



## MOTIVATIONAL ASPECTS AND POSITION REDISTRIBUTION: A STUDY AT THE FEDERAL UNIVERSITY OF AMAPÁ

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### ABSTRACT

Distant from the administrative systems of an, above all, legal character, the forms and strategies of development of public management run through the motivation of public servants and the turnover of specialized labor. In this sense, considering motivation as the subjective interest to carry out an action with variable intensity and that, therefore, it has an impact on the quality of the services offered, we sought to analyze the motivational aspects that involve the processes of Redistribution of linked servers to the Campus Marco Zero of the Federal University of Amapá (UNIFAP). In order to achieve the objectives established in the study, we opted for a qualitative approach, with a descriptive approach, and field research using questionnaires. The total number of 200 servers was considered for analysis, between administrative technicians and teachers. The results pointed to the need for greater investments in terms of managing the motivation of civil servants.

**Key words:** Public administration. Redistribution. Motivational Aspects.

### 1. INTRODUCTION

With the current change in the work environment, changes in the structures and management of organizations, due to globalization and political and economic crises, a new generation of people looking for stability and better salaries in the public service - which naturally causes a great demand in search of the existing positions among the diverse Brazilian public agencies.

Public tenders at the national level have given opportunity to candidates for public positions with vacancies, which are sometimes distant from their home. Thus, the successive

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searches for these public positions justify the migration of people from the most different states of the country, to the most diverse regions causing a considerable displacement of individuals in search of the desired financial stability.

Given this scenario, it is common to see the occurrence of candidates for public service who invest in public positions, betting right away on the use of return mechanisms that sometimes trigger the destabilization of human resources of public institutions that receive these 'new employees' - among these mechanisms, those driven by the job redistribution process.

On the other hand, public institutions need to deal with demotivated public servants on a daily basis for various reasons and factors and in what competes the need constant staffing that directly influences the quality of the services offered. In this way, people management in the public sector continues to have difficulties in managing employees, both in promoting their organizational mission to achieve their goals, and in the development of people, in accordance with the constitution and the environment in which it operates.

In view of the above, seeking to analyze the motivational aspects that involve the processes of redistribution of public servants based at the Campus Marco Zero, of the Federal University of Amapá (UNIFAP), the present research is justified not only by the relevance that the theme reflects for the institution, but, above all, due to the need to deepen the subject.

The study is divided into three main parts: (a) the Theoretical Framework, which presents the theme from the perspective of concepts already worked by other researchers and the characteristics expressed in law regarding the forms of job rotation in the public environment, as well as the necessary procedures for its occurrence; (b) Methodological Procedures, which presents the researched area and the means used to carry out the research; and (c) Field Research and Analysis, which presents the treatment of the data obtained.

## **2 THEORETICAL FRAMEWORK**

### **2.1. Public Administration: Universities**

With regard to the characteristics acquired throughout history, it must be said that public sector management differs from that practiced in the private sector, especially with regard to people management (ALMEIDA; MEIRELES, 2015), given that, as an organization needs people to support itself, they, in turn, need organizations to supply their needs and organize society. In this sense, Robbins (2002) describes that:

[...] one of the most important and comprehensive challenges faced by organizations today is adapting to differences between people. The term used to describe this challenge is the diversity of the workforce. While globalization focuses on differences between people in different countries, the diversity of the workforce focuses on differences between people in a given country (p. 15).

Thus, when considering such differences, it appears that the posture and performance of public managers becomes increasingly important and demanding, since in Brazil the Public Administration still undergoes several transformations which, day after day, present new proposals and attempts to institutionalize new forms of management (FADUL; SILVA, 2008); especially when considering the public university administrative environment, responsible for bringing together in the same environment, people with the most diverse cultures and differences.

When defining University, Art. 52 of Law n° 9.394, of December 20, 1996 (BRASIL, 1996) provides that these are multidisciplinary institutions for the training of professional staff with higher education, research, extension and domain and cultivation of the human knowledge, which are characterized by having: (a) institutionalized intellectual production through the systematic study of the most relevant themes and problems, both from a scientific and cultural point of view, as well as regional and national; (b) one third of the teaching staff, at least, with academic master's or doctorate degrees; (c) one third of the teaching staff on a full-time basis.

In Brazil, federal universities are part of indirect Public Administration in the form of public foundations or autarchies. In these, the federal staff is mainly composed of technical-administrative civil servants and teachers. Such civil servants are governed by the legal regime set forth in Law 8,112, of December 11, 1990 (BRAZIL, 1990), which contains the main guidelines that guide the performance of the people management area at universities, and are supervised and managed by SIPEC<sup>4</sup>.

Di Pietro (2007) broadly defines Public Servants as a term used to refer to individuals who provide services to the State and to the entities of the Indirect Administration, with an employment relationship and through remuneration paid by public coffers.

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<sup>4</sup> Regulated by Decree n° 67.326, of October 5, 1970 (BRAZIL, 1970), the Civil Personnel System (SIPEC) is responsible for the formulation of guidelines, normative guidance, coordination, supervision, control and specific inspection of matters related to civil personnel of the Executive Branch within the scope of the direct Federal Public Administration, its autarchies, including those under special regime and public foundations.

Contrary to what occurs in private contractual relations, Mello (1991) describes that the Brazilian public servant has specific characteristics, such as: it is always a natural person and never a legal person; the existence of a working relationship with the State or other public entities linked to it, whether by direct, indirect, autarchic or foundational administration; maintain a working relationship of a professional nature and of a non-occasional nature, configuring a bond of dependency.

However, in addition to the bureaucracy that involves the phases that precede the investiture in a public office, Pires (2005) considers that the great challenge is to create efficient means of evaluating the performance of public servants, identifying and highlighting interpersonal skills, strategic and managerial of each candidate, so that they can lead and perform their functions with motivation in their careers, avoiding further losses to the public staff.

## **2.2. Motivational aspects and public service: brief considerations**

In order to enforce the principle of efficiency and the achievement of planned results, as in a private company, the Public Administration depends on the impact of work relationships and the profile of its server - therefore, it is vitally important that this is found motivated to develop the activities inherent to his position.

According to Maximiniano (2004), the word motivation is derived from the Latin *motivus*, *movere* which, in its original sense, is based on the process in which behavior is 'encouraged, stimulated or energized for some reason or reason'. Following this perspective, it is possible to find in the administrative literature several studies that sought to conceptualize and relate the term 'motivation' and its applications in the work environment.

In this way, Motta (1998) understands motivation as the degree of willingness and dedication of a person in his attempt to perform a task well; Vergara (2007) defines motivation as being an unfinished product, where it has the ability to configure itself at every moment, in the permanent flow of life that has continuity and is within us; Gil (2010), in a simplified way, states that motivation can be understood as the main fuel of an organization, it is the force that encourages people to act. For the present study, the perspective of Bergue (2010) was considered, which defined the term 'Motivation' as a person's interest in action, a constant impulse and of variable intensity oriented towards the achievement of an objective, resulting from a need or state of satisfaction.

[...] the motivation for the job is a positive state of mind, which allows the individual to perform tasks in the position and to their full potential. It is the inner 'gasoline' to face the challenges of function and organization. It is the passion with which the individual carries out a mission, achieving satisfaction when the objectives are achieved. [...] The motivation at work is not abstract and has roots in the organization, the external environment and the individual himself. A motivated person is the product of these conditions (p. 239).

If such a perspective is considered, it is noted that, for the employee to remain motivated, it is of fundamental importance that he initially identify himself with the organization - which necessarily refers to “liking his mission, his values and considering it is important for the community and for the country”(ARAUJO; GARCIA, 2014, p. 101).

In this sense, Bergamini and Coda (1995) understand that, precisely because the motivation at work has roots in the individual, the reasons that interfere in the motivation can be external, derived from the organizational environment or even in the very situation of the country and the world in a given time. Thus, for Goleman (1999), motivation energizes people, but not pushing them in the right direction, as if they were control mechanisms, but rather satisfying their basic human needs for achievement, transmitting to them the feeling of integration through a feeling control over one's own life and the ability to live up to one's ideals.

In view of this statement, it is observed that motivation is the insight for action, and from there, human beings seek to satisfy their needs (MASLOW, 1996). Therefore, according to Robbins, Judge and Sobral (2010), motivation can also be defined as a process responsible for the intensity, direction and persistence of a person's efforts to reach a certain goal.

Nevertheless, Robbins (2002) points out that the degree of satisfaction with the organization is a factor that directly affects the performance of the employee and consequently that of the organization, as organizations with more satisfied employees tend to be more effective than those with less satisfied employees .

However, Crewson (1997) and Houston (2000) point out that, despite the similarity in the origin of the motivation, public servants have different expectations compared to employees of private companies, as well as different reasons and values. Thus, Somoggi (1999) warns of the common expectation of injections of spirit existing within the institutions, which according to the author is a serious mistake, given that in order to achieve the expected efficiency, it is natural that a certain effort is required from the worker to achieve the goals. On the other hand, Dias (2010) understands that, although motivation implies individual

factors, there is no way the subject can be treated and thought about without considering the characteristics of management in the figure of managers,

### **2.3. Public service turnover: Redistribution of positions**

To efficiently develop the functions inherent to each sector, it is not enough just that the Public Administration has financial resources and advanced technology, but, above all, that it can count on qualified people who are committed to the service to be performed and who aim at the development of the sector (ECKERT et al., 2011), given that not even the venerable stability guaranteed by law can insure all those approved in public tenders: there are those who give up the benefits of the State to set up their own business, face the private initiative or even return to study (AMORIM; COSTA, 2014). Therefore, any and all loss of specialized workforce, whether temporary or not, can influence the total performance of an organ, both in the work environment and in its external view,

Regarding this theme, Siqueira et al. (2012) point out that there are still few studies on the so-called turnover<sup>5</sup>public servants in Brazil, mainly when carried out in Federal Higher Education Institutions (IFES). It should be noted, however, that knowledge about the possible causes of workers leaving allows the review of organizational processes, in order to identify possible flaws in management, as well as the costs related to the processes (ECKERT et al., 2011) .

Within the scope of the Brazilian Public Administration, the phenomenon of personnel movement can be divided into two basic aspects: external movement (turnover), related to the dismissal of the institution due to redistribution, dismissal, retirement or death; and internal movement (internal mobility), called in the public removal area, “the displacement of the server, at the request or from office, within the same framework, with or without change of headquarters” (BRASIL, 1990, art. 36).

Siqueira and Alves (2014) state that in the Brazilian public service, cases of turnover can generally occur in two ways: requested by the server (voluntary); and as for the interest of the Administration (involuntary), the latter being through the relocation, redistribution, assignment, etc. It should be noted, however, that even when the initiative comes from the server, prior authorization from the higher administration is necessary.

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<sup>5</sup>Also called turnover, staff turnover is the term used for the phenomenon that involves the flow of workers entering and leaving an organization. (FERREIRA; FREIRE, 2001).  
REGMPE, Brasil-BR, V.4, N°2, p. 148-172, May./Aug.2019 <http://www.regmpe.com.br> Page 153

Public service turnover is high, not only in relation to the entry and exit of career employees through public tenders, but also by removal to other sectors within the educational institution where they are located, or by redistribution to other educational institutions. teaching - which tends to harm public institutions more, as the dismissal causes the loss of great talent that sometimes directly impacts the quality of the services offered.

Thus, among the forms of displacement of public positions described in Law 8,112 / 90, it is observed that in its art. 37, it defines by Redistribution, the displacement of an effective, occupied or vacant position within the general staff, to another body or entity of the same Power, with prior appreciation of the central body of the Civil Personnel System - SIPEC (BRASIL, 1990).

However, Siqueira and Alves (2014) add that in order to configure the turnover of civil servants along the lines of the Redistribution provided for by law, it is necessary to meet the following specificities described in the law: the interest of management, the equivalence of salaries between positions busy; maintaining the essence of the duties of the position; the link between the degrees of responsibility and the complexity of the activities to be developed; the same level of education; the specialty or professional qualification; compatibility between the duties of the position and the institutional purposes of the body or entity. Redistribution can also occur ex officio, whether due to the need for adjustments in staffing, workforce, reorganization, extinction or creation of bodies (BRASIL, 1990; SIQUEIRA; ALVES, 2014).

In an attempt to guide and discipline the procedures related to redistribution, the Ministry of State for Planning, Budget and Management (MPOG) published Ordinances No. 57, of April 14, 2000 (MPOG, 2000) and No. 79, of February 28 2002 (MPOG, 2002). Such ordinances, in conjunction with Circular Letter No. 07 / SRH-MP, of April 17, 2000 (MPOG, 2000), also issued by MPOG, delegate competence to the other Ministers of State to effect redistributions within the scope of their portfolios; inform that redistribution should be used as an instrument of personnel policy aimed at adjusting and / or resizing the workforce of the various bodies and reinforce that such institute must be subordinated to the strict interest of the Public Administration;

Faced with this scenario of legal acts that distributes the theme in several documents, Oliveira (2015) understands that the possibility of dubious interpretation has been established according to the convenience of the public agent, which certainly interferes in the understanding and correct application of the law and that it can be easily confused and applied as the Transfer Institute, repealed by Law No. 9,527, of December 10, 1997 (BRASIL, 1997). REGMPE, Brasil-BR, V.4, N°2, p. 148-172, May./Aug.2019 <http://www.regmpe.com.br> Page 154

Thus, considering the possibilities described in Law and, based on the principle of efficiency, the importance of integrating strategies of autonomy, responsibility, communication and management of organizational spaces for learning in organizations is emphasized, as a way of promoting development skills and favor the permanence of motivated professionals in their work environment - which by nature imposes the need for studies that emphasize the existing relationship between public servants / administration in order to better define the plans and actions to be implemented in the institution.

### **3 METHODOLOGICAL PROCEDURES**

#### **3.1. Characterization of the study area**

This research used the Federal University of Amapá - UNIFAP as the research locus. According to its Institutional Development Plan 2015-2019 (UNIFAP, 2015), historically the public education institution started its activities in 1970, as an Advanced Teaching Nucleus (NEM), linked to the Federal University of Pará (UFPA) and initially offered approximately 500 places focused on the teaching field (short degree) - thus implementing higher education in Amapá.

In the 1990s, through Decree No. 98,997, of March 2, 1990, published in the Federal Official Gazette No. 43, of March 5, 1990, under the terms of Law No. 7,530, of December 29, 1990 August 1986, in fact, the Federal University of Amapá Foundation was created, authorized by the Executive Branch, having its statute approved by Ministerial Decree No. 868/90, in accordance with Opinion No. 649/90-SESU , approved on August 9, 1990 and published in Documenta MRC n° 35, making it a Higher Education Institution (IES) maintained by the Union (UNIFAP, 2015).

Thus, the institution has didactic-scientific, disciplinary, administrative and financial and asset management autonomy. In its article 3, UNIFAP's General Regulations establish that its purpose and functions are:

- I - teaching teaching, which is inseparable from research and extension;
- II - develop the sciences, letters and arts;
- III - provide services to public and private entities and the community in general and;
- IV- promote national, regional and local development (UNIFAP, 2015).

Currently, the university develops programs and projects for undergraduate, graduate, research and extension education in order to contribute to citizenship and national and Amazonian development in which it is inserted.

Regarding graduation, on the Marco Zero campus of Ecuador, located in the capital of Amapá, the institution has 26 undergraduate courses distributed in 07 Academic Departments, according to the areas in which the courses operate. At the Binacional do Oiapoque campus, located in the municipality of Oiapoque, there are 08 graduations. The Mazagão campus has 02 undergraduate courses and the Santana campus, only one (UNIFAP, 2015).

Altogether, the Federal University of Amapá currently congregates about six thousand academics, between undergraduate and graduate courses distributed in four functioning campuses. In its staff, it has five hundred and twenty-eight teachers and four hundred and forty-eight technicians, totaling nine hundred and eighty-one servers.

According to data from the institution itself, the Marco Zero do Ecuador (Macapá), Santana, Mazagão, Laranjal do Jari and Binacional do Oiapoque campuses have the potential to benefit around 576,949 people, corresponding to approximately 86% of the population of the state of Amapá. Adding the municipalities in the places where the institution has physical structure, the total inhabitants reached reaches 597,581, that is, about 89% of the Amapá population (UNIFAP, 2015).

### **3.2. Search Type**

In order to achieve the objectives set out in the study, a quantitative-qualitative approach was chosen, with a descriptive approach. Based on the perspective of Lakatos and Marconi (2006), the option for the quantitative model as a methodological conduct was due to the understanding that this type of research supposed the 'direct and prolonged contact of the researcher with the environment and the situation that is investigated through intensive field work'.

Regarding the qualitative approach, Freitas and Muniz (2008) describe that it is based on content analysis and applies to the study of history, relationships, representations, beliefs, perceptions and opinions, products of interpretations that humans do about how they live.

As for the descriptive approach adopted as an auxiliary method, Lüdke and André (1986), affirm that such method has as main objective the description of something that reports how certain phenomena occur or how certain variables behave in certain situations.

The use of such methods allowed the investigation of a large number of employees of the researched HEI (about 20% of the total number of employees of the institution) in a mathematically precise manner, without, however, failing to give notoriety to the subjective perspectives of the employees. The results obtained by such methods allowed a significant reflection on the theme addressed by the research.

Associate to the methods described above, a bibliographic research was also carried out, which followed all phases of the study, using scientific articles, books, theses and dissertations on the subject addressed, using the terms “Public Administration” as keywords ; Redistribution; Motivation in the public environment ”.

### **3.3. Research subjects**

As investigated subjects, a sample composed of 200 civil servants was considered, divided between administrative technicians and teachers. For this research, it was considered civil servants active in the exercise of their respective functions, located at the Campus Marco Zero of the Federal University of Amapá - UNIFAP.

### **3.4. Collection Instrument**

According to Lakatos and Marconi (2006), the questionnaire is an essential tool for social investigation, whose collection system consists of basically obtaining information directly from the interviewee. For this purpose, multiple choice questionnaires with open and closed questions, all referring to the topic addressed, were used as an instrument for data collection. They were divided into: origin and server identification (questions from 01 to 05), approach to motivational and redistribution aspects (questions from 06 to 11).

As the proposed theme, as well as the object of study, involves a theme considered in the specific field of Administrative Law and, above all, because there are legal differences regarding the ways in which the Institute of Redistribution has developed in some public entities, it was considered important to performing pre-tests of the instrument used in the field on the relevant issues. To this end, before going to the field, samples of the models were applied to be used by five specialists and / or experts on the topic linked to the HEI itself, and adjustments were made as necessary to avoid dichotomies in the understanding of the investigated. They were disregarded in accounting for the final result obtained.

### **3.5. Data processing**

The data obtained were organized and analyzed in the Microsoft Office Excel 2010 program, in which the tabs and graphs were constructed that will support the analysis of the identified information and its crossing, with the literature raised concerning the subject in question, in order to better support such reflections.

#### 4 FIELD RESEARCH AND ANALYSIS

The search for satisfaction is a feeling inherent to people, regardless of social class, color, age, sex and other factors that distinguish them in society (BERGAMINI, 1997). In this sense, based on the data collected, a total of 200 investigated civil servants were considered, organized according to the category / position profile invested in the institution, age and place of birth, marital status, education and length of time with the university and assigned to the Marco Campus Zero, located in the city of Macapá / AP.

Among those investigated, the prevalence of Administrative Technicians (64%) was found to the detriment of Teaching positions (36%), aged between 22 years (youngest age) and 66 years (highest identified age), distributed according to Table 01 .

Table 01 - UNIFAP / Campus Marco Zero: Age of Public Servants

<b>Up to 30 years</b>	<b>31 to 40 years</b>	<b>41 to 50 years</b>	<b>Over 60 years</b>
25%	33%	24%	18%

Source: Research Data (2017)

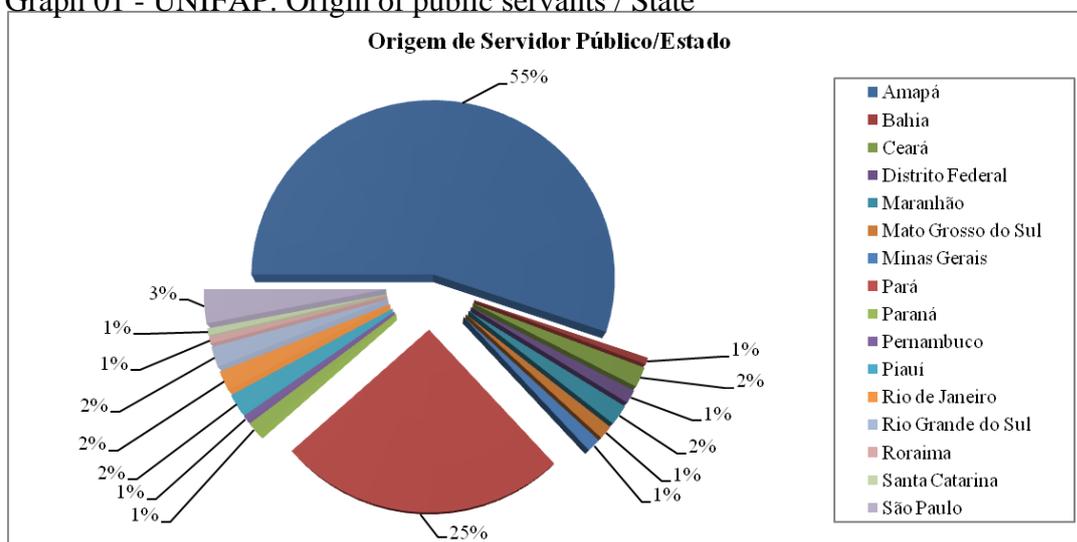
Regarding the age variation identified in work environments, Soares (2007) considers them as generational stages of maturity, where younger individuals are sometimes excluded by adults of intermediate age and / or older, until they become socially mature and ready to replace the senior generation in terms of leadership and command.

One of the interesting aspects of this perspective is the idea that generations are shaped through the interactions they establish with other generations, resulting, therefore, in a kind of preparation for the later generation of servants. However, following this same perspective, it is possible that there are conflicts to be mediated between the identified age groups, which will depend, above all, on the way of leading and managing the bosses in the work environment.

In reference to the origin of the public servants investigated by the research, it was found that they come from the five geographic regions of the country, distributed as follows: Northern Region, 81%; Northeast Region, 7%; Southeast Region, 6%; Midwest Region, 2%; and South Region, 4% of respondents. In addition to the Brazilian civil servants identified by the study, the results also considered the responses of two foreign civil servants from Peru, invested in teaching positions at the Federal University of Amapá.

As for their naturalness, the study pointed out the prevalence of natural servants in the states of Amapá (55%) and Pará (25%) in relation to other Brazilian states - as shown in Graph 01.

Graph 01 - UNIFAP: Origin of public servants / State



Source: Research Data (2017).

It is observed that the data converge with the objective proposed in the Institutional Development Plan of the institution (UNIFAP, 2015) by promoting regional and local promotion, either through the absorption of local labor, or through the nature of the institution when executing programs and teaching, research and extension projects that aim to contribute to national and Amazonian development.

Regarding marital status, it can be seen in Table 02 that the prevalence of civil servants who maintain marital relationships distributed in the social molds of stable union (23%) or marriage (35%), in relation to single servants (37%) and divorced (5%).

Table 02 - UNIFAP / Campus Marco Zero: Marital Status

<b>Singles</b>	<b>Married</b>	<b>Stable union</b>	<b>Divorced</b>
37%	35%	23%	5%

Source: Research Data (2017)

When inquiring about the number of employees who have children, the survey found that 59% of the employees investigated have children, while 41% did not. The study did not take into account the number of children per servant, as the family nucleus was configured based on the minimum number of children.

The evaluation of the constitution of the employees' family nucleus is of salutory importance, since according to Guevara, Zanin and Rodrigues (2016), from this context the fear of loss of benefits arising from work relationships arises, causing in individuals the unbridled exercise of competitiveness and increasing availability at work time - which certainly interferes with motivation in the work environment.

It was also found that 55% of the investigated civil servants were invested in their respective positions for a period of up to five years; while 14% maintain a service link with the institution for a period between six to ten years; and 31% carry out their activities at the HEI for a period of more than ten years. This variation in the period of employment of employees can be seen as a reflection of the growth and structural expansion that UNIFAP has been going through, especially in the last decade with the holding of tenders for the composition of several areas.

Regarding the level of education, it was found that the investigated civil servants, most of them, have Higher Education (88%), 11% have High School, while 1% of the servants have only Elementary School - which in a way, it shows the investment made by the institution in increasingly qualified professionals.

As for this characteristic, (COSTA et al, 2009) emphasize that the efficiency of public management in the services provided goes through the search for technical and human training of the civil servants - which is possible to be noticed by the stimulus offered by the federal government itself in the form of investments in the training and qualification of public servants, as for example in the Qualification Programs of Public Servants (SANTIAGO; VILAS BOAS, 2009).

Table 03 - UNIFAP / Campus Marco Zero: Public Employee Profile

Origin / Region	Average Age	Marital status	Children	Bonding Time	Education
North (81%)	39 years old	In marital relationship (58%)	With children (59%)	Up to 05 years (55%)	University education (88%)

Source: Research Data (2017)

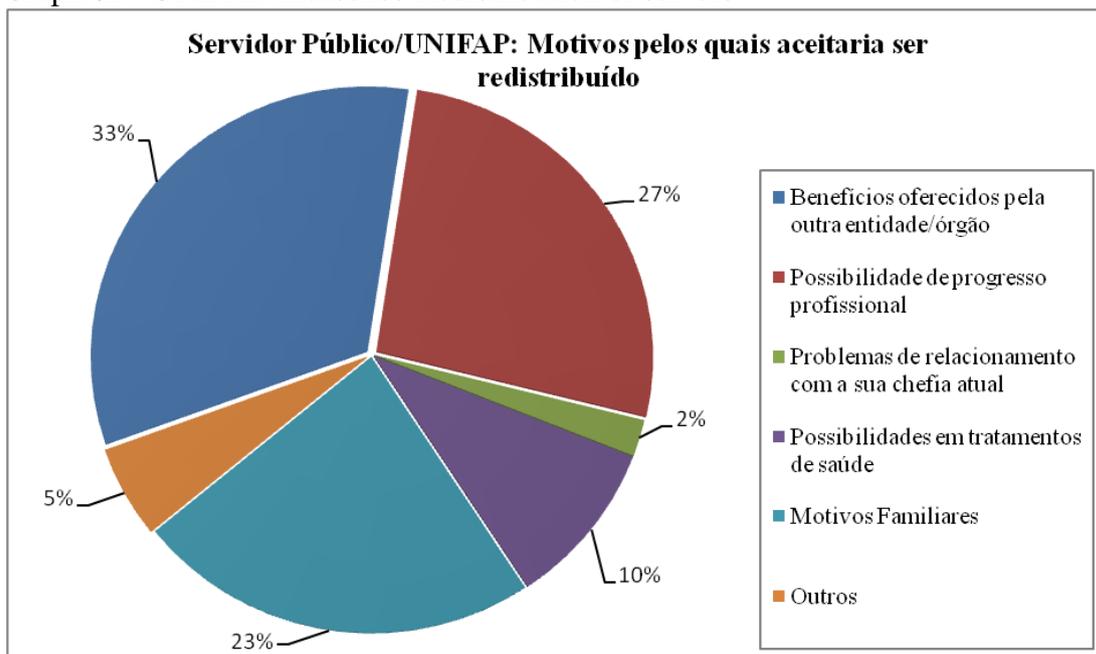
Thus, based on the data set out in Table 03, it appears that the current profile of public servants at the Federal University of Amapá, based at Campus Marco Zero, has characteristics considered competitive in the job market, both with regard to the school grade of education, as well as age and ideal family nucleus, as according to Soares (2007), these employees are the ones who most value the fact of having a useful job.

When asked if they consider UNIFAP to be a good institution to work for, 94% of respondents said yes, while only 6% said no. At first glance, the results may point to a false positive scenario that is generally motivational, however the results of the subsequent responses indicate the need for more attention on some specific points.

Thus, when asked whether, considering the interest of the Public Administration, they would accept to carry out the duties of their current position in another body / entity of the same Power, even if in another state, 80% of the questioned public servants were categorical when stating that yes, while 20% of respondents refuted the proposed idea.

However, when projected a scenario of perspectives of 'gains' and / or personal advantages resulting from the Redistribution of their positions, all the interviewed employees signaled positively for the proposed perspective. Thus, Graph 02 presents the configuration of responses from civil servants when asked about the reasons that would lead them to accept developing the assignments of their current position in an organ / entity of the same Power:

Graph 02 - UNIFAP: Reasons / Redistribution of servers



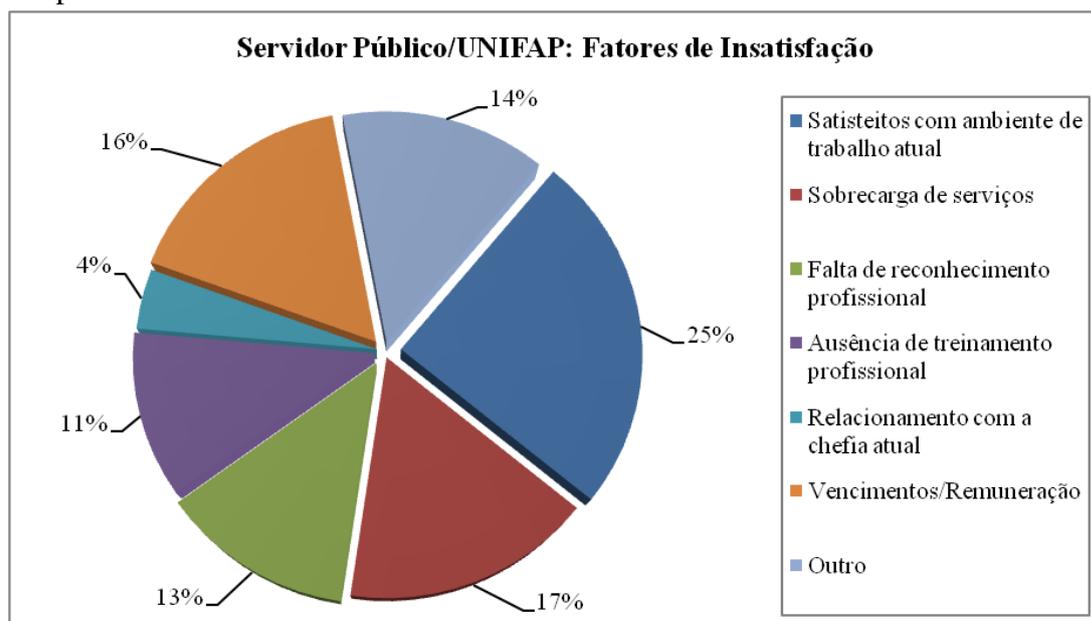
Source: Research Data (2017).

It is noted, therefore, that the majority of the investigated servers (33%) the benefits offered by another entity or public body of the same power, as reasons for accepting the redistribution process; as well as the other civil servants pointed out other reasons that would lead them to the affirmative for the proposed scenario - which ends up corroborating the perspective of Martinez and Paraguay (2003) who affirm that work has an important role for individuals insofar as their psychosocial aspects favor or hinder the satisfaction of their needs.

It should be remembered that one of the reasons that cause turnover in the public environment is related to the unreal expectations created during the recruitment process, that is, the expectations of job candidates, regarding work and organization, do not represent reality and, when inserted in the organization's staff and do not have their expectations met, they tend to be frustrated (SIQUEIRA et al., 2012).

When asked to point out what factors cause dissatisfaction in the University's work environment, 25% of the employees investigated said they were satisfied with the work environment. However, 75% of the interviewees reported several factors that generate dissatisfaction in the work environment, of which 17% pointed to service overload; 16% reported relative dissatisfaction with their salaries / remuneration; 13% reported the lack of professional recognition; and 11% pointed to the absence of professional training; among other reasons described in Graph 03.

Graph 03 - UNIFAP: Dissatisfaction factors



Source: Research Data (2017).

In relation to the lack of professional recognition associated with the dissatisfaction exposed with salaries / remuneration, it is worth mentioning the thought of Grillo (2001). According to this:

[...] the consequences of a career that fails to privilege merit are highly damaging to university institutions, often causing the removal of more qualified employees, who wish to contribute to institutions that offer better working conditions and give necessary stability of a promising career. For the same reasons, the university loses the opportunity to attract competent people to its staff and who often already have the highest academic degrees for the exercise of university activities (p. 17).

On the other hand, it should also be noted that in addition to the basic salary, benefits related to those related to the Social Security Plan (PSS), described in Law 8,112 of 12/11/1990 (BRAZIL, 1990):

184. The Social Security Plan aims to cover the risks to which the servant and his family are subject, and comprises a set of benefits and actions that meet the following purposes:

- I - guarantee means of subsistence in the event of illness, disability, old age, accident on duty, inactivity, death and confinement;
- II - protection of motherhood, adoption and paternity;
- III - health care.

Single paragraph. The benefits will be granted under the terms and conditions defined in the regulation, subject to the provisions of this Law.

Article 185. The benefits of the social security plan of the civil servant include:

- I - regarding the server:
  - a) retirement;
  - b) birth allowance;
  - c) family allowance;
  - d) leave for health treatment;
  - e) maternity leave, adoptive leave and paternity leave;
  - f) leave by accident on duty;
  - g) health care;
  - h) guarantee of satisfactory individual and environmental working conditions;
- II - regarding the dependent:
  - a) lifetime and temporary pension;
  - b) funeral assistance;
  - c) imprisonment aid;
  - d) health care (BRASIL, 1990).

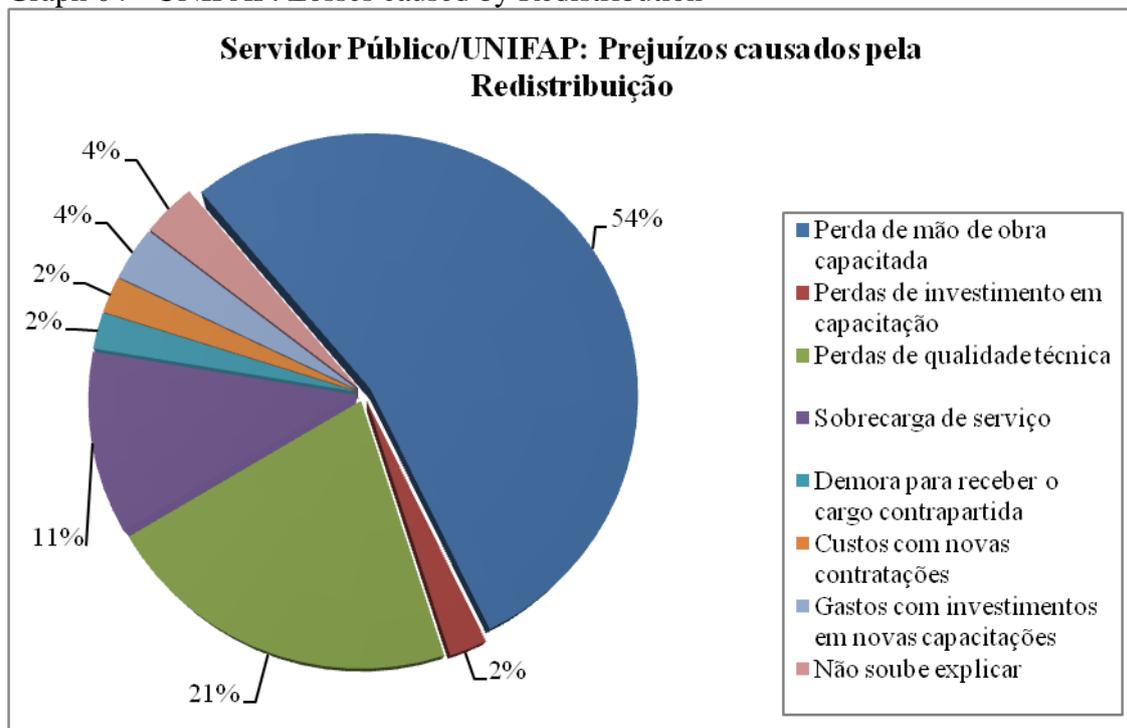
In addition to the benefits described above, according to Grillo (2001), there are many possibilities for university institutions to offer incentives for their teachers, researchers, technicians and administrators, of which it is worth mentioning the granting of licenses for university activities to attend improvement programs, the research aid, institution of awards for outstanding employees, the dissemination of technical and scientific work produced by the faculty and technical-administrative staff, the organization of scientific and cultural events and the provision of consultancy in public and private organizations.

According to the author:

[...] the implementation of these forms of incentives serve to keep people in a climate of constant enthusiasm for the performance of teaching, technical and administrative activities, seeking new challenges and constantly seeking to update themselves, in such a way that the interest in work grows, in addition to providing greater motivation for career development at the university institution (GRILLO, 2001, p. 17).

When asked whether the occurrence of the institute of Redistribution generates some kind of damage to the University, 55% of the interviewees stated that they did not, while 45% of the consulted employees indicated that it was. The servers were then asked to list the losses suffered by the institution (Graph 04). Thus, the following losses pointed out by the servers were obtained:

Graph 04 - UNIFAP: Losses caused by Redistribution



Source: Research Data (2017).

It appears that the losses pointed out by the public servants are in line with what was exposed by Campos and Malik (2008), who affirm that turnover represents a problem for the most diverse public organizations, due to the high costs, mainly, in activities that require extensive training. professionals.

In view of the data collected and obstacles evidenced by the study, it is understood that the institution must seek to correct distortions, strengthen the successes and anticipate when

facing potential problems. Therefore, in order to reduce the high turnover rates, Ferreira and Freire (2001) point out the way to improve the work environment, analyze the performance of supervisors and compensation practices, and have a good relationship of trust with employees.

## **5 FINAL CONSIDERATIONS**

It is a fact that, due to its historical process and its main characteristic, the ways in which Public Administration management is developed naturally differ from those practiced

in the private environment, especially with regard to people. However, despite the nature of diffuse interest associated with the public environment, both forms of management run through similar points for the fullness of their goals: the motivation of the individual and the turnover of specialized labor.

In this sense, understanding that the analysis of the motivational aspects that involve the theme allows the visualization of the developed management and that it allows the resolution and prevention of possible failures, the present study sought investigate and associate the motivational aspects that encompass the processes of external turnover in the form of Redistribution, with the locus of research being the environment of the Federal University of Amapá, more precisely the servers linked to the Campus Marco Zero, in the city of Macapá / AP.

Initially, through theoretical research, it was observed that the theme of motivation related to the work environment is commonly addressed in several studies. However, when researched the studies that relate the motivational aspects of the public servant to the Redistribution processes supported by the law, a scarce bibliographic base was identified, either because of the way the theme is presented in the legal framework, or because of the need for further details regarding the question - which justifies the importance of the present study.

Through the theoretical analysis of the studies considered the basis for the present research, it was noted that the turnover of effective public servants tends to harm public institutions, since their dismissal can lead to the loss of great talents and certainly directly impact the quality of the services offered. to the population - as well observed by most of the investigated civil servants.

In line with this, it became evident through the study the need to seek continuous improvements in the provision of public services in order to achieve the best quality, not only in the form of diversification of services to be offered, but, above all, in the commitment and organizational participation of civil servants in professional practice, based in the local staff. For this reason, it is considered necessary for the institution to find ways to identify the interpersonal competences that surpass the fields provided for in the job placement phase, such as tests and proof of titles.

In this sense, the adoption by later types of evaluation are shown as important strategic tools for management, not only in the initial phases related to investiture in office, but also with the objective of instigating the best qualities in the servants able to perform their functions - the which requires a more dynamic posture of the sectors related to personnel

management, differently from the predominant way in many of the Brazilian public organizations, which are generally concerned with activities related to payroll, retirement benefits and the like, proposition of laws, rules and regulations, in addition to developing some specific and emergency training and capacity building actions.

However, it is important to emphasize that, in a particular way, each individual when invested in a public office takes on the responsibility of adding value to the functions inherent to their position in the form of quality in the services provided. Equally, it is valid to affirm that it is essential that the public servant invests in his own professional growth, acquiring and developing new skills, without waiting for the attributive merit to be implemented to be of an administrative and institutional initiative only.

When analyzing the perspectives presented by the servers during the collection of information in the field, it is necessary to consider the following scenario: the Federal University of Amapá is a relatively new public educational institution if, compared to the time of existence and functioning of other institutions federal education agencies across the country; it is, therefore, in the process of administrative expansion and, even in the phase of infrastructural growth with the construction of new spaces; of a rotation of courses being implemented and / or suppressed, which characterizes a natural rotation of servers.

For anotherOn the other hand, it should be noted that the creation of the perspective of the scenario presented above is not only used to justify the problems pointed out by the investigated civil servants, but to correlate the problem with the current situation. Consequently, it is considered important to note that the full efficiency in the provision of public services results from a complex and dynamic interaction of conditions that involve, on the one hand, the institution itself and, on the other, the figure that links this to the public: the servant. Therefore, it becomes evident the need to invest more and more in its motivation to avoid greater losses of specialized labor.

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