

UNIVERSIDAD SAN FRANCISCO DE QUITO
COLEGIO DE ADMINISTRACIÓN Y ECONOMÍA

**LOCUS OF CONTROL AND CORPORATIVE MOTIVATION:
RESEARCH STUDY DONE IN INSTITUTO ECUATORIANO DE
NORMALIZACIÓN LOCATED IN QUITO - ECUADOR IN 2014**

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HOJA DE APROBACIÓN DE TESIS

**LOCUS OF CONTROL AND CORPORATIVE MOTIVATION: RESEARCH STUDY
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DEDICATION

We are nothing more than specs in an immense Universe, but what wonderful specs we are.

I dedicate this thesis to human kind.

To every single person that wishes to learn more, may this be a starting point for you.

ACKNOWLEDGEMENTS

This thesis started with the seed which was planted by Dr. Gerald L. Finch. I have a profound sense of gratitude to such an inspiring man, with his joyful lectures he taught me that a good manager cares about the company but a great one cares about the people.

A sincere gratitude to the public institution INEN, for allowing me to do the corporative motivational questionnaire on their employees, without their help this research would not have been possible.

Finally, to my mother and father and to those close friends that always helped me, please receive a heartfelt and sincere, thank you.

RESUMEN

La teoría de Rotter explica que los individuos con una percepción Interna de Locus de Control firmemente creen que ellos están en control de su vida. Aspectos futuros no les causa ansiedad puesto que estos individuos perciben que el futuro es algo moldeable a su gusto. En contraposición, los individuos de Externo Locus de Control creen que externalidades controlan su vida tales como: destino, karma, suerte, etc....; por ésta razón aspectos futuros causan ansiedad ya que éstos están fuera de su control.

Si una compañía pudiese saber qué tipo de empleados son los que tiene, entonces tuviera un entendimiento más amplio de las acciones, características y aspectos de la personalidad de sus empleados; y así podría tratar de motivarlos mediante una manera más eficiente.

Un total de 104 encuestas fueron realizadas, de las cuales se pudieron utilizar 101 encuestas. Estas encuestas fueron realizadas en el sector público; en las instalaciones del INEN. El objetivo de realizar dicha encuesta era encontrar una relación entre el Locus de Control que tengan los empleados y diferentes opciones de motivación corporativa. Estas opciones de motivación corporativa fueron creadas basándose en la misma teoría de Locus de Control, para así reflejar que una motivación basada en una percepción de personalidad resultará más atractiva para el empleado y así realmente alcanzando su cometido, motivarle a éste.

ABSTRACT

The Locus of Control is a theory presented by Rotter in 1966, which helps exemplify the different perceptions individuals have on their life and how it affects the relation with themselves and others, including sentimental, friendship and job related relations. Therefore, this theory divides individuals into two main groups: Internals and Externals. Individuals with Internal Locus of Control have a perception that they control their lives, therefore they tend to have a more optimistic view on the future because they believe the future will be what they want it to be. Whereas, External Locus of Control individuals have a perception that external factors, such as: destiny, karma, luck, etc...; control their lives and the future is something already written (to some extent) for them, therefore they prefer to live in the present

When using this theory as a corporate motivational tool, the employer could get very effective results. This thesis tries to show the correlation between this theory and possible motivational options based on the same theory.

EXECUTIVESUMMARY

Why do we act the way we do? The Locus of Control theory, presented by Rotter in 1966, gives a reasonable explanation. Our perception about life can greatly affect how we live it. Individuals with Internal Locus of Control will have a perception that they control their lives; therefore have an optimistic view on the future, because they know the future will be what they want it to be. Whereas, External Locus of Control individuals have a perception that external factors, such as: destiny, karma, luck, etc...; control their lives and the future is something already written (to some extent) for them, therefore they prefer to live in the present.

If a company knows what type of employees they have, it will have a better understanding of the employee's actions, characteristics, personality traits, etc.; and can even try to motivate them better. Since there are two main different perceptions, then there could be at least two different ways of motivating the employees. An effective corporative motivation would be based on how the employee faces his/her perception on life and how it affects different fields on the employee's performance.

101 surveys were done in a public institution (INEN). The objective of thesis surveys was to find if there was any correlation with the type of corporative motivation chosen by the employee and which Locus of Control group he/she belonged to. The corporative motivational options were built on different aspects based on the Locus of Control theory, such as: future perception, time-management, performance evaluation, responsibility management, adversity management, etc.

The results of these surveys show that Internal respondents mainly prefer Internal corporative motivational options; External respondents chose an external corporative motivation. And Transitionals (a term suggested by my thesis director), mainly felt attracted to External corporative motivations.

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CHAPTER 1: INTRODUCTION

Introduction:

Currently the human race is going through an era of "speed". Everything must be done for yesterday. This situation has been created by many factors including technology, consumerism, globalization, etc. Globalization, in recent decades, has increased enormously. This creates a great opportunity for expansion and rapid growth for companies. This growth is feasible if the employees are efficient and effective in their professional labors.

An employee who does not feel comfortable within the company will, most likely, work only the amount of time necessary to achieve the goals and responsibilities of his/her position. An employee, who likes where he/she is working, delivers greater dedication and commitment to the job.

There are many theories on how to properly motivate employees. In this thesis the theory selected for corporate motivation is - Locus of Control-.

The theory of Locus of control was presented in 1966 by a famous psychologist named Julian B. Rotter. In this theory he explains that there are two basic groups of people. The division between the two groups is elaborated based on the person's perception on his life. Thus there are people whose perception is that they control their lives; this group of individuals Rotter named INTERNAL Locus of control. The second group of people is those who firmly believe that externalities like: fate, karma, luck, etc. ... control their life; this group of individuals Rotter named EXTERNAL Locus of control. Each group has different traits that make it different from the other group.

As explained before these traits influence a person's perception on their lives; therefore it affects the person's perception on challenges and goals. It can be used to understand what can motivate an employee and how; and, on the other hand, what will demotivate him or her.

Problem Statement

Many companies struggle with how to motivate their employees in a better manner because they wish to obtain better results. Big companies have a Human Resource Management department, small companies or small start-ups may not have this luxury; however, their need is the same: to motivate their employees. How the company motivates the employee depends on the knowledge the Human Resource Management Director and other managers have, and in many scenarios this motivation includes goal achievement. However, only some people respond positively to this type of motivation.

The Locus of Control theory is not widely applied in Ecuador. Not many Ecuadorian academics know about this theory, and the percentage of employers with this knowledge is even less. Companies can profit from the use of it, by dividing their employees into mainly three groups: Internal Locus of Control, Transitional and External Locus of Control Individuals. This will help employers easily identify the needs, wants, frustrations, etc., of each segment, and by knowing this theory, the employer would have certain guidance on how to address those identified traits. Employers can understand specific traits, such as: work efficiency & effectiveness, learning procedures, performance habits, and day to day corporative interactions. This thesis's goal is to show that a corporative motivation based on

the specific traits of each LOC group, using the theory Locus of Control, will be more appealing to each specific employee.

Purpose of the Thesis

This thesis intends to provide companies with a better understanding of their employees and how to motivate them in a more successful manner. Employers can now know what type of employee they are dealing with in certain areas of the company, and what are the employee's personality traits, beliefs, learning habits, attitude towards change and challenges. Doing a research that identifies a correlation between potential corporative motivation and a person's perception on him/her life, can highly help an employer and thus profit the institution. If a correlation is shown, then the employer will know what characteristics the motivation he or she is using on the employees should have; consequently, the motivation should be more appealing to the employee, thus more efficient. With a more motivated employee, the company most like would experience positive changes such as: more efficient performance, better goal achievement, less days-off, etc. This thesis intends to give insights for a company to more efficiently motivate its employees.

Hypothesis

Based on the Locus of Control theory, certain motivational aspects will be more stimulating to one of the two main groups. Internal Locus of Control employees will prefer challenging and goal oriented motivational traits with more autonomy on decision making and job freedom, whereas External Locus of Control employees will feel more comfortable with short term oriented goals.

Limitations

Several limitations can be and were encountered. These limitations can be academic and external. There is little research done on corporative motivational techniques based on the Locus of Control (LOC) theory. Not much research has been done on the idea of segmenting employees in a company by their LOC perception and how to motivate them based on this perception.

The second type of limitations are related with the companies that the survey will be done on. For this thesis, the survey was done in a public institution called INEN. The survey was printed and handed out; nevertheless, several employees did not do this survey in a helpful manner.

Even when the respondent was not asked his/her name, nor gender, age or the position they work in, the respondent might feel reluctant to be fully honest when answering the

survey. They might believe, the survey results can or will affect their professional relationship with the company.

CHAPTER 2: INSTITUTO ECUATORIANO DE NORMALIZACIÓN INEN

The public institution where the 101 surveys were conducted is the Instituto Ecuatoriano de Normalización, which means the Ecuadorian Institute of Standardization (INEN). The (INEN) is an Ecuadorian public institution that is responsible for formulating the Ecuadorian technical standards, with the basic concept of meeting local needs and facilitating domestic and international trade. From a more technical point of view, this institution is responsible for: standardization, metrology, certification and technical regulation. (Ministry of Industry and Productivity, 2012)

The Ecuadorian Standards Institute opened its doors for the first time in August 1970, under the fifth government of Ecuadorian President, Dr. José María Velasco Ibarra. This institution has lasted more than 43 years serving the Ecuadorian citizens.

Currently this public entity belongs to the Ministry of Industry and Productivity (Ministerio de Industrias y Productividad). Moreover, this institution also forms part of the Ecuadorian Quality System (Sistema Ecuatoriano de Calidad). The Ecuadorian Quality System is a group of public institutions and processes that look after the implementation and evaluation of the principles of Quality, set by the current Ecuadorian government.

During this past seven years the INEN has focused its efforts mainly towards improving: market's competitiveness, the consumer's health & safety and environmental protection, among others (Instituto Ecuatoriano de Normalización). Furthermore, this public

entity has made significant efforts to ensure that all industries achieve a culture of producing high quality goods.

The Ecuadorian Institute of Standardization is, for the first time in its history, adopting international standards and participating in the development of these international agreements with leading standards organizations worldwide, as: ISO, COMPANT, CODEX, among others (Ministerio de Industrias y Productividad, 2012). The adoption of these standards allows the Ecuadorian industry to produce goods that reach and even, sometimes, exceed international quality standards. Ecuadorian products can now exceed the quality of similar international products, increasing the country's exporting options.

The INEN's Seal of Quality (Sello de Calidad INEN) represents the efforts above mentioned. As part of the extensive work done by the INEN towards quality, this institution created the "*INEN Quality Label*". This seal gives official recognition to products that constantly meet the requirements of a Governmental Technical Standard reference guide, granted by the Ecuadorian Government (Instituto Ecuatoriano de Normalización). This seal has two main positive outcomes. First, it guarantees the Ecuadorian consumer a reliable high quality product. Secondly, it increases exportations due to the fact that all products that wish to be exported must have this quality seal and therefore, increases the sales in foreign land.

It's current Executive Direct, the economist Agustín Ortiz, has focused his efforts in creating a more friendly and helpful public institution (INEN). Thanks to his permission, and with the help and orientation of the Human Resources Direct, Ing. Manual Sarango; the 101 questionnaires were handed out and completed.

CHAPTER 3: LITERATURE REVIEW:

For quite some time, human beings have wanted to know how the human psyche works. Humans have developed as much as we have due to our adaptability characteristic and our intelligence. In primitive times, human beings understood that hunting alone was not as productive as hunting in groups. Later we realized the benefits of planting seeds and harvesting them, changing from a nomadic species to a stationary one. The less time dedicated to gathering food, the more time we had to start using our intellect to other more productive things. Being social beings, humans formed cities, thus achieving life in society, giving birth to great civilizations: Greek, Roman, Egyptian, Chinese, Inca, etc ... Men stopped acting only as animals: born, grow, reproduce and die. The primary need for food and rest remain intrinsic in us because without them the human body cannot survive; however, activities that required more intellectual effort provided many more satisfaction.

Why we act like we do? What motivates us to do the things we do? It is clear that every human being is unique, different from another. These differences go beyond the exterior characteristics of persons. If the body is considered a vehicle, the mind is the vehicle's motor. The mind specifies how we act.

Psychology began when human beings began to make philosophy and science. It is said that psychology is as old as the Greeks (Psychoid). However, psychology was not created until about 1879, with the creation of the first laboratory of psychology by Dr. Wilhelm Wundt (Annenberg Learner). Descartes published, several decades before, the dualism principal; which states that the mind and body are two separate interrelated entities and that

their proper functioning helps create the human life experience. This principle helped humans understand the differences between psychology and physiology(AboutEducation). Thanks to the German doctor Mr. Wilhelm Wundt, psychology was establish how it is known today, as an autonomous science

Locus of Control:

The Locus of Control theory was developed by psychologist Julian B. Rotter. Rotter was born in Brooklyn New York in 1916 and he is the third and last child of his parents. In 1929 with the economic downturn, the family business went broke and Rotter learned an important lesson, “It began in me a lifelong concern with social injustice and provided me with a powerful lesson on how personality and behavior were affected by situational conditions”(Schultz & Schultz, 2012). Rotter dedicated his life to psychology, even when he knew that Jews were not allowed to have academic jobs.

“Rotter sought explanations for behavior and personality outside and inside the organism, looking both for external reinforcements and internal cognitive processes”(Mini-theories, 2012). He wanted to know what pushes people to act and believe what they do. He knew that some people firmly thought that their reinforcement came from within, others from other people. “(...) locus of control concerns the tendency to ascribe the cause of events either to oneself or to the external environment.”(Martinko, 1995). The Locus of Control theory comes from Rotter’s social learning theory, and in 1966 he presented this theory to the world.

Internal Locus of Control individual have a powerful reinforcement received by the thought that their life is under the control of their own behavior and attitudes. External locus

of control individuals think that external factors, such as luck or fate control what they receive in life(Mini-theories, 2012).

Rotter invented a “Personality Test” with a scale. This test contains several questions; and depending on what is the respondent’s answer, he/she would receive one point on that question or not. Even when Rotter does not indicate an exact cutting point in the scale to determine to what group the respondents belongs to, many published articles point out what score determines what group.

Using a LOC test of 30 questions those with a score from 0 to 6 (including 6) equals an Internal person. A score from 7 to 12 (including 12) represents a Transitional person and a score of 13 or above would be an External person.

Internal people tend to feel optimistic about the future because they think they control it. External people feel uncomfortable with these aspects, because they think they do not control it. Moreover, Transitional individual show a more in-between approach to time and responsibility, thinking that they control their lives but only to some extent (other things or people can control their lives).

For example employees with Internal Locus of Control sometimes attribute blame to themselves. An External Locus of Control Individual often attributes the circumstance of their “faults” to external factors (Martinko, 1995). A Transitional individual might show some blame attribution to himself but identifying that not all the blame is his responsibility, and the “fault” is also due to external factors.

An interesting fact is that internality increases with age at a young stage in life; then it stabilizes at a middle age, but it does not diminish at an old age(Engler, 2013).

After several investigations using Locus of Control theory to distinguish traits on individuals, it has showed that

“(...) internals are more perceptive and more ready to learn about their surroundings. They ask more questions and process information more efficiently than externals. They have greater mastery tendencies, better problem-solving abilities, and more likelihood of achievement (...).”(Engler, 2013)

On the other hand, research has shown that

“Externals are more likely to conform (Singh, 1984) and prefer not to make a choice. Externals tend to be more anxious and depressed, as well as more vulnerable to stress. They develop defensive strategies (...) in coping with a task and use defensive strategies afterwards to explain their failure.” (Engler, 2013)

Motivation

For many, motivation is what drives a person to perform a certain activity or activities. The greater the impulse a person has the greater the dedication that is given to the completion of an activity. Motivation does not assure the outcome of a situation, but it definitely can increase the amount of energy engaged in that activity

The companies that care about their employees know the true value of them. Machines can only replace humans to some extent, usually in technical aspects. Some “un-copiable” qualities of a human being are: person’s values, attitude, personality, energy devoted to the

completion of an activity and optimism; among others. A motivated employee means higher productivity for a company, helping create more profit for the stockholders.

An efficient motivation is one that responds to a person's needs, motives, goals, desired incentives, among others (McKenna, 2000). If the motivation mistakes these needs, then the corporative motivation will not be complete, it does not motivate the employee.

Herzberg's two factor theory explain that motivation can be divided into two main factors: the maintenance factor and the motivators. The maintenance factors, when present help the employee to not feel demotivated. Whereas the motivators are those factors that help push the employee to superior effort (Mukherjee). A good pay check and a clean environment are examples that fit perfectly the maintenance factor. If a good pay-check is what most patrons believe motivates employees (and even some employees too) then should they continue doing so? The incorrect answer would be YES. If these benefits are a maintenance factor, then this means, the employee will not feel for ever motivated with them and they only help to prevent dissatisfaction (Mukherjee). Motivators are situations that satisfy the person's needs, and goes beyond simply not dissatisfying them.

The survey created for this thesis pretends to give a useful insight to patrons on what would really motivate their employees, what does not dissatisfy them and what demotivates them.

When revising McGregor's Theory X and Theory Y, one can see that employees can once again be divided into two man groups. The theory X employee sees work as something not pleasant for him/her; will avoid responsibilities and prefer to be told what to do, and must me controlled and threatened with punishments so they achieve their job (Mukherjee). On the

other hand, the Theory Y employees feel work is very pleasant, will be self-controlled and self-directed and is not frightened to decision-making(Mukherjee).

The theory X employee results to have similar traits as the External Locus of Control employee and the Theory Y individual tends to have similar traits as the Internal Locus of Control respondent.

The Herzberg two factor theory and McGregor's Theory X and Theory Y, were extremely helpful when creating the corporative motivational optionspairs.

CHAPTER 4: METHODOLOGY USED

In order to write this thesis, two main topics were researched: Locus of Control and Motivation. Information on the Locus of Control topic was mainly found on the Internet and several Organizational Behavior books were found in Universidad San Francisco de Quito's Library concerning the motivation topic. The Internet information came from reliable internet sources, such as scholar publishers and renowned authors.

All the collected information was analyzed and studied, and later used to develop a corporate motivation questionnaire. Since the purpose of this thesis is to demonstrate a real life relationship between styles of perceptions (Locus of Control) and possible corporate motivation strategies; the creation of this survey was crucial. The survey was filled out by employees of an Ecuadorian public entity. This entity had a number of employees greater than one hundred. A smaller amount of interviewed employees would not create a sufficient sample. Therefore surveys were conducted in the public governmental entity INEN.

The structure of the survey consists of two parts. The first part is the Locus of Control test, in order to know in what group the respondent belongs to (Internal, Transitional, and External). The second part of the survey presented pairs of motivational options; these options were written based on the Locus of Control theory. In each pair of corporate motivational options, there was one option that is thought to be appealing to the Internal and one appealing to the External. The options were paired up to evaluate which option was chosen by the employee that was previously segmented in three Locus of Control groups (when the survey was being tabulated).

The surveys were tabulated in a manner that the respondent was first segmented into the Locus of Control segments, and after that the selection of the corporate motivational options were studied. The data tabulated was done in this sequence to help the purpose of the thesis: finding out if there exists any relation between the inner perception of a person of him/herself and the most appealing corporate motivational options.

CHAPTER 5: RESULTS ANALYSIS

Assume the LOC test of 30 questions was used.

In the public institutions, the overall results for the Locus of Control Test are as follows:

INEN

Locus of Control	Amount of Respondents
Internal	53
Transitionals	47
External	1
Total Respondents	101

Table 1: Locus of Control Overall Test Results

These results differ from the expected ones. 30 Internals, 6 Externals and the rest Transitionals were expected. Nevertheless, the research gave interesting insights.

In general terms, the respondents were divided into three main categories: Internal, Transitional and External. The term “Transitionals” was formulated by the thesis director Dr. Gerald Finch, to explain those individuals in between both opposing groups. This chapter will be divided into these three main topics creating three sub-chapters, where more in depth results will be given in each one.

In order to find a correlation between a person’s perception on their life (Locus of Control) and corporative motivation, the second part of the questionnaire had 14 questions in

total. These 14 questions were divided into 6 main topics and 4 evaluators. All these corporative motivation options were built on the Locus of Control theory; which means that the corporative motivation options would have an option intended to satisfy the Internal LOC individual, and another option was intended to satisfy an External LOC individual. (Appendix 1)

The first main topic is Performance Evaluation. This topic refers to how the employee would prefer to be evaluated. An Internal LOC individual would prefer an evaluation on goal achievement for a middle and long term run. This is because Internal LOC individuals do not feel anxious for the future; the future is something they can control with present actions. For example, an Internal sales person would not feel threatened with a sales goal for a middle and long term, because he/she would plan on how many units to sale monthly, weekly, daily, to satisfy that goal. An External LOC individual would prefer an evaluation on the amount of time dedicated and effort put into a specific task more than being evaluated on goal achievement. External LOC individuals have the perception that external factors control their lives and future; therefore, they do not have or have very little control over middle and long term decisions. External LOC individuals prefer daily evaluations.

The second topic treated is Time Management. This topic refers to how employees would like to manage their time, if they would like the company to empower them to take responsibility on making their own agenda or if they prefer to have a very structured time schedule and leaving all the responsibility of time management to the company or direct superiors. An internal would prefer to have the freedom of making their own working schedule; giving him/her the opportunity to arrive and depart the office at the time they believe is best for them, keeping in mind their position's requirements and goal

accomplishment. An external employee would prefer to have a rigid and structures working schedule, knowing exactly when his working hours starts and when they finish, regardless their goal accomplish and positions requirements. An external prefers this position because that way he/she does not feel responsible for choosing an appropriate amount of time.

The next main topic is Benefits. What type of benefits would motivate the employee to work better. This topic was divided into two opposing options. The first is intended to show that an Internal employee (which already has an “adequate” income) would prefer better job atmosphere and mainly non-monetary benefits such as increase in health programs, discounts in food markets, etc... The second option is intended to show that an external is mainly interested in immediate monetary benefit.

The fourth main topic is Responsibility Management. The first option was built to attract Internal LOC individuals by stating when an achievement is completed successfully, they would prefer more responsibilities with a moderate salary level increase. The second option was written to appeal an External LOC individual stating that they would prefer an immediate monetary benefit (such as a bonus) and all the other factors would remain the same, denoting that they would not prefer more responsibilities in their job.

The fifth topic is Adversity Management: how to react when the company is undergoing a bad financial situation. The option intended for the Internal individual is not to feel threatened by it (the company’s bad financial situation) and on the contrary see the situation with optimism and an opportunity to help the company and him/herself grow. The external option dictates that the employee does not feel comfortable in this situation but will do everything the company tells him/her to help the company pass this bad financial situation.

External individuals prefer to be told what to do, so they are not responsible nor blamed for bad decision making.

The last topic is a question of time, when to receive the benefits? The topic would help the employer know when would be the best time to give the benefits agreed to each type of employees in order to have a better positive impact. The option written for the Internal employee says that he/she would prefer the monetary benefits to be accumulated for a period of one year so that these would represent a more significant amount. This option was created for the Internals because they do not feel threatened by the concept of the future. However, the second option intended for the External employee specifies that this type of employee would prefer to receive monetary benefits immediately, such as one-time bonus payments.

To write the internal option for each of these topics, three interviews were done. The interviews began with the LOC test, and later on the person was interviewed. They obtained a very low score in the Locus of Control test. These people were asked to think about situations that would motivate him/her. These situations are written in the Appendix 2.

In the second part of the questionnaire, apart from these six main topics, four evaluators were incorporated; however, these evaluators will be defined and explained in the Transitional sub-chapter of this chapter.

Internal Locus of Control

Individuals with Internal Locus of Control have the firm conviction that they control their lives. This means they have the perception that nothing besides them are responsible

for what happens to them: they are aware that situations can come out of their control: however, they do not believe that this happens because an external factor decided for such.

In the surveys done in INEN, 53 respondents out of a grand total of 101 belong to the Internal Locus of Control group when they took the Locus of Control Test in the first part of the survey.

In the second part of the questionnaire, from the 53 Internals more than 52% of them responded positively to an overall internal corporate motivational option. Almost 25% of the 53 internal respondents had a positive appeal to an external corporate motivation and a surprising almost 23% responded positively to both types of motivation.

The Internal corporate motivation was: long term Performance Evaluation, Time Management empowerment and more flexible schedules, non-monetary Benefits, more responsibility management when successful goal achievement, a positive point of view to Adversities (in this case: the company/institution bad financial situation) and accumulative benefits. External corporate motivation was: preference to effort and dedication put in a task instead of a performance evaluation; rigid schedules and no employee empowerment of Time Management; monetary benefits, rejection to more responsibilities; dedicated but not empowered employee in adverse situations; and immediate one-time bonus payments.

The following table helps exemplify the information mentioned above. This is an overall view. A detailed analysis on each main topic was elaborated as well.

INTERNAL CORPORATIVE MOTIVATION	Respondents	%
INTERNAL	28	52.83
EXTERNAL	13	24.53
COMPLETE	12	22.64
Total Internals	53	100

Table 2: Internals Corporative Motivation Layout

This data was obtained by calculating the corporative motivational options to the 53 respondents that showed an Internal Locus of Control.

The following graph would help view the information from the table above.

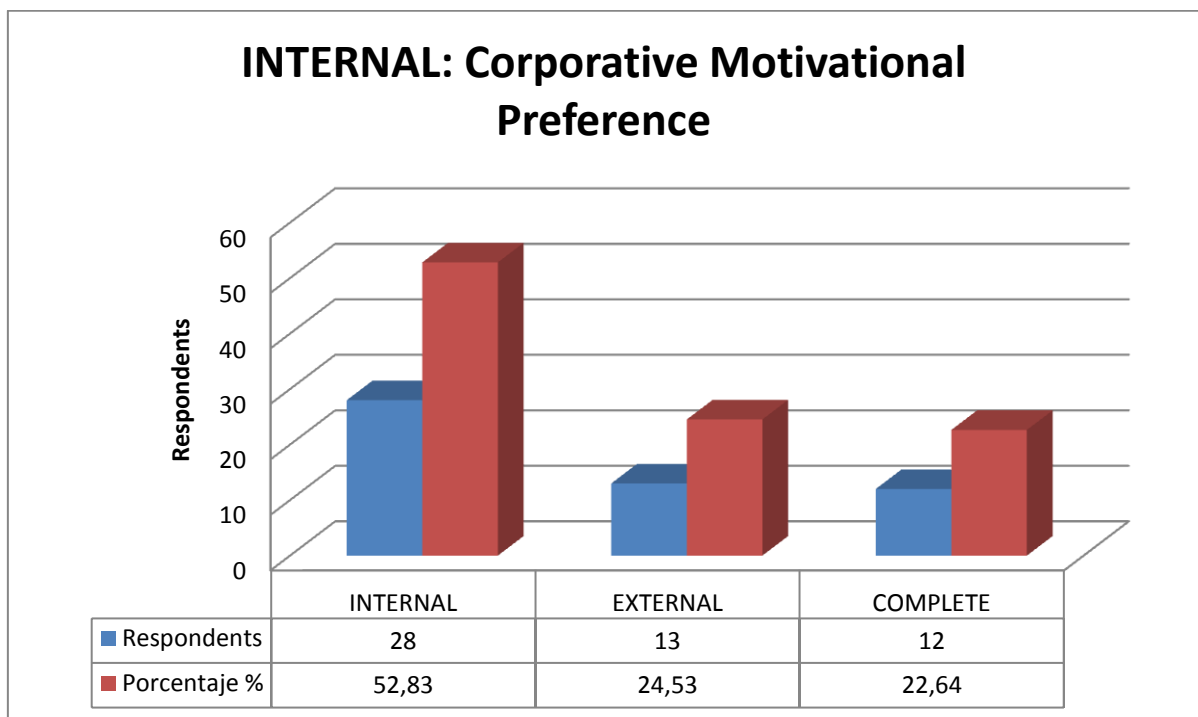


Figure 1: Internals Overall Corporative Motivational Preference

The word COMPLETE was chosen to describe those Internals that are motivated with an Internal and External type of corporative motivation.

This overall above-presented information is divided into the six main corporative motivational topics. To have a more in-depth appreciation of the data provided by the 53 Internal INEN employees in each topic.

When analyzing the first main corporative motivational topic: Performance Evaluation; 27 respondents had a positive appeal to the Internal option in this topic. This means almost 51% of the Internal employees preferred to be evaluated on middle and long term bases, and these evaluations should be on goal achievement. The following graph represents the Internals preference segmentation to the Performance Evaluation topic.

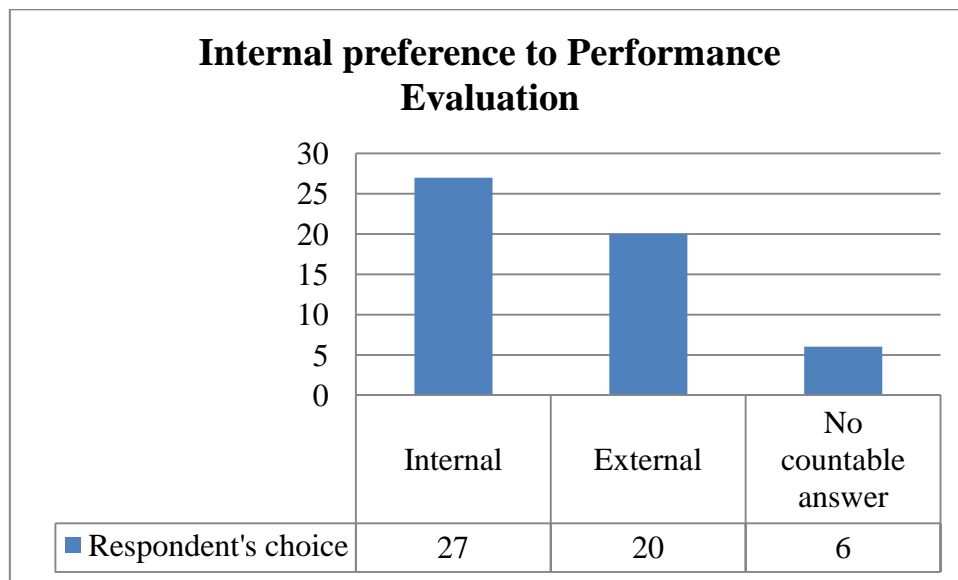


Figure 2: Internals Performance Evaluation Preference

This shows that 27 Internals prefer the internal corporative motivation, long term evaluations and based on goal achievement. On the other hand, 20 respondents (out of the 53 Internals) prefer a performance evaluation based on the effort and dedication put to a task

instead of evaluations done on goal achievement (External corporative motivation). And a minority of 11% (six respondents) had no countable answers because they liked both options.

When it comes to Time Management, most respondents also had a higher appeal to an Internal type of corporative motivation. However, a surprising fact is that 21 respondents (39,6%) showed an ambiguous answer. Almost 40% out of the 53 Internal employees wanted freedom to create their own working schedules but also were comfortable with the idea that the company would have a rigid and already structured working schedule for them. This answer could be because they are employees working in a public institution; therefore, working extra hours could not have a direct positive impact on them or they find the option of having flexible working schedules as something they would appreciate but very difficult to obtain.

The following table shows the 53 Internals' preference to Time Management, which has three options: the Internal corporative motivation option, the external and the complete (those respondents who felt the same affinity to both types of motivation):

Internals Motivation Preference	# of Respondents	Main Topic
Internal	25	Time Management
External	7	
No countable answer	21	
Total	53	

Table 3: Internals Time Management Corporative Motivational Segmentation

When analyzing the third main topic, the preferred option is the External. When it comes down to benefits (working atmosphere, health benefits, department stores benefits or

immediate monetary benefits) a 49,06% of the Internal respondents choice the External option. The Internal employees prefer to receive monetary benefits. Since no information apart from the one obtained by the questionnaire tabulation was asked, one cannot state the cause for this result; perhaps these employees do not have an adequate salary or they perceive monetary benefits to be more useful.

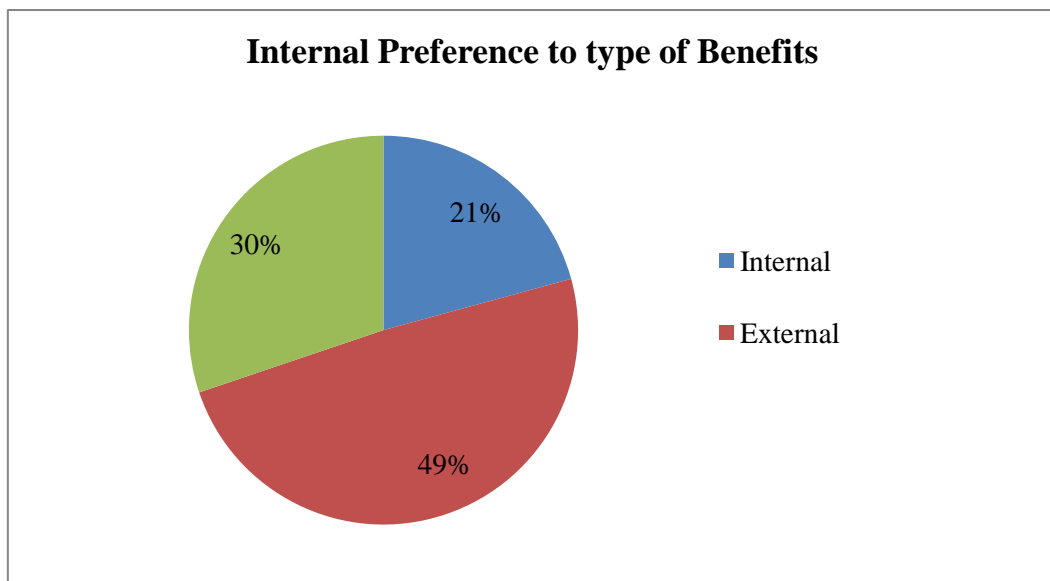


Figure 3: Internals Type of Benefits Preference

The fourth main topic is Responsibility Management. The option the Internal employees chose as the preferred is the internal one. Employees prefer to have more responsibilities with a moderate salary increase when goal achievement, rather than the external option. This could lead the employer to believe that most of its employees want to stand-out and would enjoy having professional growing opportunities.

The following table shows what the Internals preference for Responsibility Management was:

Internals Motivation Preference	# of Respondents	Main Topic	Percentage
Internal	36	Responsibilities	68%
External	12		23%
No countable answer	5		9%
Total	53		

Table 4: Internals Responsibility Management Segmentation

When analyzing the fifth main topic, Adversity Management; most Internals see a company's bad financial situation with optimism and an opportunity to grow and help the company grow too.

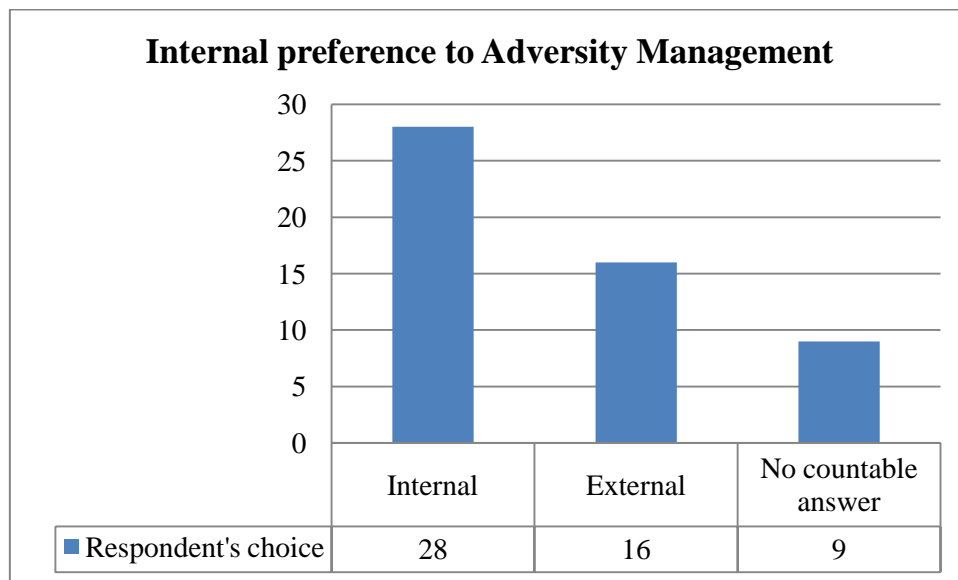


Figure 4: Internals Adversity Management Segmentation

Finally, for the sixth main topic: when to receive the benefits; most Internal employees prefer to receive the benefits after one year, allowing them to accumulate. Almost 55% do not feel threatened by the uncertainty of the future and prefer to have a large accumulated benefit at the end of a year-time.

Internals Motivation Preference	# of Respondents	Main Topic	Percentage
Internal	29	When to receive the benefits	55%
External	22		42%
No countable answer	2		4%
Total	53		

Table 5: Internals Time disposition to Benefits Segmentation

In an overall view, the Internal employees prefer an Internal type of corporative motivation. Five out of six motivational topics were responded with a positive agreement to the Internal type of corporate motivation.

Transitionals

Those individuals that scored from 7 to 12 points in the Locus of Control test were considered Transitionals. This means that they are not strong Internals and are not strong Externals. These individuals can be motivated by several techniques and motivation traits. Using the Locus of Control theory, they could be motivated by Internal and External Traits.

In order to have a better understanding on what type of corporative motivation they prefer, four evaluators were built-in the second part of the questionnaire. These evaluators were simple questions that instead of showing a corporate motivation option, they would show LOC Internal and External preference. The purpose of these evaluators is to identify if the Transitional person has an Internal tendency or External tendency; however, there were some individuals that expressed a complete intermediate preference. Those individuals that showed

an indifference to both or attractions to both (LOC based motivation) were called COMPLETE INTERMEDIATE MOTIVATIONAL individuals.

From the study done to the INEN, the 47 questionnaire respondents that fell in the Transitionals, were first divided by the results shown from the evaluators. Later, the corporate motivational option preference was calculated to know which ones preferred an internal, external or complete intermediate motivational approach. When combining this both steps, important information was obtained. For this thesis purpose, the information was calculated in such a manner that the amount of transitionals with an Internal Locus of Control tendency and Internal corporative motivational option prefers was obtained. On the other hand, those transitionals with an External Locus of control tendency that preferred an External corporative motivational option preference was obtained and finally those with a complete intermediate Locus of Control tendency that felt comfortable with a Complete Intermediate Corporative motivational preference also was obtained.

The following table shows the amount of individual correlations.

		Corporative Motivational Options		
		Internal	External	Complete
Locus of Control Tendencies	Internal	6	3	4
	External	12	15	6
	Transitional	1	8	26

Table 6: Transitional Corporative Motivational Segmentation

The table shows that 6 Transitional Individuals (respondents that obtain a score from 7 to 12 in the first part of the survey – Locus of Control Test) have an Internal Locus of Control tendency (obtained with the results from the four evaluators) and prefer an Internal Corporative Motivation option. 15 Transitional individuals with an External Locus of Control tendency felt more attracted to an External corporative motivation option. However, the main majority (26 respondents) of the Transitional Individuals presented a completely intermediate Locus of Control Tendency and they also felt comfortable with a Complete Intermediate Corporative Motivational Option.

To have a more in-depth knowledge of what was the transitional corporative motivational preference, each main topic will be analyzed.

In the first main topic is Performance Evaluation, 53% (out of 47 respondents) of the Transitionals preferred an External Corporative Motivational option. This means, they prefer to be evaluated on their time dedicated to a task and the effort put in this task, before performance evaluation on goal achievement.

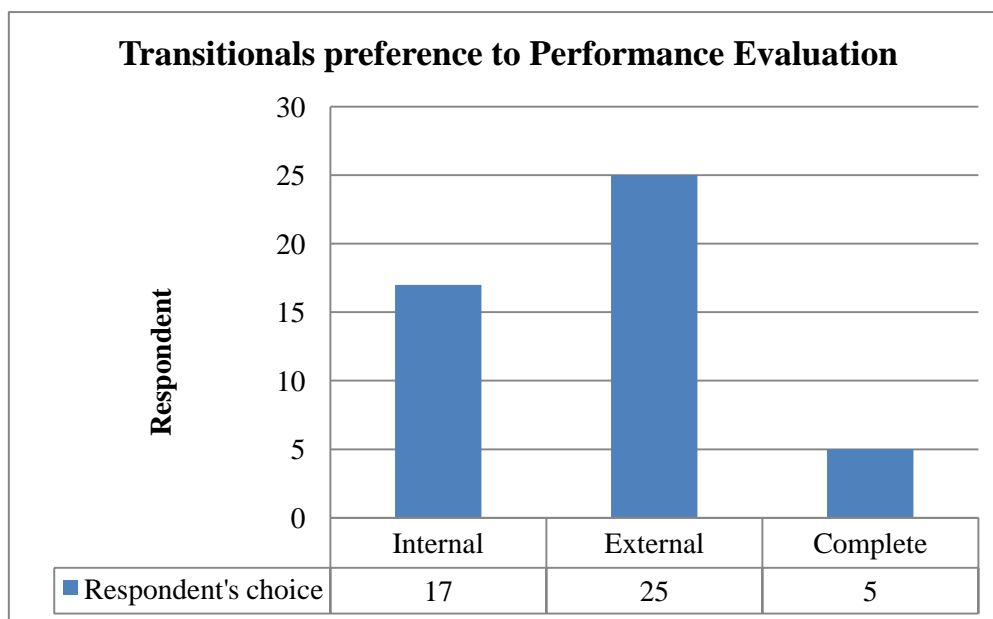


Figure 5: Transitionals Performance Evaluation Preference

When it comes to the second main topic: Time Management, 45% of the 47 Transitionals prefer a complete intermediate corporative motivation, and then 38% of the transitionals prefer an Internal type of corporative motivation and 17% prefer an external. This means that they would feel comfortable handling the responsibility of creating their own working schedule but they also feel comfortable if the company does this for them.

The third main topic addresses is the type of benefits the respondent prefers. An Internal Corporative Motivation expresses non-monetary benefits, External Corporative Motivation expresses monetary benefits, and Complete Intermediate Corporative Motivation expresses an equal preference for both. The results of the survey show that the majority of Transitionals prefer an External Corporative Motivational approach to the type of benefits they prefer. 53% of the Transitionals expressed this preference. However, another 30% would also feel comfortable with non-monetary benefits.

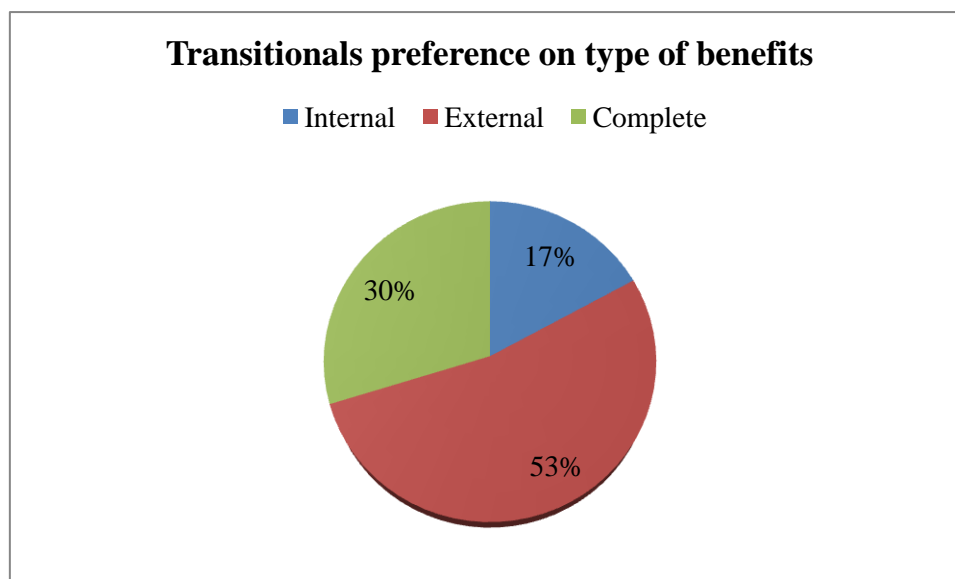


Figure 6: Transitional Type of Benefits Preference

When it comes to Responsibility Management, 60% of the Transitionals (28 out of 47) prefer an Internal corporative motivation. They feel that acquiring more responsibility after successful goal achievement (even when this involves a low salary increase) makes them feel more satisfied. A possible conclusion to this topic could be that it indicates that this group also would like to grow professionally within the public institution.

Transitionals Motivation Preference	# of Respondents	Main Topic	Percentage
Internal	28	Responsibilities	60%
External	9		19%
Complete	10		21%
Total	53		

Table 7: Transitional Responsibility Management Segmentation

The Transitionals chose the complete intermediate corporative motivation after the Internal corporate motivation. This could mean that they would appreciate more

responsibilities after a successful goal achievement, but if this does not happen they do not feel demotivated.

The fifth topic, Adversity Management shows that the majority of Transitionals do not feel threatened if the public institution faces a bad or difficult financial situation, and they actually see it with optimism and an opportunity to grow. 25 respondents out of 47 prefer this Internal corporative motivational option.

Transitionals Motivation Preference	# of Respondents	Main Topic	Percentage
Internal	25	Adversity Management	53%
External	11		23%
Complete	11		23%
Total	53		

Table 8: Transitionals Adversity Management Segmentation

When it comes to defining when the transitionals prefer to obtain the agreed benefits, the majority prefer an External point of view. This means they would prefer to receive the benefits immediately after the goal achievement; instead of accumulating them for a period of one year.

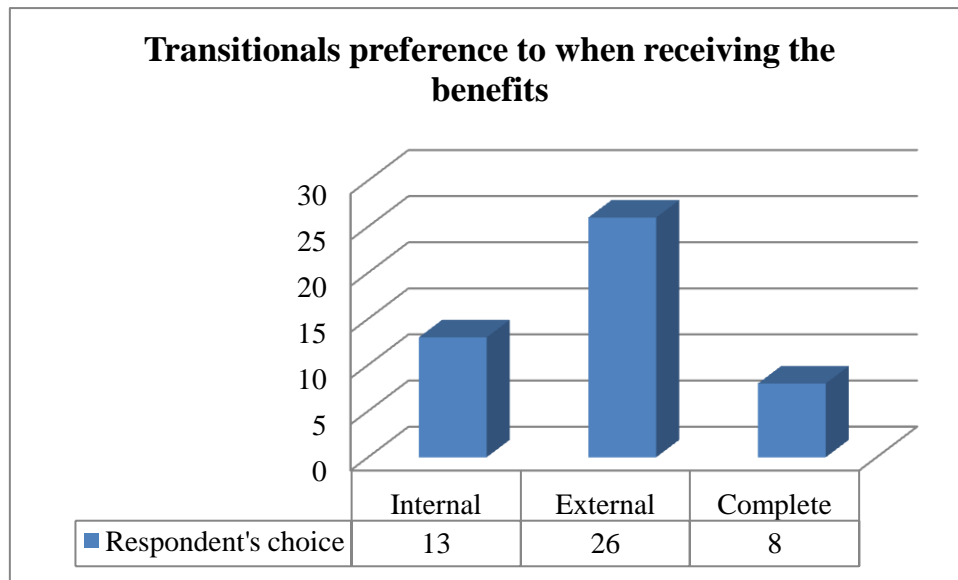


Figure 7: Transitionals Time Disposition to Benefits Preference

As a conclusion, transitionals prefer a Complete Intermediate Motivational option. The next preferred option is the External Corporative Motivation option. If the public institute uses an External corporative motivational option on the Transitionals, they would be motivated by it.

External

It was a big surprise to find that in INEN with a 101 respondents, only 1 person obtained more than 13 points in the Locus of Control test, making him/her the only respondent in the external category. Once again, the 30 questions Locus of Control Test was used to obtain this information.

However, not many conclusions could be obtained from this survey because in most of the questions that form the six main topics, this individual gave the same amount of point to each pair of questions.

In the only two main topics in which the respondent gave a positive affirmation to any tendency of corporative motivation are Performance Evaluation and Adversity Management. In both these topics, the individual preferred an External type of corporative motivation. This means, the individual having an external locus of control, prefers to be evaluated on the amount of effort and time dedicated to a task instead of him/her being evaluated on goal achievement. This means a behavioral-performance evaluation is better than Results-based evaluation. Moreover, this respondent does not feel comfortable if the public institution faces a bad financial situation; therefore, he would do exactly as he is told, to help the company pass that uncomfortable situation for him.

Furthermore, the research cannot draw any conclusion based on his level of education because the respondent did not mark any level.

CHAPTER 6: CONCLUSIONS.

Since the information of the respondents was divided into three main groups: Internals, Transitionals and Externals, the conclusions will be divided into three groups as well.

For the 53 Internals the final conclusion is that they generally prefer an Internal type of Corporative Motivation. 52.8% of the Internals felt positive towards an Internal motivation, meaning they prefer a middle and long term performance evaluation. They would like to have the freedom to make their own working schedules, feel comfortable with responsibility management as well as adversity management and would like to receive the benefits after they are accumulated for a one-year period. It is peculiar that a 49,06% preferred to have only monetary benefits, instead of non-monetary benefits. Once again, information outside the one obtained from the survey tabulation was not given; therefore, a conclusion to why Internals prefer monetary benefits instead of non-monetary benefits cannot be formulated.

For the Internal segment of the respondents, one can conclude that the hypothesis was correct, and the Internals felt attracted to the same type of corporative motivational options.

When it comes to Transitionals, the story is different. They overall prefer an External Corporative Motivational option. Three out of five motivational options that were selected have the external base, only two options have the internal point of view and only the time management topic had a complete intermediate motivational option check as the preferred one. In this group, it appears that they prefer external type of benefits and they also prefer to receive them. This means, a monetary benefit would be most motivating for them and they would not like to accumulate these benefits for a long period of time.

For the third main group, the Externals, very few conclusions were possible. The respondent gave equal weights on most of the six main topics. Only two topics were registered as appealing to him. The first main topic: Performance Evaluation; he/she felt more comfortable with an external type of motivation. The second topic in which the respondent showed interested is Adversity Management. In this fifth main topic, he/she also marked the external corporative motivational option as a desired one.

CHAPTER 7: RECOMMENDATIONS

The first recommendation is to have a larger population to work on. Even though a significant amount of employees from the public sector, INEN, were given out the survey, only one employee obtained a higher score than 13 in the Locus of Control test, becoming the only survey correspondent to the External group. This meant a big limitation on knowing what corporative motivational options Externals prefer.

The second recommendation would be to find a company with labor workers. The Locus of Control theory dictates that with higher degree of education, the individual would tend to be more of an Internal. In INEN most employees are university graduates. Perhaps, if more employees have a lower study degree and they were asked to do the survey, then more employees would fall in the category of External Locus of Control individuals.

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APPENDIX

APPENDIX 1: QUESTIONNAIRE

La presente encuesta tiene un fin académico y servirá para conocer métodos de motivación corporativa más eficiente, que le ayudará a su empleador para motivarlo a Ud. de mejor manera.

La encuesta es completamente ANÓNIMA, y cualquier información que usted indique en la presente no tendrá ningún castigo o penalización, así que se pide su completa HONESTIDAD.

La presente encuesta lleva consigo 2 partes. La 1era parte servirá para conocer rasgos de su personalidad y la 2da para vincular formas de motivación corporativa que sea más llamativa a los diferentes rasgos de personalidad.

Por favor seleccione el Nivel de Educación que usted actualmente posee (sí usted egresó, pero aún no tiene título, igual marque el nivel del cual ya egresó)

	Primario	Secundario	Universitario	Masterado	Doctorado
Nivel de Educación					

Primera Parte

Direcciones:

Responda las siguientes preguntas con un "SI" o un "NO". No existen respuestas correctas o incorrectas. No se tome demasiado tiempo respondiendo una pregunta, pero debe responder a todas las preguntas. Sí en alguna pregunta usted siente que la podría responder tanto con un "SI" o un "NO", piense que respuesta pesa el 51% o más y coloque esa respuesta.

Si/No	#	Pregunta
	1	¿Cree que la mayoría de los problemas se resolverán de alguna manera si usted decide no hacer algo al respecto?
	2	¿Usted cree que puede decidir no resfriarse si así lo quisiera?
	3	¿Algunas personas simplemente nacieron "suertudas"?
	4	¿La mayoría de las veces Ud. piensa que alcanzar el éxito en tareas laborales es importante?
	5	¿Con relativa frecuencia es Ud. llamado la atención por cosas que no son su culpa?
	6	¿Ud. cree que si alguien trabaja arduamente, él o ella alcanzará el éxito?
	7	¿Ud. piensa que no vale la pena el sacrificio de trabajar duro porque la mayoría de veces las cosas saldrán como deben salir?

8	¿Siente Ud. que si "me levanté con el pie derecho" todas las cosas saldrán bien, sin importar qué ocurra?
9	¿Ud. cree que desear que buenas cosas ocurran servirá para que estas sucedan?
10	¿La mayoría de las veces le resulta difícil cambiar la opinión que tenga un amigo suyo?
11	¿Cuándo Ud. hace algo mal, cree Ud. que hay muy pocas cosas que pueda hacer para remediar el error?
12	¿Ud. cree que algunas personas simplemente nacieron buenas en los deportes?
13	¿Piensa que una buena manera para manejar los problemas es simplemente no pensar en ellos?
14	¿Cree Ud. que Ud. tiene mucha influencia de decisión al escoger sus amistades?
15	¿Al encontrar un trébol de cuatro-hojas (o cualquier otro amuleto de buena suerte), esté le traerá buenos augurios?
16	¿Cuando alguien está molesto con Ud., existe muy poco que Ud. pueda hacer para cambiar esa situación?
17	¿Alguna vez Ud. ha tenido o ha usado algún amuleto de la buena suerte?
18	¿Ud. cree que Ud. le agrada a la gente por cómo Ud. se comporta?
19	¿Cuándo la gente se enoja con Ud., es usualmente por ninguna razón?

20	¿La mayoría de las veces Ud. piensa que lo que suceda mañana sí se verá afectado por lo que sucede hoy?
21	¿Cuándo van a suceder cosas malas, no hay nada que yo pueda hacer para prevenirlas o cambiarlas, puesto que estas sucederán de igual manera?
22	¿Piensa que las personas pueden obtener lo que ellas quieran si siguen intentando?
23	¿La mayoría de la veces encuentra inútil tratar de "salirme con la mía" en su hogar?
24	¿Ud. piensa que buenas cosas suceden gracias al trabajo duro?
25	¿Ud. piensa que cuando alguien quiere ser su enemigo, hay nada o poco que Ud. pueda hacer para cambiar esa situación?
26	¿Encuentra fácil convencer a sus amigos para que hagan lo que Ud. quiere que ellos hagan?
27	¿Cuándo Ud. no le agrada a alguien, hay nada o poco que Ud. pueda hacer para cambiar esa situación?
28	¿Encontraba inútil esforzarse en el colegio o universidad porque los demás alumnos eran simplemente más listos que Ud.?
29	¿Ud. piensa que una buena planificación ayudará a que las cosas salgan mejor?

	30	¿Ud. cree que es mejor ser inteligente antes que ser "suertudo"?
--	----	--

Muchas gracias, recuerde que no existen respuestas incorrectas. Ahora por favor responda el cuestionario en la segunda parte.

Segunda Parte

Direcciones:

En cada par de preguntas, a la opción que más le guste coloque un número mayor en comparación con la respuesta que menos le guste. Entre más le guste la opción favorecida, mayor el número que le puede dar. Pondere su respuesta de tal forma que al sumarlas sumen 10. Vea el ejemplo.

Ejemplo: Al ir a una heladería y pedir un helado, prefiero...

El sabor a Chocolate	3
Me gusta más el sabor a vainilla	7
	10

1. Preferencia frente a logros
alcanzados

No me incomoda un reconocimiento individual en público	
Prefiero el reconocimiento de todo mi equipo para no tener que pasar sólo ante un público	
	10

2. Desempeño Evaluado

Deberían reconocer mi esfuerzo y dedicación diarias antes que a largo plazo	
Prefiero una evaluación mensual y a largo plazo, de mi desempeño	
	10

3. Éxito

Mi éxito en mi desempeño se basa en cuanto me preparé para esa meta	
Mi desempeño puede verse truncado por externalidades ajenos a mi trabajo.	
	10

4. MANEJO DEL TIEMPO

Me siento más cómodo que la empresa me de la libertad de programar mi agenda diaria	
Prefiero una definición de tareas más estructurada y que mi agenda sea definida por la empresa	
	10

5. EVALUACIÓN

Quiero una evaluación basada en mi esfuerzo y mi tiempo dedicado, sin tener en cuenta los factores externos. Ej.: la economía del país, el clima, el temperamento de otras personas...	
Prefiero mi calificación de acuerdo al cumplimiento de metas de mediano y largo plazo	
	10

6. ME MOTIVA A SEGUIR

TRABAJANDO...

Un mejor trato, clima laboral, mejores beneficios antes que un incremento salarial	
Un incremento salarial anual definido, con horarios establecidos y tareas bien definidas, para así tener menos estrés laboral	
	10

7. FRENTE A UN RESULTAD

ALCANZADO

Considero más importante adquirir mayor responsabilidad con incremento salarial moderado	
Prefiero una bonificación significativa inmediata y seguir desempeñando mis actividades cotidianas con mi sueldo normal	
	10

8. CUANDO LA EMPRESA SE ENCUENTRA EN UNA MALA SITUACIÓN ECONÓMICA

Prefiero evitarlo porque no es mi culpa pero estoy dispuesto a seguir las instrucciones al pie de la letra	
No me siento amenazado y lo veo con optimismo	
	10

9. FRENTE A RESULTADOS NEGATIVOS

El incumplimiento de mis metas está causado usualmente por cosas o elementos que están fuera de mi control y no debería ser castigado por ello	
No me molesta tener alguna sanción siempre y cuando se valore que me responsabilizo por mis errores	
	10

APPENDIX 2: INTERNAL MOTIVATIONS

Three people that testes Internal Locus of Control were asked what motivated them. Those people are Elisabeth Zaira Chavez, Martin Darquea and Johnathan Valdivieso. A list of several of the things that motivate them was created.

- Have a tangible reward when the task is successfully completed.
- Have public recognition for achieved goals with other peers.
- Be able to negotiate the reward or choose from different reward options.
- The more the effort used, the larger the reward.
- All the members in the team should have public recognitions.
- Have a challenging goal that I feel is reachable.
- Comparison with others – If he/she can do it, I can do it too.
- The desire of learning more because that will be helpful in the future.
- Participating in projects were I am able to use more than one (knowledge) tool.
- Be in a group were members help each other and everybody is proactive.
- Have a flexible schedule based on achievements not quantity of time.
- That the project or goal reach is taken into account and is useful to someone else.
- Participate in projects where I find them useful, if they are useless (from my perspective) then I do not want to be in them.
- Be in a group were my point of view is taking into account. (Because if not, then I believe the other members don't respect me, and the do not respect me because I have done a poor job before).

- Be recognized and taken into account by superiors, direct or indirect. (Teachers, immediate boss, CEO, etc.)
- Have a lifestyle that reflects and is the result of my effort.

APPENDIX 3: SCORING KEY – LOCUS OF CONTROL TEST

1.	Yes		7.	Yes		13.	Yes		19.	Yes		25.	Yes	
2.	No		8.	Yes		14.	No		20.	No		26.	No	
3.	Yes		9.	Yes		15.	Yes		21.	Yes		27.	Yes	
4.	No		10.	Yes		16.	Yes		22.	No		28.	Yes	
5.	Yes		11.	Yes		17.	Yes		23.	Yes		29.	No	
6.	No		12.	Yes		18.	No		24.	No		30.	No	

APPENDIX 4: SURVEY DATA TABULATION - INTERNALS

L.de.Contr ol Test	Cantidad	Tema		Pregunt as		1	2	3	4	0	6	7	0	0	
Interno	53	Evaluador 1	Int.	1	Int.	0	0	0	1	0	0	0	0	0	
			Ext.		Ext.	0	1	1	0	0	1	1	0	0	
		Evaluador 2	Int.	3	Int.	0	1	1	1	0	0	1	1	0	0
			Ext.		Ext.	0	0	0	0	0	0	0	0	0	0
		Evaluador 3	Int.	9	Int.	0	1	0	1	0	0	1	1	0	0
			Ext.		Ext.	0	0	1	0	0	0	0	0	0	0
		Evaluador 4	Int.	14	Int.	0	0	0	1	0	0	0	1	0	0
			Ext.		Ext.	0	1	1	0	0	1	0	0	0	0
		Suma Evaluadores	Int.	Suma Eval.	Int.	0	2	1	4	0	0	2	3	0	0
			Ext.		Ext.	0	2	3	0	0	2	1	0	0	0
		Evaluación	Int.	2, 5, 10	Int.	0	1	1	1	0	0	1	1	0	0
			Ext.		Ext.	0	0	0	0	0	0	0	0	0	0
		Manejo de Tiempo	Int.	4, 13	Int.	0	0	0	1	0	0	0	1	0	0
			Ext.		Ext.	0	0	0	0	0	1	0	0	0	0
		Beneficios	Int.	6, 11	Int.	0	0	0	0	0	0	0	1	0	0
			Ext.		Ext.	0	1	0	1	0	1	0	0	0	0
		Responsabilid ades	Int.	7	Int.	0	1	1	1	0	0	0	1	0	0
			Ext.		Ext.	0	0	0	0	0	0	1	0	0	0
		Adversidades	Int.	8	Int.	0	1	1	1	0	0	0	1	0	0
			Ext.		Ext.	0	0	0	0	0	0	1	0	0	0
		Cuando	Int.	12	Int.	0	1	1	1	0	0	1	1	0	0
			Ext.		Ext.	0	0	0	0	0	0	0	0	0	0
							Int	0	4	4	5	0	2	6	0
							Ext	0	1	0	1	0	4	0	0
					Suma Tot.	0	5	4	6	0	6	6	0		

11	12	13	14	15	0	0	18	19	20	21	22	0	0	25	0	27	28	29	30	31	0
0	1	1	1	1	0	0	0	1	1	0	0	0	0	0	0	1	1	0	0	0	0
1	0	0	0	0	0	0	1	0	0	0	1	0	0	1	0	1	0	0	0	1	0
1	1	1	1	1	0	0	1	1	1	1	0	0	0	1	0	1	1	0	1	0	0
0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	0	0
1	1	1	1	0	0	0	1	1	0	0	0	0	0	0	0	1	1	0	1	0	0
0	0	0	0	1	0	0	0	0	1	1	1	0	0	1	0	0	0	0	0	1	0
0	1	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	1	0
1	0	1	1	1	0	0	0	1	0	1	0	0	0	1	0	1	1	0	1	0	0
2	4	3	3	2	0	0	2	3	3	1	1	0	0	1	0	2	3	1	2	1	0
2	0	1	1	2	0	0	1	1	1	2	3	0	0	3	0	2	1	1	1	2	0
1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0
0	0	1	1	1	0	0	0	1	0	0	0	0	0	1	0	1	1	0	0	0	0
0	0	1	1	1	0	0	0	1	1	0	1	0	0	1	0	1	0	0	1	1	0
0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0
0	0	0	0	1	0	0	0	1	0	0	1	0	0	0	0	0	1	0	1	0	0
1	1	0	0	0	0	0	1	0	0	0	0	0	0	1	0	0	0	1	0	1	0
0	0	1	0	1	0	0	1	1	1	1	1	0	0	1	0	1	1	0	1	1	0
1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0
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0	0	0	1	1	0	0	1	0	1	1	0	0	0	1	0	0	1	0	0	0	0
1	1	1	1	0	0	0	1	0	0	0	1	0	0	1	0	1	1	1	1	0	0
0	0	0	0	1	0	0	0	1	1	1	0	0	0	0	0	0	0	0	0	1	0
1	3	3	4	2	3	0	0	2	4	3	1	6	0	0	3	0	3	3	2	6	3
3	2	2	1	3	3	0	0	3	2	2	2	0	0	0	3	0	1	3	2	0	2
4	5	5	5	5	6	0	0	5	6	5	3	6	0	0	6	0	4	6	4	6	5

0	34	35	0	0	38	0	0	0	42	0	0	0	0	47	48	0	50	51	0	0	0	0	56	0
0	0	1	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0
0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	1	0	0	0	0	0	0	0
0	1	1	0	0	1	0	0	0	1	0	0	0	0	1	1	0	1	1	0	0	0	0	1	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	1	1	0	0	0	0	1	0
0	0	1	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0
0	1	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	1	0
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0	3	3	0	0	3	0	0	0	2	0	0	0	0	2	2	0	3	3	0	0	0	0	4	0
0	1	1	0	0	1	0	0	0	1	0	0	0	0	2	1	0	1	0	0	0	0	0	0	0
0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0
0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
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0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0
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0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0
0	1	0	0	0	1	0	0	0	0	0	0	0	0	1	1	0	0	1	0	0	0	0	1	0
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0	0	3	1	0	0	3	0	0	0	3	0	0	0	0	4	2	0	2	2	0	0	0	0	3
0	0	1	4	0	0	1	0	0	0	2	0	0	0	0	0	3	0	2	3	0	0	0	0	3
0	0	4	5	0	0	4	0	0	0	5	0	0	0	0	4	5	0	4	5	0	0	0	0	6

0	5	0	6	6	0	6	6	6	6	6	6	7	7	7	7	0	7	0	0	7	0	0	0
0	1	0	0	1	0	0	0	1	0	0	1	1	1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	1	0	1	1	0	0	0	1	0	0	0	0	1	0	0	0	0
0	1	0	1	1	0	1	0	1	1	1	1	1	1	1	0	0	0	0	1	0	0	0	0
0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0
0	0	0	1	0	0	0	0	0	0	1	1	1	0	0	1	0	1	0	0	1	0	0	0
0	1	0	0	0	0	0	1	1	1	0	0	0	1	1	0	0	0	0	0	0	0	0	0
0	1	0	1	1	0	1	1	0	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	1	0	0	0	1	0	1	1	0	0	0	1	0	0	0	0
0	3	0	3	3	0	2	1	2	1	3	4	3	3	1	2	0	1	0	0	2	0	0	0
0	1	0	0	0	0	0	3	2	2	1	0	1	1	3	1	0	1	0	0	2	0	0	0
0	1	0	0	1	0	0	0	0	0	1	1	1	1	0	1	0	0	0	0	0	0	0	0
0	0	0	1	0	0	1	1	1	1	0	0	0	0	1	0	0	1	0	0	1	0	0	0
0	1	0	0	0	0	0	1	0	1	0	1	1	0	0	0	0	1	0	0	1	0	0	0
0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0
0	1	0	1	1	0	1	0	1	0	0	1	0	1	1	1	0	0	0	0	0	0	0	0
0	1	0	1	1	0	1	1	0	0	0	1	1	1	0	1	0	0	0	0	1	0	0	0
0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	0	0	0	0	0
0	1	0	0	0	0	0	1	0	0	1	1	1	0	0	1	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0
0	0	0	0	0	0	0	1	1	1	1	0	0	0	0	1	0	1	0	0	0	0	0	0
0	1	0	1	1	0	1	0	0	0	0	1	1	1	1	0	0	0	0	0	1	0	0	0
0	0	4	0	1	2	0	1	5	1	2	3	4	4	2	0	4	0	3	0	0	3	0	0
0	0	2	0	3	3	0	3	1	3	1	1	2	1	2	4	1	0	2	0	0	3	0	0
0	0	6	0	4	5	0	4	6	4	3	4	6	5	4	4	5	0	5	0	0	6	0	0

0	83	0	0	0	87	88	89	0	91	0	93	0	95	0	0	0	0	0	0	Total
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	21
0	1	0	0	0	0	0	1	0	1	0	1	0	1	0	0	0	0	0	0	24
0	0	0	0	0	0	1	1	0	1	0	0	0	1	0	0	0	0	0	0	45
0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	6
0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	27
0	1	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	20
0	1	0	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	23
0	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	21
0	1	0	0	0	0	2	2	0	1	0	1	0	1	0	0	0	0	0	0	
0	3	0	0	0	2	0	1	0	1	0	2	0	3	0	0	0	0	0	0	
0	1	0	0	0	0	1	1	0	1	0	1	0	1	0	0	0	0	0	0	27
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	20
0	0	0	0	0	1	0	0	0	0	0	1	0	1	0	0	0	0	0	0	25
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7
0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	11
0	0	0	0	0	1	0	0	0	1	0	1	0	0	0	0	0	0	0	0	26
0	1	0	0	0	1	0	1	0	0	0	1	0	1	0	0	0	0	0	0	36
0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	12
0	1	0	0	0	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	28
0	0	0	0	0	1	1	1	0	0	0	1	0	0	0	0	0	0	0	0	16
0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	29
0	0	0	0	0	0	1	1	0	0	0	1	0	1	0	0	0	0	0	0	22
0	0	5	0	0	0	2	2	2	0	3	0	3	0	4	0	0	0	0	0	0
0	0	0	0	0	0	2	2	2	0	2	0	3	0	1	0	0	0	0	0	0
0	0	5	0	0	0	4	4	4	0	5	0	6	0	5	0	0	0	0	0	0

APPENDIX 5: SURVEY DATA TABULATION - TRANSITIONALS

L.de.Control Test	Cantidad	Tema	Preguntas		0	0	0	0	5	0	0	8		
Intermedio	47	Evaluador 1	Int.	1	Int.	0	0	0	0	1	0	0	1	
			Ext.		Ext.	0	0	0	0	0	0	0	0	0
		Evaluador 2	Int.	3	Int.	0	0	0	0	0	1	0	0	1
			Ext.		Ext.	0	0	0	0	0	0	0	0	0
		Evaluador 3	Int.	9	Int.	0	0	0	0	0	1	0	0	0
			Ext.		Ext.	0	0	0	0	0	0	0	0	1
		Evaluador 4	Int.	14	Int.	0	0	0	0	0	0	0	0	1
			Ext.		Ext.	0	0	0	0	0	1	0	0	0
		Suma Evaluadores		Suma Eval.	Int.	0	0	0	0	0	3	0	0	3
					Ext.	0	0	0	0	0	1	0	0	1
		Evaluación	Int.	2, 5, 10	Int.	0	0	0	0	0	0	0	0	1
			Ext.		Ext.	0	0	0	0	0	1	0	0	0
		Manejo de Tiempo	Int.	4, 13	Int.	0	0	0	0	0	1	0	0	0
			Ext.		Ext.	0	0	0	0	0	0	0	0	0
		Beneficios	Int.	6, 11	Int.	0	0	0	0	0	0	0	0	0
			Ext.		Ext.	0	0	0	0	0	0	0	0	1
		Responsabilidades	Int.	7	Int.	0	0	0	0	0	0	0	0	1
			Ext.		Ext.	0	0	0	0	0	1	0	0	0
		Adversidades	Int.	8	Int.	0	0	0	0	0	1	0	0	0
			Ext.		Ext.	0	0	0	0	0	0	0	0	1
		Cuando	Int.	12	Int.	0	0	0	0	0	0	0	0	1
			Ext.		Ext.	0	0	0	0	0	1	0	0	0
					Suma Categ.	Int.	0	0	0	0	2	0	0	
					Suma Categ.	Ext.	0	0	0	0	3	0	0	
			Suma Tot.		0	0	0	0	5	0	0			

9	0	0	0	0	0	0	1	1	0	0	0	0	0	2	2	0	2	0	0	0	0	0	3	3	0
0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	1	0
1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	1	0	0	0	0	0	1	0	0
0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0
0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	1	0
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3	0	0	0	0	0	0	2	1	0	0	0	0	0	0	1	0	1	0	0	0	0	0	3	3	0
1	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	1	0	0
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0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0
3	4	0	0	0	0	0	0	2	6	0	0	0	0	0	1	3	0	4	0	0	0	0	0	0	3
2	0	0	0	0	0	0	0	4	0	0	0	0	0	0	3	0	0	1	0	0	0	0	0	3	3
5	4	0	0	0	0	0	0	6	6	0	0	0	0	0	4	3	0	5	0	0	0	0	0	3	6

0	36	37	0	39	40	41	0	43	44	45	46	0	0	49	0	0	52	53	54	55	0	57
0	0	0	0	0	0	1	0	0	1	1	0	0	0	0	0	0	0	0	0	1	0	1
0	1	1	0	1	1	0	0	1	0	0	1	0	0	1	0	0	1	1	1	0	0	0
0	0	1	0	1	1	1	0	1	0	1	1	0	0	1	0	0	1	1	1	1	0	1
0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
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0	1	1	0	2	2	4	0	2	2	3	2	0	0	3	0	0	3	1	1	2	0	3
0	2	1	0	1	2	0	0	2	2	1	2	0	0	1	0	0	1	3	3	2	0	1
0	1	1	0	0	0	1	0	0	0	1	0	0	0	0	0	0	1	0	0	1	0	0
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0	1	1	0	0	1	0	0	0	0	1	1	0	0	0	0	0	0	1	0	0	1	1
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0	1	0	0	0	1	1	0	0	1	1	0	0	0	1	0	0	0	1	1	1	0	1
0	1	0	0	0	1	1	0	1	0	1	1	0	0	1	0	0	1	1	1	0	0	0
0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
0	0	1	0	0	0	1	0	0	1	0	0	0	0	1	0	0	1	0	1	1	0	1
0	0	0	0	0	1	0	0	1	0	1	1	0	0	0	0	0	0	1	0	0	0	0
0	0	0	0	0	1	0	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0
0	1	0	0	1	0	1	0	0	1	1	1	0	0	0	0	0	0	0	1	1	0	1
0	0	3	3	0	0	3	3	0	2	1	3	3	0	0	3	0	0	3	2	2	3	0
0	0	2	0	0	1	3	3	0	2	5	3	3	0	0	2	0	0	0	2	3	2	0
0	0	5	3	0	1	6	6	0	4	6	6	6	0	0	5	0	0	3	4	5	5	0

5		6			6										7		7	7		7	8	8	8
8	0	0	0	0	3	0	0	0	0	0	0	0	0	0	4	0	6	7	0	9	0	1	2
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0
1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	1	1	0	1	0	1	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	1	0	1	1
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0
0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	1	0	1	1	0	1
1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
2	0	2	0	0	2	0	0	0	0	0	0	0	0	0	2	0	2	4	0	3	1	2	2
2	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	2
1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	1	0	1	0	1	1
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	1	0
1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	0
1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	1
0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	1	0	1
1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	1	1
1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	1	0	1	0	0	1
2	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	4	0	2	2	0	0	3	3
4	5	0	4	0	0	2	0	0	0	0	0	0	0	0	0	2	0	2	2	0	4	0	2
6	6	0	5	0	0	3	0	0	0	0	0	0	0	0	0	6	0	4	4	0	4	3	5

0	84	85	86	0	0	0	90	0	92	0	94	0	96	97	98	99	##	101	Total
0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	13
0	0	0	0	0	0	0	1	0	1	0	0	0	1	1	0	0	1	0	23
0	1	0	1	0	0	0	0	0	1	0	1	0	1	1	0	1	1	0	36
0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0	6
0	0	0	0	0	0	0	0	0	1	0	0	0	1	1	1	1	0	0	23
0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	15
0	1	1	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	0	21
0	0	0	1	0	0	0	0	0	1	0	1	0	0	1	1	1	1	0	21
0	2	2	2	0	0	0	1	0	2	0	1	0	3	2	2	2	1	0	
0	0	2	1	0	0	0	3	0	2	0	1	0	1	2	2	1	3	0	
0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	1	0	1	0	17
0	1	1	1	0	0	0	0	0	0	0	1	0	1	1	0	1	0	0	25
0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	18
0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	8
0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	0	8
0	1	0	1	0	0	0	1	0	0	0	0	0	1	0	1	0	0	0	25
0	1	0	1	0	0	0	1	0	1	0	0	0	1	1	1	0	0	0	28
0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	9
0	0	0	1	0	0	0	1	0	0	0	1	0	1	1	1	0	1	0	25
0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	11
0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	1	0	0	0	13
0	1	1	0	0	0	0	1	0	0	0	0	0	1	0	0	1	1	0	26
2	0	1	0	3	0	0	0	3	0	4	0	1	0	3	3	4	2	2	0
3	0	3	4	2	0	0	0	2	0	0	0	2	0	3	1	1	3	3	0
5	0	4	4	5	0	0	0	5	0	4	0	3	0	6	4	5	5	5	0

APPENDIX 6: SURVEY DATA TABULATION - EXTERNALS

L.de.Control Test	Cantidad	Tema		Preguntas		0	101	Total
Externo	1	Evaluador 1	Int.	1	Int.	0				0	0
			Ext.		Ext.	0				0	0
		Evaluador 2	Int.	3	Int.	0				0	0
			Ext.		Ext.	0				0	0
		Evaluador 3	Int.	9	Int.	0				0	0
			Ext.		Ext.	0				0	0
		Evaluador 4	Int.	14	Int.	0				0	0
			Ext.		Ext.	0				1	1
		Suma Evaluadores		Suma Eval.	Int.	0				0	
					Ext.	0				1	
		Evaluación	Int.	2, 5, 10	Int.	0				0	0
			Ext.		Ext.	0				1	1
		Manejo de Tiempo	Int.	4, 13	Int.	0				0	0
			Ext.		Ext.	0				0	0
		Beneficios	Int.	6, 11	Int.	0				0	0
			Ext.		Ext.	0				0	0
		Responsabilidades	Int.	7	Int.	0				0	0
			Ext.		Ext.	0				0	0
		Adversidades	Int.	8	Int.	0				0	0
			Ext.		Ext.	0				1	1
Cuando	Int.	12	Int.	0				0	0		
	Ext.		Ext.	0				0	0		
				Su ma Cat eg.	Int.					0	0
					Ext.					0	2
				Su ma Tot .						0	2

APPENDIX 7: OFFICIAL PETITION LETTER TO INEN

Quito, Distrito Metropolitano al 01
de 12 del 2014

Señor
Eco. Agustín Ortiz Costa
Director Ejecutivo del INEN.

Señor
Ing. Andrés Bucaram
Director Administrativo Financiero del INEN

Señor
Ing. Miguel Sarango
Director de Talento Humano INEN

Baquerizo Moreno E8-29 y Diego de Almagro

Asunto: Solicito se me permita elaborar una minuciosa encuesta, en el INEN con la finalidad de tomar una muestra real en el ámbito empresarial y público.

En su despacho.-

La Universidad San Francisco de Quito en su programa de Apoyo y Crecimiento a la Gestión Empresarial patrocina la Tesis de Daniel Orduz Jaramillo – Una motivación corporativa diferenciada, basada en la Teoría de Locus de Control, resultará más llamativa al empleado mejorando su desempeño laboral – siendo como objetivo de ésta mostrar índices para una forma de motivación corporativa alterna más eficiente así logrando equipos de Alto Desempeño.

Antecedentes:

1. *Definición de Teoría:* El Locus de Control, es una teoría de rasgo de personalidad propuesta por Rotter en 1966, describe el grado de percepción que tiene un individuo acerca del futuro y del origen de los eventos. Existiendo así dos grupos, los individuos de LOC. Internos y LOC. Externos. Aquellos Internos, tienen la firme percepción de que ellos controlan su vida; mientras que aquellos Externos tienen la firme percepción de qué externalidades controlan su vida y ellos poco o ninguna influencia tienen sobre la causalidad de los eventos en su vida.
2. Las empresas desean motivar a sus empleados para mejorar su desempeño laboral, pero si la motivación no es direccionada a cada grupo específico, conociendo las

características de cada grupo; estas formas de motivación pueden resultar en desmotivantes para los empleados.

3. Se utiliza la Teoría de Locus de Control como una base, conociendo que características tienen los individuos de cada grupo (Interno y Externo) para así formular opciones de motivación corporativa específicas para cada grupo, tales como: planificación y logro de metas a corto/mediano/largo plazo, manejo del tiempo a corto/mediano/ largo plazo, reconocimiento individual en público o reconocimiento en grupo, percepción de responsabilidad laboral, etc...

Metodología de trabajo:

El estudio se basa en ***una encuesta de preferencias de dos partes.***

La 1era parte es un test de personalidad de la teoría Locus de Control, para así determinar a qué grupo pertenece la persona que contestó la 2da parte;

La 2da parte son opciones de motivación corporativa que están diseñadas en base a las percepciones que tienen ambos tipos de personas; para así encontrar qué motivación corporativa resulta más atractiva para cada grupo.

Petición Formal:

Para el desarrollo de la mencionada tesis a realizarse es necesario elaborar una minuciosa encuesta, tomando una muestra real en el ámbito empresarial o público. Razón por la cual solicito su autoridad, se me permita realizar en su institución una encuesta que me lleve a obtener la mencionada muestra para la conclusión de mi tesis.

La información obtenida será únicamente de uso académico, la misma que será entregada a la institución para el beneficio de la misma a ningún costo.

Cordialmente.

Daniel Orduz Jaramillo

Estudiante de Administración de Empresas con una sub-especialización en Seguros

Universidad San Francisco de Quito

APPENDIX 8: INEN'S LETTER OF APPROVAL**SERVICIO ECUATORIANO DE NORMALIZACIÓN**

Estimado
Daniel Orduz Jaramillo
Estudiante ESFQ

En atención al Documento N° INEN-DAF-2014-3851-EXT, en el que se solicita la colaboración para desarrollar la Tesis del Sr. Daniel Orduz Jaramillo de la Universidad San Francisco de Quito, con tema "Una motivación corporativa diferenciada, basada en la Teoría de Locus del Control, resultará más llamativa al empleado mejorando su desempeño laboral".

En mi calidad de Director de Administración del Talento Humano tengo a bien informar que dicha solicitud se encuentra aprobada, la información recolectada en la encuesta será únicamente de uso académico y específico para el desarrollo de la mencionada tesis.

Dado en San Francisco de Quito, Distrito Metropolitano, 04 de Diciembre de 2014.

Saludos Cordiales,

Ing. Miguel Sarango A.

Director de Administración del Talento Humano
Servicio Ecuatoriano de Normalización (INEN)



04 DIC 2014

**Dirección
de Talento Humano**