



Motivation of the subject in the new Human Resources management

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INITIAL CONSIDERATIONS

These days it is important for a company to know if your employees are satisfied with their work environment, if the conditions are favorable to work motivated because motivated employees and satisfied with their indoor environment bring more productivity to company, so do If necessary studies within the organization to know the degree of motivation and how their satisfaction with the environment you work in.

Motivation can act as a driving force of human behavior and an important element in any sphere of life, but has a special value in the workplace as it is this activity which occupies much of existence, so it should be motivating for not become alienated and oppressive this activity, but rather a means by which to produce satisfaction.

Satisfaction with work can be seen as an end in itself; many companies need to think about employee benefits to help them maintain good mental health can help improve productivity in the organization and therefore its profitability, since a worker is satisfied motivated and able to perform a more adequate job, the one that is not.

This study aims to identify the degree of motivation of internal staff and the influence on the satisfaction of these on the company's internal environment Construction and Incorporated Walan Ltda., Based on theoretical references that speak on the subject to support and qualify the design research and analyzes.

The survey was conduct through questionnaires to employees of Construction and Incorporated Walan Ltda with relevant issues on the topic and how the employee perceives the organization in order to assess the degree of satisfaction with the organization and motivation of the activities that develop.

Search contextualize the problem in order to respond in order to understand the degree of motivation and satisfaction of internal employees and what are the limiting factors that motivation and job satisfaction for the organization then offer ways to solve, alleviate or at least look for alternatives to improve the environment with regard to these elements- satisfaction and motivation.

The research was developed by the interpretive paradigm, characterized as exploratory and descriptive research with qualitative and quantitative approach data. This was a case study.

HUMAN RESOURCES MANAGEMENT

The Human Resource Management works in the context of organizations and people. Managing people means dealing with people participating organizations, more than that, it means managing other resources to people.

Human resource management, people management or human resource management, known by the acronym HR is an association of skills and methods, policies, techniques and practices established in order to manage the internal behaviors and enhance human capital. It aims to select, manage and guide employees to meet the objectives and goals of the company.

To Chiavenato ⁽²⁰⁰⁰⁾, managing people is the way organizations seek to deal with people who work together.

Still according Chiavenato ^(2000, p 155.):

The Human Resource Management produces profound impacts on people and organizations. The way to deal with people, to get them on the market, to integrate them and guide them, to make them work, to develop them, to reward them or monitor them, that is, the quality of how people are managed in the organization is crucial in the organizational competitiveness.

According Chiavenato ^(1998, p.160), "[...] the human resource management means getting and keeping people in the organization, working and making the most of yourself, with a positive and supportive attitude."

Chiavenato ^(2000, p 162) also says that the main Human Resource Management objectives are:

- Create, maintain and develop a number of people with skills, motivation and satisfaction to achieve the organization's goals;
- Create, maintain and develop organizational conditions of application, development and satisfaction of the people, and achievement of individual goals;
- Achieve efficiency and effectiveness through people.

As Chiavenato ^(2000, p 152.):

Promote, implement, maintain, develop and monitor people. These five processes are closely interrelated and interdependent. Their interaction makes any change in one pass to provoke influence over others, which realimentarão new influences in the other and so, conversely, creating accommodation and adjustment on the entire system.

The Human Resource Management is the planning, organization, development, coordination and control techniques to promote the efficient performance of staff, while the organization is the medium that allows people to collaborate with it to achieve the objectives directly or indirectly related to the work.

As Chiavenato ⁽²⁰⁰²⁾, the administration is the way to get things done in the best possible way, using the available resources in order to achieve the objectives. The management involves the coordination of human and material resources to achieve goals. In this conception, they are set four basic elements: goals range; By means of people; By techniques and in an organization.

Management's task is basically to integrate and coordinate organizational resources often cooperative, sometimes conflicting, such as people, materials, money, time and space etc., towards defined goals as effectively and efficiently as possible.

Human Resources Management, deals with extremely complex living resources, diverse and variables, which are people, also deals with various organs of the organization and under the authority of several heads. The Human Resources Administration have no control over the events and conditions that produce them, because they are operated by the various areas of the organization and the behavior of its participants.

THE GENESIS OF PEOPLE MANAGEMENT

To Dutra ⁽²⁰⁰⁹⁾, the pressures on organizations has caused changes will occur worldwide in terms the relationship between organizations and people. Since the 80 comments from the need to review the form of people management and rethink concepts and management tools. However little has emerged at this time. From the 90s is that there are more concrete ideas for change and begin to see positive results in new ways of managing people.

Historically, people have been seen by the organization as an input, or as a resource to be administered ^(Dutra, 2009). Great are the changes in organizations, and the concept of human resource management and changes in practice have been as the main thread on people.

Many companies, from the 90's, decided to designate its HR areas under other names. But what matters is not the name but the meaning, the essence, the intimate meaning that the name acquires within organizations. The limit is important in the perception that the manager and the employee have in this area.

As Dutra ^(2009, p.37) "[...] people management must be integrated, and the set of policies and practices that form it must, at the same time, address the interests and expectations of the company and people"

We live in a knowledge society where human talent and capabilities are seen as competitive factors in the globalized labor market. But this talent and this ability has to be seen with new eyes, the eyes of employees and not competitors. We need so reclaim the role of the human being in the organization in order to make them competent to act in their activities as employees. It is with this background that organizations should take the view that human capital is its great advantage. Thus arises a new concept in people management.

The advances made in recent decades have led organizations to seek new forms of management in order to improve performance, achieve results and achieve the institutional mission to fully meet customer needs. Note also that the success of modern organizations depends, and, investing in people, with the identification, recovery and development of intellectual capital.

ORGANIZATIONAL CULTURE

Organizational culture is a system of values shared by its members, at all levels, that differentiates an organization from others. The more you understand the culture of the organization, the greater the chance of survival in the market.

Robbins (2011) says that organizational culture is an important factor to be considered by managers in both private organizations, as in public. A strong culture provides stability to an organization. But for some of them, it can also be a significant barrier to change.

Morgan (1996, p. 41):

Culture typically refers to the pattern of development of knowledge reflected in social systems, ideologies, values, laws and daily rituals, and its concept used more generally to mean that different groups of people have different lifestyles.

According to Wagner III (1999, p. 371) "[...] the organizational culture stems from the informal and unofficial ways of proceeding."

The culture of an organization is an informal and shared way of perceiving life and participation in the organization, keeping its members together and influences what you think about yourself and your work.

Wagner III (1999), in the process to help create mutual understanding of their own life, organizational culture plays four basic functions. First it's members an organizational identity, to share norms, values and perceptions, providing a sense of unity to promote a sense of common purpose. Second facilitates collective commitment, in order to develop from a shared culture a commitment of all those who accept the culture as their own. Third promotes organizational stability, to foster a common sense of identity and commitment to culture encourages the continued integration and cooperation among the members of an organization. Fourth shapes behavior to help members make sense of their environment.

Wagner III (1999) points out that the culture of an organization serves as a source of common meanings to explain why things happen the way they happen. It influences the formal organization, influencing the attitudes and behavior of employees (WAGNER III, 1999).

For Wagner III (1999 sp) "All this is because the norms and cultural values provide social information, and this information helps employees determine the significance of their work and the organization around."

According to Wagner III (1999, p 367): "[...] The culture of an organization, therefore, is an informal and shared way of perceiving life and participation in the organization that keeps its members together and influences they think about themselves and their work. "

In general all organizations have an organizational culture that is characterized by the values they possess, by the regularity of the behavior of its members, philosophy governing its policies and also the climate expressed both by its physical layout as by the interaction of its members with each other (GIL, 2001).

The culture allows us to understand how an organization functions as problems are seen, why people act in such a way and that way respond to the obstacles they encounter. Culture is part of the essence of the organization, is part and parcel of it.

As Chiavenato ^(1994, p. 52), the "organizational culture means the way of life, the system of beliefs and social values, the accepted form of interaction and relationships that characterize each organization."

Organizational culture conditions and determines people's behavior standards within each company, ie it is a way of being of each company and of its participants ^(CHIAVENATO, 1994).

To Maximiano ^(1995, p. 36) "The informal organization is, first, a pipeline system standards that define the behavior patterns that people fits in".

For Geertz ⁽¹⁹⁸⁹⁾, organizational culture is the result of its unique history and symbols system created and maintained by its leadership in the past and present, which is to be interpreted and give meaning to the subjective experiences of its members and how to streamline and increase its commitment to the company.

Robbins ⁽²⁰¹¹⁾ states that there are seven basic features that capture the essence of the culture of an organization. Innovation is the degree to which employees are encouraged to be innovative and to take risks. Attention to detail is the extent to which employees are expected to demonstrate accuracy, analysis and attention to detail. Focus on results is the degree to which the leaders focused more results than the techniques and processes used to reach. Focus on the person is the degree to which the decisions of leaders take into account the effect of the results on people within the organization. Focus on the team is the degree to which the activities of jobs are more organized around teams than individuals. Aggressiveness is the degree to which people are competitive and aggressive instead of calm. Stability is the degree to which organizational activities emphasize the status quo instead of growth.

For Robbins ⁽²⁰⁰⁰⁾, recognizing that organizational culture has common features does not mean, however, that can not be considered subcultures across culture. Most large organizations have a dominant culture and several sets of subcultures. A dominant culture expresses the core values shared by most members of the organization. Subcultures tend to develop in large organizations to consider common problems and situations or experiences by its members, these subcultures are often defined by departmental labels and geographical separation. The purchasing department, for example, may have a subculture that includes core values of the dominant culture plus specific values that department.

Robbins ⁽²⁰⁰⁰⁾ differentiates strong culture and low culture and in a strong culture, the core values of the organization are intensely heeded and shared broadly, that is, the more people accept the core values and the greater your commitment to them, more stronger culture and greater influence on the behavior of members of the organization, as the high degree of sharing and intensity creates an internal climate of high behavioral control. An organization that has a strong culture of its members reduces the turnover rate, it demonstrates a high degree of agreement about what the organization stands for. This unanimity of purpose produces cohesion, loyalty and organizational commitment. Such qualities, in turn, reduce the propensity of employees to leave the organization.

On the other hand the weak culture is perceived when there are large discrepancies in perception of organizational reality, that is, opinions vary greatly among people. A characteristic of this type of culture is that it can be easily changed.

ORGANIZATIONAL CHANGE

For Robbins ^(1998, p. 56) "[...] organizational change is a reality. And deal with it is a key part of the work of all managers. "

According to Schein ⁽¹⁹⁸⁶⁾, the planning changes must be mediated by organizational culture, that is, the most important action is to change to the strategy, the greater must be its compatibility with the organization's culture.

No company is in a particularly stable situation today, even those traditionally stable, such as those occupy a dominant market share in your area, should change, often dramatically ^(Robbins, 2011).

Robbins ^(2011, p 566) summarizes six specific forces that encourage change:

- Force the working nature: greater cultural diversity, an aging population, growing immigration and outsourcing.
- Technology: faster, cheaper and laptops, emergence and growth of social networks (eg Facebook), deciphering the genetic code.
- Economic Shocks: sudden high interest rates to fight inflation, collapse of the international financial system, global recession.
- Competition: global competition, mergers and consolidations, increased government regulation of trade.
- Social trends: increasing environmental awareness, release of attitudes toward gay employees, lesbians and transsexuals, more connectivity and multiple tasks.
- International policies: anti-capitalist policies in Venezuela, Bolivia and Ecuador, opening up markets in China, embargoes the Arab nations such as Iran and Iraq.

Resistance to change

Wagner III ⁽¹⁹⁹⁹⁾ says that change is the act to vary or alter conventional modes of thought or behavior. In organizations, it is an important impetus and at the same time, a primary product of organizational development efforts reshaping the ways in which individuals and groups work together. Whenever managers try to trigger some change, they can expect resistance, because people tend to resist what we perceive as threat to the established way of doing things. The more intense the change tends to be more intense the resulting resistance.

In the words of Robbins ^(2011, p 568.):

Our ego is fragile and often we see the changes as a threat. Studies show that even when data is shown to employees suggesting that they need changes, they cling to any information they find and to suggest that they are well and do not need to change.

Keeping up with the author explaining that: Resistance to change can be positive if it leads to open discussions and debate. The change does not always appear in a standardized way, it can be opened, implicit, immediate or delayed. It is important to note that not all change is positive, often haste can lead to bad decisions, changes need to be carefully thought through all the implications ^(Robbins, 2011, p. 568). Robbins ⁽²⁰¹¹⁾ explains that the main sources of resistance to change are briefly: individual sources reside to human characteristics such as perception, personality and needs, and organizational sources reside in the organization structure.

As individual sources stand out habits, security, economic, fear of the unknown and selective information processing and organizational sources structural inertia, limited focus of change, group inertia, threatening expertise and threat to established power relations.

ORGANIZATIONAL CLIMATE

Organizational climate is the quality of the environment that is perceived or experienced by the company participants and influencing their behavior. It's that "psychological atmosphere" that we all realize when we enter a certain environment and that makes us feel more or less comfortable to stay there, interact and perform.

Chiavenato ⁽²⁰⁰⁰⁾ points out that the organizational climate is closely related to the motivation of the organization's members. When there is high motivation among participants, the organizational climate tends to be high and provides relations satisfaction, animation, interest and collaboration among participants.

In another direction, Chiavenato ⁽²⁰⁰⁰⁾ points out that when there is low motivation among the members, either frustration or barriers to meeting the individual needs, the organizational climate tends to lower. When the weather is down is characterized by state detachments, apathy, dissatisfaction, depression, and in extreme cases, reach unconformity states, aggression, rioting, typical situations in which members are faced openly and blatantly against the organization. Thus the organizational climate is the existing built environment among members of the organization and is closely related to the degree of motivation.

We are influenced by the organizational environment and at the same time, are influencing. This cycle of influences creates an effect which we call "feedback autorreforço", making certain crop characteristics are amplified through repeated behavior in relationships of day-to-day. Thus, if the organizational culture is virtuous, this cycle will amplify constructive behaviors, generating more productivity and quality of life. But if the culture is vicious, cycle influences drag the company to conduct increasingly destructive, hurting productivity, wearing people and their relationships.

Chiavenato ^(2000, p 95): The term organizational environment refers specifically to motivational environmental properties, ie those aspects of the organization that leads to provoking different species of motivation in its participants. Thus, the organizational climate is favorable when it provides satisfaction of personal needs of the participants and moral elevation. It is unfavorable when it provides the frustration of those needs actually the organizational climate influence the motivational state of the people and is influenced by it.

The organizational climate can be defined as the reflexes of a set of values, behaviors, and formal and informal standards that exist in an organization (culture), and represents how each employee perceives the company and its culture, and how he reacts to it .

To Chiavenato ^(2000, p. 94) organizational climate is the name "[...] given the existing internal environment among members of the organization."

Krumm ^(2005, p.58) "organizational climate refers to individual perceptions of the organization of cultural events: as employees, individually or in groups, interpret what happens in the organization."

Organizational climate is the indicator of satisfaction of members of a company in relation to different aspects of culture or apparent reality of the organization, such as HR policies, management model, communication process, professional development and identification with the company.

Organizational environment

Chiavenato (1993, p. 115) "organizations live in a human world, social, political, economic. Environment is everything externally involves an organization, the environment consists of the other organizations that make up the society. "

An organization depends on other organizations to follow their path and achieve their goals, the interaction between the organization and the environment it is essential for understanding the modern society is a society organizations (CHIAVENATO, 1993).

Chiavenato (1993, p.116): The continuous interaction between an organization and its environment introduces an environmental element of control over the organization. Strategies to deal with the organization's environment can be strictly classified as competition and cooperation: are different strategies which represent a measure of environmental control organizations, they allow "strangers" participate in the organization's decision-making processes or set limits for thereof.

An organization is constantly being affected by the environment in which it operates, demand can become so high that impossible adequately meet all its customers. According Chiavenato (2004), there are basically two types of environment: the general environment and the specific environment.

The general environment affects the organization's results indirectly in accordance with Chiavenato (2004). The variables of the general environment are those related to society or market as a whole. Chiavenato (2004) lists some as: economic, technological, social, legal, political, cultural, demographic and ecological. Each of these conditions affects the way society behaves towards the organization.

The specific environment, however, is less abstract than the general environment because the changes in this environment directly affect the company. The variables of the specific environment, according Chiavenato (2004), are the suppliers, customers, competitors and regulators. These variables are therefore agents that act directly on the organization. Suppliers deliver the inputs and customers consume the products of the organization.

As Robbins (2005), the environment of an organization is made up of the institutions or external forces that have the potential to affect their performance. They typically include suppliers, customers, competitors, government regulatory agencies, public groups and others. The structure of an organization is affected by the environment due to the uncertainties of this environment.

Some organizations face relatively stable environments - in them, few forces are changing. There is, for example, new competitors, no technological innovation by the current competition or public groups activities that could influence the organization.

Other companies face very dynamic environments - fast law changes affecting their businesses, new competitors, difficulties in acquiring raw materials, changing consumer preferences to so on.

According to Robbins (2005), stable environments generate far less uncertainty than dynamic. As uncertainty is a threat to organizational effectiveness, executives will do everything to

minimize it. One way to reduce the environmental uncertainty is to make adjustments to the organizational structure.

Three dimensions were identified in an organization's environment: the ability, the volatility and complexity (Robbins, 2005):

The ability of an environment refers to the degree to which it can sustain growth. Rich and growing environments generate abundant resources that can help the organization in times of relative scarcity. Abundant capacity leaves room for the organization commits mistakes, which does not happen when capacity is scarce.

Volatility is related to the degree of instability of an environment. Where there is a high degree of unpredictable change, the environment is dynamic. The dynamic environment hinders when executives have to make accurate predictions about the probabilities associated with various decision alternatives. At the other extreme is the stable environment. The complexity of the environment is related to the degree of heterogeneity and concentration of their components. Simple environments are homogeneous and concentrated. This can describe the tobacco industry, as there are relatively few participants. For these companies, it is easy to keep watch on the competition. In comparison, environments characterized by heterogeneity and the dispersion are called complexes. This applies to companies that work with the Internet. Every day seems to appear a "new neighbor in the neighborhood", which compete with providers in activity.

For Robbins (2005), from this environment of three-dimensional setting, you can come to some conclusions. There is evidence to relate the degree of environmental uncertainty to different structural arrangements. More specifically, the more scarce, dynamic and complex environment, more organic structure should be. On the other hand, the more abundant, stable and simple environment will be most suitable mechanical structure.

MOTIVATION

Motivation is a set of reasons and even reasons that induce and lead us or cause some kind of action or behavior. Based on consumer can - say that their motivation are your reasons that induce a purchase behavior. Already the motivation at work is the very disposition or will to achieve goals and objectives.

According to Maximiano (1995, p. 318) "to study the motivation to work is to try to understand what are the reasons or motives that influence people's performance, which is the driving force behind the production of goods and provision of services".

To Chiavenato (2002, p 80): "motivation works in terms of active and driving forces, translated words works as 'desire' and 'fear'; the individual wants power, want status, fear social ostracism, fear and threats to their self-esteem. "

Each person is different when it comes to motivation. Needs change from person to person, thus produces different types of behavior, values and social principles are different, the capacities to achieve the objectives and goals are different. Because of all these differences, behavior patterns vary, the process is pretty much the same for all people.

According to Vergara (2012, p. 66) "how we are different from each other, our motivations are too. Someone may feel predominantly motivated by economic and financial factors or in terms of acquisition of goods and services." To Vergara (2012, p. 66) "in general it can be said that there are elements that are present in meaningful work." For example:

- Promotion of learning and individual development;
- Opportunity to provide people with a social role in the activities of the company;
- Promotion, in person, the feeling of contributing to belong, to be enjoyed, allowing develop their self-esteem;
- Opportunity to produce desired goods and services for society;
- Promotion of satisfaction.

Vergara ^(2012, p 69 and 70) explains that:

- We must challenge people to achieve their standards of excellence, all have the potential to be even better;
- Praise people so they feel proud of what they do;
- Strengthen the rewards offered by the companies, for individuals to feel recognized for what they do;
- Recognize the work of each individual, because sometimes just only Congratulations!
- Trust and encourage your employees and credited in their potential;
- We have to accept the limits of each individual, because we all have strengths and weaknesses. So we must believe in our strength.
- Do not be an authoritarian leader, but democrat, delegate tasks but without sharing necessary authorities to carry out these tasks;
- Let people make mistakes, but they learn from their mistakes so they do not make mistakes again.

Still based in Vergara ⁽²⁰¹²⁾ can be said that people can feel motivated by the desire to be healthy, to be loved, to feel competent, to be recognized, to participate in decisions, to perform inherently challenging tasks, to work and be confident in their work.

We have seen that companies are increasingly valuing their employees so that they are able to achieve good performance in work and social life. Causing them to feel pleasure and satisfaction in performing the tasks that are their skills, thus forming a good relationship between the teams (boss / employee).

Internal Reasons

The internal reasons are the needs, interests and abilities of individuals that makes themselves feel attracted to certain things and avoid others. They are therefore physiological and psychological impulses affected by sociological factors: need, frustration, skills, abilities, attitudes and interests ^(MAXIMIANO, 1995).

To Maximiano ^(1995: 319 and 320.):

The needs are the most important internal reasons they are human needs. For example: hunger is a need that motivates the body to look for food. The stronger this need, the greater the commitment to please her more intense motivation. Once satisfied the need, the body enters a state of satiety or satisfaction and the behavior of the object in the case of hunger, food ceases to represent a stimulus because it extinguished the inner urge to chase him.

According Maximiano ^(1995, p. 324) "Frustration is not just the pursuit of meeting the needs that motivate human behavior at work. The frustration that results from dissatisfaction needs can also be a boost. "

When we fail to meet any need, the person gets frustrated and anxious about the result of frustration their behavior undergoes some changes, for example, looking for a new job or

profession, when there is no possibility to progress to where this. Besides these there are other very common behaviors that stem from frustration and that are likely to arise in work situations are resignation and aggression (MAXIMIANO, 1995).

Based on Maximiano (1995, p. 325) "skills are potential abilities and skills are skills that have developed. These two attributes include everything that the human being does or is able to do. "

Further explains Maximiano (1995, p. 326) that "interests and abilities are influenced by numerous factors such as need, sex, race, social group, family, education, fashion and age."

Motivational cycle

Based on Portal Marketing, motivation comes from some stimuli that act forcefully on individuals, causing them to action, could result in something external or from the body itself. This action is called motivational cycle.

When the motivational cycle can not take place, usually it occurs the individual's frustration, which keeps some attitudes:

- a) Strange behavior or without normal;
- b) Aggressiveness for failing to fulfill something he wanted;
- c) Nervousness, insomnia, circulatory / digestive disorders;
- d) Lack of interest in the tasks or objectives;
- e) Passivity, low morale, pessimism, insecurity and resistance to change, etc.

So when a need is not met, it does not mean that the individual will remain eternally frustrated. Somehow the need to be compensated. So we realize that motivation is a cyclical and constant state personal life.

External reasons

According Maximiano (1995, p.326):

The reasons are external stimuli or incentives that the environment offers or objectives pursued by the person satisfies a need, arouse a sense of interest or represent the reward to be achieved. An exhortation speech by a political leader, a challenge posed by the sales manager and a wage progression scale are examples of such external stimuli.

According to Maximiano (1995) external reasons can be divided into two main categories: work and working conditions. According to a classification made on a theory proposed by Frederick Herzberg, who exerted great influence on motivation.

Herzberg (1973) conducted a series of interviews about pleasant and unpleasant aspects in the organization, satisfied or dissatisfied at work. After the result concluded that satisfactory aspects concerned the content of the work, knowing that these aspects was given the name of intrinsic factors. Already working conditions are unsatisfactory aspects in which relate more to the work context, the conditions within which the work was performed under these conditions was given the name extrinsic factors.

Already the unsatisfactory aspects are related more to the work context, the conditions where the work was performed. To these aspects has been given the name of extrinsic factors or hygiene.

Incentives

According Maximiano ^(1995: 335):

Incentives as the name implies, they have the explicit aim of encouraging or rewarding performance and should be analyzed as a separate category of reasons, because they are very different from ordinary components of personnel management practices.

Based on Maximiano ⁽¹⁹⁹⁵⁾, incentives represent recognition that the individual has towards his colleagues at work performance. For the recognition and self-esteem are important needs for anyone. The programs are a means to recognize and meet those needs.

To Maximiano ^(1995, p.335) "incentive programs are usually associated with some sort of campaign, internal competition or performance improvement project of the people and the company."
There are four main categories of incentives: recognition programs, financial incentives, merchandise and travel.

- a) Recognition Programs:** To Maximiano ⁽¹⁹⁹⁵⁾, recognition programs are some types of programs that recognizes the efforts that employees present during a certain period in the organization and gratify them for these acts. For example, as the best author Oscar-winning financial executive of the year or the standard worker. Recognition programs have many advantages, many companies offer incentive trips and a more modest prize to the runner-up. For the experienced times champions do not just want a medal, but a physical reward.
- b) Monetary Incentives:** The prize money is one of the simplest that companies can adopt. It is considered traditional and very used: sales commissions, bonuses for parts produced, profit sharing and awards for these suggestions are just a few examples of monetary incentives.
- c) Goods:** Large companies use the goods as award as it represents money turned into something material, such as a television, clock or even a car ^(MAXIMIANO, 1995). It is also possible that companies distribute goods of varying values, to reward achievement differences: fifty thousand dollars in cash, a car for the champion and a bike for the vice champion and consequently reducing the premiums for third place and so on.
- d) Travel:** Maximiano ⁽¹⁹⁹⁵⁾, incentive travel are the most expensive way to reward performance. Each company must offer its employees a set of incentives, a workplace and content of the tasks themselves, which come together to form your cheering section.

Performance of staff

Lawler ⁽¹⁹⁹⁸⁾ quoted by Pereira ⁽²⁰⁰⁷⁾ found evidence that money can motivate not only the performance but also companionship and dedication. It found that the money has had little motivational power because of its misapplication by organizations. The inconsistent relationship between money and performance, in many organizations, is due to a multitude of reasons, among which stand out:

- a. Extension of time and work on the wage increases, which may give the impression that your earnings are independent of performance;
- b. Managers do not make performance appraisals, even if they have salary differences;

- c. The bias generated by the school of human relations regarding the salary itself and the psychological limitations of the homo economicus model so widespread by the scientific management school of Taylor.

The conclusions of Lawler III (1998, cited in Pereira 2007) are:

- a. People seek money because through it they meet the physiological and safety needs, but also provides conditions for satisfying social needs, esteem and self-realization. So, money is a means, not an end.
- b. People think that their performance is necessary for more money. So motivation is subjective, depends on the needs of each and at a certain time. There is no way to say whether it is intrinsic or extrinsic motivation or money or not.

HIERARCHY OF NEEDS ACCORDING TO MASLOW

To Maximiano (1995, p 83) "theories of needs assume that the motives of human behavior reside in the individual himself: his motivation to act and behave drift forces that exist within it."

Therefore Maslow (1995) the needs of humans to follow a hierarchy, ie, a scale of values listed according to their degree of importance. So when that individual performs a necessity arises another in its place, so people are always seeking to satisfy.

To Maslow (1995) human needs are described in a pyramid according to the degree of its importance and influence on human behavior. Bottom of the pyramid are the lower needs known as primary needs, as the top are the most sophisticated and intellectual secondary needs. The bottom of the pyramid of needs must be met before the top needs.

To illustrate, we subsequently show Figure 1, which depict the pyramid.



Figure 1
Pyramid Maslow / Source: Lopes, 2011.

1. **Physiological needs:** is the lowest level of human needs. Are innate needs, such as need for food (hunger and thirst), sleep and rest, garments against (hot or cold), or sexual desire. Are also known as biological or basic needs that guarantee the survival of the individual from birth, we always aim to meet our basic needs, before seeking a higher level.
2. **Assurance needs:** You can say it is the second level of human needs. Take the person to protect yourself from any real or imaginary danger, physical or abstract. People seek the protection of threats or dangers of day-to-day. Generally these needs arise when man has fulfilled the physiological needs.

3. **Social needs:** the needs are related to the social life of the individual with others. They are associative needs of participation, exchange of friendship, affection and love beside a society to society and the people for whom we relate. This arises when the lower social requirements are partly satisfied. The frustration of these needs leads to lack of social adaptation and loneliness.
4. **Self-esteem:** This kind of need in which people overlook and built their value and esteem. Concerns from self-confidence, need for social approval, social recognition, status, prestige, reputation and consideration. When a person find out those needs accordingly their value, they retain confidence, strength, prestige, power and capacity. Otherwise the person might feel inferior, helpless, even turning into discouragement.
5. **Self accomplishment:** those needs are at the top of the hierarchy are considered to be the highest. These needs are related to their self-fulfillment, independence, self-control, competence and full realization of what each person has potential and virtual. This kind of realization can only be satisfied for rewards that are inherently given by people themselves. These needs as more people get rewards that satisfy the more important it becomes and even more so the person wanted to please her. Even if the person is already pleased she will always want more.

According to Chiavenato ^(2000, p 86) in general, Maslow's theory presents the following:

1. The needs met it is not motivating behavior, but unmet needs influence behavior.
2. The individual is born with the physiological needs that are innate, therefore it works to meet these basic needs.
3. After meeting the physiological needs the individual enters a new career where he needs new needs standards. Then emerging security needs focused on threat protection and against privacy.
4. By the time the individual controls their physiological and safety needs, comes to higher needs, which are: social needs, esteem and self-realization. Knowing that a need complements the other.
5. The higher needs arise only at the time that the lower are satisfied, however predominating lower hierarchy according to the needs. But the higher needs have a predominant activation relative lower.
6. The lower requirements typically have a faster cycle motivation and higher has an extremely long cycle.

SATISFACTION AT WORK

The work is of paramount importance for the life of man, as he related to a profession, a trade, that is, an activity where the man produces something for your life. Workers need to be satisfied with their work so they can contribute to the success of organizations.

Therefore we can say that job satisfaction is a set of favorable feelings with which employees see their work, so job satisfaction has been defined in different ways. "[...] Regarding job satisfaction as a synonym for motivation, such as attitude or positive emotional state there also those who consider satisfaction and dissatisfaction as distinct phenomena, opposite" (MARTINEZ, PARAGUAY, 2003, p. 1). We know that several theories related salary to happiness, but today the benefits and salaries are no longer decisive in choosing a new

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job. Of course people seek to grow financially, but this is no longer the most important factor for the employee feel accomplished at work.

Thus, job satisfaction is understood as the perceived relationship between what an individual expects of his work and what he realizes he's getting. Entering into a state of emotional pleasure that resulted from an assessment that a professional is to what extent the functions that develops meet your goals ^(MARTINEZ, PARAGUAY, 2003).

A motivated employee, who is recognized for his work will feel accomplished by the recognition received. The satisfaction generates a positive outcome, resulting in better productivity. And this desire to work for the company and for the company that organizations seek in their employees.

Satisfaction depends on the physical health and psyche of the health of the body and mind; measurement: measured by perception and feelings. The satisfaction depends largely on the individual agreement on compliance with its intrinsic and extrinsic factors at work.

Factors are those that are part of the positions held, originating from the work being developed by any office.

We can still say that job satisfaction is part of the climate within the culture of an organization. This organizational culture is by a vision, goals and values of his subordinates and other factors, such as formal organization, informal and social environment.

Factors that determine job satisfaction

According to Robbins ⁽¹⁹⁹⁸⁾, the most important factors determining job satisfaction are mentally challenging work, just rewards, conditions that support the work and co-deem support. And also the importance of a good personality and position adjustment.

Based on Robbins ⁽¹⁹⁹⁸⁾:

- Mentally challenging work: Employees are preferring jobs that give them opportunity to use their ability, skills and knowledge. These features make the challenging job. Work without challenge and usual discourages employees and let them unmotivated, frustrating and bringing feelings of failure.
- Fair Rewards: Employees want to receive the tasks carried out according to their degree of importance and performance. When payment is fair based on the work conducted in the skill level of the individual and market payment patterns the likely result is satisfaction. Sometimes people prefer to receive less money but work and a place they want or perhaps in a less demanding place or have more choice of employment and working hours. Employees seek fair payment for their work and promotion as well as justice, with more responsibility and social status.
- Supportive working conditions: Employees are concerned about the working environment for personal comfort as by facilitating the work. Employees prefer to work in physical environments that are not dangerous, but also with good lighting and minimal noise. external.
- Colleagues that give support: People seek more work than the money they receive, work fills the need for social interaction. Friendly and colleagues who support ultimately lead to job satisfaction beyond the head itself.

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- Remember the personality-position adjustment: People with certain personality aware of their profession choices, must have certain skills and talents to meet the requirements of their employees. So it has more ability to succeed in their jobs with probability of achieving satisfaction in their jobs.

Determinants and consequences of job satisfaction can be approached from an individual point of view or organization. There are individual differences that influence employee satisfaction levels.

The effect of job satisfaction on employee performance

According to Robbins (1998, p.99 and 100), the current state of our knowledge is to:

- **Satisfaction and productivity:** When an individual does a good job intrinsically feel good about it. When rewarded their productivity is increasing global recognition, its level of payment and the probability of promotion. These rewards increase the level of job satisfaction.
- **Satisfaction and absenteeism:** We found a relationship between satisfaction and absenteeism, but the correlation is moderate. So dissatisfied employees may miss more work than satisfied employees.
- **Satisfaction and Turnover:** Satisfying this negatively related to turnover, but it is stronger than we found to absenteeism. Other factors such as labor market conditions, expectations of alternative job opportunities and length of service in the organization are important constraints on the true decision of someone drop the current job.

So to Robbins ^(1998, p. 99), "The interest of satisfaction in managers at work tends to focus on its effects on employee performance. To estimate the impact of job satisfaction on productivity, absenteeism and employee turnover. "

In short, more motivated employees, make greater efforts to achieve organizational goals, the reasons have to do a better job, a greater effort will be made to do so.

In addition to meeting basic needs, goals, achievement of desires and improvement and the need for self-fulfillment can become powerful reason to seek better performance. On the way to reach your goals, individuals grow; the goals are tools for the development of people, only someone who has no goals not get anywhere.

METHODOLOGIES

The research was developed by the interpretive paradigm, characterized as exploratory and descriptive research with qualitative and quantitative approach data. This was a case study.

This study aimed to point to the alternative business improvement in the staffing industry, checking for possible problems in the search for new solutions to mitigate them, aiming an analysis of the progress of the entire industry, thus treating a descriptive research.

The research was based on bibliographical materials used in books and articles, assisting in achieving the goals representatives. This was the field of study and case suggested new strategies to intervene in identifying some factors to improve the satisfaction and motivation in the organization's internal environment.

The research approach was qualitative and quantitative as it dealt with the collection of data and phenomena and its occurrences for the formation of useful information, based on the survey and analysis of data from the questionnaires to characterize the determinants of motivation and satisfaction. Then they were recorded and shown on graphs, and finally analyzed based on the concepts and theoretical approaches presented in the bibliographic reference of this study.

PRESENTATIONS AND DATA ANALYSIS

Analysis of the data collected

11 questionnaires were given to employees of the Construction and Incorporated Walan Ltda., In order to evaluate how is the level of satisfaction and motivation in the company's internal environment.

You can analyze which of those surveyed this company 100% are male. This fact was easy to understand, because it is construction, something still common only to men in the state of Rio Grande do Sul. On the issue of distribution by age was found that the organization studied the greatest number of employees in this age group from 31 to 40 totaling 37%. 36% appear those who are above 50 years. The other age groups, which are distributed of which have up to 21 years, between 21-30 years and 41 to 50 years account for 27% distributed equally 9% each. The degree of education of the respondents, there were 55% have not finished elementary school, 18% of respondents higher education being completed. Other employees, for a total of 9% have primary education, incomplete secondary education and complete high school. It is important to point out that the organization there is no developer uneducated. Regarding the marital status of employees, the number that most stood out, totaling 55%, was the single, followed by 27% of married and 18% in a stable relationship.

With regard to nationality of employees, it was found that 73% of employees are natural Santo Angelo. Importantly, the vast majority of employees are hired where the company performs the works, one of the company's policies, thus seeking to develop the region where it operates, at that time. They were divided into equal employees by 9% each natural de Santo Cristo, Entre-Ijuís and those who did not report the birth.

In the second part of the questionnaire, in Question 6, regarding the charge, 82% of employees who are part of the organization are the operational sector, which are composed of masons, carpenters, electricians, production aids, hydraulic installer and storekeeper. While 18% of employees are in charge, and this administrative supervisor, technician in civil engineering and civil engineering.

In question time service, 100% of employees have less than 5 years in business. This is justified by the high turnover in the construction area, and it is a construction company from another location, where usually only goes to a certain city, performs the work and after completion already part to another location.

At about the relationship between people of the same team, 55% of employees showed how well the remaining 45% said the relationship is excellent. Thus, it is necessary to do further analysis, not always a high positive potential and is sure that the organizational climate is the best. No need always to make research more specific satisfaction and get to know the employees in detail his claims, motivations and all that brings them greater commitment and desire to be in this organization. For managers it is also important to follow often satisfaction surveys of its employees, as well as the people management department, so you can monitor, improve and remedy any problems of motivation to appear on the desktop.

As for the autonomy to propose improvements in the execution of their work, 64% say it is very satisfying because the company takes into account what each employee within their knowledge can develop, always under the supervision of a superior. Other employees, 36% said satisfactory autonomy, which are in positions where a more strategic monitoring, more technical knowledge is required.

As for job satisfaction, 55% of employees say they are performed professionally in the activity they perform, 45% say they are very accomplished, it shows how the construction activity is on the rise, causing the professionals in this area feel encouraged to seek better jobs and skills to better perform their duties. For management professionals, but specifically, human resource managers, modernly called people managers is the subject of great importance, because as is the area that grows with right speed is important to follow in order to understand the motivation process , personal development and satisfaction in this work environment, such as construction.

In the question below, 9% of respondents feel that their ideas and suggestions are not heard, while 36% are very satisfied, and 55% of employees are satisfied. It is noticed that most of the suggestions are heard and you execute, on the other hand some suggestions may not be performed because the project does not allow certain changes.

Employees were asked about the recognition of their work, 55% feel they are recognized. Already 36% said they are very grateful and 9% more or less recognized. As for job security, 46% of employees say they are safe at work, 36% more or less safe and 18% very safe.

In the question below, employees were asked about the feeling on the criteria used for internal promotions, it stands out that 18% responded very satisfied, 46% satisfied, 18% somewhat satisfied and somewhat satisfied and 9% did not know answer. As for the amount of run training, 9% did not know, in a tie with 18% noted as more or less satisfactory and very satisfactory, and 55% this very satisfactory.

In the relationship between the item supervisor and subordinates within the team, 55% of respondents claim to be very satisfactory, that due to the daily analysis of each team member. One that does not suit a particular function within a team is immediately moved to another team, to identify which best adapt and develop best its function. Other employees interviewed 27% said the relationship is satisfactory and the remaining 18% divided into 9% replied that each is more or less satisfied or do not know how to feel about the supervisor.

The information on the results of the work execution timetables are passed weekly to employees, thus 55% of respondents say they are confident the information received, because every moment is talking to the leaders of the team, establishing the order of the services to be run, leaving aware of deadlines and goals to be achieved. The remaining 27%, 18% say they are fully trusted before the passed information, and 9% more or less reliable, and this second percentage is due to low education and hard to understand the transferred information. It is suggested to reassess the organization forms of information presentation of these results to improve the presented indices.

As for the feeling to work in the company, data show that 37% of respondents feel very satisfied and 36% satisfied. It is important to seek work and extract the reasons that show these 37% and 36% of very satisfied employees and satisfied respectively, to apply to others, who could not answer with 18%, and more or less satisfied in a total of 9%. In addition, it is important to implement them activities for those who have low satisfaction index and those who fail to identify their level of satisfaction. These activities range from daily tracking with small conversations, observations, reports, dynamic, even referrals to a psychologist, and then deal with more specific way the real reason of dissatisfaction, whether it is related or not to the desktop, or arises from personal problems that are interfering with the professional.

In signet question he was asked what the employee considers to main motivating factor. Respondents were allowed they could pick four of the alternatives listed, being worth mentioning the option like what you do, with nine of choice by employees, thus showing favorable item of satisfaction and motivation both professionally and for the company, it is the company and the people manager constantly seek to maintain this satisfaction and motivation through training courses and research is satisfied where the employee can express their views on the actions and their participation in the organization. Another item worth mentioning is growth opportunity given six options of choice, demonstrating that the organization offers to the employee enter into an operating activity and in the course of work learning new activities, qualifying this contributor for greater knowledge activities avoiding churn, enabling the professional growth of that employee. The following item, integration of the work team, with five options, shows that approximately 50% of employees say they are integrated with the group and that others do not agree that this is an important motivational factor in this way would be important to seek to clarify with the employees what was missing to integrate over the group.

On the issue be valued and recognized for the work with four options to choose the eleven respondents, showed up not be an item for employees was highlighted, that is, they feel, or most of them, as far as possible valued the organization or do not have the necessary understanding of what it means to be valued and recognized and that these items are made only through financial benefits.

With three votes each got the Question participation in decisions and salary plus the benefits, demonstrating that there is interest in decision making by employees or that it has not yet been fully established by the organization and how employees can participate in this process . There is no salary and benefits policy established by the organization yet, so there's no employees measure this query as a motivational factor. The remaining items, autonomy, existing challenges at work, be heard, facilities, corporate image and relationship with the leadership team, all came up with two options for each vote given by employees as factors of less importance and that can be worked individually and clarified its real importance.

Regarding item job security, less cited with only one option to vote, you can justify it because it is temporary works, that is, employees have the knowledge that to complete the project will be laid off or moved to other regions, seeing as a motivational factor.

Qualitative research questions, numbers 17, 18 and 19, analysis of the data point to a more subjective approach would be to say that there was no broad consensus on responses that pointed toward the same goals. This is easy to understand because it is known that no human being is like another and each has their desires and aspirations with respect to work and personal life.

Thus, in question 17, when asked to reviewers which satisfactory factor to continue working in the company studied what was answered that for those employees what matters most is the salary; teammates them; collegiality; recognition of the work; rewards; even if not mentioned; good relationships; current warming of the market; love what you do; opportunity for new challenges and what stood out most was the issue of growth within the company. This fact is because the company's proposed offer growth media for employees through training in the construction sector and related areas making this developer keep up to date and as opportunities arise. For the company this process improves performance in terms of individual performance, integration with the departments, detecting areas of opportunity, teamwork, and market presence. Promotes greater domestic competition (among employees) and encourages projection market.

In question number 18, asked if the collaborators what might work with motivational factors, among the answers that appeared most was the salary increase and the ways rewards. The company does not have a defined career plan, this being a limiting factor motivation and job satisfaction. Other items that figured in the responses were beyond plan for jobs and wages; respect of his superiors; be heard; motivation; more training; dialogue; adequate facilities; interpersonal relationships and ability to continue in business.

Career a plan for an organization used to plan future needs to raise the level of talent of the company's employees. It is the anticipation of the natural movements of an organization and how the parts should go settling for the company to remain competitive and the people who make up also develop within the same.

New trends involve greater participation by employees, modern businesses provide opportunities and seek to generate internal movements through calls to generate new learning for people.

In question 19 of the questionnaire, asked to suggestions to improve the level of satisfaction and motivation of the company's internal environment. Here are a few listed by employees: hiring more employees; training; motivational talks; leisure; more dialogue and greater integration between the teams at times outside of office hours. These suggestions will be taken to the company in order to establish those that are able to be carried out in short time, thereby improving the limiting factors for motivation and employee satisfaction. As an initial proposal, it is suggested that the company make a suggestion box and leave it available to the employees so that they can gradually go suggesting actions that can improve the internal environment of the organization.

It is also suggested to the organization, more often applied satisfaction questionnaires to their employees and promote their integration. To achieve this, it is important to conduct an investigation in which one can see how this can negatively affect this lack of worker motivation, and try to apply the right techniques, according to the organization's culture, and in turn achieve work environment based on cooperation and commitment of all together to meet the objectives and organizational goals.

FINAL CONSIDERATIONS

At the end of this research, it is concluded that motivation is something intrinsic, ie each individual needs to be aware of their power to motivate yourself. What you can do are the actions of incentive for that motivation to become continuous positive.

The study found that employees of the company have researched a satisfactory degree of motivation in the workplace, evidenced that the responses from the questionnaires of questions 9 and 10, as the professional fulfillment, 100% of employees say they are very professionally made or made in activity they perform, answering the research question.

This degree of motivation to be kept should be monitored frequently so that it becomes a useful tool for increasing employee performance as it provides the possibility to encourage them to fulfill the objectives and, furthermore, do the activities of I work with great pleasure.

Question number 18, answered the specific aim, which was to analyze the limiting factors of employee satisfaction linked to the internal environment. Employees when questioned responded that there are still constraints which prevent increased satisfaction. Issues such as salary increase amount and rewarding method. There is no company in a plan of positions and salaries defined, this being a limiting factor of motivation and job satisfaction. It is proposed that from this study and based on the organization of the guidelines that the HR department begins to draw a strategic career plan for employees. Other items that figured in the responses were respectful of their superiors; be heard; more training; dialogue; adequate facilities; interpersonal relationships and ability to continue in business. These items can be adjusted as the organization go changing front position to its employees and a more detailed analysis these are easy to implement elements of the internal environment.

Among the suggestions that increase the motivation and satisfaction from improvements of the limiting factors related to the internal environment, indicates up more opportunities for training for employees, more opportunities to participate in the actions and decision-making, training courses and continuous improvement opportunities. It will be important to develop a plan for jobs and wages compatible with the desktop and functions performed, observing opinions of the employees themselves. Finally, this research was of great importance to the organization therefore pointed out, in question 19, and analyzed small problems of lack of motivation and job satisfaction which served to clarify discrepancies in the company's internal environment and that can be addressed and monitored, thereby making the organization adopt another attitude to its employees.

The study does not disappear with the data analyzed, but determines one of the factors that limited the advancement of both the company and the employee, which can be worked together in order to have a more harmonious environment and it can achieve together the same purposes .

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