implementation of the company's policies. On the other hand, the HR manager is not motivated when he answers that he disagrees with this question: Do he find the

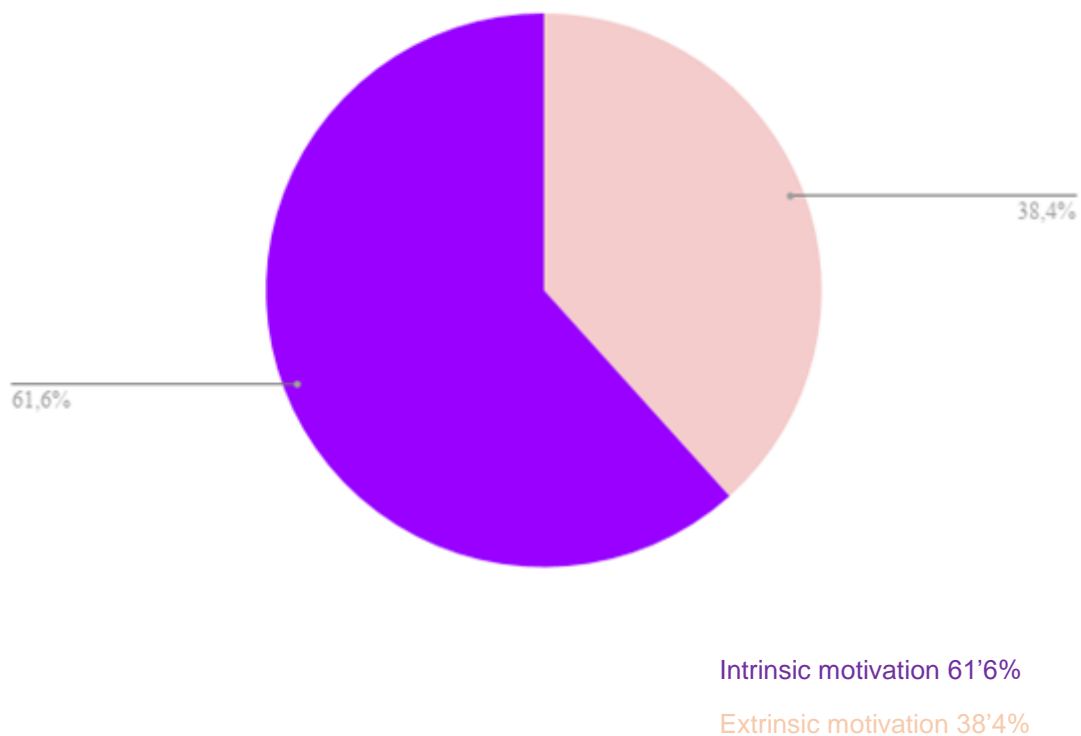
decisions his supervisor makes appropriate, and when he says that his supervisor's relationship with him and his peers is not good, and, moreover, when he says his working conditions are not the ones that were agreed from the outset.

From the part of the questionnaire that we have titled as "others", there are also some questions that are related to extrinsic and intrinsic motivation, so, let's assess them as well. For example, to comment that to the question: would you be happy if you spent the rest of your career in this company? which is an intrinsically motivated question, the manager has answered with the highest score, so he is very motivated around here. And the other employees, they have all answered that they have neither agreed nor disagreed, we think this means they're not sure they'd be happy spending the rest of their career at the hotel, so motivated will not be entirely about this. Another question that also shows us the motivation or satisfaction of employees is whether they often think about quitting this job. To which the manager, as is normal, replies that completely disagree; the event manager replies that she disagrees; the head of management says that neither agree nor disagree and the human resources manager and the receptionist say they agree, so the most motivated are the manager and the event manager in this regard. To the question: are you likely to look for another job next year? we see that the answers are almost the same as the previous question, because it's very related. The manager, Rafael, has answered that he completely disagrees; the event manager and the management manager say that they disagree and the receptionist and the human resources manager say that, okay. With which, the manager, the event manager and the management manager is added remain more motivated, and less motivated the receptionist and the human resources manager. There is also another question to comment on, which is whether when you get up in the morning you feel like going to work, to which the manager and the receptionist responds with a high score, saying they agree, and the HR manager and the head of management and the event manager reply that they do not agree or disagree. To the question: are you proud of the work you do? which can be considered intrinsically motivated, the answers have been as follows: the highest scores of the manager and the receptionist, therefore, are the most motivated and satisfied, and with high scores also the remaining employees, who are also motivated. We have also asked directly in the questionnaire whether, in general, they are motivated to work in this company and, satisfied. And their answers have been: completely agree the manager, according to the receptionist, and neither agree nor disagree the other three workers. And if they are satisfied the manager has answered the highest score and the other employees neither agree nor disagree. And finally, we have asked the assessment of a number of attributes, both extrinsic and intrinsic: the

salary has been considered very important by the receptionist and the others, important; to occupational safety have all said that very important, less the event and management officer who have said that important; the type of work is all considered very important except the head of management who considers it unimportant; the number of hours the manager considers it very important and the event manager also, the receptionist considers it important and the others unimportant; with shifts we find a lot of variety, it is very important for the event manager, important for the manager and the receptionist, which is not important to the hr responsible and nothing important to the head of administration; conditions and environment are extremely important to the manager and to the receptionist, very important to the event manager and for the human resources manager and important to the head of management; and, as for ease/location is very important for the manager, not important for the event manager and important to others. Therefore, the tributes that they consider most important to feel more motivated and satisfied are the conditions and the environment, the kind of work that is very important to most, and job security. And the least important are the shifts and the number of hours.

Figure 3. Percentage that belongs to each motivation (extrinsic and intrinsic)

Percentage of each motivation



Source: own preparation

At this point and having already analysed everything, in detail, we have added up all the scores answered by the employees of the Voramar hotel, including those of manager Rafael, both the extrinsic and intrinsic motivation. In doing so, the results have been 135 extrinsic scores and 217 intrinsic scores, so, and reaching the outcome of this case study we can confirm that the employees of the Voramar hotel are more intrinsically motivated, that is, prefer to fulfil their own development and self-realization purposes. Its ultimate goal is not to obtain yields or fruits, but arises from the satisfaction that comes from performing a task or activity. In addition, there is only a difference of three questions between the questions of extrinsic and intrinsic motivation, being 8 and 11, respectively. That's why we don't think it's important that there are three more questions, as there are very few questions and because, as we see in the percentage chart above, the difference in scores is considerable between the two motivations. We believe that a very important cause of them being more intrinsically motivated is the fact that the company is family-owned and has a feeling towards it and therefore they always want to carry out their work excellently, before thinking about retribution, for example.

I think it's also interesting to analyse individually, every employee, whether they are more extrinsically motivated or intrinsically. So, adding up all the scores of each employee, differentiating the intrinsic and extrinsic scores, we see that they are always the highest of the manager, as is normal, he is the most motivated. We also see that there are no differences with the above, that is, that the scores are higher intrinsically than extrinsically, for all employees, including the manager. The most intrinsically motivated employee, after the manager, is the human resources manager, following the receptionist, then the event manager and the least intrinsically motivated is the head of management. When it comes to extrinsic motivation, scores vary a bit. After the manager, the most extrinsically motivated employee is responsible for management, then the receptionist is on the same scores and the event manager, and ultimately and therefore less extrinsically motivated, the human resources manager. The explanation for this would be what each one values most when they come to being more motivated and satisfied in their job, so we can deduct that the head of management values the remuneration more and the HR manager values more about having a vote in decision-making and feeling part of a team and be recognized for her work by her superiors. This is consistent with what was discussed at the beginning of the analysis, when we said that the response of the management manager to the question: do you feel part of a task force being free to give your opinion? and your response was that she has neither agreed nor disagreed, which means it doesn't matter to her. Another example of consistent with the outcome of our study is when the human resources manager answers that he

disagrees with the question of whether he thinks the decisions his supervisor makes are appropriate, and it could be because he would like his work to be recognized more. There is also another question which is whether she often thinks about quitting this job that the head of administration says neither agree nor disagree and we think it's because she's not sure if she'd leave it, possibly in case she didn't find another job and lose her salary, and the human resources manager says he agrees, probably because of everything said. Very similar answers we have to the question: are you likely to look for another job next year? to which the management manager replies that she disagrees and the human resources manager replies that he agrees. To the question of whether they are proud of the work they do, the two have answered with high answers. And finally the type of work the human resources manager considers it very important, instead, the head of management considers it unimportant; the number of hours is considered unimportant; shifts are of little to the human resources manager and nothing important to the head of administration; conditions and environment are very important to the human resources manager and important to the manager of management.

Finally, encompassing all this in Maslow's Hierarchy of Needs, we can say that, workers who are intrinsically motivated also have a basic need to eat. So different modes of remuneration are necessary. With this, workers in this regard have their physiological needs covered such as food, their rest after work; also your safety needs, such as having a job, shelter, health; their social needs as friendship between peers, affection and therefore, are more intrinsically motivated or give more importance to intrinsic motivation, because their needs for self-esteem or recognition or self-realization are not entirely covered, such as trust, success, respect, acceptance of facts, etc. It is also true, and as Maslow (1954) says, that the needs of self-realization are never fully met.

Actually, it's not all absolute motivations, because every task can be done with the mixture of various motivations, like different extrinsic, for example, salary, and intrinsic, satisfaction.

As a summary, we have seen in all these results that the employees of the Voramar hotel are more intrinsically motivated, which we already argued in the motivation section in the family business with a number of characteristics of family companies and their corresponding consequences.

3.4.1. Discussion

As we mentioned in the previous section, the result of our case study of the Hotel Voramar is that workers value more and are more intrinsically motivated. This a priori we may think that it can happen in all family businesses, since, the environment of the company and the working climate encourages employees to have more feeling about the company and work more at ease, which may be less happening in non-family businesses, where they will be valued more and more extrinsically motivated.

We can say in this section that we could have made some mistake in drafting the questionnaire or how readers understand it and that this could affect the results. And so we have been let known by the hotel receptionist in an email, telling us that there are confusing or ambiguous issues. Like for example the question: Occasionally, do you perform different tasks than usual and receive any training to do so? because as she argues are two questions then if a part of the question is YES and the second part is NO, what should be answered? She may be right about this, but usually if you perform some sort of task other than the usual one, someone must give some kind of explanation to perform that task, which can be considered training.

And then she also mentions to us that, in the final part, in the question of rating a series of attributes from nothing important to extremely important, asks us what we mean by shifts, and if we mean that if you consider it important that there are shifts and adds that it will depend on the turn, rotating and balanced shifts YES, random and decompensated shifts NO, perhaps the question should be because of the schedule in general or detailed morning, afternoon or evening shifts. And this is what we meant. It may have just been a misunderstanding. And finally in the comments section tells us that it does not allow to write, but this does not affect at all in the results, it would just be some data that they could provide us, but it has no problem because we have communicated via email, and so, have sent us this data.

According to the questions asked to the hotel manager, Rafael, it is also noted that the motivation of all workers is an extrinsic motivation. What he tells us is that there are no more relatives in the company, for a "hygienic" issue, although the link between non-family workers towards what Voramar represents is very strong in them, being an 85-year-old company. The fact that the company is family-owned can help in some cases and not others to affect workers in their motivation. The fundamental motivation in workers comes from a spirit, values, the pride they may feel of working for something with values, of treatment and the affection they receive. In a family business you can give that and sometimes the opposite more forcefully. A non-family business is more

subject to the values of the economy and the market, which are sometimes contradictory to which societies give themselves to live together. Cooperation, empathy, respect, etc. If what you send is money is sometimes complicated and in this case, for everything we have analysed, it is not. Rafael told us that they are currently putting a lot of energy into motivating workers, through a very innovative program of personal development, as they sell an experience that has to be positive, and they can only do well from their own positivism. He also let us know Rafael, who after him intends to continue with the company, though everything becomes more complex, and management formulas also change, they hope to stay with the company many more years.

4. CONCLUSIONS

Family companies have stated that they are an essential element in the progress of nations, the support of many economies as they have advantages over non-family organizations, because of their lightness in decision-making and because of the commitment of its members. Family society is the consequence of the combination of family and company words, sustains values and fortifies professional satisfaction and the motivation of the participants (Díaz et al., 2013). In addition, individually, motivation as endogenous behaviour of the individual, pushes the particular will to achieve a goal and is a key issue to execute the purposes of persistence and adaptability to change (Esguerra, 2017), because the employee is not only a worker, but gradually comes to take a role in progress, permanence and sustaining the time of companies. It is also shown that, when the conduct of individuals participates in a favourable environment to achieve beneficial results, these increase their interest in achieving challenges that lead them to feel high sensations of achievement (Aguilar-Bustamante and Correa-Chica, 2017). This is how family organizations create an organizational environment that manages to be understood favourable (Sánchez-Reyes, 2015), invigorates organizational culture (García, 2014), drives motivations (Vargas-Téllez, 2012) and directs the procedure of the company's components, though, it is necessary to assume that motivation is specific to each individual.

For all this, our studied company, the Voramar hotel, being a family business, has resulted in all of its workers being intrinsically motivated and value intrinsic motivations much more. Despite having only five responses, those of the manager, family member, and those of the human resources manager, the head of management, the receptionist, the event manager, who they are not familiar, all of them and on an individual level prefer

to be intrinsically motivated. One of the reasons is job security, as they have been in the company for many years and this creates a feeling towards it. In addition, they feel important to the company, they take into account their ideas, they feel stability in their employment for years of work, they have some responsibility and can have influence in decision-making, they feel part of a work team having freedom to give their opinion, they are supportive with their peers and they do things for them and they have the opportunity to say what to do to other people. Very few cases exist of disregarding their ideas or that on occasion their actions have gone against their conscience and that in their job they don't have the opportunity to say what to do to other people.

Specifying now why they are not extrinsically motivated, or to a much lesser extent than intrinsically, we explain that the reasons are that they believe that the remuneration they receive is not in line with the work they do, that they could not grow economically and professionally in their current employment, or who think it is not right to implement company policies, or that they do not think the decisions made by their supervisor are appropriate, or that their supervisor's relationship with them and their peers is not good or they are not recognized for their work, the way they think they deserve it, or that their working conditions are not the ones that were agreed from the outset or finally, that they don't think their work schedule is appropriate. Very few cases have very high scores on the extrinsic motivations of the questionnaire, as is the case with a worker who believes he could grow economically and professionally in his current employment, and that the relationship of his supervisor with him and his companions is good.

It is generally confirmed that intrinsic variables contribute significantly to the motivation of individuals and for this reason, it is appropriate for managers to provide specific and perpetual motivational techniques for their collaborators with the purpose of reinforcing the particular performance of their subordinates in the company.

According to the results and according to all the theories of motivation that we have seen in the work is based, basically on the theories of the incentive: intrinsic and extrinsic motivation and in Maslow's hierarchy of needs, a topic that we have already explained in the previous section.

On the other hand, to our analysed company we would give some recommendations when it comes to motivating the employees of this hotel more what we have seen as weaker points in our study:

- Place each employee in the most appropriate position for their professional and personal profile. Each worker excels in certain knowledge and skills. And it is

significant to realize the tasks and particularities of each position so that employees are comfortable in their jobs.

- Fortify relationships within the company. Establish a positive working climate in the organization. If there are tensions they must be solved and promote actions that help the union of the corporation and a cooperative and relaxed environment.
- Worry about unifying new members. If they are concerned about giving a warm welcome to the equipment components, tell them how the company works and to give them a period to accommodate the new job, they will start a lot safer and more motivated.
- To delegate responsibilities, based on your skills and knowledge. It will allow them to concentrate on different issues and, in this way, the components of the hotel will know that they are trusted, that they are believed in their powers and that they are a fundamental part of the company, and thus continue to strive to improve.
- To improve working conditions, such as days off, a more flexible schedule, or a pay increase.
- Recognize individual activities as collective, such as public praise for achieving the aims or a communication of recognition for the effort made.

Also comment on this section that when we started to develop this work we wanted to make a comparison between family companies and non-family members based on the motivation and satisfaction of their workers, to be able to conclude whether workers in a family business are more motivated and satisfied than in a non-family business or all the other way around, conducting surveys of workers in a family business and a non-family business. But it could not be carried out because we did not receive responses from the employees, so we decided to carry out this case study in a family business and to analyse whether their workers were more intrinsically or extrinsically motivated. Therefore, with time and dedication, it could be a future job or future research to analyse whether workers in a family or non-family business are more motivated, as we originally wanted to do.

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6. ANNEXES

Annex 1. Questionnaire

Cuestionario satisfacción y motivación

Buenos días/tardes. AGRADECERÍAMOS MUCHO SU COLABORACIÓN contestando a las preguntas que aparecen a continuación, cuyo objetivo es conocer su satisfacción y motivación en el hotel en el que está trabajando actualmente. Es un cuestionario realizado para el desarrollo de un estudio empírico para un trabajo final del grado de Administración de Empresas de la Universidad Jaime I. Respecto a la información que usted nos facilite le garantizamos una total confidencialidad y anonimato, al ser los datos tratados de un modo global y no individualmente. Por último, este cuestionario no tiene fines lucrativos sino meramente informativos.

*Obligatorio

1. **Dirección de correo electrónico ***

2. **Nombre de la Empresa ***

3. **Edad ***

4. **Sexo ***
Marca solo un óvalo.

Hombre

Mujer

5. **Estado civil ***

6. **Formación ***
Selecciona todos los que correspondan.

Primarios (Certificado de escolaridad)

Primarios (Graduado escolar)

ESO-COU-FP1

Bachillerato-BUP-FP2

Universitarios (Diplomatura o Ingeniería técnica)

Universitarios superiores (Licenciatura o Ingeniería superior)

Doctorado

Doctorado

7. **Hijos ***

8. **Cargo en la empresa ***

9. **Tiempo trabajado en la empresa ***

10. **¿Es usted familiar de algún miembro de la empresa? ***
Marca solo un óvalo.

Sí
 No

Parte I: Motivación intrínseca

Valore del 1 al 5 donde 1 = completamente en desacuerdo; 2 = en desacuerdo; 3= ni de acuerdo ni en

11. **¿Le produce satisfacción la realización de su trabajo? ***
Marca solo un óvalo.

1 2 3 4 5

12. **¿Tiene la opción de utilizar sus propios métodos y hacer uso de sus habilidades en su cargo actual? ***
Marca solo un óvalo.

1 2 3 4 5

13. **¿Cree que es importante para la empresa? ***
Marca solo un óvalo.

1 2 3 4 5

Cuestionario TFG - Cris: inví Cuestionario TFG - Cris - Fo Cuestionario satisfacció x

https://docs.google.com/forms/d/1dGjy2TdlHrAqDUDiymLR41pR83DX7oz19x0gqnYfXsk/printform

14. **¿Se siente parte de un equipo de trabajo teniendo libertad para dar su opinión? ***
Marca solo un óvalo.

1 2 3 4 5

15. **¿Se tienen en cuenta sus ideas? ***
Marca solo un óvalo.

1 2 3 4 5

16. **De vez en cuando, ¿realiza tareas diferentes a las habituales y recibió alguna formación para ello? ***
Marca solo un óvalo.

1 2 3 4 5

17. **¿En alguna ocasión sus actos han ido en contra de su conciencia? ***
Marca solo un óvalo.

Capturas de pantalla guardadas
La captura de pantalla se agregó a tu OneDrive.
OneDrive

Escribe aquí para buscar

Cuestionario TFG - Cris: inví Cuestionario TFG - Cris - Fo Cuestionario satisfacció x

https://docs.google.com/forms/d/1dGjy2TdlHrAqDUDiymLR41pR83DX7oz19x0gqnYfXsk/printform

17. **¿En alguna ocasión sus actos han ido en contra de su conciencia? ***
Marca solo un óvalo.

1 2 3 4 5

18. **¿Siente seguridad y estabilidad en su empleo? ***
Marca solo un óvalo.

1 2 3 4 5

19. **¿Es solidario con sus compañeros y hace cosas por ellos? ***
Marca solo un óvalo.

1 2 3 4 5

20. **¿En su empleo tiene la oportunidad de decir qué hacer a otras personas? ***
Marca solo un óvalo.

Escribe aquí para buscar

20. **¿En su empleo tiene la oportunidad de decir qué hacer a otras personas? ***
Marca solo un óvalo.

1 2 3 4 5

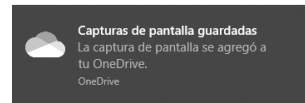
21. **¿Tiene algo de responsabilidad pudiendo llegar a tener influencia en la toma de decisiones? ***
Marca solo un óvalo.

1 2 3 4 5

Parte II: Motivación extrínseca

22. **¿Cree que la retribución que recibe está acorde con el trabajo que realiza? ***
Marca solo un óvalo.

1 2 3 4 5



23. **¿Se le reconoce su labor y desempeño en su trabajo? ***
Marca solo un óvalo.

1 2 3 4 5

24. **¿Cree que podría crecer de manera económica y profesional en su actual empleo? ***
Marca solo un óvalo.

1 2 3 4 5

25. **¿Piensa que es correcta la puesta en práctica de las políticas de la empresa? ***
Marca solo un óvalo.

1 2 3 4 5

26. **¿Le parecen adecuadas las decisiones que toma su supervisor? ***

26. **¿Le parecen adecuadas las decisiones que toma su supervisor? ***
 Marca solo un óvalo.

1 2 3 4 5

27. **¿Es buena la relación de su supervisor con usted y con sus compañeros? ***
 Marca solo un óvalo.

1 2 3 4 5

28. **¿Sus condiciones laborales son las que se acordaron desde el primer momento? ***
 Marca solo un óvalo.

1 2 3 4 5

29. **¿Le parece adecuado su horario laboral? ***
 Marca solo un óvalo.

1 2 3 4 5

Capturas de pantalla guardadas
 La captura de pantalla se agregó a tu OneDrive.

29. **¿Le parece adecuado su horario laboral? ***
 Marca solo un óvalo.

1 2 3 4 5

Parte III: Otros

(Participación en el trabajo, dedicación, absorción, compromiso organizativo, intención, compromiso afectivo, vigor)

30. **¿Siente que tiene lazos muy fuertes con su trabajo actual que le sería muy difícil romper? ***
 Marca solo un óvalo.

1 2 3 4 5

31. **¿Se sentiría culpable si deja esta empresa ahora? ***
 Marca solo un óvalo.

1 2 3 4 5

Capturas de pantalla guardadas
 La captura de pantalla se agregó a tu OneDrive.

32. **¿Sería feliz si pasase el resto de su carrera laboral en esta empresa? ***
Marca solo un óvalo.

1 2 3 4 5

33. **¿A menudo piensa en dejar este empleo? ***
Marca solo un óvalo.

1 2 3 4 5

34. **¿Es probable que busque otro trabajo el próximo año? ***
Marca solo un óvalo.

1 2 3 4 5

35. **¿Cuándo se levanta por la mañana tiene ganas de ir a trabajar? ***

Capturas de pantalla guardadas
La captura de pantalla se agregó a tu OneDrive.
OneDrive

35. **¿Cuándo se levanta por la mañana tiene ganas de ir a trabajar? ***
Marca solo un óvalo.

1 2 3 4 5

36. **¿Está orgulloso del trabajo que hace? ***
Marca solo un óvalo.

1 2 3 4 5

37. **¿Siente que el tiempo vuela cuando está trabajando? ***
Marca solo un óvalo.

1 2 3 4 5

38. **En general, ¿se siente motivado trabajando en esta empresa? ***
Marca solo un óvalo.

Capturas de pantalla guardadas
La captura de pantalla se agregó a tu OneDrive.
OneDrive

38. **En general, ¿se siente motivado trabajando en esta empresa? ***
 Marca solo un óvalo.

1 2 3 4 5

39. **¿Y satisfecho? ***
 Marca solo un óvalo.

1 2 3 4 5

40. **Valore en una escala de 1 a 5 los siguientes atributos: ***
 Marca solo un óvalo por fila.

	Nada importante	Poco importante	Importante	Muy importante	Extremadamente importante
Salario	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seguridad laboral	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tipo de trabajo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Número de horas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Turnos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Condiciones y	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

40. **Valore en una escala de 1 a 5 los siguientes atributos: ***
 Marca solo un óvalo por fila.

	Nada importante	Poco importante	Importante	Muy importante	Extremadamente importante
Salario	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seguridad laboral	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tipo de trabajo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Número de horas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Turnos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Condiciones y ambiente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilidad/localización	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comentarios:

Indique cualquier otro comentario relevante que no se haya cuestionado en las preguntas anteriores.

MUCHAS GRACIAS POR SU COLABORACIÓN

Some of the questions to ask for motivation include:

Part of intrinsic motivation:

- Does the realization of your work give you satisfaction?
- Do you think you are important to the company?
- Do you feel part of a team being free to give your opinion?
- Are your ideas taken into account?
- Do you feel security and stability in your employment?
- Are you supportive of your peers and do things for them?

- Do you have the opportunity to say what to do to other people in your job?
- Do you have any responsibility and can you have an influence on decision-making?

Extrinsic motivation part:

- Do you think the remuneration you receive is consistent with the work you do?
- Are you recognized for your work and performance?
- Do you think you could grow economically and professionally in your current employment?
- Do you think the decisions your supervisor makes are appropriate?
- Is your supervisor's relationship with you and your peers good?
- Are your working conditions the ones you remembered from the outset?
- Do you think your work schedule is appropriate?

Other questions:

- Would you be happy if you spent the rest of your career at this company? would it be affective organizational commitment AOC and its original source is Meyer & Allen (1991).
- When you get up in the morning you feel like going to work? would be vigor of the Utrecht work engagement scale, UWES: Schaufeli, et al., 2002.
- Are you proud of the work you do? would also be committed to the Utrecht work engagement scale, UWES: Schaufeli, et al., 2002.
- Do you feel that time passes fast when you are working? would be concentration, also from the Utrecht work engagement scale, UWES: Schaufeli, et al., 2002.
- In general, are you motivated working in this company? And satisfied?

Annex 2. Questions to the manager

- Does anyone else in the family work in the company?
- Do you notice behavioural difference/motivation/etc. between family and non-family employees?
- Do you think that the fact that the company is family-owned affects the motivation of the workers, and in what sense?
- How many workers are there in total?
- Are you the third generation in this family business?
- Will anyone intend to continue with the company after you?
- And finally, what do you do to motivate workers?