



Artículo de Investigación

Factores motivacionales en el desempeño del talento humano y su influencia en la creación de valor en las empresas de la ciudad Milagro. Año 2020

Motivational factors in human talent performance and their influence on value creation in companies of the Milagro City, year 2020.

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Resumen

Este artículo examina el impacto de la gestión del talento humano en la creación de valor dentro de las empresas del cantón Milagro durante el año 2020. La investigación subraya la importancia de una gestión estratégica del capital humano, destacando que el desarrollo profesional y la motivación de los empleados son factores críticos para optimizar el rendimiento organizacional. Los resultados indican que la implementación de prácticas que fomenten el crecimiento profesional y el bienestar de los colaboradores contribuye significativamente a la mejora de la productividad y al logro de los objetivos estratégicos de la empresa. El estudio demuestra que un entorno que promueva el desarrollo continuo y la satisfacción laboral no solo facilita la retención de talento, sino que también potencia la capacidad innovadora y la eficiencia de los empleados. La correlación entre motivación y el cumplimiento de metas a largo plazo subraya la relevancia de estas variables en el rendimiento organizacional. En conclusión, el artículo aboga por una estrategia integral en la gestión del talento humano, que priorice tanto la inversión en el desarrollo profesional de los empleados como su motivación. Esta estrategia no solo maximiza el rendimiento y la generación de valor, sino que también proporciona una ventaja competitiva sostenible en el mercado.

Palabras clave: Capital Humano; Motivación Laboral; Desempeño Organizacional; Creación de Valor.

Abstract

This article examines the impact of human capital management on value creation within companies in the Milagro canton during 2020. The study highlights the importance of strategic human resource management, emphasizing that professional development and employee motivation are critical factors for optimizing organizational performance. The findings indicate that implementing practices that promote professional growth and employee well-being significantly enhances productivity and achievement of strategic objectives. The research shows that an environment fostering continuous development and job satisfaction not only aids in talent retention but also boosts employees' innovative capacity and efficiency. The correlation between motivation and long-term goal fulfillment underscores the importance of these factors in organizational performance. In conclusion, the article advocates for a comprehensive human capital management strategy that prioritizes both investment in employee professional development and motivation. Such a strategy not only maximizes performance and value creation but also provides a sustainable competitive advantage in the marketplace.

Keywords: Human Capital; Employee Motivation; Organizational Performance; Value Creation.

1. INTRODUCTION



Throughout various eras, the core values of many companies predominantly centered on their physical assets, focusing on tangible properties such as movable and immovable goods. This materialistic approach, sustained over the years, prioritized material wealth while failing to acknowledge the true importance of human capital. As a result, an environment was fostered where numerous abuses were committed against the working class.

Over time, this perspective has undergone a significant shift, now focusing on strengthening internal labor relations within companies. The primary goal of this transformation is to empower workers, a factor deemed essential for creating a healthier and more productive work environment.

In this context, organizations and companies have begun developing strategic projections to optimize their economic foundations, taking into account ongoing investments. These projections allow for the implementation of various strategies that enhance employees' skills, aiming to maximize each individual's performance and turn them into true "human capital." It is important to emphasize that personnel should not simply be labeled as "human resources," as they are living beings with emotions and aspirations, unlike technical and economic resources, which, though important, are inert and easily controlled.

Human capital, on the other hand, is a complex and dynamic resource that develops through both internal and external learning. This development enables workers to effectively face and resolve adverse situations using the knowledge and skills they have acquired. Human beings possess ideals, future goals, and personal and professional needs that, when properly understood and managed by leadership, can lead to optimal performance within the organization.

The management of human talent goes beyond numbers and purely administrative aspects. It refers to the company's first consumer, the most influential resource in shaping the institution's image. An employee who feels fulfilled in a positive work environment becomes a voluntary ambassador of the company's good reputation. Conversely, a worker dissatisfied with their work environment, despite receiving a salary, is likely to emphasize negative aspects, reflecting a stay within the company motivated by necessity rather than will.

Throughout the evolution of various companies in the city of Milagro, a notable deficiency has been identified in terms of the integration of corporate values and the lack of employee identification with the institution. This shortcoming highlights the need to analyze the relationship between the absence of these values and the optimal development of companies.

The generation of motivation within a group of employees encompasses multiple aspects, with concern for employee well-being being a determining factor. This approach fosters a state of personal satisfaction, which in turn increases productivity, transforming the internal workforce into one of the organization's greatest strengths.

The present study focuses on promoting motivational development as an essential value in small and medium-sized enterprises (SMEs), with the aim of contributing to optimal organizational evolution in institutions that choose to implement it. A common factor among companies that have not incorporated this perspective is the persistence of an outdated view, where employees





are seen merely as numbers, without considering their fundamental role in the comprehensive development of the institution.

This thesis will be conducted in the Milagro canton, Guayas province, and will be developed within the organizational field, with a specific focus on the human resources area, addressing the topic of motivational values.

The central purpose of this research is to analyze the importance of developing motivational factors within the organizational structure of companies located in the city of San Francisco de Milagro, with the goal of fostering value creation in these institutions. To achieve this purpose, several specific objectives are proposed. First, the aim is to identify the essential motivational values within human talent management. Additionally, it seeks to analyze various methodologies that facilitate the professional growth of employees, thus promoting value generation in companies. Finally, it aspires to establish a robust motivational foundation that supports the effective development of human talent management, strengthening the relationship between employees and the organization.

This analysis focuses on the importance of developing human talent management as a fundamental pillar to strengthen business value. The proposed strategy is based on promoting the professional growth and motivation of employees, factors that not only drive productivity and optimal performance but also contribute to the creation of highly qualified human resources. The relevance of this perspective lies in the fact that for managers and business owners, having a motivated and skilled team is essential to achieving the organization's strategic goals.

The feasibility and relevance of this analysis are grounded in the concept of motivation, which is recognized as a basic inherent need of human beings. Motivation not only influences personal satisfaction and well-being but also acts as a catalyst for performance and work efficiency. Furthermore, a substantial body of previous research validates motivational theory as a key driver in the evolution and success of companies and institutions. These studies demonstrate that organizations that invest in the motivational and professional development of their employees are more likely to achieve a high level of competitiveness and sustainability in the marketplace.

By considering motivation as a central element in business strategy, its capacity to transform human talent into a strategic resource is recognized. Motivated employees not only perform their tasks more effectively, but they also become internal advocates for organizational value, actively contributing to the achievement of corporate objectives. Therefore, this analysis is not only feasible but also crucial for understanding how motivational development can be a decisive factor in building successful and resilient companies.

Many organizations tend to evaluate their development primarily through financial indicators, viewing success in terms of investment and profit margins. In this context, Chiavenato (2009), in his work *Organizational Behavior: The Dynamics of Organizational Success*, offers a critical perspective. Chiavenato argues that the intrinsic value of an organization lies essentially in its intangible assets. These assets, although not physical, represent the true wealth of the organization and form the fundamental basis that drives its success. In a globalized and competitive





environment, these intangible assets are crucial for innovation and competitiveness. Their existence and effectiveness depend on human capital, understood as the collective talents operating within an organizational structure that provides them with support, backing, and encouragement.

Various previous studies support this analysis. In the article "Motivation of Human Talent: The Key to a Company's Success," Miranda Hoyes asserts that while a company may possess abundant economic and financial capital, have the best infrastructure, planning, and the initiative necessary to develop a successful business, these factors will be insufficient without the right human capital to achieve such goals (Hoyes & Danahe, 2016). This argument underscores the theory that, in a company, the most essential resource is not the infrastructure, but the human team it has at its disposal.

One of the obstacles that often prevents companies or institutions from effectively developing the empowerment of business value is the perception that investing in the professional development of their employees represents a high cost. Many organizations prioritize investment in physical infrastructure over human capital, underestimating the importance of the latter. In the Ecuadorian context, this trend is evident, as highlighted in a study conducted in the province of Santa Elena. In this article, several authors, according to Bohórquez (2020), emphasize that a large number of companies prefer to implement strategies focused on products or services, relegating the crucial role human talent plays in organizational success. They argue that the cost of performance evaluations, training, and necessary employee resources is considerable.

This approach underscores the need for efficient human capital management, as many developing organizations fail to reach their potential due to an inability to identify the causes of low productivity. Consequently, strengthening the human resource, addressing both its needs and psychological well-being, is an essential component for progress and the achievement of business objectives.

Pérez (2021), in his report "Value Creation and Values," presents his theory that creating economic value for shareholders is one of the primary goals every organization should pursue. This principle is based on three fundamental premises: first, a company that fails to generate value for itself will hardly be able to transfer value to its external stakeholders. Second, once the organization has achieved the capacity to create internal value, it is in a better position to distribute this value to other actors. Finally, it is established that human well-being must be the starting point, the ultimate goal, and the essential foundation of any social institution.

These premises highlight the symbiotic relationship between organizational development and the well-being of both employees and society at large. If an organization fails to ensure its own growth and financial stability, its ability to generate a positive impact on its surroundings will be limited. However, a company that focuses on creating economic value not only strengthens its sustainability but also amplifies its beneficial influence on shareholders, employees, and the community. Finally, the emphasis on human well-being as the guiding principle of any social institution underscores the importance of evaluating business success not solely through financial indicators but also in terms of its contribution to the overall well-being of all involved parties.





Human capital is a crucial element for achieving organizational goals, directly influencing worker efficiency and productivity. By implementing measures that promote motivation and workplace well-being, companies not only strengthen their internal environment but also enhance their competitive capacity and sustainability. Sánchez (2023), in his book "Corporate Social Responsibility in Ecuador," mentions that a study in the field of human resource management indicates that motivated and satisfied employees significantly increase the likelihood of achieving the critical success factors for businesses. This demonstrates that a motivated team is one of the most valuable resources for any organization.

It is established that organizational behavior originates from human talent management, and this behavior contributes to the development of an organizational culture that motivates employees, viewing them as essential human capital. The integration and harmonization of these three elements—behavior, talent, and organizational structure—facilitate substantial improvement in the overall performance of the organization.

The prioritization of human capital, considered the fundamental element in any organization, is emphasized by Mejía-Giraldo (2013). According to this author, "Human talent constitutes one of the most relevant productive tools that companies possess in a globally economic context." This perspective is supported by numerous authors in various studies, who agree that human talent should be recognized as the primary resource for business advancement and evolution in the contemporary environment.

Promoting the personal development of employees is essential to create a sense of well-being, which in turn increases productivity. In this context, Allen & Flores (1998) explain that motivational factors are related to job content, tasks, and associated responsibilities, and that these elements can generate prolonged satisfaction and a productivity increase that exceeds normal levels. The absence of these factors can lead to decreased satisfaction, with such absences being referred to as dissatisfying factors. The highlighted motivational factors include: a) Delegation of responsibilities.

- b) Autonomy in task execution.
- c) Opportunities for promotion.
- d) Full utilization of personal skills.
- e) Setting and evaluating objectives.
- f) Job simplification.
- g) Job enlargement or enrichment.

According to these references, it is crucial for companies to implement strong motivational factors to enhance the development of organizational value. The evidence suggests that prolonged satisfaction and increased productivity largely depend on the integration of key elements such as





the delegation of responsibilities, autonomy in task execution, opportunities for advancement, and the full utilization of personal skills.

How Value Is Created in Companies

To effectively establish a company, it is essential to first understand the needs of its employees. This requires the implementation of a "Needs Detector" (ND), a tool designed to gather necessary information, identify employee priorities, and align them with the company's demands. Meeting these needs enables employees to perform their tasks more efficiently and smoothly, resulting in optimal organizational management.

In this context, it is essential to understand three key concepts:

- Employed capital
- Cost of capital
- Net profit

Bonmatí (2011) mentions that these elements are aimed at achieving what is known as "economic profit" (EP), also referred to as EVA (Economic Value Added) or VEA (Valor Económico Agregado). This metric was introduced by the New York firm Stern Stewart.

To develop a company effectively, identifying and addressing employee needs is crucial. Utilizing a "Needs Detector" (ND) facilitates the collection of essential information to understand employee priorities and align them with company objectives. This alignment between employee needs and business requirements not only fosters greater motivation and engagement but also ensures more efficient and seamless task execution. A workplace that meets employee expectations contributes to more effective organizational management, enhancing overall productivity and performance.

How Human Talent Contributes to Organizational Value Creation

When personnel within a culturally diverse organization contribute their experiences and knowledge, work is not solely conducted under the authority of managers or coordinators but is also influenced by leaders who serve as role models. These leaders foster an environment of trust and exemplify best practices for performing tasks, resulting in tangible improvements in professional development and employee performance. This dynamic drives motivational processes and facilitates positive change within the organization.

In the context of the human resources department, it is crucial for organizational managers to value certain fundamental aspects. These include the attitude towards change and the management of risks associated with potential work failures. A competent leader must balance these attitudes to effectively guide the organization through change processes, ensuring a well-organized and progressive transition. This approach not only promotes effective adaptation to new situations but also optimizes the distribution and development of training within human resources management.



A leader's ability to manage these elements effectively is essential for implementing training strategies that strengthen the organization's overall development.

How to Measure the Contribution of Human Talent to Organizational Development

The primary objective of this analysis is to determine the influence of motivational factors on employees, using descriptive and qualitative methodologies. In this context, assessment tools can be applied to identify the elements impacting employees. According to Alarcon-Quinapanta (2019), organizations recognize that individuals apply their capabilities, skills, and abilities as means to face challenges, improve quality of life, and generate wealth. This application contributes, through the intellectual capital of organizations, to the sustainability of nations. It also drives the evolution of crucial trends such as superior performance, knowledge management, technology, intangible assets, productivity, and competitiveness, which are essential components for the strategic development of institutions.

Furthermore, the evaluation of human talent's contribution to organizational development is closely linked to the investment in human capital. This investment focuses on enhancing the capabilities of employees, facilitating efficient management of human resources. Additionally, the importance of integrating this investment with technology is emphasized, to improve both the development and effectiveness of human talent within organizations and institutions.

The legal framework is fundamental to the structure and operation of organizations, as it establishes the set of rules and regulations governing their activities. This framework ensures compliance with current laws and guidelines, ensuring that business practices align with prescribed ethical and legal principles. In the realm of human resources management, the legal framework defines the rights and duties of both employees and employers, regulates procedures related to hiring, training, and evaluating personnel, and sets guidelines for resolving labor disputes. Proper implementation and adherence to these regulations are essential to ensuring a fair and legally compliant work environment, thereby facilitating the stability and sustainable development of the organization.

According to the Ecuadorian Constitution (2008), Article 320 states: "In the various forms of organizing production processes, participatory, transparent, and efficient management will be encouraged. Production, in any of its forms, will adhere to principles and standards of quality, sustainability, systemic productivity, valuation of work, and economic and social efficiency."

The Labor Code (2017) provides various protections for workers to ensure their comprehensive personal development. By incorporating a range of provisions that guarantee adequate working conditions, the Code ensures not only the fulfillment of basic rights, such as fair wages and job security, but also access to opportunities for professional and personal growth. These measures are essential for creating a work environment in which employees can perform optimally and develop their skills.

The legal protection provided by the Code contributes to the stability and satisfaction of staff, factors closely linked to organizational productivity and efficiency. A work environment that





respects and promotes workers' rights tends to foster a climate of trust and commitment, which can lead to increased motivation and loyalty towards the company.

Motivational Factors for Employees

Motivational factors are linked to an individual's feelings about their personal growth and development, ranging from professional recognition to self-actualization both personally and professionally. These aspects are influenced by the tasks that the individual performs in their work environment, which are designed and defined to adhere to principles of effectiveness and economic efficiency.

From a micro-level perspective on organizational behavior, motivation is a key concept. In this context, motivation refers to the processes that affect the intensity, direction, and persistence of the effort an individual puts forth to achieve a goal. It originates from the interaction between the individual and their environment.

2. METHODOLOGY

For the execution of this non-experimental analysis, a methodological approach combining qualitative and quantitative techniques was adopted, in accordance with the nature of the information collected. This approach allowed for a comprehensive evaluation that integrated numerical data as well as interpretations derived from interviews. The aim was to analyze how this data had been implemented in the city of Milagro to promote the creation of value in various companies located in the canton. The research emerged in response to a need identified in the area of human resource management across different organizations.

The research employed a variety of methodological techniques, including online interviews with coordinators and heads of human resources departments from companies such as Compañía Valdez, Codana, In.Planet S.A., Corporación Devies S.A., and UNEMI (Universidad Estatal de Milagro). These interviews highlighted the need to integrate technological tools to maintain the effectiveness of human resources programs and structures. Additionally, observation techniques were used to monitor the use of online platforms, ensuring adherence to the schedules established by each department within the studied organizations.

In the development of the study, information was collected on the progress of various companies in Milagro, focusing on the importance of human talent in business constitution. A descriptive research approach was employed, aimed at detailing the behavior and relevance of these factors in organizations, following Martinez's (2014) definition, which describes this type of research as one that seeks to evaluate and describe specific phenomena.

Additionally, the study included a documentary investigation, during which existing information on human talent development and value creation in companies was analyzed. Tancara Q (1993) defined documentary research as the process of searching for and analyzing relevant information, which allowed for obtaining solid evidence to support the impact of human talent on business success.

Materials





In the development of the analysis, various research techniques were employed to ensure a comprehensive and rigorous evaluation. These techniques included interviews, data collection, and observation.

The interview technique was extensively used due to its ability to provide a detailed insight into specific topics. The interview allowed the researcher to explore different aspects of the study object, providing the opportunity to obtain broad and detailed responses that helped clarify the required information.

A systematic approach was implemented for collecting data from multiple sources. This methodology facilitated the comparison and verification of information, ensuring the accuracy and quality of the analysis conducted. The methodical handling of the collected data significantly contributed to the validity and comprehensiveness of the study.

The observation technique was used to examine the evolution of organizations in the city of Milagro. Through direct observation, the growth and development of notable entities such as Cía. Valdez, UNEMI, Codana, In Planet S.A., and Corporación Devies S.A. were observed. This technique allowed for contrasting the trajectory of these organizations with that of more established ones, providing a solid foundation for analyzing their evolution and performance.

The study sample comprised heads and coordinators of human resources from various companies, corporations, and public institutions, totaling five individuals. These professionals, responsible for managing the human resources department, oversaw a substantial group of employees, ensuring the proper functioning of their respective organizations. The selection of this sample was based on the thematic relevance of the participants to the research object, employing intentional stratified sampling to ensure the relevance and specificity of the information gathered.

Methods

Interviews were conducted with the individuals responsible for human resources management at several prominent companies in the canton of Milagro, including Compañía Valdez, Codana, In Planet S.A., Corporación Devies S.A., and the Universidad Estatal de Milagro (UNEMI). The interviews, conducted online, consisted of a six-question questionnaire designed to gather detailed information on the research topic: "Motivational Factors in Human Resources Performance and Their Influence on Value Creation in Companies of the Canton of Milagro. Year 2020."

The questionnaire, used as an empirical method in the research, comprised a series of questions aimed at obtaining specific and relevant information from the participants. This tool allowed for the collection of precise data, facilitating a deeper understanding of the investigated topic.

Questionnaire Questions

Question No. 1



In your role as (Director/Coordinator) at this company, what have been the most notable challenges in maintaining high levels of employee motivation and sustaining worker commitment to the company?

Question No. 2

The factors highlighted by theory for generating motivation in employees are:

- Good work environment
- Fair salaries
- Compensation and benefits
- Training and development
- Work schedules
- Development opportunities
- Job position according to their profile

Which of these factors have you found challenging or, conversely, have you been able to leverage effectively?

Question No. 3

How do you achieve a balance between motivation and job demands? What are your strategies?

Question No. 4

Do you believe that maintaining motivated and service-oriented staff leads to gaining recognition and value for the company? How can we relate this?

Question No. 5

Is there an understanding of how much the company's value is influenced by its organization and employee motivation? How much recognition has been achieved in the job market?

Question No. 6

Given the current economic and emotional crisis in Ecuador, how is human talent managed to avoid affecting motivation and the company's value?

3. RESULTS



For the present research, interviews were conducted with various human resources managers from companies such as Compañía Valdez, Codana, In-Planet S.A., Corporación Devies S.A., and the Universidad Estatal de Milagro (UNEMI). A questionnaire was applied, and the questions were subjected to thorough analysis to maximize the utility of the information provided by the participants. The data obtained helped corroborate the initial hypothesis, which posits that optimal organizational performance is intrinsically linked to the existence of a suitable work environment that, in turn, reflects organizational value in each employee.

The following tables present six questions designed to explore the challenges faced by human resources leaders in their respective institutions. These questions are aligned with motivational factors theory and address key elements such as work conditions, equitable treatment, adequate remuneration, compensation and benefits, as well as opportunities for professional development.

Additionally, a question was included focusing on the alignment between employees' professional profiles and the positions they hold, as well as the available opportunities for growth. This aspect is crucial for generating a critical assessment of the advancements and progress of each organization.

On the other hand, inquiries were made regarding the motivational strategies implemented and their execution, as many compensations have evolved into contractual obligations, which has distorted their original purpose as work incentives.



Table 1

Interview Results

Names:	Ing. Erick Orrala	Psi. Mauricio Ayora	Psi. María Fernández	Ing. Daniela Aguilar	Lcda. Diana Sarmiento Orna
Question 1:	Interviewed 1	Interviewed 2	Interviewed 3	Interviewed 4	Interviewed 5
In your role as (Director/Coordinator) at this company, what have been the most notable challenges in maintaining high levels of employee motivation and sustaining worker commitment to the company?	<p>People's motivation is really based on two main axes: the first is economic, and the second is the good environment you can have within the workplace to feel comfortable doing what you love.</p> <p>Regarding the economic aspect, the greatest challenge is establishing a salary policy that provides the necessary guidelines for fair and equitable compensation according to the responsibilities of each role.</p> <p>The second axis is workplace climate. You can establish a climate and organizational culture plan focused on providing space for fun and simultaneously enhancing the understanding of corporate values and organizational competencies. In this cultural axis, recognition and satisfaction do not come through money or financial</p>	<p>Motivating people to remain productive while maintaining their salary is challenging, especially when other companies struggle to offer competitive pay. Ensuring safety by providing the necessary safety equipment is also crucial. Motivating employees to be productive is the primary challenge.</p> <p>One strategy within the company is to invest in individuals with less experience, such as recent graduates. Although they may lack experience, we focus on evaluating their competencies rather than their past roles. When a candidate demonstrates the required competencies, we are willing to invest in them.</p> <p>This approach motivates the selected individual to start a</p>	<p>The most significant and relevant challenges within the organization have been related to the company's rapid growth. The company has expanded rapidly, leading us to continually improve processes, establish new departments, and enhance operations.</p> <p>It's a different scenario when a company that started with 15, 20, or 30 employees suddenly grows to 50, 80, or 100 employees within a year. Currently, we have 160 employees, and the main challenge has been to grow not only in terms of the number of employees but also in maintaining order, discipline, and control across different areas. This is not limited to human resources but extends to</p>	<p>It's a huge challenge because, while we have worked with intrinsic motivational factors, we have engaged employees through recognition and various training programs. This year, however, we have been unable to execute the planned initiatives. Although a plan was developed, external factors have prevented its implementation. It was a medium-term plan, but we have activated other approaches in the meantime.</p>	<p>Working at our institution is truly motivating, as we managed to retain our jobs even during the pandemic. We prioritized both our health and that of our employees by providing masks and gloves to ensure their safety while continuing their duties within the institution. Discussing motivation is crucial because having a job during a pandemic has been challenging.</p>





compensation but through other forms of non-monetary rewards, such as activities or actions involving family, team-building activities, or initiatives that develop or strengthen the competencies of all employees.

professional career, knowing that the company is willing to invest in them despite their lack of experience. This is not always the case for other roles that require more experience or a specific profile. However, for entry-level positions, the company's culture of supporting young professionals means that salary is not a major barrier, as their primary motivation is career development.

the overall growth of the organization. As part of the human resources team, we have had to contribute and be an integral part of this growth.

Question 2:

The factors highlighted by theory for generating motivation in employees are:

- Good work environment
- Fair salaries
- Compensation and benefits
- Training and development
- Work schedules
- Development opportunities
- Job position according to their profile

Which of these factors have you found challenging

Motivation is really the result of all the actions we take to develop these corporate values. For example, if we focus solely on teamwork or communication skills, motivation may not be fully realized. Similarly, if we only address the work environment through salary policies that are fair and equitable, motivation may still be incomplete. True motivation is the result of a combination of factors, including a good work environment, fair salaries, training and development opportunities, and effective communication, as outlined in question two.

We have leveraged a positive work environment and made the most of development opportunities.

All these factors are interconnected, and in our company, there is a focus on hiring young profiles without experience. As I mentioned, this is advantageous because individuals find opportunities here that they might not find elsewhere due to their lack of experience. They can start and build their careers with us, which is closely linked to our focus on training and development.

We emphasize not only experience but also the willingness to learn. It is often easier to train and adapt someone who is enthusiastic and motivated. We provide proper induction and development

I believe that the issue with profiles is significant because, although human resources is a crucial part of the selection process, as a private company, we face certain challenges. These challenges might also occur in public organizations, but we often encounter obstacles with certain areas. For example, we might receive resumes from friends, family, or acquaintances who partially meet the profile but do not fully meet the required criteria. This has made the hiring process somewhat difficult, especially regarding profiles. Therefore, we always strive to hire the best candidates, even when the profile requirements are very demanding.

Let me tell you about this year. What we most took advantage of was the opportunity for development. This year, we have significantly supported professional growth, with many promotions taking place. We also conducted training and development despite the situation, continuing to provide training opportunities.

Definitely, it's the training. If, as an institution, we have trained personnel, we will achieve efficiency in every function they perform and develop. This also relates to opportunities for growth, allowing each employee to grow personally and professionally, and to make the most of their role to work effectively and securely in the face of the current crisis. That's why I mentioned that we, including myself,





or, conversely, have you been able to leverage effectively?

However, we have faced some challenges with work schedules, particularly in the industry where we operate. For example, rotating shifts, especially when they involve working night shifts for a whole week, can be difficult for employees who are not accustomed to such schedules. Additionally, implementing a structured salary policy this year posed a significant challenge and proved to be quite complex.

While we have been able to take advantage of development opportunities and improve aspects such as training and development, adjusting work schedules and compensation policies has been more challenging. Changing schedules is not an easy task, and ensuring fair compensation and benefits has required considerable effort.

Question 3:

How do you achieve a balance between motivation and job demands? What are your strategies?

We are working with a plan to reduce hours, where we are carefully managing the time people spend with their families. We have been hiring more people than before to cover shifts, ensuring that everyone has time to spend with their families.

opportunities to support this. When a vacancy opens, we prioritize internal candidates whenever possible. If internal candidates do not meet certain requirements, we then proceed with external recruitment.

Regarding fair salaries, as I mentioned earlier, we implement variable compensation schemes. These allow employees to earn additional income based on performance indicators, in addition to their base salary.

When demands are exceeded, it can demotivate employees, and there will be times when they feel good or not, depending on their comfort level with their work. This is a reality of being human. However, it's important to look beyond that. For example, consider a salesperson: if they build their commission day by day, a day without work or missing a scheduled visit will

Conducting workshops, sending recognition capsules, and focusing on motivation and leadership are all ways to establish effective communication with employees. They understand that these efforts aim to improve their personal development. For me, communication is crucial. For example, checking in with

The study we conducted shows that employees are very attached to their families. Therefore, one of the main motivators can be seen in cases like the Novi scholarships. While there may not be a cash bonus, there is recognition for a family member. So the balance

benefit from every training opportunity provided here at UNEMI.

Meeting every requirement set by UNEMI is a true challenge, as it goes hand in hand with keeping our employees motivated. We achieve this by providing them with biosecurity equipment for their protection during the current





affect their earnings, impacting their overall motivation.

As a company, we monitor these areas, as they have a series of indicators to meet. In human resources, we oversee and review performance reports to ensure that employee attitudes are suitable and to intervene when necessary. Each area must meet its monthly objectives. In human resources, we control and support these efforts, acting as a complement to motivation by, for instance, providing training and support in the necessary areas. It's important to note that economic remuneration is not the only motivational factor.

employees and expressing solidarity with their families is of vital importance.

Communication is not only essential for employee relations but also for enhancing the company's image, as we, as employees, represent the company.

is that while I invest in my activities, I also focus on the motivational aspect, such as encouraging employees to fully commit. I believe the balance would be to engage with each employee and use internal communication channels to share programs that promote interaction among all, such as active breaks and training. That's the balance.

crisis, ensuring that the work environment remains unaffected. We incentivize employees by demonstrating that the institution cares about their well-being, which is reflected in the fact that UNEMI did not resort to layoffs due to the pandemic, despite the global impact of the crisis.

As part of the human resources team, we need to support each other both professionally and personally. One of the strategies is effective communication and mutual support. Having assertive and organizational communication will be evident in our daily work and teamwork, helping us meet the requirements and achieve excellent results in human resource management.





Question 4:

Do you believe that maintaining motivated and service-oriented staff leads to gaining recognition and value for the company? How can we relate this?

We can relate this to the example of sales personnel. If you have a salesperson or sales executive who is motivated and service-oriented, the added value the customer receives is significant. Even if the customer finds similar conditions with other providers, they are more likely to return to you because of the way you approach them and how you meet or exceed their expectations through service. This phenomenon applies to all business areas, not just sales. When employees are motivated and service-oriented, their actions reflect this, resulting in the company receiving accolades or being viewed more favorably. Motivated and service-oriented employees add value to any activity or action carried out by the company.

As employees, we are the face of the company. Everything we say and do, whether good or bad, will impact the company. Not everything is perfect; there are things that are good and things that need improvement. In this case, the company views us as its representatives.

Yes, precisely what we communicated earlier is that the image you project reflects the company. A well-established company that treats its clients well also treats its employees well, and vice versa. For me, it's very important that employees are aware of what's new, what benefits are available, and what projects the company is working on. The employee becomes the company's image, conveying not only within their home but also within their close circle of friends and acquaintances. They talk about many things—whether they receive their benefits, if they get reports, if the company cares about them, and so on. In the current pandemic situation, something I greatly value about this company is that no employees have been laid off, and salaries have not been reduced. Employees continue to work as usual, receiving their regular pay, and in some cases, the company has even managed to increase salaries for some workers.

Yes, absolutely. I believe that to achieve a service-oriented approach, an employee must have a high sense of belonging. Service orientation is not just for a specific area, but to achieve this, I think Human Resources needs to implement or address emotional factors through training, recognition, and other methods.

Yes, that's why I mentioned earlier that if we have motivated staff, we can meet the demands set by UNEMI and gain recognition both nationally and internationally. Recently, we achieved accreditation thanks to teamwork, mutual support, and effort. As a fellow collaborator at UNEMI, we prepare every day, and this helps us gain recognition. For instance, when UNEMI students go anywhere in Ecuador, they are identified as being from UNEMI, which is how our institution is recognized.

Question 5:

I can't provide a quantitative value, but qualitatively speaking, the value of a company can be related to its

The company is highly valued, as evidenced by its slogan of hiring

For me, the reach of this company is quite high. From the beginning, I mentioned that

To reach today, we have gone through a long path of transition. Over

From my perspective, gaining recognition is





Is there an understanding of how much the company's value is influenced by its organization and employee motivation? How much recognition has been achieved in the job market?

longevity and sustainability in the market. If you have a motivated company with a strong sense of belonging and service orientation, it can remain in the market for a long time. For example, the company where I work has been around for 136 years, which truly reflects the recognition and importance of what we do. This highlights how motivation, service orientation, and the sense of belonging among employees can contribute significantly to a company's enduring success.

personnel with opportunities for career growth. The company has achieved significant recognition, and I see that Milagro has grown a lot, even though I am from Guayaquil. For a company to be recognized, it largely depends on how well it leverages its strengths. While some may not stay with the company, the fact that the company is growing and evolving suggests that most employees are satisfied and their basic needs are being met.

it started with 15 or 20 employees, and now it has grown significantly. In the current business climate, there aren't many companies in Milagro that are generating employment and hiring young people with no experience to provide them with training. We have many young graduates in various fields who have had internships and opportunities, which are crucial for securing a job in a company that is 100% Milagro-based. Moreover, most of the company's resources and talent are local, with at least 95% being from Milagro.

the years, we have been improving, but in terms of growth, we are still on our way. It is something we are gradually working on due to budget constraints and the fact that many of our collaborators, though not all, are millennials.

indeed a reality. Recently, we achieved accreditation, which is a significant accomplishment at the university level and even internationally. We have students coming from other cities in Ecuador, as well as from Venezuela and Colombia, who want to be part of our university community. This is why our institution has established a strong brand and recognition as a university.

Question 6:

Given the current economic and emotional crisis in Ecuador, how is human talent managed to avoid affecting motivation and the company's value?

We have tried to provide timely and relevant information to our employees, which benefits not only them but also their families. We have set up COVID-19 support points at various locations within the company and organized talks on topics related to the health emergency. We have conducted workshops aimed at raising awareness about how the pandemic has affected the global economy, the economy of Ecuador, and our company's finances. One of our most impactful workshops was "Building a New Future," where we

Motivation will not only be affected by the worker's situation but also by external factors. If an employee has sick family members or has lost their job, emotional support becomes crucial. Therefore, empathy and a human touch are key to making employees feel valued and cared for. It's important to manage any necessary leave in a way that allows employees to address their personal needs while keeping the industry moving forward.

For me, the main factor in keeping employees motivated is that no one has been laid off; we have maintained our staffing levels. Many companies are closing lately, but we have adhered to the national protocol for reintegration into in-person work. We continue to implement telecommuting where possible and have taken measures to protect our employees by providing safety equipment, including safety suits and masks. Each employee is required to bring

While it is true that the situation is emotionally complex for each worker due to the ongoing pandemic, we have made efforts to show more solidarity with our staff. We ask about their families, provide necessary protective equipment such as hand sanitizer, masks, and gloves, and maintain effective communication. Additionally, we have

To avoid negatively impacting any staff member, it is essential to work as a team and maintain good communication to understand what is happening with each individual. This ensures that we stay attentive and let them know that, as part of the UNEMI university community, we are concerned about each of them. It's crucial to





demonstrated the extensive effects of the emergency on Ecuador and the company. We also sent out a simple communication post explaining the impact of COVID-19 on oil, mobility, consumption, and changes in work practices.

Additionally, we are running a psychological tele-assistance project in collaboration with psychology students from the State University of Milagro. This service is available not only to administrative staff but also to anyone interested. Despite economic challenges, we have maintained timely salary payments and provided necessary epidemiological support to vulnerable individuals. We have not laid off any employees or reduced salaries, even though humanitarian laws would permit it. The organization remains committed to supporting the 1,800 families it employs, indirectly or directly impacting nearly 8,000 people. We have made significant efforts, despite unforeseen challenges, to sustain job opportunities and provide necessary resources for our employees' well-being. Even during the health emergency, we celebrated Mother's Day and Father's Day, and conducted online training programs. We have had to

Our focus remains on meeting the company's objectives by continuing with our established plans, such as hiring more trained individuals and driving sales growth. However, the ongoing economic crisis forces us to respond to the same challenges the president outlined during the pandemic: surviving by doing things well. Looking ahead to 2021, our emphasis will be on further training our staff to ensure they are as prepared as possible to handle challenging contexts.

their own mask, but we provide them with one daily, along with hand sanitizer. Additionally, we have supplied medicine to help employees take care of their health.

conducted training sessions and talks on how to take care of themselves to ensure they stay informed.

ensure that they are well, that their families are okay, and that they have their daily needs met. By emphasizing our care and maintaining open communication, we can address their needs effectively. This is vital for meeting the expectations at UNEMI and reinforcing that we are all part of the institution.





innovate in many ways to adapt our operations to this new reality.

Note: The table provides a summary of the responses given by the five interviewees to the six questions asked, focusing on identifying the motivational factors affecting human talent performance and their influence on value creation within organizations.

Keywords with the highest frequency

Table 2

Frequency of Keywords in Interviews

Word o Phrase	Interviewed 1 Ing. Erick Orrala	Interviewed 2 Psi. Mauricio Ayora	Interviewed 3 Psi. María Fernández	Interviewed 4 Ing. Daniela Aguilar	Interviewed 5 Lcda. Diana Sarmiento	Frequency
Economic factor	2	2	3	1		8
Good work environment	7	2	2	1	2	14
Intrinsic motivational factor		1	3	1	1	6
Growth opportunity factor		5	2			7
Development opportunity	4	2	2	3	2	14
Training and development	1	1	4	3	1	10





Compensation and benefits		2		2
Teamwork	1	1	5	7
Communication			2	2

Note: The table presents the responses from the five interviewees, organized by relevant factors associated with motivation and human talent performance. The frequencies indicate how many times each factor was mentioned by the interviewees.





4. DISCUSSION

This section addresses how motivational factors affect human talent performance and their impact on value creation within companies located in the Milagro canton during the year 2020. It emphasizes the importance of human capital in the organizational sphere, highlighting that an effective business strategy must incorporate motivational development as an essential component to foster resilient and successful companies.

Human capital is positioned as one of the most valuable assets for organizations. According to Chiavenato (2009), the true value of a company lies in its intangible resources, with human capital playing a crucial role in generating innovation and competitiveness. This viewpoint aligns with the observations of Miranda Hoyes & Danahe (2016), who argue that, despite having significant material and financial resources, a company cannot achieve its goals without a competent human team that facilitates the attainment of its organizational objectives.

In the context of companies in the Milagro canton, there is a tendency to prioritize investment in physical infrastructure over the development of human capital. This observation aligns with Bohórquez's (2020) analysis, which suggests that this orientation may restrict organizations' ability to fully realize their potential. The perception of investing in professional development as an expense rather than a strategic investment underscores the need to reconsider this perspective to enhance organizational performance and effectiveness.

Pérez (2021) suggests that generating economic value for shareholders is one of the primary objectives of any organization. This principle is based on the premise that a company unable to create value internally will also be unable to distribute value to its stakeholders. In this sense, the motivational development of employees not only improves internal well-being but also strengthens the company's ability to generate a positive impact on its shareholders and the community at large.

Sánchez (2023) supports this perspective by noting that motivated and satisfied employees are better positioned to contribute to the critical factors that determine business success. The centrality of human well-being and value creation through human capital development reinforces the notion that organizational success should not be evaluated solely through financial indicators but also in terms of the company's ability to enhance the overall well-being of all stakeholders.

Motivational factors play a crucial role in human talent performance. According to Allen & Flores (1998), various key factors influence employee satisfaction and productivity, such as the delegation of responsibilities, autonomy in task execution, opportunities for advancement, and the full utilization of personal skills. Incorporating these elements into job design can lead to sustained satisfaction and increased productivity.

In the companies of the canton of Milagro, implementing strategies that promote these motivational factors can lead to more robust organizational development. This is reflected in improved efficiency and the company's ability to adapt and thrive in a competitive environment.





Identifying and meeting employee needs through tools such as the "Needs Detector" (DN) is crucial for aligning employees' priorities with organizational goals, thus facilitating more effective management and increased productivity.

The legal framework, as outlined in the Constitution of Ecuador (2008) and the Labor Code (2017), provides an essential foundation for protecting employee rights and promoting a fair work environment. Adherence to these regulations not only ensures compliance with ethical and legal principles but also contributes to the stability and satisfaction of the staff. A work environment that respects and promotes workers' rights fosters a climate of trust and commitment, which in turn can lead to greater motivation and loyalty to the company.

5. CONCLUSION

This analysis highlights the fundamental importance of human talent management as a strategic pillar for enhancing business value. Fostering professional growth and motivating employees are key elements that positively impact organizational performance and productivity. The results indicate that implementing strategies aimed at professional development significantly contributes to improving employee performance. Employees who have access to training opportunities and feel motivated to achieve their personal and professional goals tend to demonstrate greater commitment and effectiveness. This evidence suggests that investing in skill and knowledge development not only enhances individual performance but also strengthens the overall capability of the organization to achieve its strategic objectives.

Establishing a highly skilled team is essential for organizational success. The research reveals that motivational factors such as recognition, autonomy, and advancement opportunities are crucial for attracting and retaining qualified talent. An environment that promotes continuous development and job satisfaction contributes to the formation of a robust human capital, capable of facing business challenges. This human capital not only improves operational efficiency but also drives innovation and adaptability in a competitive market.

For managers and owners, having a motivated and skilled team is crucial for achieving the company's strategic objectives. The research shows that employee motivation is closely linked with their performance and the organization's ability to achieve long-term goals. Implementing management practices that prioritize motivation and professional development facilitates alignment between individual and corporate objectives. Thus, a strategy that integrates these aspects can significantly enhance the organization's effectiveness and competitiveness.

The findings underscore the importance of adopting a comprehensive approach to human talent management. Combining strategies that address both professional development and motivational factors provides a solid foundation for optimizing performance and value creation in companies. Incorporating these elements into human resources policies contributes to creating a work environment that promotes employee growth, satisfaction, and commitment.



The research findings suggest that companies in the canton of Milagro, and more broadly, should view human talent management as a strategic investment rather than an expense. Implementing effective practices for professional development and employee motivation can yield significant benefits in terms of organizational performance and value creation. Therefore, it is crucial for managers and owners to prioritize these areas to ensure sustainable competitive advantage and long-term organizational success.

In summary, the analysis confirms that human talent development and motivation are essential components for enhancing business value. Implementing strategies focused on these factors not only improves organizational performance but also helps create a work environment that attracts and retains highly skilled employees, thereby facilitating the achievement of the organization's strategic objectives.

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