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Analysis of the level of motivation and organizational performance in companies in the state of Coahuila

Análisis del nivel de motivación y desempeño organizacional en empresas del estado de Coahuila

José López Robles	Jesús Montalvo Morales	Osiris Echeverria Rios
Universidad Autónoma de Coahuila, México	Universidad Autónoma de Coahuila, México	Universidad Autónoma de Coahuila, México
https://orcid.org/0000-0003-3790-1227	https://orcid.org/0000-0001-7341-4106	https://orcid.org/0000-0002-3390-2559
leonel.lopez@uadec.edu.mx	jesusmontalvo@uadec.edu.mx	oecheverria@uadec.edu.mx

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ABSTRACT
This study examines employee motivation as a key factor influencing job performance in organizations, with the objective of analyzing the relationship between job motivation and employee performance in an organization located in Coahuila, Mexico. A quantitative methodological approach was employed, using a cross-sectional, non-experimental design. Data were collected from a sample of 74 employees of the organization, and the instrument demonstrated high internal consistency with a Cronbach's alpha of α = 0.917. The results reveal that participants exhibited moderate levels of both motivation and job performance. Furthermore, a positive and statistically significant correlation was identified between both variables ($r = 0.728$); regression analysis indicated that increased levels of motivation have a significant effect on work performance ($\beta = 0.728$, $p < 0.001$). In conclusion, the results suggest that the proper implementation of specific strategies to improve motivation—such as appropriate incentives, institutional recognition, and favorable working conditions—can significantly improve individual and collective performance; hence the importance of measuring and implementing strategies to improve work performance.

RESUMEN
Este estudio analiza la variable de la motivación en el personal como eje central de influencia en el rendimiento laboral en las organizaciones, teniendo como objetivo analizar la relación entre la motivación laboral y el rendimiento de los empleados en una organización ubicada en Coahuila. México. Se empleó un enfoque metodológico cuantitativo, utilizando un diseño transversal-no experimental, los datos se recopilaron a partir de una muestra de 74 empleados de la organización, el instrumento demostró una alta consistencia interna de Alpha de Cronbach α = 0,917. Con relación a los resultados revelan que los participantes mostraron niveles moderados tanto de motivación como de rendimiento laboral. Por otra parte, se identificó una correlación positiva y estadísticamente significativa entre ambas variables (r = 0,728); el análisis de regresión indicó que el aumento de los niveles de motivación tiene un efecto significativo sobre el rendimiento laboral (β = 0,728, p < 0,001). En conclusión, los resultados sugieren que la correcta implementación de estrategias específicas para mejorar la motivación como los incentivos adecuados, reconocimiento institucional y condiciones de trabajo favorables puede mejorar significativamente el rendimiento individual y colectivo; de ahí la importancia de la medición e implementación de estrategias para mejorar el desempeño laboral.

INTRODUCTION

In today's dynamic and competitive business landscape, the ability of organizations to optimize Employee performance has become a critical success factor. Motivation, a multifaceted psychological construct that drives human behavior, emerges as a central element in the equation of workplace productivity. However, despite extensive research, the relationship between motivation and job performance remains complex and continues to evolve.

This article aims to transcend traditional perspectives by exploring motivation and job performance from an integrative standpoint, considering the influence of contextual and psychosocial factors. Specifically, we focus on analyzing how transformational leadership, organizational culture, and job design interact to shape motivation levels and, consequently, employee performance.

A mixed-methods approach will be adopted, combining both quantitative and qualitative techniques to gain a comprehensive and in-depth understanding of the phenomenon. Through the application of advanced statistical models and the analysis of case studies, this study seeks to identify the underlying patterns and causal mechanisms that link motivation with job performance across diverse business contexts. The relevance of this research lies in its potential to generate actionable insights that enable organizations to design effective strategies for fostering motivation and improving employee performance. By enhancing our understanding of the factors that drive motivation in the workplace, companies can create more productive, satisfying, and sustainable work environments.

In this sense, research articles were found to determine the influence that exists between organizational motivation and job performance of the collaborators of a gas distribution company, the method used was descriptive by applying a survey, obtaining results where the relationship between the dimensions of intrinsic motivation and job performance was found to be high (0.776), the relationship between extrinsic motivation and work performance whose value is high (0.879), and the relationship between organizational motivation and work performance whose value is very high (0.844), likewise, that one of the reasons why an employee does not perform adequately at work, is that they do not feel secure in the things they do because they are not given the confidence to give ideas and make their own decisions; concluding then that there is a correlation between the two variables of the study, in which the values are highly significant, where the dimensions of the independent variable have a high influence on the dependent variable (Paz, 2021).

Regarding the topic of organizational performance, a theoretical analysis examined the OKR method as a catalyst for organizational performance. This study aimed to analyze the method from a focused perspective and its relationship with performance outcomes. Key concepts included human talent and organizational performance. Several documents sourced from academic databases such as Scopus, ScienceDirect, and Redalyc, as well as university repositories and libraries, were reviewed. The main findings suggest that the OKR method is a fundamental tool for organizations of all sizes to enhance performance, significantly increasing customer satisfaction and employee engagement. These benefits suggest the method's potential for successful replication in other contexts. Additionally, the study discusses research gaps and provides several key conclusions (Pomares, 2020).

Bernal (2020) also analyzed the relationship between human capital and organizational performance. The main objective was to identify the extent of this relationship by employing a quantitative approach using surveys administered to companies in Tamaulipas, Mexico. The study focused on the concepts of human capital, organizational performance, and intangibles. Based on the statistical results, it was concluded that there is a directly proportional relationship between human capital and organizational performance. Although the correlation value was surprisingly low, the results indicate that for each unit increase in human capital, organizational performance increases by a factor of 12.147. The hypothesis was accepted, confirming a positive and significant correlation between the two variables. The study concludes that the effective management of human talent brings multiple benefits in terms of efficiency, productivity, and quality.

On the other hand, a theoretical review was conducted with the objective of examining the literature on organizational performance, its dimensions, and methods of measurement, to carry out a comparative-descriptive analysis of both objective and subjective performance metrics. This was achieved through exploratory research that analyzed 54 documents obtained from electronic databases such as Google Scholar and Scopus, as well as conference proceedings. The findings revealed that the main dimensions of performance measurement are categorized into subjective indicators such as customer satisfaction, quality, innovation, and work environment and objective indicators such as sales, growth rate, financial metrics, and productivity. The study concluded that, to achieve more accurate performance assessments, organizations should integrate both types of dimensions, recognizing that performance measurement must go beyond strictly financial indicators (Barradas, Rodríguez, & Maya, 2021).

Sánchez (2021) recognized the importance of performance in organizations and developed a performance evaluation tool specifically designed for sales positions. The tool was structured around key dimensions of organizational performance, based on an adaptation of Beer’s 4 C model—commitment, congruence, competence, and profitability—originally derived from the Harvard framework for human resource management. The study employed a mixed-methods approach, integrating both qualitative and quantitative methodologies. It was based on direct observation of the tasks and activities performed by individuals in sales positions. The research was guided by fundamental concepts such as human resources, performance evaluation, conceptual models, job performance, and the work environment.

Likewise, in 2021 a study aimed at analyzing the relationship between job stress and organizational performance, with the objective of identifying its direct impact on workplace dynamics. The study adopted a qualitative approach and was based on a systematic literature review, rigorously compiled from academic databases such as Dialnet, SciELO, Scopus, EBSCOhost, and various university journals. The study addressed fundamental concepts such as organizational climate, performance, productivity, competitiveness, organizational culture, and incentives. The findings revealed that, although factors such as physical exhaustion, demotivation, and organizational demands affect employee performance, job stress constitutes the primary barrier to performance and productivity in organizations. Consequently, the authors recommend implementing strategies that promote a balance between work demands and employees’ personal and social lives. In this regard, further exploration of the variables that influence job performance is essential (Amaya et al., 2021).

About work motivation, a study was conducted to analyze its influence on the work environment of employees in the sales department at Tiendas EFE Chiclayo branch. The study was grounded in the concepts of correlation, motivation, work environment, and influence. It employed a qualitative, descriptive-correlational research design, supported by the application of questionnaires and interviews administered to a sample of 27 employees. The findings revealed a positive relationship between motivation and the work environment within the organization. The researchers concluded that a high level of motivation contributes to greater organizational benefits, both in monetary terms and in terms of enhanced employee performance. Furthermore, a stable and positive work environment was observed; however, the study also identified persistent challenges that must be addressed to foster further improvement (Ayala & Pérez, 2017).

Work motivation is one of the key determinants of employee performance within organizations. However, many companies struggle to maintain adequate levels of productivity, engagement, and employee retention due to insufficient implementation of financial incentives, workplace recognition, and professional development opportunities. Scientific evidence indicates that the absence of motivational strategies leads to demotivation, decreased performance, increased turnover, and a deterioration of the organizational climate (Wang et al., 2024).

This study examines a case study at a TSR company in Saltillo, Coahuila, Mexico, with the objective of analyzing the relationship between job motivation and the productivity of operational workers at a manufacturing company. Through an organizational assessment based on the use of measurement tools applied to the workforce, the authors identified that motivation is a key factor in improving job performance and productivity. The results showed that variables such as recognition of work performed, development opportunities, effective communication, leadership, working conditions, and the work environment significantly influence employees’ level of motivation. Likewise, it was found that the presence of demotivating factors negatively impacts commitment, satisfaction, and work performance, affecting the achievement of organizational objectives. Consequently, the research concludes that the implementation of human talent management strategies aimed at strengthening work motivation contributes to increased productivity, improved individual and collective performance, as well as the achievement of sustainable competitive advantages within organizations (Rodriguez et al., 2020).

Furthermore, Aguilar et al. (2023) aimed to identify the compensation factors that influence the job performance of employees at an ice distribution company through a quantitative, descriptive, and applied study conducted with a sample of 40 employees. The results showed that monetary compensation, particularly salary, as well as non-monetary compensation related to the manager's willingness to listen, provide support, and demonstrate empathy regarding personal problems, are key determinants of employees' job performance. Furthermore, it was found that these forms of compensation are reflected in higher levels of job satisfaction, commitment to organizational objectives, and the perception that resources are available to adequately perform assigned duties. The study confirmed the existence of a positive relationship between monetary compensation and job performance, highlighting that factors such as recognition, leadership, feedback, teamwork, and a favorable work environment strengthen employee motivation and performance. the authors conclude that monetary and non-monetary compensation are strategic elements for increasing employee performance, motivation, and satisfaction, contributing to the achievement of organizational objectives and business competitiveness.

Lemos (2026) analyzed workplace motivation as a key strategic determinant of organizational performance through a systematic review of scientific literature. The findings show that motivation significantly influences key variables such as productivity, organizational commitment, job satisfaction, work quality, and talent retention. Furthermore, the study identifies various factors that promote employee motivation, including performance recognition, professional development opportunities, effective leadership, organizational communication, a positive work environment, and adequate working conditions. From a theoretical perspective, the study argues that motivation encompasses both extrinsic dimensions, associated with incentives and rewards, and intrinsic dimensions linked to self-actualization, personal growth, and a sense of belonging. Consequently, it is concluded that the implementation of strategies aimed at strengthening workplace motivation constitutes a competitive advantage for organizations, as it contributes to the achievement of institutional objectives, improves employee performance, and promotes organizational sustainability and efficiency.

This research aims to analyze the relationship between motivation through economic, interpersonal, and professional development incentives and the job performance of employees at a gas distribution company located in Coahuila. Based on the literature reviewed, it is evident that a lack of employee motivation directly impacts job performance, leading to decreased productivity, increased frustration, and ultimately, a higher employee turnover rate.

A high turnover rate within an organization may indicate underlying issues in management practices, organizational policies, and incentive systems. This not only affects the company's internal operations but can also damage its reputation, increase recruitment and training costs, lead to talent loss, and create an excessive workload for remaining employees who must assume the responsibilities of unfilled positions.

Such outcomes, however, can be mitigated through the implementation of improved working conditions and effective incentive strategies. It is important to recognize that employees are the company's first internal clients; therefore, investing in their well-being and motivation yields returns that outweigh the costs, fostering higher satisfaction and organizational efficiency.

Implementing performance evaluations enables organizations to meet their established objectives by identifying the individual contributions of each employee. Moreover, such evaluations provide insight into the performance of personnel, facilitating the assessment of whether wages and salaries are being allocated equitably. Conversely, the absence of performance measurements can hinder the achievement of organizational goals, as employee capabilities and responsibilities may not align with institutional expectations. Additionally, without performance metrics, it becomes difficult to track goal progress, and this lack of oversight can contribute to a tense work environment. Employees may perceive inequities when colleagues with lower workloads or responsibilities receive greater economic compensation, which may diminish motivation and morale.

Organizations increasingly acknowledge the strategic importance of the human factor in achieving success. Consequently, it is vital to conduct in-depth analyses of the variables that influence employee motivation and performance. In this context, the study aims to identify whether the presence of economic incentives or simple managerial recognition for timely task completion significantly impacts job performance. Thus, the central research question guiding this study is: What is the relationship between motivation and the job performance of employees? Accordingly, the objective is to analyze the influence of motivation on job performance through the application of an instrument designed to measure the factors involved in the effective execution of work-related activities.

Hypothesis

Ho. Motivation does not influence the job performance of employees at a gas distribution company in Coahuila.

H1. Motivation does influence the job performance of employees at a gas distribution company in Coahuila.

This research aims to identify the role that motivation plays in the job performance of employees at a gas distribution company located in Torreón, Coahuila. Additionally, it seeks to measure the current level of employee performance within the organization, with the purpose of identifying potential areas for improvement and achieving a significant increase in productivity, if deemed necessary.

The study is considered relevant given the recent observation of a decline in employee performance. Therefore, it seeks to investigate the underlying causes and to propose efficient, timely solutions to address this issue. It is anticipated that the implementation of appropriate motivational strategies will be reflected in enhanced productivity and improved job performance.

This research will be highly beneficial for the organization, as it may contribute to increased employee performance, thereby supporting greater production output. Moreover, it could enhance the company's reputation by creating a positive and supportive work environment for all personnel.

Furthermore, the study will help identify employees whose performance does not meet organizational expectations and who may be hindering the achievement of institutional goals or delaying progress. Based on these findings, the study will propose appropriate tools and strategies to improve employee performance and, consequently, optimize the organization’s operations.

The following section presents the main theories of work motivation and performance evaluation, beginning with work motivation, where Maslow’s (1943) Hierarchy of Needs Theory posits that human behavior is driven by the progressive satisfaction of five levels of needs: physiological, safety, belongingness, esteem, and self-actualization. According to this approach, once basic needs are met, higher-order needs emerge that guide behavior and foster motivation in the workplace. This theory constitutes one of the most influential foundations for understanding individual motivations within organizations.

For its part, the Two-Factor Theory developed by Herzberg et al. (1959) distinguishes between hygiene factors and motivational factors. The former includes extrinsic aspects such as salary, job security, and working conditions, the absence of which leads to dissatisfaction. The latter comprises intrinsic elements such as recognition, achievement, and professional growth, which promote job satisfaction and commitment. Similarly, Vroom’s Expectancy Theory (1964) posits that motivation depends on the relationship between expectancy, instrumentality, and valence. According to this model, workers will be more motivated when they perceive that their effort will lead to effective performance and that such performance will be rewarded with positively valued outcomes.

Furthermore, about performance evaluation, Campbell’s Performance Model, proposed by Campbell (1990), conceives of job performance as observable and measurable behavior resulting from the interaction between knowledge, skills, motivation, and organizational context. This model emphasizes that performance should be evaluated by considering both individual capabilities and the conditions of the work environment. On the other hand, the 4C Model developed by Michael Beer posits that organizational effectiveness depends on the balance between four fundamental dimensions: commitment, competence, congruence, and cost-effectiveness. This model has been widely used to design performance evaluation systems geared toward organizational development and strategic human resource management (Beer et al., 1984). Finally, Drucker (1954) proposes Management by Objectives (MBO), arguing that performance should be measured by the achievement of objectives previously established and agreed upon between managers and employees. This approach promotes participation, clarity of goals, and the alignment of individual efforts with the organization’s strategic objectives.

MATERIALS AND METHODS

This chapter shows the methodology and materials to be used based on scientific literature; considering the type of research, participants, research design and sample. This chapter describes the methodological procedures used to achieve the objectives of the study, including the research approach, design, population, sample, data collection procedures, and research instrument. The present study adopted a quantitative approach, which involves the collection and statistical analysis of numerical data to answer research questions and test hypotheses. According to Hernández et al., (2021), quantitative research seeks to identify patterns and relationships among variables through objective measurement. Furthermore, the study is correlational because it aims to determine the degree of association between motivation and organizational performance without manipulating the variables under investigation. The research design was non-experimental and cross-sectional. It was considered non-experimental because the variables were observed as naturally occurred in the organizational environment without any intervention by the researchers. Likewise, it was cross-sectional because data was collected at a single point in time.

The target population consisted of all employees working in a gas distribution company located in the municipality of Torreón, Coahuila, Mexico. The organization had a total workforce of 74 employees at the time of the study. Given the relatively small size of the population, a census sampling strategy was employed. Therefore, the entire population of 74 employees was invited to participate in the research, eliminating the need for probabilistic sampling techniques and ensuring greater representativeness of the results. The participants included men and women between 18 and 60 years of age occupying operational, administrative, and supervisory positions within the company. Employees belonged to different socioeconomic backgrounds, educational levels, and personal beliefs.

Data collection was carried out during the period established for the study through the administration of a structured questionnaire. Prior to participation, employees were informed about the academic purpose of the research, the voluntary nature of their participation, and the confidentiality of the information provided.

The questionnaire was distributed directly to employees during working hours with authorization from company management. Participants completed the survey individually, and responses were collected anonymously to ensure the reliability and honesty of the information provided. The primary instrument used for data collection was a structured survey questionnaire adapted from previous studies conducted by Perez-Ayala (2017) and Paz (2021). According to Carvajal et al. (2011), a research instrument must demonstrate validity and reliability to ensure accurate measurement of the variables under study.

The questionnaire consisted of 30 items distributed across two variables:

- Motivation: 10 items.
- Organizational Performance: 20 items.

Responses were measured using a five-point Likert scale ranging from 1 to 5, where:

1 = Strongly Agree
2 = Agree
3 = Neutral
4 = Disagree
5 = Strongly Disagree

The motivation variable assessed factors related to employee engagement, commitment, recognition, and willingness to perform assigned tasks. The organizational performance variable evaluated employees' perceptions regarding productivity, efficiency, achievement of objectives, and overall organizational effectiveness. To determine the internal consistency of the instrument, Cronbach's Alpha coefficient was calculated. The resulting reliability coefficient was $\alpha = .917$, indicating excellent internal consistency according to commonly accepted reliability standards. Therefore, the instrument was considered reliable for measuring the relationship between motivation and organizational performance among employees of the participating company.

RESULTS

In this chapter, the salient outcomes stemming from the applied methodology are elucidated, providing answers to the research aims initially posited in this inquiry. These findings are thereafter subjected to discussion, considering the extant literature, and their potential interpretations and ramifications are explored.

To contextualize and better understand the characteristics of the study population, the sociodemographic data collected are presented below. This data allows us to identify key aspects and other relevant indicators that provide a comprehensive view of the participants' profile. Their analysis is essential to interpret the findings of the study in terms of the particularities of the group observed, as well as to establish comparisons with other similar investigations.

Table 1. *Gender*

Gender	*Frequency*	*Percentage*
Men	26	35.1
Women	47	63.5
Prefer not to say	1	1.4
Total	74	100.0

Note. Prepared by the authors.

In relation to gender, it was found that 63.5% of the workers are women and 35.1% are men, but 1.4% preferred not to say. On the other hand, according to the age of respondents, the majority of workers are between 26 and 33 years old, 51.4%, while the minority is between 41 and 50 years old, 9.5%. These results show that women accounted for a larger proportion of the study participants, constituting the predominant group within the sample analyzed.

Table 2. *Educational level*

Educational level	*Frequency*	*Percentage*
High school	19	25.7
Bachelor's degree	51	68.9
Postgraduate studies	4	5.4
Total	74	100.0

Note. Prepared by the authors.

In terms of the educational level of the personnel, it was found that 68.9% of the employees hold a bachelor's degree, making it the most common level of education among the workforce. Of the remaining staff, 25.7% have completed only high school, while 5.4% possess a postgraduate degree. These data indicate that the population under study is primarily characterized by having a college education, suggesting that this is a sample with a relatively high level of education.

Table 3. *Job position*

Job position	*Frequency*	*Percentage*
Operational	32	43.2
Coordinator or Department Head	35	47.2
Management	7	9.5
Total	74	100.0

Note. Prepared by the authors.

Likewise, the job positions of the respondents revealed that the majority of the employees hold positions as coordinators or department heads (47.2%), followed by operational staff (43.2%), while only 9.5% occupy managerial roles. This reflects greater participation by employees at the operational and middle management levels, which provides a broad view of organizational processes from different hierarchical levels, although with more limited representation from senior management.

Along the same lines, the study variables were analyzed in the workers, and the following results were obtained, presented below.

Table 4. *Motivation*

Motivation level	*Frequency*	*Percentage*
Very low	12	16.2
Low	22	29.7
Moderate	28	37.8
High	11	14.9
Total	74	100.0

Note. Prepared by the authors.

The findings related to the motivation variable indicate a central tendency toward a moderate level, as this category concentrates the highest proportion of responses (37.8%). The distribution shows a slight skew toward the lower levels of motivation (very low and low), which together account for 45.9% of the sample.

This distribution suggests that, overall, motivation among the studied population is situated within the medium range. Such a result may have relevant implications in the organizational context, highlighting the need to implement strategies aimed at promoting higher levels of motivation among employees. This suggests that the general perception of motivation among participants does not reach high levels, these results point to a trend toward moderate and low levels of motivation in the sample studied, suggesting a need to strengthen organizational strategies aimed at increasing employee engagement and satisfaction. On the other hand, the job performance variable that was studied within this research yields the following results.

Table 5. *Job performance*

Job performance level	*Frequency*	*Percentage*
Very low	9	12.2
Low	26	35.1
Moderate	25	33.8
High	11	14.9
Total	74	100.0

Note. Prepared by the authors.

Table 5 shows the distribution of participants according to their level of job performance. The results indicate that 35.1% exhibit a low level of performance, constituting the predominant category; 33.8% report a moderate level; 14.9% exhibit a high level; and 12.2% exhibit a very low level. These findings reveal a trend toward low and moderate levels of job performance within the sample analyzed, suggesting the existence of organizational factors that could be strengthened to improve employee effectiveness and productivity. From a descriptive perspective, job performance shows a predominant concentration in the low and moderate categories, which together comprise 68.9% of the cases analyzed. In contrast, the high-performance category accounts for a significantly smaller portion of the sample, indicating a distribution skewed toward lower performance levels.

This trend suggests that job performance within the studied population is primarily situated between low and moderate levels, potentially reflecting unfavorable working conditions, insufficient motivation, or deficiencies in training and resource allocation. Additionally, this pattern may be correlated with other influencing variables, such as employee motivation. The results present a scenario that warrants attention from both organizational leadership and human resource management, with the objective of identifying and addressing the factors that may be adversely impacting employee performance.

Continuing with the development of the research, the identification of the study variables enables the assessment of the existence and degree of statistical association between the level of motivation experienced by individuals and their job performance.

To this end, an evaluative analysis was carried out to determine the magnitude and direction of the relationship between motivation levels and job performance in a sample of 74 participants. The results obtained from the corresponding statistical analysis are presented below.

Table 6. *Correlation*

	Motivation	*Job performance*
Motivation	*1*	*.728***
Sig. (2-tailed)	—	*.000*
N	*73*	*70*

Note. Prepared by the authors.

Table 6 shows the relationship between motivation and job performance using Pearson's correlation coefficient. The results reveal a strong, statistically significant positive correlation between the two variables ($r = 0.728$; $p < 0.001$). This indicates that as employee motivation increases, their job performance also tends to increase. Likewise, the coefficient of determination ($r^2 = 0.530$) suggests that approximately 53.0% of the observed variability in job performance can be attributed to motivation levels.

Consequently, the findings suggest that motivation is a key factor in explaining employees' job performance; employees with higher levels of motivation tend to demonstrate better results in their roles, greater commitment to their activities, and a greater contribution to the achievement of organizational objectives. These results align with various motivational theories and previous studies that argue that motivation positively influences employee productivity and performance. It is concluded that motivation is a relevant factor in explaining employees' work performance, supporting the proposed research hypothesis.

Table 7. *Coeficientes*

Unstandardized Coefficients | Standardized Coefficients

Model	***B***	***Standard Error***	***Beta***	***t***	***Sig.***
1 (Constant)	.796	.210	—	3.791	.000
Motivation	.691	.079	.728	8.753	.000

a. Dependent variable: Job performance

Note. Prepared by the authors.

The results obtained from the hypothesis test, based on regression analysis, provide statistically significant evidence supporting the existence of a relationship between motivation and job performance.

The unstandardized coefficient of the intercept (B = 0.796) indicates that when the level of motivation is zero, the expected value of job performance is 0.796. Furthermore, the unstandardized coefficient for the motivation variable (B = 0.691) suggests that for each one unit increase in motivation, job performance increases by 0.691 units. This outcome demonstrates a direct and positive relationship between the two variables, implying that improvements in employee motivation can lead to measurable enhancements in performance. Additionally, the standardized Beta coefficient ($\beta = 0.728$) confirms that motivation exerts a strong and substantive effect on job performance.

The results also include significant statistics. The t-value for the motivation variable ($t = 8.753$) is notably high, indicating that the effect of motivation on job performance is statistically significant. Furthermore, the significance level ($p = 0.000$) is well below the conventional threshold of 0.05, suggesting that the probability of the observed relationship occurring by chance is virtually zero. This allows for the rejection of the null hypothesis, which posits no relationship between motivation and job performance, thereby confirming that motivation is a key predictor of job performance.

Based on the results obtained, it can be concluded that motivation has a significant and positive influence on employee job performance, and that there is a clear relationship between the two variables. Pearson's correlation analysis yielded a coefficient of $r = 0.728$ ($p < 0.001$), indicating that as employee motivation increases, their job performance also improves, as noted in the study by Paz (2021) and Lemos (2026), which aligns with these results. Similarly, the linear regression analysis confirmed that motivation is a significant predictor of job performance ($\beta = 0.728$; $B = 0.691$; $p < 0.001$), demonstrating that changes in motivation levels lead to positive changes in employee performance. Furthermore, approximately 53% of the variability in job performance can be explained by motivation levels, highlighting the importance of this variable in the organizational context.

CONCLUSIONS

Los hallazgos sugieren que las organizaciones que implementan estrategias orientadas a fortalecer la motivación, como programas de reconocimiento, desarrollo profesional, capacitación continua, incentivos laborales y mejoras en el clima organizacional, podrían favorecer incrementos significativos en el desempeño laboral de sus empleados.

Finalmente, se concluye que la motivación es un factor estratégico para alcanzar los objetivos organizacionales, ya que no solo contribuye al bienestar y al compromiso de los empleados, sino que también tiene un impacto positivo en su productividad y desempeño laboral. Por lo tanto, las organizaciones deben priorizar el fortalecimiento de la motivación dentro de sus políticas de gestión del talento humano. En consecuencia, se acepta la hipótesis de investigación y se establece que fortalecer la motivación laboral constituye una estrategia fundamental para mejorar el desempeño y contribuir al logro de los objetivos organizacionales.

En este sentido, se recomienda implementar programas de reconocimiento e incentivos dirigidos a incrementar la motivación de los empleados y mejorar su desempeño. Asimismo, es necesario promover programas de capacitación y desarrollo profesional que contribuyan a fortalecer las competencias de los empleados y apoyar su crecimiento profesional.

También se sugiere mejorar el clima organizacional mediante estrategias que fomenten la comunicación efectiva, el trabajo en equipo y la participación de los empleados en la toma de decisiones. Finalmente, se recomienda realizar evaluaciones periódicas de la motivación y el desempeño laboral para identificar áreas de mejora y diseñar acciones correctivas que contribuyan al logro de los objetivos organizacionales.

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