

SATISFACTION AND MOTIVATION: A STUDY WITH SERVERS FROM THE TRAFFIC DEPARTMENT OF FEDERAL DISTRICT IN BRASIL

SATISFACCIÓN Y MOTIVACIÓN: UN ESTUDIO CON LOS FUNCIONARIOS DEL DEPARTAMENTO DE TRÁFICO DEL DISTRITO FEDERAL DE BRASIL

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Abstract:

The main objective of the present work is to empirically investigate the satisfaction and motivation at work of the employees of the Traffic Department of the Federal District - DETRAN, in Brasilia, Brazil, whose analysis aims to identify how satisfied the employees are with the performance of their duties in the work environment. For this, a quantitative descriptive research was used, and for data collection, the Reduced Work Satisfaction Scale (EST) was used, which was developed in Brazil, validated by Siqueira (2008) and a factorial tetra questionnaire, prepared by Ferreira *et al.* (2006). 123 civil servants in the study participated in the effective position of the total of 1,125. The results showed that although the dimension satisfaction with the head has reached the highest average, the servants feel indifferent, and the motivational factor that has the greatest influence on civil servants concerns the motivation for achievement and power. In relation to motivational factors, employees feel indifferent as to the motivation for performance, achievement and involvement, in addition, the factors in relation to the organization do not influence the motivation of the work. This research contributes as a proposal to improve the quality of life, so that the agency develops policies that enable satisfaction with wages and promotions, as well as motivation regarding the organization of work. The result of this research may contribute to an analysis of the feeling and perception of DETRAN - DF employees, and future decision making in organizational planning.

Keywords: job satisfaction, motivation at work, servers.

JEL codes: L14, M14, J28

Resumen:

El objetivo principal del presente trabajo es investigar empíricamente la satisfacción y motivación en el trabajo de los empleados de la Secretaría de Tránsito del Distrito Federal – DETRAN, en Brasilia, Brasil, cuyo análisis pretende identificar qué tan satisfechos están los empleados con el desempeño de sus funciones. en el ambiente de trabajo. Para ello, se utilizó una investigación descriptiva cuantitativa, y para la recolección de datos, se utilizó la Escala de Satisfacción Laboral Reducida (EST), desarrollada en Brasil, validada por Siqueira (2008) y un cuestionario factorial tetra, elaborado por Ferreira *et al.* (2006). Participaron en el cargo efectivo 123 funcionarios del estudio del total de 1.125. Los resultados mostraron que, aunque la dimensión satisfacción con el jefe ha alcanzado el promedio más alto, los servidores se sienten indiferentes, y el factor motivacional que más influye en los servidores públicos se refiere a la

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Fecha de envío: 17/01/2022. Fecha de aceptación: 20/04/2022.

motivación por el logro y el poder. En relación a los factores motivacionales, los empleados se sienten indiferentes en cuanto a la motivación por el desempeño, logro e involucramiento, además, los factores en relación a la organización no influyen en la motivación del trabajo. Esta investigación contribuye como propuesta para mejorar la calidad de vida, para que la agencia desarrolle políticas que posibiliten la satisfacción con los salarios y promociones, así como la motivación en cuanto a la organización del trabajo. El resultado de esta investigación podrá contribuir a un análisis del sentimiento y percepción de los empleados del DETRAN - DF, y la futura toma de decisiones en la planificación organizacional.

Palabras clave: satisfacción laboral, motivación en el trabajo, empleados.

Códigos JEL: L14, M14, J28

1. INTRODUCTION

According to Gil (2007), it is important that organizations offer satisfactory working conditions to workers, as they spend most of their lives in the work environment. Thus, it is essential to care about their well-being so that they are more motivated. This factor is of great importance for the quality of life at work.

This work will investigate the satisfaction of the employees of the Traffic Department of the Federal District based on the Work Satisfaction Scale (EST) developed by Siqueira (2008). Which evaluates satisfaction based on five dimensions, which are: satisfaction with colleagues, salary, management, nature of work and promotions.

The question of this research is to know which factors influence the satisfaction and motivation at work of public servants with effective positions in the Traffic Department of the Federal District, the dimensions of motivation studied by Ferreira *et al.* (2006) that assess motivation regarding work organization, performance, achievement and power and involvement.

In view of this, the present work intends to present how satisfied the employees are or are not in the work environment. In view of this, the general objective was to investigate the satisfaction and motivation in the work of public servants with effective positions in the Traffic Department of the Federal District, with headquarters located in Asa Norte and directorships in 7 administrative regions of the Federal District.

To achieve the general objective, the following specific objectives are pursued:

- Understand the validated factors that influence people to become satisfied and motivated in the work environment, including as founding elements for a better quality of work life;
- Identify which attributes influence the satisfaction and motivation in the work of the employees of the Traffic Department of the Federal District;
- Analyze the relationship between the factors that influence the satisfaction and motivation of the employees of the Traffic Department of the Federal District;

1.1. Justification

DETRAN has been operating since 1967, with the mission of managing, supervising, controlling and executing services related to traffic, with the purpose of ensuring the safety of citizens. Thus, DETRAN has values that signal the performance of its staff of servers, it is understood: to optimize the service to safety, fluidity, and civility in traffic.

Job satisfaction can have consequences for both the individual and the organization, affecting behavioral aspects and the physical and mental health of the worker (Locke, 1976). In this context, the importance of conducting research on job satisfaction in organizations is highlighted.

From the practical perspective of Public Management, in some services provided by the Public Administration, in addition to good service, the public requires urgency in solving their problems.

Thus, the investigation of satisfaction will be essential to verify the consequences that the duties of the service and the environment of the organization have on the staff, since low levels of satisfaction and motivation can harm the health of employees and their performance in execution activities in the work environment. According to Locke (1984, apud Martinez; Paraguay, 2003), the dissatisfaction of workers can present low productivity and unsatisfactory quality of work, in addition to absenteeism, high turnover, etc.

2. LITERATURE REVIEW

Next, the theoretical framework regarding quality of life at work, satisfaction and motivation will be presented.

2.1. Quality of life at work

For Chiavenato (2010), Quality of Life at Work has a strong influence on the constellation of factors, such as: satisfaction with the fulfillment of assignments, possibilities for the future in the organization, recognition for the results achieved, salary, benefits, human relationship in the context of organizations, psychological and physical environment at work, responsibility to act and make decisions and the possibility of being engaged and having an active participation in the organization.

In this context, Quality of Life are all elements that provide balance and well-being to the human being, be it in physical, mental and emotional aspects. For the author, it is necessary to analyze all aspects that influence worker satisfaction.

Quality of life is linked to motivation, as it is responsible for affecting the personal and behavioral attitudes of workers, relevant to individual or group productivity, such as: motivation for work, adaptability to changes in the work environment, creativity and willingness to innovate or accept changes and, mainly, add value to the organization. (Chiavenato, 2010).

According to Andrade (2020), the quality of life at work consists of producing with quality, with the prevalence of positive emotions and moods, with the work carried out outside the organization's physical facilities, with the use of communication and information technologies, enabling satisfaction, personal and professional fulfillment. The study of well-being at work, therefore, must include positive affective and cognitive experiences. On the other hand, well-being at work is greater when positive affect prevails over negative affect at work and there are experiences of developing individual potentials and personal fulfillment (Demo and Paschoal, 2016; Paschoal and Tamayo, 2008; Paschoal *et al.*, 2022).

2.2. Job Satisfaction

Job satisfaction has been a widely studied topic in the area of people management, and a conceptualization of the subject is important. The definition we will use concerns how much people like or dislike their work. Researchers have analyzed the relationship of several variables with satisfaction, which allows organizations to identify areas where there is dissatisfaction and to implement appropriate improvements (Spector, 1997). Ybema, Smulders and Bongers (2010), in their research, verified the relationship between satisfaction and absenteeism in companies in the Netherlands. Traldi and Demo (2012) demonstrated the influence of affective organizational

commitment on job satisfaction and well-being, in Brazilian research with professors from a federal university (Ventorini; Ornelas Paes and Marchiori, 2019).

Faragher, Cass and Cooper (2005) addressed in their research, the relationship between job satisfaction and physical and mental health. Through systematic literature review and meta-analysis of 485 studies, they found an indication of a highly significant relationship between these variables, being even stronger in the case of mental health (burnout, low self-esteem, anxiety and depression). Based on these results, the researchers recommended that organizations identify the aspects of work that are causing dissatisfaction (Ventorini; Ornelas Paes and Marchiori, 2019).

Thus, promoting job satisfaction is a responsibility of the leader, aiming to bring benefits to the organization and to society, by promoting occupational safety and health. (Hantula, 2015). Such considerations point to the relevance of investigating the factors that influence job satisfaction and motivation.

Satisfaction in the work environment encompasses more than the general attitudes of employees, as the development of duties goes beyond simple activities in the organization. It is necessary not only to live with colleagues and the leadership, but also to follow the organization's rules and policies, achieve significant performances, accept low working conditions and situations related to gender (Robbins, 2006).

According to Rego (2001), satisfaction is linked to the treatment of justice and respect to which the worker is subjected. "It is worth mentioning that the expression "job satisfaction" represents the totalization of when the individual who works has pleasurable experiences in the context of organizations" (Siqueira, 2008, p. 261).

The investigation of job satisfaction to promote workers' quality of life policies is important to understand that, "measuring worker satisfaction levels could be a strategy to monitor how much companies are able, or not, to promote the health and well-being of employees inside and outside the company". (Siqueira, 2008, p. 266).

2.3. Intrinsic and extrinsic motivation in organizations

The concept of motivation corresponds to the effort undertaken by the individual in a given direction, and involves both the quality of that effort and the direction of the behavior (Perry and Porter, 1982).

Amabile (1993), brings the definition of intrinsic and extrinsic motivation; the first is related to the search, at work, for pleasure, interest, curiosity, self-expression and personal challenge, while the second refers to the engagement at work to achieve some goal that is not directly related to work, such as rewards, feedback and deadlines. Therefore, in order to make this distinction, the way the person perceives the tasks he performs is analyzed. According to the author, job satisfaction depends on the availability of intrinsic and extrinsic motivators present in the work environment and how much they match with the motivational orientation of each individual.

According to Brunelli (2008), organizations are constantly changing. Motivation is an integral part of the process of efficiently managing companies, research originating from motivation has highlighted the relevance of distinguishing human motivation as a fundamental and indispensable condition to achieve the goals expected by organizations (Costa and Teixeira, 2018).

Thus, human motivation is one of the main themes of the Behavioral Theory of Administration, where the administrator needs to know human needs to better understand human behavior and use human motivation as a powerful means to improve the quality of life within organizations (Chiavenato, 2011; Costa and Teixeira, 2018).

2.4. Motivational Theories

With the evolution of labor relations and the changes in the relationship between companies, motivational theories become the object of studies in the organizational area (public or private), gaining greater strength and plurality of concepts (De Campos Avaristo; Souza, 2018). Satisfaction involves the emotions and attitudes of employees in relation to the goals and performance of organizations, Pedraza (2020). For Lopes *et al.* (2015) intrinsic and extrinsic motivation has been constantly studied and the development of organizational practices is important. Factors such as remuneration, benefits, stability and promotion fall under extrinsic motivation, whereas intrinsic motivation encompasses factors such as personal fulfillment, the search for new challenges, recognition, autonomy, among others. What organizations, whether public or private, can do is create favorable situations and environments, so that each worker can be motivated (Ferreira, 2021; Silva *et al.*, 2020).

Below are the Main Theories of Human Needs by Frederick Herzberg, McClelland and Maslow that explain the individual's motivation process. Based on Herzberg's theory, there are two factors that contribute to employee satisfaction and dissatisfaction.

Table 1 presents the motivational factors, which refer to the activities inherent to the worker's position. Table 2, on the other hand, is the hygienic factors, which are related to the work environment.

TABLE 1. MOTIVATING FACTORS OF HERZBERG

MOTIVATIONAL FACTORS	DETERMINATES
Realization	The successful completion of a job or task; the results of the work itself.
Recognition by the organization	Receiving public recognition or not, for a job well done or a result achieved.
Work itself	Tasks considered pleasant and that cause satisfaction.
Responsibility	It comes from doing one's own work or the work of others.
Personal development	Possibility of increasing status, cognitive profile or even social position.
Possibility of growth	Leverage within the organizational structure, in terms of position or responsibility.

Source: (Marras, 2000).

TABLE 2. HYGIENIC FACTORS FROM HERZBERG

HYGIENIC FACTORS	DETERMINATES
Supervision	The willingness to teach or delegate responsibility to subordinates.
Business policies	Rules and procedures that enclose the company's values and beliefs.
Environmental conditions	Physical and psychological environments that involve people and work groups.
Interpersonal relationships	Personal and work transactions with peers, subordinates and superiors.
Status	The way in which our position is being seen by others.
Remuneration	The value of the consideration for the provision of the service.
Personal life	Aspects of work that influence personal life.

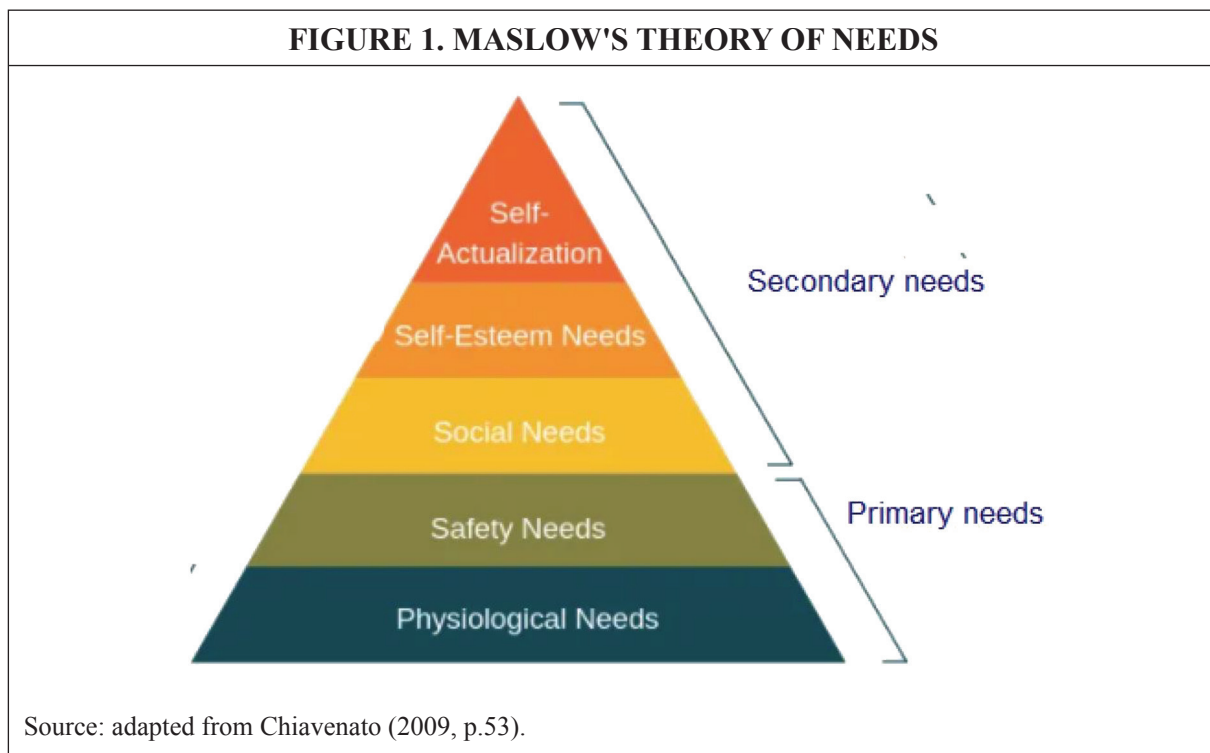
Source: (Marras, 2000).

For Herzberg, the factors that generate motivation tend to increase productivity and the results of workers, since the hygienic factors act in order to avoid negative situations, that is, they need to be well managed in order not to drop productivity. However, increasing them beyond a certain limit would not influence motivation.

McClelland argues for the existence of three fundamental sources for human motivation. Being them:

- Need for fulfillment: feeling good about expectations, fighting for success and being able to accomplish complex things;
- Need for power: to get ahead of others, to be able to change behavior with courage and guidance;
- Need for affiliation: desire for friendly relations and acceptance among colleagues.

Figure 1, Maslow understands that people are motivated by the desire to achieve or maintain the various satisfactions from basic conditions to the highest desires.



Below the meanings that correspond to each level according to Maximiano (2000):

Basic needs: shelter, clothing, hunger, thirst, sex, comfort. Security Needs: protection, order, awareness of dangers and risks, sense of responsibility. Participation needs: friendship, human interrelationship, love. Need for esteem: status, self-centeredness, ambition, exception. Self-realization needs: personal growth, acceptance of challenges, personal success, autonomy. (Maximiano, 2000, p. 351)

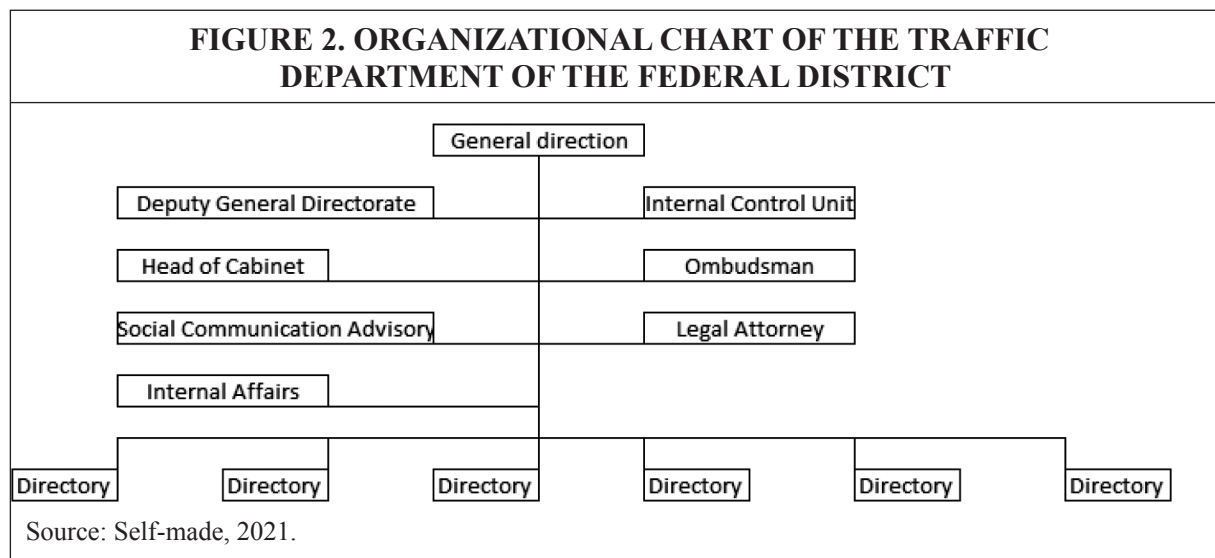
According to Maslow, no need is fully satisfied, but a need can no longer have an overbearing action, when there is a greater degree of satisfaction. However, the motivation of individuals is stimulated by the level that is not yet satisfied, that is, individuals are motivated to satisfy the needs that are unfulfilled.

3. METHODOLOGY

3.1. Characterization of the researched organization

The Traffic Department of the Federal District was created on March 13, 1967, it is an autarchy linked to the Secretariat of Public Security, with its own legal personality and administrative and financial autonomy, it is an agency whose function is to manage and supervise vehicle traffic as well as the training of its drivers. The public agency develops these activities with a focus on order on public roads, while ensuring the safety of car drivers and pedestrians. Traffic inspection is constant so that all the rules established by law are complied with, the offending driver is punished through fines, vehicle seizure, seizure of his National Driver's License, among others. Headquarters and venue in Brasilia and jurisdiction throughout the Federal District, according to Decree-Law No. 315 of March 13, 1967. This organization was chosen because of the possibility of accessing data for the development of the research and because it is one of the largest organizations in the Federal District that is developing a continuous work of improvement in the provision of services, and the investigation makes it possible to verify the factors that influence in employee satisfaction and motivation.

Figure 2 will show the organization chart of the researched unit. Substantially, the organization chart allows you to quickly see how the company is organized. In this context, there are seven directorates in administrative regions of the Federal District, which operate by means of management and nuclei.



3.2. Research characterization

This research has a quantitative approach and regarding the types of research it has a descriptive purpose and is based on a case study. As it aims to describe the characteristics of a certain population or group: its classification by age, sex, preference, level of education, etc. (Gil, 2007).

Therefore, in descriptive research, a detailed study is carried out, with data collection, analysis and interpretation of results, and there is no involvement or interaction of the researcher in the analysis of the subject.

A questionnaire was used for data collection in this research. The questionnaire was structured using the Microsoft Forms tool and sent to the functional e-mail of all servers.

Regarding data tabulation, Excel was used in the online version (365), and at the end, the results were checked using the Bioest software developed by the Mamirauá Institute.

3.3. Population

The target audience for this research is composed of all civil servants with an effective position in the Traffic Department of the Federal District (DETRAN-DF). In this case, of the 1,115 civil servants, 123 participated in the present study. That is, about 11 per cent. However, we consider that this percentage, due to randomness, meets the conditions of an important representativeness.

3.4. Data collection and analysis

The instrument used to collect the data to check the degree of satisfaction of the employees, was used the Reduced Work Satisfaction Scale (EST), which was developed in Brazil, validated by Siqueira (2008). The version used will be the reduced version, which contains 15 items to be answered on a 5-point Likert scale, which vary on a scale from 1 to 5, with 1 meaning “Very Dissatisfied” and 5 meaning “Very Satisfied”, as shown in Table 3.

TABLE 3. DIMENSIONS, ITEMS AND α PRECISION INDICES OF THE WORK SATISFACTION SCALE (EST)

Dimensions	Items	α of Cronbach
Satisfaction with colleagues	1, 4 e 14	0,81
Satisfaction with salary	3, 6 e 11	0,90
Satisfaction with management	10, 12 e 15	0,84
Satisfaction with the nature of work	5, 8 e 13	0,77
Satisfaction with promotions	2, 7 e 9	0,81

Source: Siqueira et al. (2008, p.270, with changes).

To investigate the motivation level of (DETRAN) servers, we utilize the Muti-Moti tetrafactorial scale developed by Ferreira *et al.* (2006). This scale has 28 items that will be answered by a Likert-type scale from 1 to 5, 1 being "totally disagree" and 5 corresponding to "totally agree". Table 4 shows the items of the factors that evaluate each dimension of the Multi-Moti scale.

TABLE 4. FACTORS, ITEMS AND α INDICES OF PRECISION OF THE TACTORIAL FACTOR SCALE OF MOTIVATION AT WORK

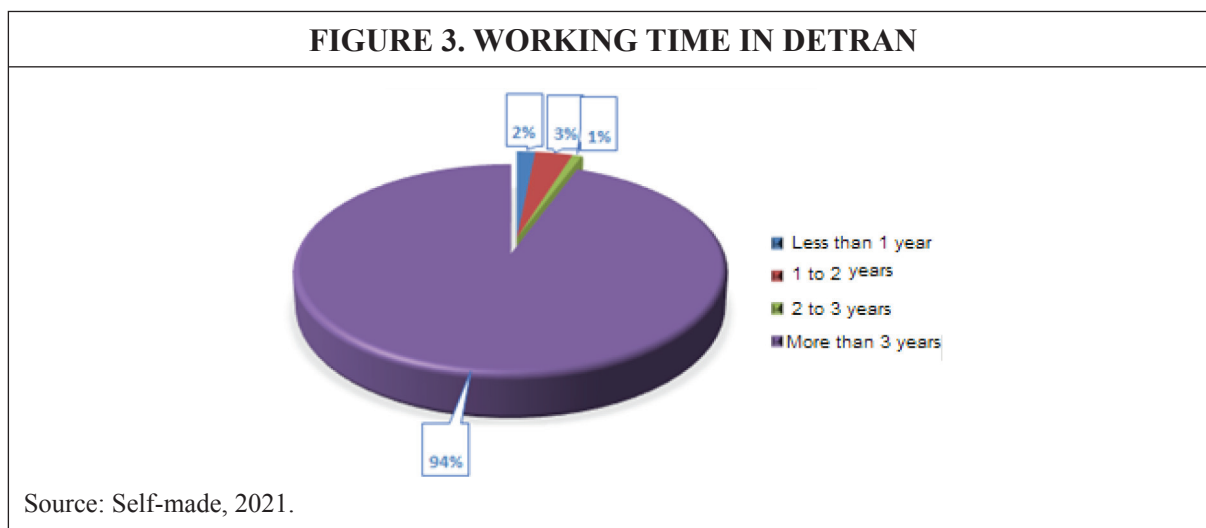
Dimensions	Items	α of Cronbach
Motivation regarding work organization	1, 5, 9, 13, 17, 21 e 25	0,842
Performance motivation	2, 6, 10, 14, 18, 22 e 26	0,776
Motivation regarding achievement and power	3, 7, 11, 15, 19, 23 e 27	0,773
Motivation regarding involvement	4, 8, 12, 16, 20, 24 e 28	0,720

Source: Ferreira *et al.* (2006).

4. ANALYSIS AND DISCUSSION OF RESULTS

4.1. Demographic Profile of Research Participants

The civil servants who participated in the research occupy the positions of Assistant, Technician, Analyst, Transit Agent and Specialist in Public Policy Management and Government Management. Concerning the working time of the employees, in Figure 3, it was found that 94 per cent have been working for more than 3 years.



With regard to the sex of the servants, the survey showed that 58% of the participants are female, while 42 per cent are male, with a greater participation of women in the Traffic Department of the Federal district.

Regarding the age of the participants, it was noted that 69 per cent of respondents are aged 37 or over, 24 per cent aged between 31 to 36 years old, 4 per cent between 25 to 30 years old, 3 per cent between 19 to 24 years old and none participant with 18 or less.

4.1.1. Results of the Job Satisfaction Scale (Reduced)

For analysis of the data described in Table 3, which refer to the (EST) in the reduced version. It is important to note that the higher the average in each variable, the greater the degree of satisfaction of the servers. The Likert scale of the questionnaire applied varies between 1 (strongly disagree) and 5 (strongly agree).

The means, standard deviations and coefficient of variation of all variables are presented. The averages vary between 2.01 and 3.93. The lowest average is related to the way in which the company carries out the promotions (2.01), which presented a standard deviation (1.008) and a variation coefficient (0.50). It is inferred that the variable was not consistent with the perception of the servers.

Considered by the employees, the variable with the highest average satisfaction, is indicated as the way in which the employees are treated by the boss (3.93), the item obtained a high standard deviation of (1.219) and a reasonably low coefficient of (0.31). Although the following variable presented the highest average compared to the others, the item suggests that the employees are indifferent with respect to the management's treatment, neither dissatisfied nor satisfied.

Tables 5 and 6 show the results of the Work Satisfaction Scale (EST) - Reduced. Siqueira (2008, p. 263), points out that, because the scale is multidimensional with five dimensions, both the full scale and the reduced scale, five average scores should be computed.

TABLE 5. MEAN, STANDARD DEVIATION AND VARIATION COEFFICIENT OF JOB SATISFACTION VARIABLES ACCORDING TO EST - REDUCED

Variable	Average	Standard deviation	CV
1. With the collaborative spirit of my co-workers	3,62	1,066	0,29
2. With the number of times that I have been promoted in this institution	2,48	1,314	0,52
3. With my salary compared to how much I work	2,95	1,210	0,41
4. With the kind of friendship that my colleagues show for me	3,87	1,012	0,26
5. With the degree of interest that my tasks arouse	3,32	0,945	0,28
6. With my salary compared to my professional capacity	2,86	1,227	0,42
7. With the way the company promotes its staff	2,01	1,008	0,50
8. With the capacity of my work to absorb me	3,43	0,747	0,21
9. With opportunities to be promoted or promoted in this company	2,07	1,146	0,55
10. With the understanding between me and my boss	3,79	1,280	0,33
11. With my salary compared to my efforts at work	2,91	1,232	0,42
12. With the way my boss treats me	3,93	1,219	0,31
13. With the variety of tasks I perform	3,54	0,960	0,27
14. With the confidence that I can have in my co-workers	3,64	1,247	0,30
15. With my boss's professional ability	3,86	1,220	0,32

Source: Search Result.

TABLE 6. AVERAGE AND STANDARD DEVIATION OF SATISFACTION FACTORS BY GENDER

Variable	Colleagues Average / SD	Wage Average / SD	Management Average / SD	Work Average / SD	Promotion Average / SD
Gender	3,53 / 1,126	2,91 / 1,309	4,04 / 1,187	3,32 / 0,865	2,19 / 1,220
Male	3,84 / 1,009	2,90 / 1,145	3,73 / 1,276	3,43 / 0,912	2,18 / 1,150
Female					

Source: Search Result.

It is possible to observe that in table 6, men are more satisfied with the leadership (4.04) and women with their colleagues (3.84). As for satisfaction with wages and promotions, both obtained relatively close averages.

Table 7 has five factors of the Reduced Job Satisfaction Scale. It shows averages ranging from 2.19 to 3.86, with an overall average of 3.32, standard deviations between 0.891 and 1.247 and an overall average of 1.121. Finally, coefficient of variation between 0.28 and 0.53.

As described in Table 7, the dimension “satisfaction with the management” (3.86) presented the highest average in relation to other dimensions. It obtained a relatively high standard deviation and coefficient of variation (1.247 and 0.32). Although this factor obtained a satisfactory average, the result is not consolidated in the study carried out by Macedo (2017) with the employees of the Financial Superintendence of VALEC, which it is possible to observe in a uniform way that most workers were satisfied with the leadership.

TABLE 7. AVERAGE, STANDARD DEVIATION AND COEFFICIENT OF VARIATION OF JOB SATISFACTION FACTORS FOR THE EMPLOYEES OF THE TRAFFIC DEPARTMENT OF THE FEDERAL DISTRICT (CONCLUSION)

Items/factors	Average	Standard deviation	CV
Satisfaction with colleagues	3,71	1,069	0,28
Satisfaction with salary	2,91	1,220	0,41
Satisfaction with management	3,86	1,247	0,32
Satisfaction with the nature of work	3,43	0,891	0,25
Satisfaction with promotions	2,19	1,178	0,53
Overall average	3,22	1,121	0,34

Source: Search Result.

The factor with the lowest average refers to “satisfaction with promotions” (2,19), the result of this dimension is in line with the study carried out by Silva and Costa (2018), in which the dissatisfaction of administrative technicians with the promotions of the Faculty of Health Sciences of Tariri (UFRN / FACISA). In addition, it is important to note that informal interviews were conducted with civil servants, which was emphasized by them, that hierarchical promotion or ascension is unconstitutional to public bodies, and career progression is permitted without changing positions.

4.1.2. Results of the Work Motivation Scale (Multi-Moti)

Table 8 presents the results of the Work Motivation Scale, as described in Table 2. As with the previous scale, the higher the average of the variables, the greater the perception of the employees.

According to Table 8, it is observed that the averages vary between 1.95 and 4.15. The item that presented the lowest average concerns the participation of civil servants in the decision-making processes (1.95), standard deviation (1.126) and variation coefficient (0.57). This item had the highest level of variation among the others, that is, it is possible to observe that there was heterogeneity between the pattern of responses.

The item with the highest average “would work harder if there were alternative forms of remuneration” (4,15), it can be justified that most of the participants agree with the item in question. In this sense, it obtained a variation coefficient of (0.26), suggesting that the pattern of responses remained homogeneous.

There were three items that obtained the lowest averages, namely: “all employees of the organization participate in the decision-making processes” (average 1.95 and CV 0.57); “I consider that periodic evaluations motivate me” (average 2.30 and CV 0.54); “The organization allows the development of professional goals” (average 2.48 and CV 0.44). In this context, it is crucial to note that everyone had a high (CV) score, ruling out uniformity between responses.

In addition, the three items that achieved the highest average were: “my knowledge is decisive in the way of working” (average 4.04 and CV 0.28); “I feel motivated when I work and praised by my supervisor” (average 4.11 and CV 0.27); and “I would work with greater commitment if there were alternative forms of remuneration” (average 4.15 and CV 0.26). Based on these data, it is possible to state that the majority agrees with the items.

The four-factor factorial scale of work motivation is divided into four dimensions. Table 9 shows that the perception of men as well as women agrees that "achievement and power" influences as a motivating aspect in the work environment and discards the "performance" dimension.

TABLE 8. MEAN, STANDARD DEVIATION AND VARIATION COEFFICIENT OF THE VARIABLES OF MOTIVATION AT WORK ACCORDING TO THE TETRA FACTOR SCALE OF MOTIVATION (MULTI - MOTI)

Variable	Average	Standard deviation	CV
1. This organization has satisfactory working conditions	2,61	1,352	0,51
2. I believe that periodic evaluations motivate me	2,30	1,247	0,54
3. Having career prospects is important for my motivation at work	3,73	1,343	0,36
4. I usually consider myself a highly motivated person	3,69	1,139	0,30
5. I feel fulfilled with the roles that I perform in the organization	2,95	1,378	0,46
6. I would like to be evaluated on my performance periodically	3,34	1,299	0,38
7. I would like to perform duties with greater responsibility	3,43	1,261	0,36
8. I find my work monotonous	2,78	1,374	0,49
9. I am satisfied with my remuneration	2,79	1,200	0,42
10. When performing tasks it is important to demonstrate some emotionality	3,09	0,740	0,23
11. I feel empowered to manage a working group	3,22	1,038	0,32
12. I feel emotionally involved with the organization	2,69	1,200	0,44
13. The feedback I receive at work contributes as a motivational factor	3,08	1,063	0,34
14. I like to be evaluated on the performance of tasks	3,81	0,823	0,21
15. I feel the need to grow more and more in my role	3,82	1,235	0,32
16. My knowledge is decisive in the way of working	4,04	1,155	0,28
17. All employees of the organization participate in the decision-making processes	1,95	1,129	0,57
18. I usually develop strategies to achieve my goals	3,48	1,276	0,36
19. If there were awards attributed to the best employees, I perceived them as a factor of professional motivation	3,49	1,027	0,29
20. I get upset when I don't understand the purpose of my duties	2,97	1,003	0,33
21. I believe that I work in an environment of cooperation between colleagues	3,30	1,274	0,38
22. Diversified tasks are important for the good performance of the functions	3,92	1,072	0,27
23. One of my goals is to achieve the highest position within the organization	2,84	1,509	0,53
24. I identify with the role I perform	3,65	1,253	0,34
25. The organization allows the development of professional goals	2,48	1,111	0,44
26. There is competitiveness in my work group	2,61	1,224	0,46
27. I feel motivated when the work is praised by my superior	4,11	1,146	0,27
28. Would you work harder if there were alternative forms of remuneration	4,15	1,109	0,26

Source: Search Result.

TABLE 9. MEAN AND STANDARD DEVIATION OF MOTIVATION FACTORS BY GENDER

Variable	Organization of work Average / DV	Performance Average / DV	Achievement / Power Average / DV	Involvement Average / DV
Gender				
Male	2,76 / 1,305	3,32 / 1,230	3,65 / 1,250	3,45 / 1,315
Female	2,80 / 1,284	3,16 / 1,321	3,42 / 1,307	3,31 / 1,276

Source: Search Result.

In Table 10, the averages vary between 2.74 and 3.53, with a general average of 3.32 and the standard deviations of 1.245 and 1.302, with a general standard deviation of 1.253. The coefficient of variation of the factor "motivation in relation to the organization" obtained a higher average of 0.46, while "motivation for performance", motivation for achievement and power "and" motivation and involvement "had averages ranging between 0.36, 0.37 and 0.38 and general average 0.38".

TABLE 10. FACTORS, ITEMS AND α INDICES OF PRECISION OF THE TACTORIAL FACTOR SCALE OF MOTIVATION AT WORK

Factors	Average	Standard deviation	CV
Motivation regarding work organization	2,74	1,285	0,46
Motivation for performance	3,22	1,245	0,38
Motivation for achievement and power	3,53	1,288	0,36
Motivation and involvement	3,42	1,302	0,37
Overall average	3,22	1,253	0,38

Source: Search Result.

The factor that presented the lowest average is related to "motivation in terms of work organization" (2.74), which had a considerably high coefficient of variation (0.46). This negative percentage is in line with the study on the motivational perception of the employees of a Federal Public Institution carried out by (Silva, A.; Silva, B.; Silva, M., 2018), in which there was also a decrease in the average of the set because of the variable "all employees of the organization participate in the decision-making processes".

The achievement and power dimension obtained a higher average of 3.54. The item "I feel motivated when the work is praised by my supervisor" (4.11) was responsible for the increase in the dimension.

FINAL CONSIDERATIONS

This study had the general objective of investigating empirically the job satisfaction of the employees of the Traffic Department of the Federal District. In addition, it was also analyzed how much these employees do not feel motivated in the work environment.

According to the dimensions of satisfaction studied by Siqueira (2008), the study showed that most employees of the Traffic Department of the Federal District who participated in the survey were indifferent to the dimensions that assess satisfaction with colleagues, management and nature of work and dissatisfied with salary and promotions and lack of participation in decision-making processes, in line with the study on the motivational perception of employees of a Federal Public Institution carried out by (Silva, A.; Silva, B.; Silva, M., 2018). On the other hand, the analysis shows that DETRAN servers, feel motivated when the work is recognized by superiors and when there is an alternative form of remuneration, which is in accordance with Herzberg's motivating factors (Marras, 2000).

In view of this, this research contributes as a proposal for improvement in quality of life, so that the agency develops policies that enable the satisfaction with salary and promotions, as well as the motivation regarding the organization of work, where dissatisfaction was identified by most servers.

One of the limitations of this study may be that many studies that evaluate the aspects that satisfy or motivate workers in organizations are translated or adapted (Siqueira, 2008). In this context, as it is a body with great demands for serving the public, it is recommended that the entity modernize the forms of service to the population and develop policies in the area of quality of life at work, so that the employees exercise their duties each time more satisfied, motivated and happy.

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ANNEX A – WORK SATISFACTION AND MOTIVATION QUESTIONNAIRE

The satisfaction and motivation questionnaire were structured in the Microsoft Forms tool (version 365) and sent to the functional e-mail of all DETRAN servers. The participants were informed that there was no right or wrong answer, the answers should correspond to the perception of each one. The phrases spoke about some aspects of his current work. Evaluate (from 1 to 5), which best represents your answer in each item.

Work Satisfaction Self-Assessment Measure

Very unsatisfied 1	Unsatisfied 2	Indifferent 3	Satisfied 4	Very satisfied 5
1. With the collaborative spirit of my co-workers.				
2. With the number of times I have been promoted in this institution.				
3. With my salary compared to how much I work.				
4. With the kind of friendship that my colleagues show for me.				
5. With the degree of interest that my tasks arouse.				
6. With my salary compared to my professional capacity.				
7. With the way the company promotes its staff.				
8. With the capacity of my work to absorb me.				
9. With opportunities to be promoted or promoted in this company.				
10. With the understanding between me and my boss.				
11. With my salary compared to my efforts at work.				
12. With the way my boss treats me.				
13. With the variety of tasks I perform.				
14. With the confidence that I can have in my co-workers.				
15. With my boss's professional ability.				

Work Motivation Self-Assessment Measure

Very unsatisfied 1	Unsatisfied 2	Indifferent 3	Satisfied 4	Very satisfied 5
1. This organization has satisfactory working conditions.				
2. I believe that periodic evaluations motivate me.				
3. Having career prospects is important for my motivation at work.				
4. I usually consider myself to be a highly motivated person.				
5. I feel fulfilled with the functions that I perform in the organization.				
6. I would like to be evaluated on my performance periodically.				
7. I would like to perform duties with greater responsibility.				
8. I consider my work monotonous.				
9. I am satisfied with my remuneration.				
10. When performing tasks it is important to demonstrate some emotionality.				
11. I feel able to manage a working group				

12. I feel emotionally involved with the organization.	☹️ 😐 😊 😄 😁
13. The feedback I receive at work contributes as a motivational factor.	☹️ 😐 😊 😄 😁
14. I like to be evaluated on the performance of tasks.	☹️ 😐 😊 😄 😁
15. I feel the need to grow more and more in my role.	☹️ 😐 😊 😄 😁
16. My knowledge is decisive in the way of working.	☹️ 😐 😊 😄 😁
17. All employees of the organization participate in the decision-making processes	☹️ 😐 😊 😄 😁
18. I usually develop strategies to achieve my goals.	☹️ 😐 😊 😄 😁
19. If there were awards attributed to the best employees, I perceived them as a factor of professional motivation.	☹️ 😐 😊 😄 😁
20. I get upset when I don't understand the purpose of my duties.	☹️ 😐 😊 😄 😁
21. I believe that I work in an environment of cooperation between colleagues.	☹️ 😐 😊 😄 😁
22. Diversified tasks are important for the good performance of functions.	☹️ 😐 😊 😄 😁
23. One of my goals is to achieve the highest position within the organization.	☹️ 😐 😊 😄 😁
24. I identify with the role I perform.	☹️ 😐 😊 😄 😁
25. The organization allows the development of professional goals	☹️ 😐 😊 😄 😁
26. There is competitiveness in my work group	☹️ 😐 😊 😄 😁
27. I feel motivated when the work is praised by my superior	☹️ 😐 😊 😄 😁
28. I would work with greater commitment if there were alternative forms of remuneration.	☹️ 😐 😊 😄 😁