ELEMENTS OF INTERFERENCE IN PROFESSIONAL PERFORMANCE, WELL-BEING AND PRODUCTIVITY: A COMPARATIVE STUDY WITH COMPANIES IN THE SUPERMARKET SECTOR IN A BRAZILIAN CITY

Daniel Afonso Gomes da Silva¹
Degson Ferreira²

ABSTRACT

Objective: To analyze which variables interfere with the professional performance, well-being and productivity of employees in companies in the supermarket sector in the city of Governor Nunes Freire/MA.

Theoretical Framework: Uses as foundations the theories of Maslow's Hierarchy of Needs and Herzberg's Two Factors relating to professional performance, motivation, well-being at work and productivity.

Method: Descriptive and comparative research methods were used. In data collection, a semi-structured questionnaire was applied to 26 employees of the two supermarkets under study.

Results and conclusions: The results found in the research show that an adequate organizational environment in the service area; organizational commitment and the family factor are elements that contribute to good organizational performance, well-being and productivity at work.

Implications of the research: It contributes to the development of knowledge in an area that still lacks a consensual definition or without clear conceptions: well-being at work and organizational human relations in this type of entity.

Originality/value: The study is unprecedented in the northwest region of the state of Maranhão and leaves room for future research, as well as through a more practical perspective, still being able to help companies involved in identifying and analyzing the variables involved in professional performance, the well-being and productivity of its employees to formulate better organizational policies for people.

Keywords: Intervening Variables, Professional Performance, Well-Being at Work, Productivity, Governor Nunes Freire/MA.

ELEMENTOS DE INTERFERÊNCIA NO DESEMPENHO PROFISSIONAL, BEM-ESTAR E PRODUTIVIDADE: UM ESTUDO COMPARATIVO COM EMPRESAS DO SETOR SUPERMERCADISTA DE UMA CIDADE BRASILEIRA

RESUMO

Objetivo: Analisar quais as variáveis de interferência no desempenho profissional, no bem-estar e na produtividade dos colaboradores das empresas do setor supermercadista da cidade de Governador Nunes Freire/MA.

Referencial Teórico: Utiliza como fundamentos as teorias da Hierarquia das Necessidades de Maslow e dos Dois Fatores de Herzberg referentes ao desempenho profissional, motivação, bem-estar no trabalho e produtividade.

Método: Foram utilizados os métodos de pesquisa descritiva e comparativa. Na coleta de dados foi aplicado questionário semiestruturado com 26 funcionários dos dois supermercados em estudo.

¹ Universidade Federal do Tocantins (UFT), Governador Nunes Freire, Maranhão, Brazil.
E-mail: danielafonso@gmail.com Orcid: https://orcid.org/0009-0006-5601-9896
² Universidade Federal do Norte do Tocantins (UFNT), Araguaína, Tocantins, Brazil.
E-mail: degsonfer@gmail.com Orcid: https://orcid.org/0009-0000-7727-8690
Resultados e conclusões: Os resultados encontrados na pesquisa constatam que um ambiente organizacional adequado na área de serviço; o comprometimento organizacional e o fator familiar são elementos que contribuem para um bom desempenho organizacional, o bem-estar e a produtividade no trabalho.

Implicações da pesquisa: Contribui para o desenvolvimento do conhecimento em uma área ainda carente de definição consensual ou sem concepções claras: bem-estar no trabalho e as relações humanas organizacionais neste tipo de entidade.

Originalidade/valor: O estudo é inédito na região noroeste do estado do Maranhão e deixa margem para a realização de pesquisas futuras, bem como através de uma perspectiva mais prática, ainda poder ajudar as empresas envolvidas na identificação e análise das variáveis intervenientes no desempenho profissional, no bem-estar e na produtividade de seus colaboradores para formulação de melhores políticas organizacionais para as pessoas.

Palavras-chave: Variáveis Intervenientes, Desempenho Profissional, Bem-Estar no Trabalho, Produtividade, Governador Nunes Freire/MA.

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1 INTRODUCTION

The world is thinking more and more about the humanization of work and new practices/solutions for the area of people management, so much attention that companies are rethinking their concepts and transforming their management practices to develop the full capabilities of their people. In this sense, a redirection in investments is notable, where, if previously the focus was on products and services (CHIAVENATO, 2010), currently investments are more sharply falling on individuals.

In this line of reasoning, it can be highlighted that successful organizations are those that invest and adopt more and more innovative techniques and methods to try to provide greater well-being to their employees. Although it is complicated to proclaim what can, in fact, offer well-being, the research of Siqueira and Padovam (2008) point out that this condition comes from job satisfaction, being involved with work and having affective organizational commitment. Thus, it is understood that both professional performance and well-being depend on the motivational factor, just as the productivity of people is associated with extrinsic and intrinsic factors as positive and negative agents for it.

Faced with this surprising and complex transition in the world of administration, the research problem of this work emerges: what are the variables of interference in the professional performance, well-being and productivity of the employees of the supermarket sector of the city of Governador Nunes Freire/MA?

In this perspective of presenting answers to this research question, this article aims to analyze the variables of interference in the professional performance, well-being and productivity of employees of the supermarket sector of the city of Governador N. Freire/MA. The specific objectives are: (I) to describe the attitudes and feelings related to work in these companies mentioned; (II) to identify external (personal) factors of impact in the professional exercise; and (III) to report the hygienic and motivational conditions in the service environment of employees of these companies in the supermarket sector of the city of Governador N. Freire/MA.

To achieve these goals, this article uses Maslow and Hezberg's theories as a basis, carrying out an empirical research through a multiple (comparative) study in two large companies in the supermarket sector of Governor N. Freire/MA.
This study is justified both in relation to its theoretical contribution and in relation to its practical contribution. From the theoretical point of view, the hope is to contribute towards the development of knowledge in an area that is still lacking in a consensual definition or without clear conceptions: well-being at work. From the practical point of view, it is hoped that the completion of this study will help the companies surveyed in the identification and analysis of the variables involved in the professional performance, well-being and productivity of their employees.

2 THEORETICAL FRAME

2.1 Professional Performance

Performance descends from the motivational factor, and thus understanding motivational devices for work is of great importance for the study of business administration. In this way, researcher Lopes stresses that:

"Performance is the result that a person achieves with the application of some intellectual or physical effort, and it can be positive when the result benefits the person himself, the group in which he participates, a client or the organization in which he works. (Lopes, 2003, p. 11)."

For an organization to achieve its objectives, employees must perform a reasonable level of mastery. Therefore, it is in everyone's interest that organizations have employees who do their work well. People will only be able to produce their activities well if they have both the skills and the necessary motivation, since organizational cultures and working conditions can perfect their own characteristics or restrict them, impairing performance at work. Thus, fitness and motivation agents induce performance, but can be barred by restrictions (SPECTOR, 2012).

In times of motivational exhaustion, it may be convenient to adopt or improve the incentive or remuneration system, where the potential for productive increase can be immense as long as they are aligned with the organization's goals and values. In addition, to reach the production target, factors such as human resources and material resources are needed (LOPES, 2003).

In this line of thinking, aiming for more answers, (AFFUL-BRONI, 2012) a survey with a sample of 200 respondents in a population of 361 servers at the University of Mines and Technology, Tarkwa, Ghana (UMaT) where revealed that the professional performance of most employees was affected by: low wages, lack of motivation, a feeling of ineffectiveness of career progression plans, inadequate workplace facilities and assignment of skills to unskilled professionals in the service area.

As shown in the study (Afful-Broni, 2012), a considerable number of the sample, around 74.5% of respondents, stated that low monthly remuneration decreased the activity of those involved and about 70.5% of employees pointed to lack of motivation as the main contributing factor to unsatisfactory performance in the service.

One of the most important agents for achieving the goals is motivation. For, "the motivated and productive employee is the one who is in the right place, that is, who performs a function that allows him to exploit and stimulate his potential" (DIALAMÍCUA, 2014, p. 53). But after all, what is motivation?

2.2 Motivation

The concept of motivation is often complex to define. Several authors seek to achieve a more plausible and adequate formulation for the etymological discernment of motivation and
practical experiences, because satisfaction can occur in certain episodes or change from individual to individual, according to Fraser (1983). Here are some definitions:

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<thead>
<tr>
<th>Board 1 - Motivation Concepts</th>
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<tr>
<td><strong>AUTHOR</strong></td>
</tr>
<tr>
<td>Kast and Rosenzweig (1970)</td>
</tr>
<tr>
<td>Salgado (2005); Robbins (2005 as quoted in FERREIRA, 2016, p. 39)</td>
</tr>
</tbody>
</table>

**Source:** Ferreira (2016), Kast and Rosenzweig (1970).

In order to better understand the motivational process in the various theories, the studies of Organizational Psychology divided them into four essential emphases: activation, direction, intensity and persistence as follows:

- **Activation:** this first one makes us wonder about what might be able to trigger the motivational process, thus including extrinsic factors - in which the individual is induced to certain actions aiming for things like a bonus or promotion at work for example, and intrinsic factors - where remain native and proper characteristics of that person to explain such behavior and action, that is, this time the person acts without expectation of reward, as Zanelli *et al.* (2014) points out.
- **Direction:** deals with what concerns the object and level of perception of the person about the fact and their attitudes in the organizational environment by a very wide range of possible behaviors for Spector (2012). Is the individual aware of what he is doing? Or are you acting spontaneously?
- **Intensity:** is an unstable force that depends on a previous state of absence (need or feeling) or subsequently being achieved through goals (Zanelli *et al.*, 2014). Thus, for example: a problem related to the lack of financial resources for sustaining the family base may instigate the person to do extra hours in the service to guarantee a good of greater value and comfort, such as a house, or even to use these same overtime to gain the status of employee of the month.
- **Persistence:** To this specificity, according to Zanelli *et al.* (2014), are related all three other emphases (activation, direction and intensity) to understand this process of constancy. What keeps motivating that person? Intrinsic factors (desires, impulses, personal traits) and hygienic factors (physical conditions, salary, organizational climate, leadership, external rewards, etc).

Reflecting on motivation, he immediately remembers Maslow's and Herzberg's theories.

Maslow structured the Hierarchy of Needs which served as the inspiration and basis for the formulation of Herzberg's Bifactorial Theory or Theory of Two Factors, which will be discussed in this work in sequence.

### 2.1.1 Theory of the hierarchy of human needs

This theory states that the realization of the human being takes place in several stages, from needs that are fundamental for both physical and psychological health, according to Maslow (1943, as quoted in SPECTOR, 2012) and are commonly demonstrated in a pyramidal, ascending scale form for better understanding. They are composed of five levels, described below:
• Physiological: they are at the base of this pyramid, and are considered basic because they are about the survival and the physical aspect of the person, as Spector (2012) says it has as e.g.: food, air, housing and sex;
• Security: It is part, as well as physiological needs, of the inferior basic needs, as Zanelli et al (2014) states, to fill the lack of protection, fear of danger and sense of vulnerability. E.g. job stability and retirement;
• Social: entering the layer of higher needs presents the contact, touch, relationship of the human being with his or her peers, affection and acceptance among the groups in agreement (ZANELLI et al., 2014);
• Estimate: include the pursuit of recognition, attention, and includes internal factors as argued by Robbins (2005) of self-respect, achievement and autonomy;
• Self-realization — finally, at the top of the pyramid is the full realization of the individual, something that even Maslow himself could not define clearly, relying on personal life goals. Thus, he conceptualized it as "the desire to become... all that one is capable of being." (MASLOW, 1943 as quoted in SPECTOR, 2012, p. 213)

2.1.2 Two-factor theory

Herzberg's Bifactorial Theory was developed from the observation of people's descriptions of what they wanted to possess with their work, focusing on what could cause them good or bad in this scenario, as Zanelli et al. (2014). So in these studies we have come to a resolution that motivation comes from the inner self, not from external rewards or working conditions.

The results found allowed a distinction to be made between responses related to satisfaction and dissatisfaction in the organizational environment. On the basis of this, two types of factors were selected that vary in two independent sequences:
• The first would be the Hygienic Factors referring to salary, leadership supervision, organizational policies, security, which varies from dissatisfaction to non-dissatisfaction;
• The second would be Motivational, which concerns realization, recognition, responsibility etc., which would alternate from a state of satisfaction to one of non-
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satisfaction, (ZANELLI et al, 2014). Below is an image showing part of the relationship between Maslow’s and Hezberg’s studies:

Figure 2 - Comparative adaptation between Maslow and Hezberg theories
Source: Davis (1972, p. 59)

Drawing inspiration from Maslow, one can see that the Hygienic factors encompass much of the base of the pyramid and the Motivational needs of the top. Then, after carrying out his research, Hezberg came to the conclusion that the contrary of satisfaction is not dissatisfaction, but no satisfaction. Similarly, the opposite of dissatisfaction cannot be understood as satisfaction, but, no dissatisfaction.

2.3 Welfare at Work

Psychologists working in organizations have considered that job satisfaction can build an important element of the health and well-being of the collaborator. In addition, organizations of our time have revised their vision regarding providing the well-being of their workers, now seen among them as a competing factor (SANT'ANNA et al, 2012). The authors further emphasize that:

"Welfare, especially the positive experiences of the worker, has been pointed out as an essential phenomenon for the proper and competitive functioning of the organization. Thus, it becomes relevant to know which practices, actions or characteristics of the organization can positively influence well-being at work. (SANT’ANNA et al, 2012, p. 746)."

For many cases, well-being at work is linked to job satisfaction, organizational and affective commitment (SIQUEIRA & PADOVAM, 2008). Several studies show correlations between dissatisfaction and a series of physical and psychological problems such as insomnia, stomach pain, anxiety and depression, as Bowling and Hammond (2008) argue; Jex and Gudanowski (1992 as quoted in SPECTOR, 2012).

It is still interesting to point out that satisfaction with life is an informative of physical-psychic happiness or well-being, that is, in a eudaimonic way. So, Bowling and Hammond (2008) highlight in their research that life satisfaction also correlates with job satisfaction. Often, in most research involving hedonic elements of well-being, the dissertation on negative
emotions is frequent and the sphere of dimension of the worker's personal fulfillment is exceptionally cited (PASCHOAL et al., 2010).

Pertinent hedonic properties of work such as wages, career development, and the physical environment have a major impact on well-being when they are perceived negatively, and as these conditions become anatomical, their unfavorable influence on well-being ceases to be significant (WARR, 2007). Certainly, the gratification and disgust that can be caused by these compensation tools create indicators of gratification and help organizations in the productivity and well-being of their employees (PAZ, 2004).

The distinct perspectives, hedonic and eudaimonic (WATERMAN, 1993), lead the individual to disparate experiences of well-being and demonstrate that both the affective state of the individual and the perception of expression/development of potentials and advancement of life purposes constitute the well-being that can be present in human labor.

2.4 Productivity

One of the great challenges for organizations in an increasingly dynamic and competitive world is to increase productivity by achieving the best use of their resources, such as people, materials and equipment. However, it is even more difficult to boost productivity without compromising job satisfaction (SILVA et al., 2012).

An approach by Silva et al. about productivity also points out that:

"It is a measurable relationship between the product obtained (result or output) and the resources employed in production. As regards human resources, the productivity of human labor is equal to the ratio of a production to the time employed in it, depending on the effort made and the rational method, and, above all, on the interest and motivation of people (SILVA et al., 2012, p. 94)."

In the understanding of improving this result, it is necessary to be aligned with the company's objectives so that productivity gains can be acquired, and acting on the identification of problems and their roots for the right decision making also culminate in increased profitability (SILVA et al., 2012).

The motivational factor, for all intents and purposes, is present in most research concerning human productive potential, and for Lopes (2003) a productive company essentially needs two basic factors: human resources and material resources. This was also very clear to Barrick and Mount, as follows.

2.4.1 The five main personality characteristics

In contemporary times, several psychologists believe that the human personality is composed of five dimensions: extroversion, emotional stability, affability, righteousness, and openness to new experiences (BARRICK & MOUNT, 1991). Several meta-analyzes establish the relationships between the five dimensions and the productivity of tasks (HURTZ & DONOVAN, 2000); Salgado (2003 as quoted in SPECTOR, 2012) and conclude that the personality can be linked to performance at work, and righteousness is conceived as a predicted factor. Also, in several studies it is possible to verify high levels of correlation between personality traits to specific work and specific tasks, exemplifying something that translates into research by Barrick and Mount (1991, p. 19): "Extroversion was a valid predictor (between criteria types) for two occupations, managers and sellers."
2.4.2 Environmental conditions and performance

The workplace is an agent that influences productivity and the company must create conditions conducive to increasing human satisfaction (LOPES, 2003). People need to be motivated, because this way they work more and raise their productivity, which is essential to remain competitive and achieve success (GOMES & MICHEL, 2007).

In several studies, variables such as the organizational climate are relevant for the performance of people in the work environment, because according to Luz (2001, p. 67) "The climate portrays the degree of material and emotional satisfaction of people at work. It is observed that this climate profoundly influences the productivity of the individual and, consequently, of the company." Therefore, a positive climate will generate productive actions and, antagonically, will result in contrary actions on the part of its collaborators (DA SILVA et al., 2016).

In the area of Organizational Psychology there are still several works in the attempt to verify the influences of environmental conditions on the productivity of people, such as: the Theory of the Characteristics of Work, by Hackman and Oldham; and the Incentive Systems, by Yuki and Latham. In the vast majority, there is no single conclusion or response from researchers regarding the influences of the organizational environment (SPECTOR, 2012).

3 METHODOLOGY

3.1 Type of Research

This research is justified as to its objectives, of a descriptive nature. It focuses on the study of the characteristics of groups in the area of social sciences: physical and mental health status, housing and working conditions, etc. In addition, it aims to discover the existence of links between variables, such as, for example, the evaluative notes of a student as a function of their study hours (GIL, 2008).

3.2 Research Method

The approach used in the data analysis is qualitative, widely used in this non-experimental research style, since the data exam depends greatly on the researcher's intelligence and skills, because there is no model or predefined recipe for guidance as in surveys and experimental research (GIL, 2008).

It is also worth pointing out that, according to the guiding principles and practices of Tesch's qualitative analysis (1990 as quoted in GIL, 2008), the end of the investigation is not simply to describe, but rather to promote some kind of explanation, moreover, it maintains that the main tool is comparison and the data acquired can be compared among themselves and with those of other research, allowing the possibility of testing hypotheses.

As far as the specific methods are concerned, this research is characterized as comparative. Due to the research carried out with companies in order to highlight differences and equality among themselves, and its use allows the comparison of large social groups, different cultures or political organizations. It is used in qualitative studies and in explanation, it accuses causal links between present and absent reasons (LAKATOS & MARCONI, 2003).

3.3 Survey Sample

The survey was carried out in two supermarkets in the central area of the city of Governador Nunes Freire/MA. The establishments have many years of operation and merge...
with the history of the municipality of 23,128 inhabitants, according to the Census 2022 of the Brazilian Institute of Geography and Statistics (2022), located in the region of Alto Turi and Gurupi in the Northwestern Maranhense, the city is an economic, health and service hub for the municipalities of the region.

The two organizations represent the city's supermarket sector and both operate in the retail and wholesale segments. The investigation involved a group of 14 employees (as) from the population of 21 employees of the Malaysian Supermarket (SM) and 12 employees (as) from the population of 12 people of the Portugal Supermarket (SP), in a holistic manner, covered employees from all sectors of the organizations, genders, ages etc.

3.4 Analysis and Processing of Collected Data

Two questionnaires with semi-structured questions were applied in two supermarkets of Governador Nunes Freire/MA on February 25 and 26, 2021 with a total sample of 26 people, one model being assigned to employees (as) and the other directed to the manager. To describe the profile of the employees, aspects such as gender, age, marital status and schooling were addressed, with the only requirement not to omit any items in order not to invalidate research results. The written responses and comments of the employees were listed as follows, for example: SM1 for the first employee of the Supermarket Malaysia and SP5 for the fifth employee of Portugal.

The first questionnaire has questions related to motivation, physical and hygienic conditions, mental health and their vision about the work; while the second, it deals with the perception of performance and in the collection of data of absenteeism, accidents and other respective information of each employee (a) that falls to the superiors of the tactical level of each institution. To maintain anonymity and reduce the risks of research bias, each employee was assigned a different fictitious name and country names to each of the two institutions under study.

The content analysis technique used in this work is divided into three parts: pre-analysis, exploration of the material and treatment of the data. Since, the pre-analysis consists of the stage of organization, reading, choice of literature and preparation of the material; the exploration of the material is a longer stage and seeks to synthesize the actions of pre-analysis; and finally, the treatment of the data that allows to perform the interpretation, making possible the use of statistical tools such as boards, figures and diagrams that will give the researcher the help of summarizing the data and validating them (GIL, 2008).

4 DATA ANALYSIS AND DISCUSSION

Regarding the sociodemographic data of the survey, the Malaysia Supermarket questionnaire was applied with 14 employees, eight of which were male and six were female. The average age of the individuals is 29 years. Regarding marital status, five interviewees are married and nine interviewees are single. As regards the education of the employees, four have incomplete elementary school, one complete elementary school, five have completed high school, two have incomplete higher education and two have completed higher education.

At the Portugal Supermarket, the application of the questionnaire involved 12 employees, six of whom were male and six were female. The average age of employees is 28. As far as marital status is concerned, three unmarried and eight married. As for schooling, one has an incomplete elementary school, nine have a full high school and one, a full university.
4.1 Basic Needs/Hygienic Factors

When asked about basic needs with SM employees, 21.4% responded that they were not eating well, and of these, the SM3 employee, in the perception of the manager, has a median productivity. The rest feed well and have good/optimal sexual relations, satisfying a good part of the physiological bases necessary for subsistence, besides influencing positively in the mood and well-being of the employees at work.

In SP, the employees SP4 and SP6 even reporting a bad feeding, in the assessment of the manager provide a great service, besides not having lack or delay during the year, revealing a high degree of organizational commitment, reinforcing what is in the studies of Siqueira and Padovam (2008). The employees also responded as good, the supervision of management, the relationship with the other employees and also as respected in the work environment, evidencing a condition of not dissatisfaction with the hygienic factors of the organization.

Regarding the physical conditions of the environment (environment organization, layout, accessibility), 42.9% of SM employees rated good/optimal, the numbers are even more optimistic in SP, where 54.5% mark good/optimal. In general, individuals from both entities reported the organization and accessibility of the working environment as satisfactory, and there was no obstacle that impacted on the performance of their professional functions and activities.

Addressing security and social issues of Maslow's pyramid, 14.3% of SM's employee sample responded as bad to the company's career progression plans and claimed there was a salary mismatch in their own view of productivity. Among them, the SM13 employee, in the opinion of the manager, performs a "very good" job, while the SM5 employee has its productivity assessed as "average", in addition to having several delays and absences during the year.

In SP, 45.5% of the employees report incongruity of salaries in relation to their function, despite this response, according to the manager, they all have a work performance classified as "good" or "very good" with no shortage and rare delays. In addition, all these employees dissatisfied with their remuneration (and that in the words of collaborator SP2 reinforces that "the salary is not compatible with the great needs") still responded about the organizational climate of the company as "good" or "very good", demonstrating compliance with the work of Da Silva et al (2016), ie the organizational climate created here positive, productive and well-being actions in these conditions.

Board 2 summarizes the information found in the data collection about the hygienic factors:

<table>
<thead>
<tr>
<th></th>
<th>Malaysia Supermarket</th>
<th>Supermarket Portugal</th>
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<tbody>
<tr>
<td>Satisfaction with Physiological Needs</td>
<td>Physical environment with 42.9% rated good/optimal</td>
<td>Physical environment with 54.5% rating as good/optimal</td>
</tr>
<tr>
<td>Wages Incongruence</td>
<td>Wages Incongruence</td>
<td>Wages Incongruence</td>
</tr>
<tr>
<td>Good/Very Good Organizational Climate</td>
<td>Good/Very Good Organizational Climate</td>
<td>Good/Very Good Organizational Climate</td>
</tr>
<tr>
<td>Good Supervision of Managerial</td>
<td>Good Supervision of Managerial</td>
<td>Good Supervision of Managerial</td>
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</tbody>
</table>

Source: Research data.

In compendium, the discoveries made in the hygienic area session showed a certain normality. No employee has complained about hunger, sex life, etc., the basis of needs, and the
physical environment is favorable to the performance of activities, with no complaints about organization or lack of materials for the exercise of work.

Institutions have a good management of people from the perspective of the feeling of belonging, and organizational affective bond, and as commented before, organizational commitment (SIQUEIRA & PADOVAM, 2008) arises from these emotions, generating positive effects on the quality of life of workers. The organizational climate (DA SILVA et al, 2016) was also favorable, even with complaints about salary.

4.2 Top Needs/Motivational Factors

At SM, 85.7% of employees attested to a sense of respect in the workplace, 83.3% of them characterized the organizational climate as "good" and "very good". The remaining 14.3% of the sample said they did not feel respected, in the justification of the reply, these same people associated the lack of respect with pay, yet the manager himself argues as "very good" the work of these employees. The intrinsic motivational factor, composed of innate skills for the work exercise, is an explainable variable for the optimal productivity of these employees (BARRICK & MOUNT, 1991), without external incentives to encourage higher productivity.

Continuing with the questions, in SP no employee answered as to the absence of respect, that is, for 100% of the employees there is a sense of respect in the organization. In addition, in the manager's perception, all employees have a highlighted evaluation as "good" or "great". In the words of the manager, there was a conflict between the SP11 employee and a former employee, but making sense to who started the dispute, the manager decided to keep SP11 and fire the other employee.

The questions asked about the needs of self-realization are more personal questions, which differ greatly from individual to individual and which require a more precise answer from people, since these inquiries refer to life goals, goals, achievement, progress and development as Spector (2012) and Zanelli et al (2014) understand about Maslow and Herzberg theories.

In the highest position of the pyramid and motivational factor is self-realization. Due to the proportion of the question, a brief explanation was made in parentheses to better understand the participants. In the SM, 92.9% of employees believe they do not feel fulfilled, only the SM9 employee believes in its self-realization, it has very positive responses regarding the hygienic factors questioned in the questionnaire and the manager still highlights its performance as "very good", being that it still does not have numbers of absenteeism or delays in the current year of work exercise.

The answers delivered by collaborator SM9, as well as by the entire sample of SM employees, meet the thoughts of Maslow and Herzberg. The 92.9% of the remaining unrealized individuals were at some point dissatisfied or not satisfied with basic needs, so to speak, it would hardly be possible to find contentment in the dimension of the inner self if the essential were not met.

Also, as regards the personal dimension, in SP all staff report as not realized. Board 3 presents the main excerpts from the testimonials of individuals from both organizations, referring to the last questions of the questionnaire regarding self-realization.

<table>
<thead>
<tr>
<th>Characteristic/Dimension</th>
<th>Excerpt</th>
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<tbody>
<tr>
<td>The dream of home ownership</td>
<td>&quot;I am building a little house, thank God I am almost finished&quot; (SP9).</td>
</tr>
<tr>
<td></td>
<td>&quot;I got married, now we are running after our house&quot; (SP8).</td>
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</tbody>
</table>
Future of children: "When we reach an age level, we always have more ambitious objectives in relation to everything. Especially about the future of children" (SP2).

Source: Research data.

In spite of the excellent feedback as to the hygienic factors of the SP team, no employee feels fulfilled. The concern for the family is remarkable, and this is one of the reasons for remaining in the organization. Family and professional functions must be in balance, because the external factor of the family will influence the professional life and in the same way the professional career will generate positive or negative actions in the family.

These research findings reinforce what Maslow already observed in his 1951 studies, by highlighting that when hygienic factors are optimal, they only avoid dissatisfaction, not being able to provoke personal satisfaction and fulfillment, acting only as prophylactic and preventive. Its effect is similar to that of certain prophylactic medicines: they prevent infection or combat headaches, but do not improve health.

5 FINAL CONSIDERATIONS

Concerning attitudes and feelings related to work in the Supermarkets Malaysia and Portugal. In both cases, a high degree of organizational commitment of employees was found, even with reports of remuneration inadequate to their functions and their productivity (SIQUEIRA & PADOVAM, 2008). It was also verified the positive influences of healthy organizational climate (DA SILVA et al, 2016) in SP, with evaluations of excellent labor performance despite dissatisfaction with salary.

As regards the external (personal) factors of impact on the professional exercise, it was found that the family factor was the main motivator for the employees, and served as a catalyst for the provision of service of these employees, classified as very good by the manager. In addition, there were no reports of other incentives with the participants and few contributed explanatory comments on the questions asked.

Regarding the hygienic and motivational conditions in the service environment of the employees of these companies in the supermarket sector of the city, in general, the vast majority of employees feed and have well-attended physiological needs; the physical environment of the two supermarkets has a satisfactory condition by the employees, especially for Portugal with 54.5% of the employees opining as good or optimal; the two companies had many complaints about salaries; and the organizational climate is very well evaluated, especially for Portugal. In the motivational area, the highlight was due to the family factor as a motivating factor for employees.

Given the above, the survey found limitations in the sense that the data collection was inaccurate, because many employees did not justify many of their answers in the semi-structured questionnaire with openness to comments and opinions, mainly regarding motivational factors where needed further clarification. It would be good if there were more studies in the area of organizational psychology in other neighboring municipalities, due to the lack of this kind of research in the northwest region of the state of Maranhão.

REFERENCES


APPENDICES

Quiz 1

Name:
Gender:
Age:
Marital status:
Education:

1) Have you been eating well? Justify your answer.
   ( ) Yes  ( ) No

2) How do you evaluate your sex life?
   ( ) Very bad  ( ) Bad  ( ) Regular  ( ) Good  ( ) Very good

3) Is the environment organized?
   ( ) Yes  ( ) No

4) Is the environment accessible?
   ( ) Yes  ( ) No

3) How do you evaluate career progression plans?
   ( ) Very bad  ( ) Bad  ( ) Regular  ( ) Good  ( ) Very good

Here is your opinion:
4) How do you evaluate the benefits of the company (transportation voucher, food ticket e.g.)?

( ) Very bad   ( ) Bad   ( ) Regular   ( ) Good   ( ) Very good

5) How do you assess the organizational climate of the company? (management supervision, coexistence with other staff, etc)

( ) Very bad   ( ) Bad   ( ) Regular   ( ) Good   ( ) Very good

Opine:

6) Do you find the salary compatible with your productivity in the function?

( ) Yes   ( ) No

Opine:

9) Do you feel valued (a) in the workplace? Opine.

( ) Yes   ( ) No

10) Do you feel respected in the workplace? Leave your opinion.

( ) Yes   ( ) No
11) Do you feel fully realized?
( ) Yes ( ) No
Opine:

12) Have you achieved all your life goals and goals? Justify it.
( ) Yes ( ) No

Quiz 2

Objective assessment of performance at work

Official (a):
Absences (absences per year):
Accidents (number of accidents per year):
Incidents at work (e.g. physical attacks):
Impunctuality (delays per year):
Productivity (Response is open as appropriate):