MOTIVATION AS AGENT OF CHANGE: 
A CASE STUDY IN ORGANIZATIONAL 
CLIMATE OF A COMPANY OF 
CHEMICALS 

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This article focuses on the theme of motivation and brings within its scope the analysis of motivational theories confronted with the experience of implementing programs. Using data obtained from a chemical company in the city of Ponta Grossa in Paraná. The aim of this paper is to demonstrate how motivation can be worked with success in organizational settings. Methodologically this research is characterized as a case study, which underwent a comparative analysis of the implementation of organizational climate survey conducted in 2007 and 2008. Data were compiled from investigation of a significant improvement in the degree of satisfaction of employees, after the implementation of programs based on motivation. The organizational motivation is a cyclical process, and continued to always work toward a particular purpose of the organization, which is linked to other processes of the company, acting as an agent in achieving goals. The presence of a human resources policy based on motivational programs, even if apparently simple, positively influence the vision of the company by its employees, impacting on the internal environment and organizational climate as a whole. 

Palavras-chaves: motivation - organizations - organizational climate
1st Introduction
The success of a company in today's market whether in goods or services, goes beyond the conceptions of technological innovations, or deployments of tools, who label these firms as innovators and market leaders. Search is on quality management, reduce costs and increase productivity. This binomial decrease and increase, being long the badge, on which companies are based in their management models.

In this context, however, man is part of the process, has been seen for some time as a significant part of that action. In 1950, Trist and Employees began studies aiming at improving conditions of work, appearing, like the theme of Quality of Work Life (QWL). Many theories are presented, with the scope of man's involvement in this process as a much larger proportion of large gear called the production chain.

His attributes hitherto treated as intangible, are under study. Their intellectual capital becomes an important thing for the company, about to be socialized with their peers, seeking transformation of that knowledge until then individual, now shared, discussed and socialized to be the springboard for a competitive advantage for your company.

Indicators already show a means of measuring up to the task of sectors such as human resources, one of the most difficult, until now almost impossible to assess, in the matters related to Quality of Work Life (QWL).

It is noted that the concepts come over time changing. A new manager profile people is outlined, and secondly Ralph Archangel Chelotti, President of the Brazilian National Human Resources (ABRH), the activity of Personnel Management in Brazil begins to require a new kind of professional. The companies, in general, have realized that managing people is not just distributing tasks and collecting results. In this respect it is clear that not only the manager of people have changed their profile, tending not only to look, see more, not just listen, listen more, not only understand, most feel every nuance of the process of managing people.

On the other side of that balance is the worker who in another moment he was seen as part of a fully replaceable gear, treated only at the operational level, where much management. In this new reality that is present today, decisions are linked to strategic management of the company, but only this new landscape is not sufficient because the employee has their concerns, desires and needs for achievement, which are not translated, so only on salary issues, goes much further, through a program of QVT, where a management model that can privileged such aspects would go for a model that could keep the team motivated. The employee who works unmotivated, infects his colleagues negatively affecting the entire execution of the task, labor income, reflecting the company's final product.

The reasons why a man certain offenses, have always been cause for reflection, target of theories that follow a path of searching, trying to explain the dynamism and proactive or starvation and apathy. Motivational theories try to explain this state of mind that permeates our existence since the times of ancient Greek philosophers like Socrates, Plato and Aristotle. Throughout history other theories have emerged and their analysis are addressed in this research.

Backed by the motivational theories and theoretical data obtained from the company under review, seeks to answer whether the motivation really translates into competitive advantage for the company.

Companies to think about quality management, must necessarily thinking about the problem of deployment of personnel management practices. Sobral, Costa, Lima, Montanaro (2005) emphasize that "managing people is no longer synonymous with control, standardization and
routinization. Managing people is actually stimulate the involvement and development of them. Quality products or services, customer satisfaction and brings direct result of the level of employee motivation.
To summarize the results achieved through the analysis of the data reveal a change of corporate image in the view of employees, demonstrating a significant increase in the level of motivation, becoming the company's strengths. There is also a positive change in the level of satisfaction and dissatisfaction among employees.

2 Goals
2.1 General
Demonstrate how motivation can be worked with success in organizational settings.

2.2 Specific
Specify the different approaches for expanding organizational outcomes by implementing an organized process.
Present some motivational theories underlying the study;
Perform comparison by means of questionnaire and data analysis, assessing the organizational climate before and after implementation of programs for motivation in the company.

3 Methodology
This paper examined the historical results of two surveys of organizational climate, the company applied Winner Chemical during the deployment of motivational programs. This Company's chemical sector, is installed in the city of Ponta Grossa in Paraná in 1994, developing, producing and selling chemicals for the automotive, industrial, metallurgical, construction and domestic use.
Concerning the methodological aspects of this paper is a descriptive and evaluative. In relation to the technical procedures that article is featured as a case study, because if you want to study a contemporary phenomenon with specificity, motivation as a means of operating results.
Therefore, we analyzed two questionnaires in 2007 and 2008, with questions of multiple choices, whose approach was concerned with the organizational climate of the company said. The Organizational Climate Research conducted at the company was constituted as follows:
a) the development and implementation of a questionnaire in 2007 to 87 employees representing 100% of the target audience, which showed the strengths and weaknesses of the company;
b) After collecting the data were fitted to three defined groups for feedback, which made several proposals to subsidize a plan of action for the company, aiming to improve the level of motivation and satisfaction of their employees;
c) After the implementation of various programs, based on the suggestions of the groups and the company's initiative was implemented in 2008 a new questionnaire with 45 questions of multiple choices for 99 employees, representing 100% of target audience.

4 Literature Review
Concepts of Motivation
The proposed objectives for the review of literature that shaped the theoretical framework of the study is a survey of the main concepts of motivation, motivational theories, a model of management with emphasis of motivation in trying to establish the relationship of people management with the improving climate organizational.

The word motivation (derived from the Latin motivus, move) that means moving, it indicates the process by which a set of reasons or motives explains, induces, promotes, encourages or causes any type of action or human behavior. All man makes from the his birth is determined by your needs. At any time in any environment man is influenced by many stimuli that come into dispute with the needs and the outcome of this process, which guides the man for his actions. In this sense Robbins (2006) demonstrates that motivation brings into context the result of an interaction between the individual and the environment in which it is inserted. What drives the individual to action, what drives him to take certain actions, has been studied in many fields: psychology, management, production engineering and others, in an attempt to seek theories that explain those actions.

It is understood that to understand the concept of motivation, it is necessary to describe the difference between motivating factors and satisfaction. Motivator is nothing more than a reason - a necessity, then one motivating factor is something that satisfies a need. Sievers apud Bergamini, Coda (1997) is harshly critical of the traditional way to understand the motivation, saying it only became a topic when the direction of their work then was lost or disappeared, and this loss is directly linked to increasing division and fragmentation of work, caused by the excessive pursuit of efficiency. For him, this is a gloomy prospect of human nature, which does not consider the subjectivism of man and reduce his professional relationship with a mere system that controls and directs.

Another key to motivation is the ability to motivate someone. To Gooch & McDowell apud Bergamini, (1997) this is not possible, because the motivation is a force that lies within each individual. A person can not motivate anybody ever, what it can do is stimulate. It is understood so that the motivation is characterized as an impulse that comes from within and has its strengths within each person.

The motivation has been a focus of study in organizational practice, which could be defined as action or effect to motivate a process of generating stimuli and interests to people's lives and encourages behaviors and actions. Motivation is a vital component in social relations and has a decisive influence in this process. Castro (2002) points out that there are two major vectors, "Internal and external motivation."

4.1 Internal Motivation

The internal motivation is characterized by the set of perceptions that the individual has about its existence. These are represented as he appreciates and loves of their own thoughts and behaviors such as self-esteem fosters actions to their happiness, it is mainly as it recognizes and appreciates their acts.

This particular vector internal motivation is the main aspect of their motivation. You could say this is the mechanism that keeps the man willing and happy, lets his sense of progress and development. This vector is the most important because it is the basis of achievement and individual happiness. A motivational process always seeks to maintain the balance. When something happens in the environment there is an imbalance and the motivational mechanism that seeks to maintain and restore an acceptable level, further emphasizing the pleasure unpleasure.

Castro (2002) in the figure below shows a diagram of internal motivation that takes into
account the conscious and unconscious, together with the performance possibilities of the external environment.

The scheme of motivation, shown in Figure 1, illustrating the nuances that operate in the daily lives of people and interfere in this dynamic process. The unconscious instinctive presents elements that are not accessible to consciousness, heavily influencing the process of individual motivation. Castro (2002:88) to analyze this process states that "for more than one environment may generate external elements of motivation, the internal vector is effectively what will differentiate one person from another, if we consider the motivational aspect." In terms of organizational environments internal motivation is always worked on first, since each person has their own form of individual motivation.

4.2 External Motivation
Characterized by a set of values, mission and vision of a particular environment, which allows adequate interpersonal relationships, conducted within a climate conducive to the full realization of human beings who work in that environment (Castro, 2002). The environment should generate stimuli, creating causes, motives, meanings or reasons for the group to be happier. Another important relationship is the ability to create relations of cause and effect between individual behavior and outcomes for that particular organization. The external motivation is directly related to the model of management, leadership style, the mechanisms for selection, hiring and developing people.
A program of organizational motivation, according to Castro (2002) should include three major steps:
- Diagnosis of the current situation;
- The development process;
- Tangibility.
These steps are the result of experiences in different organizational environments ranging from automakers to television networks. The implementation of motivational programs in place to maintain and increase the motivation of professionals within bold goals, should arouse in people a sense not only for the desktop but also for their own development. Motivation as a resource in managing people, has been applied for some time, the difference is his approach as a theory and practical application.

The worker has the need to be seen as a unique, odd, endowed with differences. In this sense Chiavenato (2000:126), points out that "workers are complex social creatures, endowed with feelings, desires and fears. The behavior at work, as the behavior anywhere is a consequence of many motivational factors."

The worker in this process as a lever, moves in that direction? Since, has a number of needs that must be met, not only basic survival but minimally as make their job satisfaction, which then can be seen as cause for competitive advantage.

Within this perspective, the productivity process is linked with motivation toward the organizational environment, and motivated employees tend to produce more efficiently. Depending on the global financial crisis, which is present today, a new landscape was installed. Labor relations experience a process of relaxation, where it is preferable to lose some advantages, hitherto irreducible achieved with a high price for the labor categories and supported by law, than to lose his job. Therefore, question: How to keep the worker motivated? What is the impact of applying a model of motivational theory as the generating factor of competitive advantage?

Motivational theories have emerged in an attempt to explain the behavior of man is always a concern the search for its true reasons, the answers to all your questions, or that it acts this way. These questions led to the study and consequently the emergence of several theories that try to explain this dynamic behavior, inherent in living beings in general, especially the human being. Early theories that spoke of motivation are:

a) Cognitive Theories - The man is a rational being who has conscious desires and that it serves the very ability to satisfy them.

b) Theories Hedonists - Human behavior is oriented towards seeking pleasure seeking to avoid pain and suffering.

c) Theories of Instinct - Inspired by Darwin's theory explains how man uses his psychological impulses in order to regain equilibrium in the current field of motivation. Throughout history other theories have appeared, which to Robbins (2006) the fact that they have a scientific basis, only makes the issue much more complex. The emergence of a new theory does not necessarily mean that it is contrary to the other, in fact they have almost complete. Some of the major theories of motivation are discussed below:

### 4.3 Socially Acquired Needs Theory

Created by David McClelland talks about the basic needs of people (BATEMAN; SNELL, 2006).

The Theory of Socially Acquired Needs is based principally fit person to work, or people with little talent performing complex tasks, become discouraging, not exploiting the potential of each one, working its strengths, bringing problems in this direction low performance, which could be alleviated with the profile analysis needs of the developer with the activities of the office.

They are classified into three groups:

The first refers to the need for achievement. It is the desire to excel to be the best, is based on the highly competitive person who likes to take personal responsibility, set goals, preferring to
receive feedback about its performance concrete (REGO; JESUINO, 2002). Another feature of this theory is that people like to work alone seeking personal growth. Seek to overcome obstacles, but accept success and failure as a result of his own action. They do not like the task very easy or very difficult, they prefer the intermediate, as they need to feel your step by step development (Robbins, 2006);

The second focuses on the need for power. Is based on power, is the desire to lead and influence others to be strong, to impose their way of thinking and acting, influencing the behavior of others. They prefer situations of competitiveness and status and tend to worry more about the prestige and influence than it does with the effective performance, feeling attracted to high risks. Always try to assume leadership positions.

And as the third block we need for affiliation. This is characterized by the pursuit of social interaction, seeking cooperation, friendship and have a desire to have relationships with other people, being more conscientious in their particular issues McClelland apud (VROOM, 1997).

The Socially Acquired Needs Theory is as important points to be evaluated in the search for concrete feedback, setting challenging goals and greater control of the individual to his wishes.

4.4 Theory of Fairness

Theory of Equity, the person would do an analysis between what she does, their reward for that in comparison with others similar to themselves. In search of comparative fairness, the pursuit of equity (BERGAMINI, 1997).

Bateman, Snell (2006), speaking as the people see their contributions to the organization and the organization receiving in return. As people work and realize the consequences of their actions, they assess how the organization treats them fair.

This theory is based on a comparative model between contributions and results, and that the relationship between these factors is directly proportional. Comparisons are made based on references. References are colleagues, professionals who perform the same function, or other people in a different situation. When people perceive a lack of fairness and distortions in the system reward people with the same function with different rewards, it creates disharmony in the workplace. Thus, the perceived lack of fairness can lead to a combination of six types of behaviors which are listed by Robbins (2006): changes in effort, change in the results produced, distorted perception, distortion of perception in relation to others, choice of another reference, leaving the present situation.

4.5 ERG Theory

The proposition made by Alderfer is very similar to Maslow's model, known as ERG theory - Life, Relationships and Growth (in English: Existence, Relatedness, Growth). In its proposal, it decreases the Maslow's hierarchy, condensing the needs of self-actualization and esteem on the rise, giving the name of love relationships and physiological needs the name of Existence (HAMPTON, 1992).

In the definition of Alderfer, Schneider (1973), these three needs are so highly regarded:
- Needs of Existence needs include all the psychological and material, for example, hunger and thirst as well as other material needs such as payment of wages and work-related physical security;
- Needs Relationship relate to the desire that people have to have relationships with other people and that these relationships are characterized by a mutual sharing of ideas and feelings;
- Needs growth include the desire for a person to have a productive and creative influence on yourself and the environment in which they live.
The basic difference between the theories discussed in this study, lies in the fact that unlike the theory of Maslow's needs, more of a need can be active at the same time if need a higher level is repressed, the desire to meet another lower-level rise. ERG theory does not follow a structure rigid. A person can be working on your personal growth needs of even the existence or relationship has not been reached. The three categories can be operating simultaneously (Robbins, 2006).

4.6 Theory of two factors

Herzberg its founder, took as its starting point the classical theory of Maslow disagreement with some points of the theory of needs. Agrees with the needs are always internal, but disagree as to their feelings of dissatisfaction and the extrinsic factors refer to factors intrinsic to the work and feel good. In its scope the theory of two factors, covers the production factors of satisfaction (motivation) at work and his distinction of the factors that lead to job dissatisfaction. Separating these two factors does not mean they are opposites. The opposite of job satisfaction is not job dissatisfaction but no satisfaction, just as the opposite of job dissatisfaction is not job satisfaction, but absence of dissatisfaction.

This theory proposed by Herzberg, divides the motivating factors in hygienic and motivational. The pads are extrinsic and prevent dissatisfaction, revolve around the context of the post and we highlight the benefits offered by the company: working environment, relationship with superiors, job security, wages and social benefits, which are seen as factors that may generate dissatisfaction and, when these factors are appropriate, people will not be unsatisfied. Os intrinsic motivators are associated with positive feelings and are about the content of the position held by the employee and includes: recognition and opportunity for advancement, responsibility and achievement and lead officials from states of non-satisfaction (BRIDGES, 2002). Herzberg crease intrinsic motivation, emphasizing the limitations of extrinsic rewards and punishments. His proposition is the motivation for their work, to be achieved by enriching the office, having greater autonomy in planning and carrying out their work (Vroom, 1997). This statement leads to understanding the motivational drive is connected over the duties of the position and performance, than by productivity or additional punishment for bad performance.

4.7 Theory of the Establishment of Goals

The theory focused on the Setting of Objectives states that people focus their efforts toward goals, so that goal setting energizes an individual directing his thoughts to an end (Cavalcanti, 2005).

The goals must possess certain characteristics that can cause higher level of motivation:
- Acceptable, not in conflict with personal values of individuals;
- Challenging, but attainable, being tall enough to inspire the best performance;
- Specific, making the target clear and well defined at all;
- Quantifiable and measurable, so that it is possible to understand and monitor current performance.

The biggest source of motivation at work is fighting for a goal. Specific targets, difficult lead to a better performance than easy goals, vague "do your best" or the very absence of goals, which support the importance of goals.

It is important to note that for motivation, it should not be viewed as a set of theories, because, at some point they differ. Yet an analysis of these theories and hence the appropriation of some fundamentals of each of these theories, according to the reality of each company, is
indispensable for the successful implementation of programs. With the synthesis of these motivational theories that served as a theoretical framework for research was performed the case study, as is reported in the next chapter.

5 Case Study - Winner Chemical Company
The practice of implementing projects aimed at improving the organizational climate of a company is not a new fact, but significant changes which are in turn translated into several dimensions, both for employees but also to entrepreneurs through data measured and reflected in the product including end, it is noteworthy, especially when the results of these actions are indicative of improving organizational climate, and can even become a competitive advantage for business.

The company now under investigation Winner Chemical, after the organizational climate survey conducted in 2007, implemented the following programs:

a) Birthday of the month: it has as main objective to promote the integration of company employees, through the celebration of his birthday, along with other companions who are celebrating a birthday that month, to encourage appreciation of the work environment and interpersonal relationships, and encourage increased quality of life.

b) Coral: presenting as goals, forming a choir with only the children of company employees. With this extra activity seeks to social development of children and adolescent participants. The aim is to develop musicality as a way of expression, encouraging cooperation and teamwork and also the self-esteem by providing interpersonal relationships with group members.

c) Children's Day: with the aim of cheering children, the company organized in a children's day celebration, where company officials promoted recreational activities, snacks and toys for students in a school hall near where the company operates.

d) Day Sports: aims to encourage participation in sports by encouraging a healthy lifestyle, both physical and social. Aims at the improvement of teamwork, providing interaction and fraternization between employees and their families.

e) Look who's here: aiming at the participation in and appreciation of the important time employees, promotes knowledge of the family, emphasizing the importance of family to the employees and thus for the company. This leads a gift to a child of the employee who was born, composed of a kit as a souvenir of the visit made by a group of company employees.

f) Labor Gymnastics: aims to improve the quality of life of employees through physical activity taught by physical education teachers. Acts preventively against occupational diseases, trying to reduce absenteeism rates in respect of repetitive strain injuries.

6 Results and Discussion
Concerning the analysis of results obtained in the questionnaires were analyzed eleven items related to organizational climate: Leadership, salaries and benefits, communication, management, motivation, behavior and relationships, job security, working conditions, prospects for growth, image and training. After tabulating the data you realize that the motivation item, which is the object of study, obtained the following data, represented in graph 1.

Figure 1 presents the item motivation, according to the averages obtained from the questionnaires in the company in 2008. The axis of ordinate is the percentage and the abscissa axis of the evaluated item.
The data presented in this chart reveals that 4.09% of employees are unhappy in the question motivation, 20.59% think that there is potential to improve in this aspect and the vast majority 75.32% are satisfied or motivated after the implementation of programs. This item analyzed, proved to be a positive factor for the employees, mainly due to recognition by the company's stock, for another time, not giving much importance to the motivation factor, when managers focus their actions more technical way to obtain faster results, forgetting that the developer has its own criteria and priorities. Maslow accordingly, brings the assertion that human beings have different needs that can be separated into categories ranked. To motivate a person you must identify the lowest category in which she has a need, then to meet this need, before considering other higher.

Thus, the developer needs to be seen as a person with latent needs, regardless of their level of complexity and shows that often actions that require little operating cost to company employees to nurture pleasure and satisfaction, affecting your life away and within the company.

The motivation was part of the research being discussed between eleven and four items were mentioned by developers as the company's strengths, with the axis of ordinate is the percentage and the abscissa axis of the four items best classified, as is demonstrated below in Chart 2.
The results obtained by the questionnaire, this chart shows that between eleven items studied the motivation was for second place with 74.75%, second only to safety, that when dealing with a company in the chemical sector, through the risk and investment, and perfectly acceptable to the leadership of that item. It can be noticed by the analysis of numbers that motivation has become one of the strengths of the company, which reflects the Socially Acquired Needs Theory David McClelland, especially in the division needs for affiliation, where by means of programs was stimulated friendship and cooperation, resulting in the improvement of interpersonal relationships in the company.

Research has established yet another comparison on the levels of satisfaction, dissatisfaction and potential for improvement of employees. Shown in Figure 3, which indicates the percentage collected in the survey regarding the level of satisfaction, dissatisfaction and potential for improvement compared to the years 2007 and 2008.

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<tr>
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<th>2007</th>
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<tr>
<td>Satisfação</td>
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<td>40%</td>
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<td>19.87%</td>
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<td>Potencial de Melhoria</td>
<td>19%</td>
<td>Potencial de Melhoria</td>
<td>19.54%</td>
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Melhoria na Satisfação de 52.70%
Melhoria na Insatisfação de 50%

Chart 3 - Percentage level of satisfaction, dissatisfaction and potential for improvement
Source: Results of applied research in the Winner Chemical Company (2007-2008)
The data presented in Figure 3 show that the item potential for improving a small increase in the order of 0.54%. Regarding item satisfaction has improved from 52.70% and dissatisfaction at a 50% improvement, which represents a significant increase in levels of satisfaction among employees on the company by comparing the years 2007 and 2008. The data presented in Figure 3, have ratified the Theory of Two Factors Herzberg, who promptly said that job satisfaction is not antagonistic to dissatisfaction at work, but distinct factors, which necessarily must be analyzed separately, and one works in the benefits offered by the company and another related to the position held by the employee. Thus all data presented support the proposition Castro (2002) when he says that the deployment of a motivational program must pass through three stages: diagnosis of current situation, development process and tangibility. In this case study, it was exactly the performance of three etapas. Primeiramente applying a questionnaire to diagnose the situation. In the sequence was set up three groups of contributors to subsidize an action plan of the company, after which the viability of these in the next period of one year was applied again another questionnaire. After making the tabulation of the data the company was able to measure the performance of the actions implemented, the responses of your employees translated in improving motivation, satisfaction and company image.

7 Conclusions
According to the literature review explained that nobody motivates anybody, unless it creates an atmosphere of self-motivation. The motivation is not a feeling of joy, but a state which resulted in the generation of an action. This not only means a group of happy employees, or perhaps an attempt to minimize a tense organizational climate, but the implementation of a behavioral technology that adds value to integrate people and teams. A shared vision of company employees and the common pursuit of superior results, trigger higher results for both sides to open an environment with better quality of life and more productive. After analyzing the data presented it is concluded that there was really a breakthrough item motivation, which represents the vision of developers the second strong point of the company. This demonstrates that the proposed objective through a policy of people management with implementation of programs providing opportunities to improve the quality of work life was carried out successfully, increasing the satisfaction rate and decreasing the rate of dissatisfaction among employees, including reflecting in improving the company's image in the view of employees.

All these results, comparing theory with practice, demonstrate how motivation can be worked with success in organizational settings.

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