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**EVOLUTION IN
EMPLOYEES' CAREERS
AS A FORM OF
MOTIVATION**

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Abstract: The Scientific Article to be presented aims to identify the characteristics of the process of evolution in the careers of employees and analyze the effects of motivation in the work environment for employees. The research problem is established that there is no ready recipe for the process of evolution in the careers of employees, since several authors differ in their statements resulting in different practices. In the management process, most of the management autonomy has autonomy, professional participation in decision-making, if the leadership manages in a participatory way. And people management is the set of policies and practices necessary to conduct aspects of the managerial position related to people or human resources, including recruitment, selection, training, rewards and performance evaluation. The search for a better and more comfortable quality of life is directly linked to the employee's motivation and commitment and their satisfaction will depend on how the organization encourages them in the search for a better quality of life and work.

Keywords: Employee Career Evolution Process, Motivation, Management Process, Personnel Management.

INTRODUCTION

The present work has as its theme evolution in the careers of employees as a form of motivation. In the organizational context, people stand out for being the only living and intelligent element, for their dynamic character and for their incredible potential for development. People have an enormous capacity to learn new skills, capture information, acquire new knowledge, change attitudes and behaviors, as well as develop concepts, where they use a variety of means to develop people, add value to them and make them increasingly more capable and qualified for work.

Over the years, the professional career of individuals has changed characteristics, today, institutions are not exclusively responsible for the careers of their workers, but it is up to each professional to develop professional skills so that each individual can be the owner of their own evolution. professional. In the past, a person's career had a feature called life in the company, that is, the longer you worked at the same institution, the more you were paid and normally the possibilities for advancement were vertical. Thus, companies were responsible for the careers of their employees. It is also important to point out how the delay in progression, promotion and career change affects the motivation and degree of employee satisfaction.

According to Daniel and Metcalf (2005): "motivation explains how employees behave in an organization". However, several workers have several motivational factors, seek different modes of satisfaction and have different contributions to make, the organization regarding their performance has become interesting to research the evolution of employees' careers if it affects employee motivation. The work itself presents the following structure, Introduction, Theoretical Foundation, Conclusion and finally we have the Bibliographic References.

EVOLUTION IN THE CAREERS OF EMPLOYEES AS A FORM OF MOTIVATION

The service commission consists of the appointment of the employee to a position of management and leadership or trust. According to numbers 1 and 2 of article 3 of Decree 54/2009 of 8 September, Career is defined as a hierarchical set of classes or categories of the same level of knowledge and complexity to which employees have access, according to the length of service and performance merit. Class or category is

the position that the employee occupies in the career according to their professional development.

PROFESSIONAL CAREER EVOLUTION

According to Kilimnik (2000), “professional career development is a set of individual characteristics or values that are established during the formation of a career or in the relationship between individual and work”. In organizations, employees analyze career evolution in their lives when they undergo a professional or motivational level change through Career Promotion, Progression and Changes.

“Motivation is a set of psychological factors of physiological, intellectual or affective orders, which act among themselves and determine the behavior of an individual, arousing his will and interest for a task or joint action” (Maslow, 1955). Promotion is the change to the next class or category of the respective career and it operates to the step and index corresponding to the immediately higher salary, being mandatory for employees of the same class or category of the same career who have at least three years of service in that class or categories with no less than regular service training.

Progression covers employees within a range and respective salary range. For companies to be able to achieve objectives linked to the evolution of their employees’ careers, they need to establish selection criteria in the area of human resources, where selection is the process of techniques used by the psychologist to select the appropriate people for certain positions, knowing the skills necessary for each position, he seeks to find qualified people, that is, who have the same skills required for the position. In most companies the selection is made by the human resources department where the employees

are carefully analyzed. Chiavenato (1999) points out that: The selection process within an organization must be well performed and it works as if it were a sieve, where only the best are left with adequate powers. Choosing the right employee requires full attention, as there are so many of them that only a few are selected, due to having demonstrated greater suitability for positions.

PEOPLE MANAGEMENT

According to Chiavenato (2004), People Management “is the set of policies and practices necessary to conduct aspects of the managerial position related to people or human resources, including recruitment, selection, training, rewards and performance evaluation.” In fact, all the activities carried out in an organization, whether planning or controlling, are related to people’s knowledge, skills and attitudes and they are responsible for the company’s performance. Luz (1996) points out that in people management, employees must be treated according to the values that the organization represents.

TEAM SELECTION

For Marras (2000), “personnel selection is an activity under the responsibility of the human resources system, which aims to choose, under a specific methodology, candidates for positions to meet the institution’s internal needs”. Chiavenato (1999), the firm that the selection of personnel can be defined as, “the choice of the right man for the right position, or more broadly, among the candidates ranked those most suitable for the existing positions in the organization, aiming to maintain or increase the efficiency and performance of personnel as well as the effectiveness of the organization. “Thus, we can explain that the selection process is based on the specifications of the position to be filled in the characteristics of the individual to be selected.

PROFESSIONAL CAREER POLICIES

The Careers and Remuneration System, approved by the Decree of the Council of Ministers n°64/98 of 3 December, describes the following policies: Providing employees with fair, adequate and proportional compensation and their training and effective professional performance; Offer to all selective employees based on actions and proven results of growth of professional capacity and knowledge acquired in the work environment or in training rooms. According to Chiavenato (2004), the current world is an institutionalized society composed of organizations, all activities aimed at the production of goods or the provision of services are planned, coordinated, directed and controlled within organizations. Organizations are made up of people and non-human resources and people's lives depend on organizations and these depend on their work.

CAREER CHANGE

According to numbers 1 and 2 of article 13 of Decree 54/2009 of 8 September, it describes that the career change happens to any State employee who has the required qualifications and professional requirements can apply for a different career and when the employee has definitive appointment, integration into the new career takes place in the step and class corresponding to the salary immediately higher than the one earned.

Career progression does not depend on the applicant's request. The process is triggered by the services, whenever there are employees entitled to it, provided that the list of those classified in a previous process has been exhausted or expired. Article 10 in numbers 1 and 2 of the aforementioned Decree talks about promotion in terms of career change. Therefore: Promotion is the change to class or category of the respective career and operates to the step corresponding to the salary

immediately higher; Promotion depends on the cumulative verification of the following requirements: minimum time of three full years effective in the class or category in which it is framed; average performance evaluation not less than regular, in the last three years, in the class or category; approval in competition according to the qualifier of the respective career and availability of budget.

CAREER STRUCTURES

In accordance with paragraphs a, b and c of number 1 of article 5 of Decree 54/2009 of 8 September, it emphasizes that professional careers are structured in: vertical, when they integrate classes or categories with the same functional content, differentiated in requirements, complexities, responsibility and the evolution of the employee is done through promotion; horizontal, when they integrate professional activities with the same functional content whose evolution is made by progression and corresponds only to greater efficiency in the execution of the respective tasks, being of a single class; mixed, when they combine characteristics of vertical and horizontal careers.

MOTIVATION AT WORK

The world of administration has been going through constant changes in recent times and today, much more is known about how to effectively manage complex organizations. In this context, motivation is conceived as an integral part of this process, motivation is also a fundamental and indispensable condition for achieving the objectives of work and organizations. Lawler (1993), considers motivation as a critical factor in any organizational planning, so it is necessary to observe which organizational arrangements and management practices that make sense in order to avoid that they will have on individual and organizational behaviors. For the author,

it is necessary to understand motivational theory to think analytically about all behaviors in organizations.

In this context, it is essential to make it clear that the administration's task is not to motivate those who work in an organization. Because this is impossible, considering that motivation is an intrinsic process; intimate for each person. The organization can and must create a motivating environment, where people must seek to satisfy their own needs. Thus, we verified that in order to keep people motivated, it is necessary to be very sensitive to detect their different needs, as well as to take into account the variability between the states of deficiencies that can occur internally to the same subject.

CONCLUSION

The development of an organization necessarily goes from having qualified and trained human resources so that the objectives set can be achieved without significant damage to the effect of the same. One of the means that employees use to develop personally and professionally is by joining academic training so that they can increase their salary and, who knows, this way increase their satisfaction with the work they do. The work researched here aims to understand the evolution in the careers of the employees if it affects the motivation to reach the goals with a good performance. The results show that the level of employee satisfaction in an organization is strong when they have the opportunity to evolve in professional careers and careers are organized into classes and categories. Classes or categories are organized into levels, in this context the classes or categories are the position that the employee occupies in the career according to their professional development.

Motivating someone, assumes that the employee is valued, as this is part of an incentive and gives space for the employee to assume new guidelines to achieve satisfactory results and it is necessary for organizations to look at their employees as a resource that needs to be updated both on a personal and professional level to give more support to the organization. The present research is concluded by affirming that the progression and promotion in organizations are necessary instruments for professional development taking into account the objectives based on the employee's performance, managers must promote their employees through the financial availability, this will result in motivation consequently, it will reflect in the better performance of the employee.

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