

Editorial - Work and Motivation

The organizational context is marked by new demands. The first one is in the format of the work itself, both in the coexistence with new technologies and in the reality of the remote task. It is in this scenario that very new demands on performance and productivity are built. Not forgetting all the pressure on the new evaluation metrics. There are also other broader perspectives, such as macroeconomic factors that generate strong instability in the markets and that affect organizational expectations in a very significant way.

In this reality, how can we not think from the angle of subjectivity, the one that effectively builds decisions and satisfactions? Does paying attention only to salary and benefits factors generate enough "happiness" at work, or is it necessary to also think about a certain constant "dose" of, for example, autonomy, creativity and innovation?

It is in this context, in which the different impulses that build the search for "happiness" at work are mixed with new hypotheses and perspectives, that the theme of Work and Motivation became the thematic axis of the articles that make up the third number of Volume 12 of the Revista de Carreiras e Pessoas.

The article that opens this issue of ReCaPe, "Perceptions on time management, performance and productivity in the Home Office", by researcher Emili Aparecida Meinerz, from the Farroupilha Federal Institute of Education, Science and Technology, by professors Nueva Kuhn, Claudio Eduardo Hofler, also from this institution and from Professor Luis Felipe Dias Lopes, from the Federal University of Santa Maria, aims to identify, in the work environment of an advertising agency, how the home office logic can favor performance and productivity; and, in this dimension, to act on the quality of life at work, acting as a perceptible motivating factor.

With a qualitative profile, using a questionnaire with open questions, evaluated by the content analysis technique, the result of the research in a case study format revealed that the advantages of the teleworking modality are identified when and if, the constructs flexibility, autonomy and possibility of self-management of time are encouraged and quantified. It is in this perception that larger spaces for personal life generate findings of a higher quality of life at work. The survey

also revealed greater expectations of commitment and engagement from the use of software that confirms more significant levels of performance and productivity.

The second article in this issue, “People Analytics applied to a transport and logistics company”, by researchers Amanda Aguilar Godinho and Alexia Vidigal Kohle, both from the Pontifical Catholic University of Minas Gerais and professor Paula Karina Salume from the Federal University of São João del -Rei, aims to analyze the contributions of people analytics in the strategic management of people in a transport and logistics company to identify patterns and characteristics of involvement and engagement. The quantitative approach with a significant set of variables from company time, age, average number of vehicles moved to measure productivity, overtime, number of dependents, schooling and absenteeism was analyzed, with a People Analytics structure based on the clustering methodology, with well-supported sample. The survey results revealed the presence of distinct groups and it was possible to identify technical management practices of data mining that signal different processes of understanding both engagement and motivation.

The article, “Medical career and subjective well-being in life history”, by professors Michele Gabordi Lucas and Eliane Salete Filippim, from Universidade do Oeste de Santa Catarina, third text of this edition, aims to analyze the relationship between well-being being subjective and the career of medical professionals. The study considers the effects of both the context of work relations and technology, as well as the new medical career configurations, marked by strong subjectivity. From a qualitative profile, using the content analysis technique, with a methodological choice of “life story”, the research results showed how and how much of the motivation in medical work is marked by this subjective well-being. The research also pointed out the full weight of the “marking events” in these analyzed career paths.

The fourth article of this issue, “Analysis of the motivation of workers in a charity hospital”, by researchers Fernanda Tamiosso Wesz and Larissa Roberta Piovesan Brescovit, from the Federal University of Santa Maria - Campus Palmeira das Missões, and by Professor Tiago Zardin Patias, also of this institution aims to analyze the perception of workers at a Charity Hospital in Rio Grande do Sul in relation to the motivational factors of the Multidimensional Work Motivation Scale (MWMS). With a quantitative profile, the research reached a significant sample with the application of the base questionnaire of this scale. The results obtained showed an emphasis on Identified Regulation with behavior resulting from external motivations, moderately autonomous, associated with personal values. The intrinsic motivation found was well-founded in the satisfaction in carrying out their work. The Introjected Regulation factor, which comprises the feeling of pride in working in that institution, is related to the autonomy of attitudes and the perception of usefulness of the work performed.

The text “Career trajectory: an analysis of professionals with *stricto sensu* graduate degrees within the scope of the national pharmaceutical industry”, fifth article of this edition, by researchers

Marcos Rodrigues Facchini Cerqueira, Débora Vargas Ferreira Costa, Victor Cláudio Paradela – all from the Federal University de Juiz de Fora and professor Débora Magalhães Kirchmair, from the Federal Institute of Education, Science and Technology of the South of Minas Gerais - Três Corações Campus, has as main objective to evaluate the career trajectory of professionals with this academic degree, as well as to present the motivations that led these professionals to seek this training when already included in the formal job market. Of qualitative profile, using the technique of content analysis in the evaluation of the applied questionnaires, the research presented relevant results. Despite constituting a workforce that is little used by the private market, only 12.0% of masters and doctors are allocated in this sector, the motivational factors for the search for this training, the search for knowledge and professional qualification were the major points for the ticket. It deserves attention, so much so that only 4% said that this entry was made to “improve remuneration”, indicating an individual character of decision-making for entry, as well as that about half of the participants linked entry to the improvement in market competitiveness, in the possibility of expanding employment opportunities, obtaining qualitatively better jobs and making corrections in their academic training.

The topic of leadership and motivation is an essential topic of analysis. The sixth article of this issue “Styles of transformational and transactional leadership: a gender analysis”, by researchers Shara Leite Dias, Clarissa Moraes Rocha, both from Universidade Federal do Cariri and professor Rebeca da Rocha Grangeiro, also from this institution, aims to to expose the existing distinction between the way of leading of men and women and the influence of these different styles in the degree of effectiveness, satisfaction and extra effort, from the perception of the led. Quantitative profile, with a significant sample analyzed using t-test and simple linear regression. The research results signaled the difficulties that surround women in leadership positions, the stereotyped way in which they are seen and evaluated in their actions. However, the averages of female leaders were higher than those of male leaders, observing transformational and transactional leadership styles superior to that of men, confirming the predisposition of female leaders linked to extra effort, with the average of this topic exposing the difference that a female leader can bring to the organization by influencing its employees to go beyond what is proposed to them.

The seventh article of this issue “Intention of turnover, motivation and organizational identification: study of military organization”, by professor João Mendes Rocha Neto, from the Graduate Program in Administration at the University of Brasília and by researcher Paula Coutinho Santana, also from this institution , aims to verify the predictive relationships between motivation, organizational identification and turnover intention in the military career. The study, with a quantitative profile, with a well-supported sample, with data analysis made from factor analysis, correlation test, multiple linear regression and t-test. The results indicated that motivation did not show a significant relationship with turnover intention, only organizational identification was confirmed as a predictor variable. There were also no differences in the responses between soldiers who work in the core activity and those in the support area, indicating that the career profile is the most important

factor, regardless of the sector in which the military works or their academic training and specialty. Likewise, the city where the military is stationed was also not relevant, showing that living in more distant locations (Manaus and Canoas, for example) is not a determining factor for the intention to leave the institution.

The article that closes this issue of ReCaPe, "Career perceptions among teaching staff at entrepreneurial faculties in Brazil", by professors Juliane Ruffatto, Coordinator of the undergraduate course in Business Administration at Faculdade Cesurg, Jandir Pauli, Coordinator of the Postgraduate Program in Sociology from Faculdade IMED and Vanessa Rissi, from the Stricto Sensu Postgraduate Program in Psychology at Faculdade IMED, aims to understand the perceptions of career and job satisfaction among higher education professors in Brazilian business colleges. With a qualitative profile, the research with a sample built from semi-structured interviews, treated using the content analysis technique, also aimed to identify an association between career models proposed to the interviewees and aspects related to the psychodynamics of work. The results of the study showed that these teachers align their personal career expectations with the organization's strategies, even when market fluctuations do not allow the development of medium or long-term projects. In this context, the results suggest that these professionals guide their careers in the traditional format, but do not perceive guarantees of effectiveness by the institution or objective conditions for individual improvement. This environment generates dissatisfaction and negative experiences with work, especially with regard to the organizational structure. With these results, as the research showed, the perception of these professors is that the way work is organized in these institutions contributes to wear and tear and dissatisfaction at work, especially with regard to the lack of professional recognition, overload of activities and distance between actual and prescribed work.

Good reading!

Leonardo Trevisan, Joel Dutra and Elza Veloso

Publishers