



ISSN: 2237-1427

v. 9, n. 1, 2019



## EDITORIAL - MOTIVATION AND COMMITMENT

Motivation processes and techniques in organizations have always sought to keep up with changes in society. The corporate environment assimilates and does not face - or opposes - the external scenario. In particular, the signs emitted by the economic conjuncture. Both those who generate optimistic stimuli, and those who ask for caution in expectations.

Every sector of activity fulfills this ritual of observing the conjuncture. And it does so because it needs elements of that scenario to use well the techniques and tools to motivate and compromise in the constant search for better performance, more productivity, greater efficiency. Therefore, people management and career development draw their expectations and ambitions from the eyes of this intense process of interaction with the internal and external reality of organizations.

For this reason, to understand better these tools and techniques, the complex relationship between motivation and commitment was chosen as the thematic axis of the first issue of Volume 9 of the Journal of Careers and People.

The opening article of this edition of ReCaPe, "Professional career in handicrafts: a study with wood carvers" by Professor Rebeca da Rocha Grangeiro, Federal University of Cariri, has as objective, besides the analysis of the career of these professionals, also investigate the process of choosing the "craft" as well as the changes throughout the career towards the professional involvement with the activity. The research, with qualitative content, with artisans of different age groups, with different thematic affinities, elaborated from semi-elaborated interviews, obeyed three focus areas of interest. The first is about work organization, autonomy in the creative process and frequency of production. The second block of interest aimed at professional trajectory, learning process and motivation for the choice of profession. The third block evaluated the perception of changes in the production process, in the commercialization and especially in the changes due to the technological advance.

The research results showed that career motivational aspects are tied to benefits. Satisfaction with work is a very prominent feature as a category of analysis, as well as autonomy “, be it the production process or the marketing mechanisms of the artisans’ works. The perception of technological change is linked much more to the commercialization of the pieces, via social networks, than to any advance in production techniques.

The article “Analysis of the degree of motivation comparing the factors exposed by Herzberg: a case study in a driver training company”, by Professor Diogo Siqueira Luiz, Lutheran College of São Marcos, according to the text of this edition, has as main objective to analyze the causes that influence or not the performance in the work, evaluating specifically degree of motivation. In a case study format, with qualitative research, with semi-structured and quantitative interviews, it evaluated the level of responsibility, the nature of the tasks and the content of the position, to investigate the link between behavior and motivation. The results of the research showed the weight of the work environment and the professional relationship in the definition of performance as essential factors of motivation.

The third text of this edition, “Coaching & Mentoring in the process of career management: a study on the Grow tool and its applicability in the business context”, by Esdras da Silva Costa, a professor at the Faculty of Mauá and Vinicius Brum, (Goals, Reality, Options and Will) which, in the author’s view, promotes changes that promote attitudes and competencies in the direction of better performance. The research, with an exploratory and qualitative profile, investigated the application formats of the tool. The results of the research identified both the perception of employees that the Grow tool allows to draw diagnoses that are more compatible with the organizational strategy and the incentive of motivational aspects.

The fourth article, “Organizational Commitment in the Third Sector: the case of a traditionalist organization from the state of Rio Grande do Sul”, by researchers Leonardo dos Santos da Veiga, Liane Beatriz Rotilli, Felipe Cavalheiro Zaluski, Adriane Fabrício of this institution and Luís Felipe Dias Lopes of the Federal University of Santa Maria, aims to analyze the instrumental and normative affective behavior of the participants of an incentive entity to the traditional gaúcho culture. The research, with quantitative and qualitative profile, identified a significant correlation between the dimensions of behavior proposed with a lower incidence of normative. The identification of the degree of relationship of individuals with organizational goals and values is linked to the perception of the relevance of sharing experiences with “different people with a common goal”.

The text, “Characteristics of People Management and Climate for Restaurant Services”, fifth article of this edition, by the professor of the Professional Master in Administration of the Anhembi Morumbi University, Rodrigo Cunha Silva and the researcher Carlos Mattos, also of this institution,

fifth text of this edition, aims to raise the characteristics of the management of people of high performance in the organizations of this segment of the service sector. The methodology adopted was exploratory, with a qualitative approach to multiple case studies. The survey pointed out that the managers interviewed believe that they influence their employees both in relation to the behavior in the customer service and the support that the company offers its employees in the form of valuing ideas and the autonomy necessary to deliver quality service. Employee responses have shown that most of them perceive and recognize people management practices in relation to leadership.

The sixth article of this edition of ReCaPe, “Implantation of a trainee program: case study of its effectiveness for the company”, by Breno Luiz de Oliveira Souza, researcher at the Federal Institute of the Southeast of Minas Gerais and Haroldo José Torres da Silva, researcher of the “Luiz de Queiroz” School of Agriculture, University of São Paulo, aims to evaluate if the trainees admitted have their expectations met with the program, as well as investigate if they intend to continue in the company and if the investments made in these professionals by the organizations, correspond to the intended objectives. The research in quantitative and qualitative format used non-probabilistic cross-sectional research with the target audience, using online questionnaire in the quantitative and structured interview in the qualitative one. The survey results showed that 40% of young trainees said they had plans to stay in their company for at least ten years. The intended return by companies with the trainee program was also reported as falling short of expected.

The seventh article in this issue of Recape “Career Transition; professional change from the age of 40, “by professors Mafalda Medeiros Anderson, Metropolitan United Faculty, Regina Matheus Tonato, Anhanguera College and researcher Lucia Tavares has as main objective to identify how people face the transitions by which they decide or need to pass, as well as evaluate the resources used, the influencing factors and the decision-making during the transition process. From a qualitative profile, from the semi-structured interviews, the results of the research showed, first, the sources of frustration and the degrees of anxiety generated by the mid-career crisis, as well as the propensity for career self-management through choices more assertive and more compatible with their interests and inclinations.

The article that closes this edition of ReCaPe “Development of people by competences in a company of specialized systems of the western region of Santa Catarina”, Lilian Wrzesinski Simon, doctorate in Administration at the Federal University of Santa Catarina and Servidora Administrative Technician in Education at the Federal University of Fronteira Sul, and Ivan Pedro Roman, a researcher at the University of Western Santa Catarina (UNOESC), aims to analyze the practices of people management applied to specialized information systems companies and their contributions to the development of their intellectual capital. In a quantitative and qualitative format, the research

pointed to the impact of internal and external qualification training for the company's human capital development, as well as the weight of the tools for evaluating competencies for developmental, behavioral and professional plans in search of performance.

Good reading!

***Leonardo Trevisan, Elza Veloso and Joel Dutra***

Publishers