

Motivation At Work Among Workers in The Industrial Zone of Yopougon According to Solidarity at Work and Professional Seniority

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ABSTRACT

In this study, we endeavor to identify some factors likely to determine the motivation to work among a category of employees, the workers of the industrial zone of Yopougon. In this perspective, a sample of 100 subjects was formed using the factorial design technique. These subjects share criteria such as age, professional length, working conditions, socio-professional category, salary, type of employment contract and marital status. They answered the various questions contained in a four-axis questionnaire. Data collected from participants was processed using the statistical chi-square test. The results confirm that motivation at work among industrial workers in Yopougon is dependent on solidarity at work and their professional seniority.

Keywords: *Solidarity, Work, Seniority, Motivation, Worker*

Motivation seems to be one of the factors in the development of most efficient human resources in view of its impact on the competitiveness of the company. Therefore, the search for a more qualified workforce, more and more active and especially a more motivated workforce capable of giving the maximum of itself remains a strategic goal of any company seeking performance and growth in the context of current globalization.

Very early on, it appeared imperative for specialists in organizational behavior to conduct scientific investigations in order to understand the factors likely to trigger and maintain valued professional conduct. Several studies, in this perspective, have been carried out with a view to enabling companies to achieve a good level of their performance.

Already at the time, Taylor (1971) proposed a scientific organization of work as a solution. This new organization consisted in decentralizing work and rationalizing professional activity, thus saving time, energy and actions. Suddenly, the work should be done within a

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Motivation At Work Among Workers in The Industrial Zone of Yopougon According to Solidarity at Work and Professional Seniority

set time, with precise gestures. This new vision of work thus made it possible to scientifically study motivation as an essential factor in the economic growth of companies.

Since then, motivation at work has been for a long time one of the central themes in management and has always occupied the management scene (Louart, 2002). It remains a key concern for any manager, whether public or private (Proulx, 2008). Its presence among employees is likely to increase the performance of the organization, while its absence seems to lead to the opposite. It stimulates effort and the adoption of effective behaviors in individuals at work (Rainey & Steinbauer, 1999). Thus, one of the first tasks of any manager is to motivate his employees to provide the maximum possible effort, because the more he motivates his employees, the more they are efficient and the more efficient the organization (Jurkiewicz and *al.*, 1998). This is why researchers and practitioners are more interested in it (Steers, Mowday and Shapiro, 2004).

Moreover, to identify the different components of motivation and know the variables that influence it, it is necessary to know the dynamic factors that condition the organizational behavior of an individual at work. From then on, the question of motivation at work has become a topical issue. This question actually underlies the question of workers' productivity and well-being at work.

However, a three-month scientific investigation carried out in a few companies in the industrial zone of Yopougon shows that a good number of workers work in a social climate of low-quality work. In these crisscrossed companies, nearly a quarter of the workers lived in a state of individualism, each being withdrawn. This led to a demotivation of the employees who, moreover, began to be absent from time to time. As the craze for work took a hit, their job performance was recorded. Over time, we realized that this was not necessarily due to the slowdown in the pay of wages, but some workers did not feel confident and did not experience fraternal friendliness in their various departments.

We also noticed that other workers, especially the older ones, were showing signs of disinterest at work. They complained that they didn't have much to do or even that they were tired of having to do the same thing all the time. This complaint, which raises the issue of demotivation at work, locates the social significance of the study. In this regard, everyone knows that demotivation can interfere with the smooth running of a business. It has a negative effect on its productivity and performance. If nothing is done to restore the situation, demotivation can lead to increased costs, increased absenteeism and accidents at work, a high turnover rate as well as a reorganization of workstations. Likewise, it can lead the company to be unattractive for potential applicants, customers and shareholders.

Therefore, companies are looking for leaders who are constantly concerned with motivating workers. In this perspective, several modern managerial practices are implemented to motivate employees to trigger exemplary behaviors at work. These practices are essentially based on motivation theories, which a literature review can highlight.

Globally, five main approaches that have led to a better understanding of motivation at work have followed one another: Maslow's theory of needs, Herzberg's two-factor theory, Vroom's theory of expected result, Adams's fairness theory and Locke's goal setting theory.

Motivation At Work Among Workers in The Industrial Zone of Yopougon According to Solidarity at Work and Professional Seniority

Maslow's motivation theory (1943) was based on a hierarchy of needs in the form of a pyramid: physiological needs, need for security, social needs, need for esteem and needs for fulfillment. According to this theory, the individual seeks to satisfy the needs of a given level before thinking about the needs located at the next higher level. This systematic conception of human needs at work considers that the motivation of a person results from the lack of satisfaction of certain needs.

As for the theory of Herzberg and *al.* (1959), it clarified the question of motivation at work by making a distinction between intrinsic motivational factors and those of extrinsic motivation. Extrinsic motivators, also known as hygiene or satisfaction factors, correspond to needs which, once they are met, reduce dissatisfaction. These factors are working conditions, remuneration, supervision and guidance at work, relationship with supervisor and colleagues, company administration policy, etc.

Intrinsic motivators, also called driving or rewarding factors, are the real sources of motivation. This is to be compared with the content of tasks, promotion, professional development, self-determination and achievement, recognition and responsibility.

Herzberg considers job motivation to be the cumulative result of lack of dissatisfaction with hygiene factors and satisfaction with driving or motivational factors.

Adams's fairness theory (1965) argues that individuals care about how they are treated in the organization that employs them. If they feel that they are being treated unfairly, then there is a tension that they will seek to reduce. They are thus motivated to do something so that the situation becomes fair (Roussel and *al.*, 2009). In this theory, one of the key concepts concerns the notion of organizational justice, that is, the extent to which individuals perceive as fair and equitable the practices that take place in their workplace (Shermerhom and *al.*, 2010). An employee will therefore compare himself with others to assess this notion of justice or fairness and it is in the face of injustice that he will be motivated to change the situation (Robbins and Judge, 2006).

In 1964, Vroom developed the theory of expectations which aims to understand behavior at work, including individual performance (Roussel and *al.*, 2009). Performance is here conceived not only as the achievement of objectives, but, more generally, as the accomplishment of a job which meets the expectations of the organization which employs the person. More precisely, the theory of expectations suggests that an individual's motivation depends on the expectation of success in relation to the efforts made, the actual result obtained and the attractiveness of this result (Robbins and Judge, 2006). This theory implies that the individual decides to put effort into a particular task when he believes that this behavior will promote the achievement of the desired results (Morin and Aubé, 2007).

Goal setting theory was developed by Locke in 1968. Locke demonstrated that an individual is motivated when they set clear goals for them and are given appropriate feedback on their ability to achieve them. Working to achieve a goal is a major source of motivation, but it also improves the performance of the individual: well-defined and hard-to-reach goals lead to better performance than vague or easy-to-reach goals. . The individual is stimulated by the search for fulfillment. He feels that he is developing his professional capacities in this way. In the light of the theories presented above, the analysis of motivational factors at work reveals a multiplicity of explanatory variables at play. Also, in this study, we have decided

Motivation At Work Among Workers in The Industrial Zone of Yopougon According to Solidarity at Work and Professional Seniority

to focus on only two of them, namely solidarity at work and professional seniority. The objective being to examine the effect of these two variables on motivation at work, we felt it necessary to formulate the following hypotheses:

- 1) Workers who enjoy high solidarity at work are more motivated at work than their counterparts for whom this solidarity is low.
- 2) Workers not formerly in their function are more motivated at work than their colleagues who are former.

We submitted these assumptions to verification using a methodological device.

METHODOLOGY

Our methodological approach takes into account the description of the variables, the precision of the study site, the characterization of the sample and the presentation of the data collection material.

The variables of the study are solidarity at work, professional seniority and motivation at work. The first two cited correspond to the independent variables and the last one represents the dependent variable.

Solidarity at work reflects the degree of cohesion, understanding and reciprocal support that exists between a worker and his peers, that is to say his co-workers but also his superiors. This variable is qualitative in nature. Its different modalities are "high labor solidarity" and "low labor solidarity".

Solidarity at work is said to be high when there is a good degree of cohesion, understanding and support between the worker, his collaborators and his bosses so that he feels like a family. In contrast, it is said to be weak when there is a poor level of cohesion, understanding and reciprocal support between the worker and the members of his work team.

Professional seniority refers to the number of years that the worker has capitalized in the performance of his duties. Qualitative in nature, its two modalities are defined by "former worker" and "worker not former".

These modalities are defined from the average of seniority data professional subjects obtained in the field. These data are processed statistically and allowed us to obtain an average length of service equal to 8 years. Thus, a worker is said to be old when he has a seniority greater than or equal to 8 years. On the other hand, the worker is qualified as non-senior when he has seniority less than 8 years.

In this study, we are interested in workers, because these are essential in that they are the ones who carry out all the work procedures developed by the managers. We find them in general, in companies, in the production function. It is the latter who put their hands in the effort to ensure that production is effective.

Using the factorial design technique, we formed a sample of one hundred workers divided into four groups (table below).

Motivation At Work Among Workers in The Industrial Zone of Yopougon According to Solidarity at Work and Professional Seniority

Table I: Constitution of the experimental groups.

Professional seniority Solidarity at work	Former workers	Workers not former	Total
High	G1 n = 25	G2 n = 25	50
Low	G3 n = 25	G4 n = 25	50
Total	50	50	100

Source: (Loba, 2021)

The factorial plan thus allows us to have equivalent experimental groups so that the distribution of subjects is fair for the groups present:

- The group 1 corresponds to former workers in their functions who benefit from a high level of solidarity at work.
- The group 2 corresponds to workers not formerly in their functions who benefit from a high level of solidarity at work.
- The group 3 is made up of former workers characterized by low solidarity at work.
- The group 4 represents the workers not formerly characterized by low solidarity at work.

The chosen participants are between 35 and 45 years old, living in cohabitation or married, having a BT, permanent contract and a salary of 150,000 CFA.

To collect data in the field, we invited our participants to complete a questionnaire comprising four axes: socio-demographic characteristics of the respondents, general information on work, scale for measuring solidarity at work and scale for measuring motivation at work. After collecting the field data, the statistical processing of these gave rise to results.

RESULTS

We have two types of results.

- Result 1: Solidarity at work and motivation at work

Chi-square was applied on the following table:

Table II: Result relating to the crossing of solidarity variables at work and work motivation

Motivation	Solidarity at work		Total
	High	Low	
More motivated	34	23	57
Less motivated	18	25	43
Total	52	48	100

Source: (Loba, 2021)

At 1 ddl and at the probability threshold of 0.50, $X^2_{cal} (4.12) > X^2_{lu} (0.45)$. The first hypothesis is therefore confirmed. Solidarity at work makes a significant difference in the motivation of workers. More specifically, workers who benefit from high solidarity at work are more motivated at work than their counterparts where this solidarity is low.

Motivation At Work Among Workers in The Industrial Zone of Yopougon According to Solidarity at Work and Professional Seniority

This result can be explained in the light of Maslow's theory (1943). He argues that the individual naturally needs to belong to a group. Therefore, he seeks the esteem and friendship of those with whom he is associated for the accomplishment of a task. If this need to belong is satisfied, he can work cooperatively and adhere to company goals. He therefore comes to the conclusion that a good environment is likely to allow an individual to better integrate into the company and to have more intense activity.

Within a close-knit team, individual motivation will be supported and amplified by a common spirit which aims at an attractive goal. In fact, conviviality, solidarity, union, understanding, the feeling of belonging are needs that employees seek to meet, thus constituting a source of motivation for them. In other words, the worker who is satisfied with the friendly warmth he finds at work loves to be there and thus invests himself in his work. An individual who feels fully integrated into his group in a friendly manner and who benefits from the solidarity of his counterparts is always motivated by the idea of participating in the activities of that group.

- Result 2: Professional seniority and motivation at work

On the following table, we have applied the chi-square.

Table III: Result relating to the crossing of seniority variables professional and work motivation

Motivation	Professional seniority		Total
	Former workers	Workers not former	
More motivated	24	28	52
Less motivated	26	22	48
Total	50	50	100

Source: (Loba, 2021)

At 1 ddl and at the probability threshold of 0.50, $X^2_{cal} (0.418) > X^2_{lu} (0.101)$. The second hypothesis is confirmed. Professional seniority induces a significant difference in the motivation of workers. Concretely, the workers not formerly in their function are more motivated at work than their colleagues who are former.

This result can be clarified by the fact that new employees in a company seek to prove themselves, to be accepted and to show that they deserve their positions. Zeal is a hallmark of any new employee. Herzberg's bifactor theory (1971) makes sense of this result. According to him, the need to realize oneself is a motivating factor. To meet this need, man never tires of doing as much as possible, not only to achieve it but also to exceed the goal he has set for himself. The motivation is to be compared, among other things, to the content of the tasks. The oldest employees already enjoy a certain stability and security of their jobs with all the advantages that come with them. Their motivating factors are then more limited than the new ones who have everything to gain and who seek to achieve themselves. Thus, the routine and the lack of challenge become demotivating factors for the oldest, unlike the new ones who do not perceive them that way.

DISCUSSION

This study is carried out with the aim of examining the effect of solidarity at work and professional seniority on motivation among employees of companies in the Yopougon industrial zone. It produced two results:

Motivation At Work Among Workers in The Industrial Zone of Yopougon According to Solidarity at Work and Professional Seniority

- Workers benefiting from high solidarity at work are more motivated at work than their counterparts for whom this solidarity is low.
- Workers not formerly in their service are more motivated at work than their colleagues who are former.

Regarding solidarity at work, this result is supported by several studies, in particular those carried out by St-Onge (2012) which reports that interpersonal relationships are indicators of a good social climate at work. This view is supported by Mayo (1932), whose study demonstrated the significant impact of the psychological climate underpinning "healthy" human relationships on the behavior and performance of workers. It confirms the importance of solidarity as a motivating factor among employees.

Similarly, Lewin (1947) also demonstrates the importance of group dynamics on productivity at work. Indeed, for him, human relations influence the performance of the group, especially when it is based on a democratic relational style characterized by cooperation. This position agrees with Morin (1996) who asserts that interest in work is influenced by the stimuli provided by human relationships. Therefore, belonging to a group promotes good working relations within the company.

Regarding professional seniority, Tremblay-Barrette (1990) mentions that the oldest employees express a lower level of job satisfaction and motivation than employees with less seniority. This result is also consistent with that of Chekib and *al.* (2016) who, at the end of their studies, revealed that regarding the age of the respondents, motivation was more marked among those aged less than 33 years.

On the other hand, Lambrou and *al.* (2010) arrive at a result contrary to the previous ones. Indeed, they noted among employees of the Cyprus Public Hospital in 2010 that the highest level of motivation was noted among respondents over the age of 55. In the same perspective, a comparative study of the means of motivation scores of three groups of subjects varying according to seniority, carried out by Francès (1995), was able to show a significant difference between the means of scores. Clearly, it emerges from this study that professional length of service is a motivating factor at work.

Such results allow us to recommend that business leaders promote healthy human relations of conviviality and fraternity between employees. Based on surveys on the company's social climate, they could set up quarterly or semi-annual or annual meetings with all staff where the participation of all can be privileged and encouraged. Such a way of doing things can consolidate the bonds of friendship, complicity and family belonging at work. Also, it would be desirable that, in their managerial practice, the leaders can enhance the skills of former employees. For example, they can initiate or maintain regular capacity building sessions among workers whose need is obvious in order to get them out of any laxity at work. The introduction of a seniority bonus could also be a stimulus.

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Motivation At Work Among Workers in The Industrial Zone of Yopougon According to Solidarity at Work and Professional Seniority

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Motivation At Work Among Workers in The Industrial Zone of Yopougon According to Solidarity at Work and Professional Seniority

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Conflict of Interest

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