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AN INTERDISCIPLINARY RESEARCH ON THE WORK MOTIVATION OF TECHNICAL ADMINISTRATIVE STAFF IN EDUCATION AT THE FEDERAL INSTITUTE OF EDUCATION, SCIENCE AND TECHNOLOGY OF CEARÁ (IFCE), ITAPIPOCA CAMPUS

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ABSTRACT

The present work intends to investigate the motivation of the Administrative Technical Servants in Education (TAE) of the Federal Institute of Education, Science and Technology of Ceará, Itapipoca campus, aiming to detect the motivational aspects in the labor activities and their impacts on the objectives of the administration, diagnosing the motivational level at work as well as the quality of life in that researched environment. The study used a bibliographical research for theoretical basis as well as field research with application of the questionnaire instrument with 10 questions directed to 28 TAEs, of which at least 70% participated as a sample where they seek analysis of the level of satisfaction and dissatisfaction of the servers with its activities associated with the concept of motivation. In addition, the study was supported by a case study. The research found a marked oscillation of the results in which it was found that people work in that activity that they really like (7 to 10), with a sense of professional accomplishment, inclusively, everyone feels valued in relation to the Career and Career Plan - law 11.091 / 2005 which provides for the structuring of the Career Plan for Technical-Administrative Positions in Education within the Federal Educational Institutions linked to the Ministry of Education.

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INTRODUCTION

In this preamble it is essential to mention that the motivational aspects have a decisive impact on the quality of life of people, including employees and servants of companies and various public institutions, resulting in the quality of services provided by them, being the force that drives the interests of both parties, organization and individual. This study investigates the motivation of administrative staff in Education (TAE) of the Federal Institute of Education, Science and Technology of Ceará, Itapipoca campus, in order to detect the motivational

aspects in work activities, diagnosing the motivational level at work as well as the quality of life in that environment researched. The investigative itinerary aims to demonstrate the relevance of having servants/motivated for a good functioning of the organization, placing this factor as a great contribution in the survival and success of the company in the market. Furthermore, it seeks to list possibilities of interventions so that the server can feel more motivated to perform its work activities. The work was developed through bibliographic research for theoretical basis besides field research and case study seeking to approach that reality through a questionnaire containing 10 questions for the servers of that institution. As

for the justification, it finds theoretical framework in motivational theories bringing great contribution to encourage human behavior, besides enriching the knowledge, it can change the reality of companies through the various concepts. The research problem arose from the perception of the high number of employees requesting transfer to other IFCE campuses, Federal Universities and other organs, entities and autarchies through a technical cooperation term, in addition to the excessive number of employees who are sick with depression, anxiety, psychosomatic diseases, etc.

Theoretical Basis

A priori, it is indispensable to conceptualize that the term motivation is widely used in various texts of psychology and in different contexts with different meanings, including, an author may use the term in different ways in the same text, paragraph or work. An emblematic example is Vernon (1973, p. 11) to the list that: The motivation is seen as a kind of internal force that emerges, regulates and sustains all our most important actions. However, it is evident that motivation is an internal experience that cannot be studied directly. In view of a plurality of authors who deal with the aforementioned concept, it is decided to list some quotations for a better understanding of the word in question, which are, "a motive is a need or desire coupled with the intention of achieving an appropriate goal" (Krench & Crutchfield, 1959, p. 272), in this sense the motivation is seen as something both natural in relation to human development and at the same time dialectical history, in view of the possibilities of human change about the objects that can motivate the human being. Corroborating with the above-mentioned authors, according to Ferguson, (1976) the expression Motivation is not easy to manipulate, since human behavior is difficult to measure while in the words of Lieury & Fenouillet (2000, p.9): [...] motivation is the set of biological and psychological mechanisms that make it possible to trigger action, orientation (towards a goal or, on the contrary, to get away from it) and, finally, intensity and persistence: the more motivated a person is, the more persistent and the greater the activity. Krench and Crutchfield (1959) and Bzuneck (2004) present some of the concepts presented above, many of them guiding the study of motivation in certain historical periods, seem to go no further than simple reelaborations of common sense, adorned with the use of terms that, in a more careful analysis, evidence nothing more than tautological reasoning.

According to Chiavenato (1999) with the emergence of the Theory of Human Relations there is a range of expressions that enrich the administrative vocabulary through new terms and neologisms, in this sense the words are unveiled: motivation, leadership, communication, informal organization, group dynamics, so that what prevailed emphatically in specific tasks now opens the possibility of glimpsing the human personality, since the Theory of Human Relations emerges a new conception about the nature of man, the social man who has a multiplicity of aspirations in the company beyond the salary. For Maximiano (2007), motivation derives from the Latin *motivus*, *movere*, meaning the act of moving in some direction, direction, objective, goal, priority, etc. In these categories the word refers to the process by which human behavior is stimulated, finalizing new possibilities. The author McClelland (1987) lists indispensable prerequisites for motivation to occur, they are: achievement, power and affiliation, and there are even discrepancies on the part of the

researcher, stating that these needs do not come with people since they are born, they can be acquired in the social and business environment, in this sense power would be linked to people; positions of position, status and prestige, so that satisfaction will be achieved the person succeeds in relation to the challenges proposed to the individual. According to Dutra (1996) it is the responsibility of companies, institutions, entities and public and private bodies to stimulate development and offer the requirements and appropriate environment for mutual interaction and also to assist in organizational change. For Chiavenato (2005), Abraham Maslow is responsible for the development of the theory known as the hierarchy of needs theory, which is presented through a pyramid with five categories of human needs, stating that incontestably the most physiological and primordial needs occur at the base of the figure, since they are the most basic, they will be the way to reach human needs in a hierarchy of status and influence. According to the premises listed by Heller (1999), for the motivation of the servant or employee (collaborator) to occur, it is imperative to identify the needs and one of the ways to discover is through the aforementioned theory, where he cites 5 types of needs (physiological needs, safety needs, social needs, self-esteem and self-realization).

For Robins (2004) the different cultures of employees within an organization is difficult to find a single point for the motivation of all, it is necessary to adapt the type of personality and occupational environment placing the most qualified person for the exercise of each position, moreover, provides that remuneration is not a factor of motivation but momentary satisfaction, however, it is necessary to create a program of recognition of employees more appropriate, and so Beer and Walton (1997) comments that it can generate greater involvement of employees through a program of variable remuneration or skills. Motivation according to Maggil (2001), is defined as some inner force or impulse responsible for the action of certain behaviors and/or attitudes, thus, any human behavior has a foundation to be explained by the investigation of motivational processes. Motivation is the internal pressure arising from a need, also internal, which, by stimulating (via electrochemistry) the nervous structures, originates an energizing state that impels the organism to the activity by initiating, guiding and maintaining the conduct until some goal (objective, incentive) is achieved or the response is blocked. (SOTO, 2002, p. 118). Nowadays, motivation has gained great prominence within organizations, including the public, since discouraged people can cause serious problems within institutions due to recurring absences, illnesses, withdrawals, mood problems, etc.

Motivation Within Public Administration

Frank and Lewis (2004) state that contemporaneity does not exist in theories about a merely univocal bias, since it is impossible to measure and delimit human behavior, since there are stratospheric complexity when conceptualizing motivation at work. There is a plurality of scholars in the area who ratify that investigations about motivation in the work environment must consider each context, singularities of the subjects and institutional peculiarities such as incentives, Position and Carriage Plans, biopsychosocial conditions, etc. (CREWSON, 1997; MANOPOULOS, 2008; PERRY; VANDENABEELE, 2008). In this sense, in any institution, be it public or private, there is great concern with the level of turnover of servers and/or employees, in view of the abrupt interruption of

activities that require cost to the employer, an emblematic example would be the financing of the qualification of the server by the employer and soon after, due to dissatisfaction, the worker decides to leave the company, perceiving the organization incurs a series of costs that affect its productivity (ALLEN et al, 2010), including, according to the same authors, several aspects should be considered when there is the occurrence of evasion and job rotation, since the evasion decisions are not only summed up by salary, but are broadly related to the social and occupational conditions of the workers. (GRIFFETH; HOM; GAERTNER, 2000).

METHODOLOGY

Bibliographic research was used for theoretical basis, that is, a review and synthesis of the literature already published about the EaD specificity. As Boccato explains (2006, p. 266): The bibliographic research seeks the resolution of a problem (hypothesis) by means of published theoretical references, analyzing and discussing the various scientific contributions. This type of research will provide subsidies for the knowledge about what was researched, how and under what focus and/or perspectives the subject presented in the scientific literature was treated. Therefore, it is of utmost importance that the researcher carries out a systematic planning of the research process, comprising from the thematic definition, through the logical construction of the work to the decision of its form of communication and dissemination. In addition, there was a field survey, since it was carried out by collecting data from people through a questionnaire with 10 questions (see Appendix), which is defined as "an ordered and consistent set of questions about variables and situations, which one wishes to measure or describe" Martins and Lintz (2009, p.38). Furthermore, this survey is configured in accordance with resolution 510 of April 7, 2016, in which it provides on the rules applicable to research in Human and Social Sciences whose methodological procedures involve the use of data directly obtained from participants or identifiable information or that may entail greater risks than those existing in daily life. The study was concerned with making a theoretical survey about the qualitative research approach, constituting according to Ludke & André (1986) as a type of research that focuses on the study of the phenomenon in its natural environment, performing a procedural analysis of the problem. The research was carried out in loco through the application of a questionnaire to 20 of the 24 servers on campus from October 1 to 5, 2018, and was authorized by the Director of Education through a declaration. It is worth mentioning that a case study was used in the course of the study, as it aims to organize detailed and systematic data according to Patton, (2002). According to Yin (2005, p. 32), "the case study is an empirical investigation that investigates a contemporary phenomenon within its real life context", in this sense, it is essential to mention that this study strategy is complex and requires much time and dedication from the researcher.

PRESENTATION OF RESULTS AND DISCUSSIONS

From analyses and reflections, it was realized that about the behavior and motivation of IFCE campus Itapipoca's servers deserves to be highlighted the answer to the first question in which they, 100% of the researched public, gives a grade of 10, so it is visible the satisfaction in relation to the performance of the functions according to the formation and demand of the position. As for item 2, which inquired about

the feeling of professional achievement, the answer varied, with 80% responding between 8 and 10, in this sense it is relevant to mention the degree of belonging of the servants to the institution. Only one person manifested herself/himself totally unmotivated and with an extremely low feeling of professional accomplishment (1), even citing that a proposal that would raise his/her self-esteem and trigger the motivation to offer vacancies so that the servant could be removed and return to the city where his/her family resides or at least one of the closest regions. Regarding question 3, once again the answer was unanimous, then 100% allocated 10, here is a remark about IFCE campus infrastructure and its material, human and financial resources, i.e. a brief overview, in this sense it is understandable the acceptance of the work environment, considering that it with new air conditioning, new furniture, new computers, material resources available, several interactive rooms, in the meantime IFCE offers the physical and necessary conditions for the execution of the work activities of Administrative Technicians in Education (TAE) in the IFCE campus Itapipoca, even so one participant mentioned that there should be the contraction of more people to develop the activities of teaching, research and extension in a more solid way with quality, efficiency and effectiveness. Considering that job satisfaction is a necessary condition to make the individual choose the task, which happens through the motivating factors. Herzberg (1968) suggests that in order for motivation to happen, it is necessary to enrich the work.

In terms of hygienic factors, most public services, including the federal ones, incorporate the food voucher as a way to improve the Quality of Life at Work and consequently its greater motivation to perform its tasks. Regarding salaries, there is a remuneration policy in most positions at the federal level through Law 8112/90 and their respective Plans of Positions and Careers, including in the teaching career there is the RSC (Recognition of Knowledge and Skills) which is a right provided for the career of the Federal Ministry of Basic Education, Technical and Technological that allows the perception of Title Retribution equivalent to Specialization, Master's and Doctorate, without the aforementioned title, i.e., the teacher gathers all training documentation he has and submits for analysis and receive an amount relating to the aforementioned titles. As far as security in the position is concerned, this provision already exists as of the fact that the civil servant, whether municipal, state, federal or district, completes 03 years of waiting effect and acquires stability in the public position, where the civil servant or civil servant can only be dismissed after a judicial decision or disciplinary administrative process in which both assure him contradictory and broad defense, in short, all have proved to be safe in the positions held. Regarding the factors taken as motivational, regarding the delegation of responsibilities and the enrichment or expansion of the position, these should be carried out in order to value the employee, and not as a way to overcome the operational deficiencies of the company due to the small number of employees. Three dysfunctional behaviors can be cited that deserve emphasis: internalization and high attachment to standards, lack of innovation and compliance with routines and excessive formalization, routines and registrations, all of which are considered embarrassing for people who depend on the various services of that organization. In the institution where I work (IFCE) I find on campus that I have been overcrowded with minimal standards, making it difficult for citizens to access the proposed services, for example, when a candidate in the selection process has no

way of taking a xerox and the server does not make an exception, disregarding the specifics of each case. About the lack of innovation is what is seen most in the public service, because people end up settling down due to stability and in the belief that no one will put them on the street, only in an extreme situation through a court sentence with a final ruling or through a disciplinary administrative process in which it is assured contradictory and broad defense (BRAZIL, 1999). In addition, the bosses let themselves be carried away by corporativism, acting in a permissive, condescending and sometimes criminal manner, since they fail to comply with one of the principles of public administration, which is efficiency in the exercise of their car and/or function (BRAZIL, 1988). On routines, excessive formalization and registrations, I visualize daily, where if it is necessary a declaration of the student has to fill a general application and then pass through 3 sectors, all this to expedite a simple document that should be issued immediately. Those investigated also cited that there should be an increase in gratuities for vertical and horizontal progression, bearing in mind that the law governing them - Law 11.091, of January 12, 2005 that provides on the structuring of the Career Plan of Technical-Administrative Positions in Education, in the scope of the Federal Institutions of Education linked to the Ministry of Education, and makes other provisions - for many years there is no change, including, it was reported that in that year of 2018 also did not occur salary increase, thus hindering the purchasing power and consequently negatively influencing the motivational aspects.

In addition, an item that deserves to be highlighted was about the understanding and intervention in the emotional reality of each server, deserving to mention that at least 06 people have already left their work activities due to problems with depression, psychosocial and psychosomatic aspects, so a relevant intervention would be the creation of a Health Commission that could act on the expressions of the "Social Question" in that institution. There were placements in the sense of allowing the server greater flexibility in relation to the workloads and shifts, including reducing the workload to 06 hours, as it already happens in some campuses since some rules and incontestable prerequisites were met. One participant innovated by alluding to the possibility of a day's work at home - home office - , including, the Work, Administration and Public Service Committee of the Federal Chamber of Deputies approved Bill 2723/15, (lack of Senate vote) that allows telework or distance work, since according to several experts work at home has favorable effects both for the employee (server/employee) and for the employer (Public Power). According to Chart 01, it is clear that all interviewees like what they do, however, they cite an overload of duties, considering that some of their activities are dissociated from the prerogatives typified in legal provisions, however, no subject objectively cited which duties they exercise more. About the level of the analysis of feeling of professional accomplishment it is noticeable that the grades varied from 8 to 10, demonstrating great satisfaction in this question, but, a person radically attributed concept 01, expressing colossal level of dissatisfaction in what concerns the question in analysis, therefore, each situation must be understood from a perspective that involves the subjectivities of the subject as preferences, physical, mental, psychological, affective and emotional health, including, a multiplicity of researchers have researched the labor effects on the health of the worker. From the considerations regarding contentment with physical and structural conditions, it is stated that 100% of the employees of

that institution are satisfied, since they have a building the size of a block subdivided into two floors with ten laboratories and twenty classrooms. Moreover, it has administrative departments, auditorium, library and videoconference room, from this angle the physical conditions of the IFCE campus Itapipoca are incontestable.

Regarding the fourth questioning, it can be seen that 10 subjects attributed a value of 08, 05 people answered 07 and five people answered 09, being undoubtedly the positive relative level of manifestation in this attribute, however, participants alluded to propositions for adequate interventions such as the hiring of servers through federal public contests, even the outsourcing of employees to occupy various tasks such as reception, telephony, etc, since there is this possibility according to Decree No. 2,271 of 1997, dealing with the hiring of services by the Federal Public Administration. When analyzing whether the deponents would be satisfied with their current salary, 15 individuals attributed value 10 and 5 people 09, revealing a high level of motivation and satisfaction with their earnings, we assume such data when taking into account the attractive Plan of Positions and Career of Administrative Technicians in Education at the federal level with fulcrum in Law No. 11,091 of the year 2015, although in the speeches of the participants contact the dissatisfaction with the lack of periodic updates on the salary increase that compromises the purchase value of servers. Regarding stability, it is mentioned that according to Law 8112 of 1990 is a legal provision that protects the permanence of the server in public service after three years of probationary period that will evaluate: productivity, capacity of initiative, responsibility, attendance and discipline, so after successfully completing the period the server can only be dismissed / dismissed from judicial sentence or disciplinary administrative process that ensures contradictory and broad defense to the server, in this sense all respondents feel safe or stable once all have completed the probationary period.

The interpersonal relationship is overly intricate, since to study the category requires considering some characteristics of the personality of the subjects, such as self-knowledge, cordiality, ethics, etc., in this logic 100% responded 09 on this topic, in view of this, is irrefutable the relevance of interpersonal relationship to the issue of motivation of servants, since it directly influences the productivity of the server. In the question "how satisfied you are with your opportunity for growth and development at IFCE", the subjects demonstrated with 17 people attributing the value of 09 and 03 cited note 07, in this perspective there is some dissatisfaction, because several positions of direction, leadership and coordination take into account, preponderantly, political aspect to the detriment of other cognitive capacities. In the recognition category, the answers were varied, being visible this polarity somewhat approximated, denoting some level of dissatisfaction with the recognition of administrative technical professionals in education in those locus. In the last point the answers were, qualitatively, complements of the other previous questions, allowing a wider view of the subjects surveyed.

Research Considerations and Notes

Therefore, it is necessary to point out that there is no more or less certain theory about the motivation of public servants and civil servants in municipalities, public companies, mixed economy societies, public foundations etc., however, this is

particularly interesting in the direction of pointing out effective elements that produce satisfaction and dissatisfaction in the execution and implementation of public service routines and demands. It was noted the dissatisfaction of the salaries of those surveyed that even though there was a Plan of Positions and Careers of Administrative Technicians in Education (PCCTAE) this did not contemplate qualitatively all the professional growth in that space of time. There were reports of overwork, since IFCE grew stratospherically the number of students in the Integrated and Subsequent Medium Level Technicians and FIC's courses, however, they did not increase the number of employees or outsource the essential services. There was unanimity of all participants in mentioning the need to create a Quality of Life project that meets the needs of the staff through innovative proposals that contribute to the physical, mental and psychological health of those involved. The research, even with its limitations of time and space, in view of the brevity in the application of the questionnaires, had the intention of arousing the interest of other researchers and to make an undertaking and research about the subject, putting the dimension of the subject and its prominence in relation to other themes, soon it is suggested that further research be carried out in other public and private institutions of HEI in order to make analogies between all and bring new knowledge.

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