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EDITORIAL - MOTIVATION AND CONFLICT

Organizational conflicts have always been a recurring theme of academic studies. For different reasons. The main one was the perception that conflicts contained more or less visible signs of the power relationship in the organization. Most of the time, conflicts embody the symptoms of the various succession processes in the company. From this perspective, disputes also reflected strategic expectations.

With the market changes imposed by globalization since the last decade of the last century, the power games - and the resulting conflicts - were also related to cultural changes that drew varying formats for the evolution of careers. In this process, motivational factors started to include conflict dynamics. Identifying conflict-generating situations, in addition to developing the ability to circumvent them, also represented significant motivational drives.

As recognized in the consolidated literature, motivational factor is responsible for the intensity and persistence required for career development. However, it is noticeable that the upward trajectory comes up against situations of dispute. For this reason, a better understanding of the complex relationship between motivation and conflict was chosen as the thematic axis of the third issue of Volume 8 of the Journal of Careers and People.

The article, "Behind the Scenes of Heavy Metal: From Rough Notes to Irregular Rhythm to Pleasure and Magic of the Board," which opens this edition addresses the ambitions and conflicts experienced in the complex organizational environment of the "creative industry." The objective of the article by Guilherme André Braga, Master of the Federal University of Uberlândia and Cintia Rodrigues de Oliveira Medeiros and Veronica Angélica Freitas de Paula, both professors of the Postgraduate Program *stricto sensu* (Master's) in Administration and Organizational Management of the University Federal University of Uberlândia, aims to analyze the "interpretations" about the career of these musicians, especially about the organizational environment in which they perform. The article explores the

logic of this type of work as “paradise” seeking to identify the levels of perception of the dark side, the shadowy, hidden sides of organizations, in a particularly modern sector such as the creative industry.

The research, with qualitative profile, with semistructured interviews, investigated tensions between workers and the pressures of the organizations, in an environment defined as “creative”. The results show the curious relationship between motivation and conflict, made up of the cross between work and lifestyle, the paradox between obedience and creativity in the logic of career success (the “magic of the stage”), as well as the market dynamics defining remunerations, preserving the criteria of the dark side. Without forgetting the weight of networking, as pointed out by most interviewees, as a decisive factor for career development, also in the creative industry environment. “

The second article of this edition, “Public career articulations: an analysis of the commitment to the career of the technical-administrative servants of a federal university”, by George de Almeida Andrade, Master in Public Management by the Federal University of Pernambuco and Secretary of the Post-graduation in Production Engineering at the same university has as objective to analyze the commitment to the career of the administrative technician under the influence of the bureaucrat protean, a concept defined as the professional that uses public bureaucracy in a protean way, using resources and limitations to articulate metamorphoses of career. With a well-established sample, using descriptive statistics, the research evidenced in the results the intentions of the public servant to manage their career autonomously in relation to the premises of public organizations.

The third text, “Impact of performance evaluation on personnel management in the civil service: case study of Maputo Military Recruitment and Mobilization Center - Mozambique, 2010 - 2015”, by Fidel Terenciano, a professor at the Catholic University of Mocambo as an objective to identify causes of efficient performance, or not, of the institution’s employees, as well as to analyze impacts of different evaluation methods. The research, with qualitative methodological profile, identified in the results the need for both a greater understanding of the employees and the sense of performance evaluation, as well as the evidence of higher productivity resulting from the use of these evaluation processes.

The role of training as a motivational factor was the theme of the fourth article of this edition of ReCaPe. The text “Outdoor training: a case study in an airline”, by Aldair Fernandes da Silva, professor professor of the Department of Administration, Accounting and Information Technology at Faminas-BH, researcher Marcus Vinícius Rodrigues Silveira and Italo Brener Carvalho, Adjunct Professor at the Federal Center for Technological Education of Minas Gerais aims to identify the possibility of developing organizational potential with the use of outdoor training as an alternative tool to encourage new behavioral skills. Of the quantitative profile, with a significant sample, 72% of the population, the research evidenced as results, that the tool stimulates and identifies potentialities that allow new motivational alignments, as well as other strategic business opportunities.

The fifth article of this edition “The influence of satisfaction and quality of life on the job among students of the course of Agribusiness”, by Patrícia Silveira dos Santos, Technologist in Agribusiness by the Federal University of Pampa and Gustavo da Rosa Borges, Adjunct Professor of Federal University of the Pampa, from a survey with 152 students of this course, aimed to investigate whether Quality of Life at work influences “satisfaction with life”. In theoretical terms, the article adopts the concept of Quality of Life in Work as surpassing aspects of health and safety in the company environment, adopting a holistic vision that includes social life, self-confidence and the balance between personal and professional life. The research results showed that quality of life at work represents a relevant motivational factor. The results also showed that there is no statistically significant difference in Quality of Life at Work between workers of different ages, genders, length of time in the company, characterization of the company, or whether or not the student works with agribusiness.

The operability of the relationship between motivation and conflict also needs to be assessed in the context of the challenges faced, for example by women in the labor market. The sixth article in this issue of ReCaPe, “Challenges and Conflicts of Women in the Pursuit of Career Ascension” by Thompson Augusto Reis, Professor of the Administration Course of UNASP, Aline Souza Dias, Elenice Oliveira Oliveira, Jeanne Alves Costa, all Unasp and Graziela Oste Graziano Cremonesi, professor at the Methodist University of Piracicaba, aims to analyze the daily “achievements and challenges” of women in the process of professional projection. The research, with an exploratory profile, with a significant sample among students from the last semester of Administration course, found that 81% of this universe “creditam have the same egalitarian rights as men”; however, 56% of those interviewed also believe that “their salary is compatible with the role they play” and that 83% of the investigated universe “does not suffer from gender bias.”

The article, Strategic Management of People and the Importance of Aligning Strategic Guidelines: A Case Study, “seventh text of this issue, by researchers Rafaela Vanzeler dos Santos, Victor Matheus Batista Nascimento and Márcia Cecília Rodrigues de Oliveira, a professor at the School of Government the state of Pará and Mauricio de Nassau Faculty, aims to identify the level of HR participation in organizational strategic planning and to verify the presence of this strategic alignment in the workers’ perspective. With a methodological profile of case study, the research sample reconciled interview methods with extensive direct observation. The results showed that employees understand the strategies passed on and identify this alignment in the HR execution process. The study, however, also found significant “unequal expectations” in this strategic pass-through.

The article that closes this edition of ReCaPe, “Gamification and management of people: a case study on training and environment of cultural diversity”, of the teachers Matheus Matsuda Marangoni and Mauro Miguel Rodrigues Berimbau, both of the Superior School of Propaganda and Marketing of

São Paulo, aims to discuss the application of dynamics of gamification in the process of people management. With a methodological method of qualitative research, in a case study format, the article uses the conceptual definition of “career without frontiers” to analyze corporate training pilot project implemented using gamification techniques. The results of the research evidenced the motivational achievements of the employees and the advances of the use of the playfulness of this technological platform for the formation of specific competences.

Good reading!

Leonardo Trevisan, Joel Dutra e Elza Veloso

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