

**THE DEMOTIVATING FACTORS OF SOME EMPLOYEES OF THE
MINISTRY OF LAND ADMINISTRATION (COMMUNAL
ADMINISTRATION, MUNICIPAL ADMINISTRATION AND
PROVINCIAL GOVERNMENT) IN ANGOLA AND ITS IMPACT ON
CITIZENS' LIFE**

**OS FACTORES DE DESMOTIVAÇÃO DE ALGUNS FUNCIONÁRIOS DO
MINISTÉRIO DA ADMINISTRAÇÃO DO TERRITÓRIO (ADMINISTRAÇÕES
COMUNAIS, ADMINISTRAÇÕES MUNICIPAIS E GOVERNOS PROVINCIAIS)**

EM ANGOLA E O SEU IMPACTO NA VIDA DOS CIDADÃOS

**LOS FACTORES DESMOTIVADORES DE ALGUNOS EMPLEADOS DEL
MINISTERIO DE ADMINISTRACIÓN DE TIERRAS (ADMINISTRACIÓN
COMUNAL, ADMINISTRACIÓN MUNICIPAL Y GOBIERNO PROVINCIAL) EN
ANGOLA Y SU IMPACTO EN LA VIDA DE LOS CIUDADANOS**

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ABSTRACT

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Any organization, whether public or private, needs qualified, competent, committed, humble, responsible human resources capable of responding to the Institution's expectations and challenges. In this sense, it is necessary for bosses to become leaders, encouraging their employees, striving for harmonious dialogue, valuing their employees and offering better working conditions, a decent salary to improve the quality of life, as well as continuous motivation, as employee demotivation destroys organizations, no matter how strong they are. This descriptive, exploratory and bibliographical study, of a qualitative nature, aimed to describe some factors behind the lack of motivation of some Territorial Administration employees and their impact on the lives of citizens and propose strategies on how to mitigate the identified problem. 200 public servants from different areas spread across the 18 provinces and 164 Municipalities of Angola participated in the research, where a three-phase questionnaire was applied, with open and closed questions, created on Google Forms and shared in several WhatsApp groups. It was concluded that the lack of incentives from bosses to subordinates, mistreatment between equals, the spirit of superiority, the disrespect of some hierarchical superiors towards subordinates, low salaries, little recognition of the work performed, devaluation of meritocracy, the style of inadequate leadership, underutilization, lack of harmonious and constant dialogue, excessive bureaucracy in internal/external

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	communication and the distance from reality in relation to public management adapted by State Institutions (Provincial Governments and Municipal Administrations, etc.), are in the basis of demotivation.
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	RESUMO
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Palavras-chave:

desmotivação, baixos salários, falta de incentivo, comunicação, burocracia.

Qualquer organização, seja ela pública ou privada, necessita de recursos humanos capacitados, competentes, comprometidos, humilde, responsáveis e em condições para responder as expectativas e os desafios da Instituição. Neste sentido, é necessário que, os chefes, tornem-se líderes, incentivando os seus colaboradores primando pelo diálogo harmonioso, a valorização dos seus funcionários e oferecer melhores condições de trabalho, um Salário digno para a melhoria da qualidade de vida, bem como a motivação contínua, pois a desmotivação dos funcionários, destrói as organizações, por mais fortes que elas sejam. O presente estudo descritivo, exploratório e bibliográfico, de natureza qualitativa, visou descrever alguns factores da desmotivação de alguns funcionários da Administração do Território e o seu impacto na vida dos cidadãos e propor estratégias de como mitigar o problema identificado. Participaram da pesquisa, 200 funcionários públicos de diversas áreas espalhados pelas 18 províncias e 164 Municípios de Angola, onde foi aplicado um questionário trifásico, com perguntas abertas e fechadas, criado no *google forms* e partilhado em varios grupos do WhatsApp. Concluiu-se que, a falta de incentivos por partes dos chefes aos subordinados, maltratos entre iguais, o espírito de superioridade, o desrespeito de alguns superiores hierárquicos aos subordinados, baixos salários, pouco reconhecimento do trabalho prestado, desvalorização da meritocracia, o estilo de liderança inadequado, o sub aproveitamento, falta de diálogo harmonioso e constante, o excesso de burocracia na comunicação interna/externa e o distanciamento da realidade em relação à gestão pública adaptada pelas Instituições do Estado, (Governos Provinciais e Administrações Municipais etc), estão na base da desmotivação.

	RESUMEN
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Palabras clave:

desmotivación, bajos salarios, falta de incentivos, comunicación, burocracia.

Cualquier organización, ya sea pública o privada, necesita recursos humanos calificados, competentes, comprometidos, humildes, responsables y capaces de responder a las expectativas y desafíos de la Institución. En este sentido, es necesario que los jefes se conviertan en líderes, incentivando a sus empleados, esforzándose por el diálogo armonioso, valorando a sus empleados y ofreciendo mejores condiciones laborales, un salario digno para mejorar la calidad de vida, así como motivación continua, como desmotivación de los empleados. Destruye las organizaciones, por fuertes que sean. Este estudio descriptivo, exploratorio y bibliográfico, de carácter cualitativo, tuvo como objetivo describir algunos factores detrás de la desmotivación de algunos empleados de la Administración Territorial y su impacto en la vida de los ciudadanos y proponer estrategias sobre cómo mitigar el problema identificado. Participaron de la investigación 200 servidores públicos de diferentes áreas repartidos en las 18 provincias y 164 Municipios de Angola, donde se aplicó un cuestionario de tres fases, con preguntas abiertas y cerradas, creado en Google Forms y compartido en varios grupos de WhatsApp. Se concluyó que la falta de incentivos de los jefes hacia los subordinados, el maltrato entre iguales, el espíritu de superioridad, la falta de respeto de algunos superiores jerárquicos hacia los subordinados, los bajos salarios, el poco reconocimiento del trabajo realizado, la devaluación de la meritocracia, el estilo de liderazgo inadecuado, la subutilización, la falta de diálogo armónico y constante, la excesiva burocracia en la comunicación interna/externa y el alejamiento de la realidad en relación a la gestión pública adaptada por las Instituciones del Estado (Gobiernos Provinciales y Administraciones Municipales, etc.), están en la base de la desmotivación.

Introduction

Demotivation at work is a problem that deserves a professional's full attention. After all, the workplace is the place where you spend most of your day-to-day life. The motivation of civil servants is a fundamental aspect for the smooth running of government institutions, especially in Angola's Ministry of Territorial Administration, which encompasses communal, municipal and provincial governments. However, it is important to recognize that some employees may feel demotivated due to various factors, such as lack of recognition, poor working conditions, lack of opportunities for professional growth, among others.

According to Dos Santos et al. (2020) this demotivation can have a significant impact on the lives of citizens, since demotivated employees tend to be less productive, less committed to their work and less inclined to provide a quality service. This can result in delays in the provision of public services, mismanagement of resources and, ultimately, harm to the population.

According to Rueda et al. (2021) it is essential to identify and address the factors that contribute to the demotivation of the employees of the Ministry of Territorial Administration in Angola, in order to promote a healthier and more productive working environment and ensure the provision of quality services to the population.

Usually, this demotivation arises when the professional feels, at least most of the time, less productive and more tired, thus being more exposed to the development of some illnesses, both physical and psychological, without favorable conditions. If you feel that you are experiencing this type of problem, it is essential that you immediately identify the possible reasons that may be demotivating you, so that you can quickly break out of the cycle that leaves you dissatisfied. We all know that there are some jobs that are more routine than others. According to Abel et al. (2022), state that mutual respect is necessary within an organization in order to achieve the desired objectives and meet the challenges of the future, looking towards democratic, participatory and inclusive leadership.

However, depending on the type of work you do on a daily basis, the routine can get tiring for you. It is clear that there is a need to briefly discuss the relationship between the problem in question and the noblest way for human beings to survive: work Sobral (2019). Because along with it often comes an unwelcome sensation: suffering, both physical and psychological. According to Scheer (2014, p.1), "this is not very surprising, since the word suffering is etymologically part of the term work. Which comes from the Latin, *tripalium*".

To understand it, you also need to understand what motivation is, or how it works. This is the only way to shed light on how it develops in a person's life or in an organization.

The lack of employee motivation is a huge danger in today's organizations, as is poor service in the performance of their duties, where the main victim is the citizen. Therefore, more attention needs to be paid to employees in order to guarantee the quality of care in public and private services (Canhanga, 2020).

The term "motivation" comes from the Latin "*motivus, movere*", meaning that which moves; that which makes people move. In other words, a motive that promotes a specific action. Whereas the term demotivation is intended to indicate just the opposite, i.e. the lack of a motive for action" (Scheer, 2014.p.2).

In order to improve the quality of the services provided by the public administration, it is necessary for it to have competent, committed and responsible staff, with skills that match their academic and professional profile, to respond to various

problems. Today, the world has completely changed the way it works and new information and communication technologies are essential in public administration. Some employees don't get the training they need and in the end want to hold management positions, while others are appointed through influence, even though they don't have the necessary requirements. Scheer (2014, p.2), states that;

We are looking for an individual who has the most suitable profile for the job, so that they are able to do what is expected of them. As if it were a missing part of a machine, or needed to be replaced so that the "machine" could continue to function. The profile being sought is, in fact, the "right measurements" of the part, the right employee, for the perfect functioning of the "equipment" into which it has been "fitted". The worker is seen only as a skill capable of performing a certain task.

On the other hand, it is necessary to train leaders within the Public Administration who are able to recognize, encourage and motivate workers in the most difficult moments, knowing how to guide Maslow (2003a). Because the level of identification with their work is superficial, most of the employees surveyed feel undervalued and are unable to meet the expectations of the institution in question, or develop as professionals (Pastre, 2022). Some professionals cope better with routine than others, but it is essential that you take action as soon as you realize that your career has stagnated.

When we feel that our career is "at a standstill" for some reason when we feel that our career is at a standstill for some reason, it's because we have a great need to learn new things in addition to what we do during our normal working day, and when the Boss tries to belittle the position with tendencies to undermine, we become totally demotivated.

When you start asking yourself all the time what your chances are of growing in the company where you work, and if you still can't find the answer you're looking for, then you should be alert to the first signs of demotivation at work.

Lack of recognition is another cause of demotivation at work. After all, when you feel that your work isn't valued, it's understandable that you start to feel unwilling to go to work too, according to Caldas (2015).

According to (Chiavenato, 2006; Maslow, 2003b & Chipuca, 2020), the pyramid of needs, especially with regard to esteem needs, which aim to seek appreciation, respect, consideration and status, conveys the idea that, in order to perform any job properly, you need the will to do it, which can lead to job satisfaction. This leads us to reflect that it's not possible to ignore the issue of professional motivation when you want quality work.

In the Ministry of Territorial Administration, with greater emphasis on the Provincial Governments, Municipal and Communal Administrations, there has been some demotivation on the part of certain employees of the respective bodies, due to: unsatisfactory remuneration, lack of recognition, poor leadership, job insecurity, overload of activities and poor working environment, lack of benefits such as health insurance, lack of rapprochement between leaders and those led. In view of the causes mentioned, the following consequences can be seen: Poor service to citizens, a high rate of delays in processing documents, lack of punctuality and attendance, frustration, poor communication, anonymous letters to managers, etc.

As a proposal for resolving the problem mentioned and identified above, we propose readjusting the salaries of employees, promoting careers and functions, distributing tasks to everyone, valuing the work done by employees, encouraging the best employees with prizes, more dialogue between leaders and those led, creating recreational meetings, meeting periodically with employees to listen to their concerns and try their best to resolve them, avoiding conflicts between employees as much as possible, thus cultivating a healthy working environment, ensuring success in the tasks to be carried out, etc. The aim of this study was to describe the demotivating factors of some employees of the Ministry of Territorial Administration, with greater emphasis on the

Communal Administrations, Provincial Administrations and Governments in Angola, and their impact on the lives of the citizens who seek their services.

This research is of the utmost importance because it will help to understand the causes of demotivation on the part of some officials in the Ministry of Territorial Administration, with greater emphasis on the provincial governments and administrations, with the aim of helping the decision-making bodies to deal with the various problems they are experiencing, so that they can act in the performance of their duties in a positive way and also behave more proactively. This makes them feel good about themselves and they also transmit this energy to other employees, thus improving the organizational climate. As far as society is concerned, the topic will be relevant because it will encourage the employees of this body to pay more attention to their work so that they can be upstanding employees who can provide positive responses to the demands of the society that seeks the services of this body.

Motivation is one of the important elements in carrying out any human activity, both professional and social, because it reflects the will and desire to achieve something. According to Ribeiro and Pereira (2018) cited by Chipuca (2020, p.2), "motivation is a natural force that moves individuals and empowers them to achieve their goals based on emotions, thus emphasizing purely positive emotional experiences". Chipuca, (2020, p.3), states that;

We can therefore consider it as the force that drives each person as a professional, to create taste in everything they do, always seeking perfection and difference from others. When they feel like doing something, they raise their feelings to an emotion that translates into self-esteem and this makes them a happy and fulfilled person who wants to do their job better.

To this end, we need to work hard to ensure that these professionals in the Bailundo Municipal Administration remain satisfied in their work, because if the individual does not bring with them an intrinsic motivation, there is little we can do to ensure that they derive satisfaction from their profession.

For (Almeida, 2013 & Teixeira, 2024), one of the greatest motivations for civil servants, and a very exciting one, is a fair salary for the work they do, because this gives them satisfaction. According to Chipuca (2020, p.10), intrinsic motivation is defined "as the internal stimulus that the individual brings to develop a task and this is related to their self-realization". It is necessary for the heads of local government to become leaders and human beings, considering the existence of extrinsic motivation to be relevant, which has to do with any external stimulus, namely rewards such as prizes or commendations (Ribeiro, 2018).

With regard to intrinsic motivation, Neves (2015) cited by Chipuca (2020), in describing the theory of social comparison, states that the model of job satisfaction is based on the level of affection and experience between what the person wants and what they acquire at the moment. Thus, the smaller the difference between what the individual wants and what they receive from their job, the greater the feeling of satisfaction (Neves, 2015). For Chipuca (2020, p.8);

In other words, it's best when civil servants are able to reconcile their ideals with the organization's purposes in order to find professional fulfillment. In this context, we can say that when a person prepares for a job, they bring with them certain ambitions, taking into account what they want to receive as a reward. But if what you want doesn't match the offer, it could lead to frustration and despair.

According to Teixeira (2024), motivation is defined as a behavior that is driven by intense energy and that aims to achieve a specific goal.

Theories of Motivation

Motivation theories developed largely in the 1940s, as it was necessary to increase the effectiveness and efficiency of employees and there was a change in the perception of individuals in the organization, no longer seen as mere parts (Tavares, 2011). There are basically three main groups of motivation theories:

- Theories of necessity: These theories state that motivation is driven by basic human needs, such as the need for food, security, belonging, esteem and self-fulfillment. The best-known theory in this group is Maslow's Hierarchy of Needs, which suggests that human needs are organized in a hierarchy of levels, where basic needs must be satisfied before higher needs can be achieved.
- Theories of equity: These theories state that motivation is influenced by the perception of fairness in the distribution of rewards and benefits in the workplace. Theories such as Adams' Equity Theory suggest that individuals compare their relationship between effort and reward with that of their colleagues, and if they perceive themselves as being unfairly treated, they can become demotivated.
- Theories of expectation: These theories state that motivation is influenced by the belief that a specific effort will lead to a desired result. Vroom's Expectancy Theory, for example, suggests that individuals choose their actions based on the expectation that they will lead to certain rewards and that these rewards are valuable to them.

Each of these theories offers a unique perspective on what motivates people and how managers can use these theories to promote motivation in the workplace. It is important to recognize that motivation is a complex and multifaceted concept, and that different people can be motivated by different factors.

Theories of Content

These theories relate to the satisfaction of human needs. It's easy to accept that human beings constantly seek to satisfy their needs, however diverse and numerous they may be.

Maslow's Theory of Needs

The theory that emerged in the 1940s is based on the principle that there are unmet needs that motivate individuals, because according to this theory, as long as the most basic needs are not met, higher-level needs will not be evidenced (Camara et al., 2013; Chiavenato, 2006; Cunha, 2022; Tavares, 2011; Teixeira, 2024). Briefly, the first two categories of needs (physiological and safety needs) are considered primary needs, while the remaining three categories (social, esteem and self-actualization needs) are classified as secondary needs.

According to (Chiavenato, 2006; Neves et al., 2015; Teixeira, 2024), Herzberg's Two Factor Theory, which emerged in the 1950s, postulates that there are two essential factors for individuals' behavior: hygiene factors, which include aspects such as salary, working conditions, interpersonal relationships, safety, social benefits and work climate (factors external to the activity); and motivational factors, which encompass goals of personal achievement, recognition, responsibility, development, progress, status and professional growth (factors internal to the activity).

To a certain extent, this theory can be compared to Maslow's (2003), since the hygiene factors correspond to Maslow's physiological, safety and social needs, while the motivational factors correspond to Maslow's esteem and self-actualization needs. However, (Herzberg & Becker, 1995) differ in their conclusions, as hygiene factors reduce

dissatisfaction without necessarily motivating individuals, whereas motivational factors are capable of generating motivation (Camara et al., 2013; Chiavenato, 2006; Neves et al., 2015; Tavares, 2011; Cunha, 2022; Teixeira, 2024). It is essential to value human capital, as it represents a country's greatest wealth.

McClelland's Needs Theory

According to Farias (2021), this theory emerged in the 1960s and focuses all its attention on the needs that individuals acquire throughout their lives, that is, as they interact with their environment, three of which are particularly relevant:

Achievement/success needs - related to the individual's desire to achieve challenges;

Power needs are based on the desire to control, influence and take responsibility for other individuals, as well as to obtain prestige. Affiliation needs are linked to the desire to establish and maintain personal relationships with other people. All individuals have these three needs, but one of them usually manifests itself predominantly (Almeida, 2013; Ribeiro & Pereira, 2018; Cunha, 2022; Teixeira, 2024), as cited by Almeida et al. (2017, p.8).

According to (Teixeira, 2024) McClelland's Needs Theory is a theory of motivation that was developed by psychologist David McClelland in the 1960s. According to this theory, people have three basic needs that influence their behavior: the need for achievement, the need for power and the need for affiliation.

The need for achievement is the need to excel and reach challenging goals. People who have this need tend to be entrepreneurial, motivated and constantly seek to improve their performance (Cunha, 2022). They like to take on responsibilities and challenges, and they value feedback to find out how they are doing.

The need for power refers to the desire to control others and influence their environment. According to (De Oliveira & Silva, 2021) people with this need tend to be leaders, seek positions of authority and feel motivated by power and recognition. They like to compete and show their superiority over others.

The need for affiliation is the need to relate and feel part of a group. People with this need value cooperation, teamwork and care about the well-being of others. They seek social approval and feel motivated by a sense of belonging.

According to McClelland's Needs Theory, people can possess one or more of these needs to varying degrees. Understanding these needs can help in managing teams, motivating employees and developing effective leadership strategies. It is important to consider the different needs of individuals in order to promote a healthy and productive work environment Settinieri et al. (2019).

Alderfer's ERG Theory

According to Almeida et al. (2017, p.8), they state that "this theory, which dates back to the early 1970s, proposes that employee motivation is related to the satisfaction of hierarchical needs". According to this theory, there are three levels of needs: existence, relationship and growth. Existence needs refer to physiological and safety needs, relationship needs correspond to social needs and growth needs encompass esteem and self-realization needs (Lima, 2023).

According to Almeida et al. (2017, p.8) "In this theory, it is believed that the needs of higher levels only arise after the needs of lower levels have been met". However, there are situations in which this sequence is not observed, as pointed out by Cunha et al. (2022) and Teixeira (2024).

Alderfer's ERG Theory (1977) states that it is an alternative model to Maslow's hierarchy of needs, which proposes that human needs are grouped into three main categories: Existence, Relationship and Growth.

According to Keffer et al. (2023) argues that people can simultaneously seek to satisfy different types of needs, rather than following a linear progression as proposed by Maslow (2003). Existence needs refer to basic material needs, such as food, shelter and security. Relationship needs involve the need for social interaction, belonging and interpersonal relationships. Finally, Growth needs include the need for self-development, personal fulfillment and personal growth.

According to ERG Theory, if a higher-level need cannot be satisfied, the individual can redirect their attention to lower-level needs. This means that people can jump from one category to another, depending on the circumstances and context in which they find themselves (Alderfer, 1969 & Pichère, 2023).

According to Rojas (2024) Alderfer's ERG Theory offers a more flexible and dynamic approach to understanding human needs, highlighting the interconnection between the different categories of needs. It also recognizes that people may have different priorities and values, which influences their quest to satisfy their needs.

In short, Alderfer's ERG Theory highlights the complexity and malleability of human behavior in relation to their needs, providing valuable insights to better understand people's motivation and well-being.

Theories of Process

From this perspective, motivation is analyzed in terms of how individuals choose processes to achieve their goals (Lima, 2023). According to (Didier & Oliveira, 2020) process theories are a set of ideas and concepts that seek to understand and explain how social, economic and political processes occur and develop over time. According to Pastre & Augusto (2022), these theories are fundamental to understanding the dynamics that govern the relationships between individuals, groups and institutions in a society.

Borges et al. (2024) state that the main process theories include the functionalism theory, which emphasizes the interdependence of the parts of a social system and their contribution to the functioning of society as a whole; the conflict theory, which analyzes power struggles and interests between different social groups and how these conflicts influence social dynamics; and the symbolic interaction theory, which emphasizes the importance of meanings and symbols in the construction of social relations.

According to (Didier & Oliveira, 2020), there are other process theories that focus on different aspects of social life, such as modernization theory, which discusses the social and cultural transformations resulting from industrialization and urbanization; development theory, which analyses the processes of evolution and change in different societies; and globalization theory, which explores the interconnections and interdependencies between different regions of the world.

In short, process theories are fundamental to understanding social dynamics and the evolution of societies over time. They not only make it possible to analyze and interpret the transformations taking place in the various spheres of social life, but also contribute to the formulation of public policies and actions aimed at promoting well-being and human development.

Vroom's Theory of Expectations

According to Almeida et al. (2017) Vroom's expectancy theory is a psychological model that seeks to understand people's behavior in the workplace. Developed by psychologist Victor Vroom in the 1960s, the theory is based on the premise that people

make decisions about their behavior at work based on their expectations of achieving certain results.

According to Vroom, work performance is influenced by three main factors: expectation, instrumentability and valence. Expectancy refers to a person's belief in their ability to perform a task successfully. Freire & de Freitas (2007) instrumentability refers to the perception that performance will lead to desired results. Valence, on the other hand, relates to the value that the person attributes to the results obtained.

These three factors interact to determine people's motivation and behavior in the workplace. If expectations of achieving certain results are high, if the person believes that their performance is instrumental in achieving these results and if these results are valued by the person, motivation will be higher Almeida et al. (2017).

According to Díaz Espinosa (2023), Vroom's Theory of Expectations has been widely applied in the organizational context, helping managers to understand what motivates their employees and to develop strategies to increase performance at work. Lima, (2023) by considering the interaction between expectations, instrumentability and valence, companies can create a more motivating and productive work environment. It appeared in 1964 and is also called the contingency model of motivation and can be expressed by the following formula according to Almeida et al. (2017);

$$\text{Motivation Strength (M)} = \text{Valence (V)} \times \text{Expectation (E)}$$

The members of this concept have the following meanings: Valence refers to the intensity of the individual's preference to achieve a certain result; Expectancy refers to the perception of the probability of a certain action leading to the desired result; Motivation Strength is the motivation perceived by the employee (Chiavenato, 2006; Cunha, 2022; Santos, 2014; Neves et al., 2015; Teixeira, 2024).

Adams' Theory of Fairness

This theory emerged in the 1960s and focuses on each individual's perception of the reasonableness of work situations, always comparing individual performance and benefits with the performance and benefits of their peers in similar situations, i.e. it is strongly related to the concept of individual justice (Neves et al., 2015; Cunha, 2022; Teixeira, 2024). In this sense, individuals are motivated to reduce perceived inequalities in treatment (Teixeira, 2024), considering two types of equity: internal equity (within the organization) and external equity (with the outside of the organization) (Cunha, 2022).

Enriched Task Theory

According to the studies by (Neves et al., 2015; Almeida et al., 2017) the theory in question is based on fundamental principles. The first principle is that the task should be structured in such a way that the employee feels personally responsible for a certain amount of work, which implies autonomy and responsibility. In addition, the task as a whole needs to be meaningful and proportionate to the benefits for those carrying it out. In the context of the employees of the Ministry of Territorial Administration, it is essential that they realize the importance of the work they do for society and that they are always meeting the needs of citizens. It is therefore essential that these employees are not demotivated.

These same authors also stress the importance of providing feedback on how the task is being carried out and on the results achieved.

According to (Katz, 2009 & Monastersky, 2024) Enriched Task Theory is a psychological model that was developed by Robert Katz and John R. Pfeiffer in the 1960s. Monastersky (2024) states that this theory proposes that individuals' motivation and

performance are influenced by the nature of the tasks they perform. According to the Enriched Task Theory, tasks that have greater complexity, variety and meaning tend to be more motivating and result in more satisfactory performance on the part of workers (Katz, 2009 & Monastersky, 2024). Pfeffer (2019) & Monastersky (2024) point out that the key elements of Enriched Task Theory are:

Variety of skills: Tasks should allow individuals to use a variety of skills and knowledge in order to challenge and stimulate their potential.

Identifying the importance of the task: Workers must be able to see the relevance and impact of their tasks for the organization as a whole, so that they feel more motivated to do them.

Immediate feedback: It is important that workers receive constant feedback on their performance, so that they can make adjustments and improvements to the tasks they carry out.

Autonomy and responsibility: Workers must have the autonomy to make decisions and act independently, which contributes to a greater sense of responsibility and commitment to their tasks.

Enriched Task Theory argues that organizations should seek to develop tasks that are challenging, meaningful and varied, in order to stimulate the motivation and performance of their employees Pfeffer (2019). By providing an enriched work environment, companies can increase employee satisfaction and engagement, resulting in advantages for both individuals and the organization as a whole.

Theories of Result

This theory holds that organizations, as social partners of the state, aim to achieve people's individual and collective goals. According to de Locke and Latham (1981) the Goal Setting Theory was developed in the 1970s and argues that setting goals implies that the individual wants to achieve certain results, knows how to go about it and measures their effectiveness in carrying out the tasks. It is believed that good performance increases the likelihood of achieving these goals. Within organizations, this theory usually manifests itself as a system of management by objectives, which performs the functions of controlling and motivating employees. According to (Dos Santos & Do Santos et al., 2011) and (Borges & Dias 2020) Skinner's Reinforcement Theory emerged in the 1970s and suggests that an individual's behavior can be explained by the more or less positive/negative expectation of the consequences of that behavior.

Concepts and Characteristics of Work

A job consists of a set of activities carried out by individuals in order to achieve certain goals. These activities can be approached in different ways and in different areas, such as economics, physics, philosophy, history, among others.

The characteristics of a job include demands, risks, workload and human performance, which are present in any work activity. These characteristics are expressions of an open socio-technical system that encompasses technical, physiological, moral and social dimensions.

An employee is a person who works permanently in a public or private establishment and is also known as an employee. According to Prodanov & De Freitas (2013), they can perform specific functions for a certain period of time in a company, store or any other type of organization. For example, an employee could be a bakery worker.

Method

This is a descriptive, exploratory and bibliographical study with a qualitative approach. The aim was to describe the demotivating factors of some public administration employees in Angola, as well as their impact on the lives of citizens, and to propose strategies to mitigate the problem identified. To this end, experiences were systematized and documents such as decrees, annual reports, performance evaluation forms, laws and scientific articles, among others, were analyzed. Descriptive statistics were also used to produce graphs, tables and percentage demonstrations to complement the qualitative-quantitative approach. The survey involved 200 civil servants from different areas, spread across the country's 18 provinces and 164 municipalities. A three-phase questionnaire was applied, with open and closed questions, developed in google forms and shared in various WhatsApp groups where the authors are added, where each participant went on to say which Municipality or Province of Angola they were working in. According to Da Costa et al. (2022), it is important to determine the population and select the sample appropriately, especially when working with social groups, in order to obtain representative results. It is recommended to consider at least 30% of the population to be investigated (Marconi & Lakatos 2004; Bockorni & Alves, 2021). The criteria for participating in the survey consisted of showing interest in taking part, being a senior official and being linked to the Ministry of Public Administration, Labor and Social Security.

IBM SPSS software, version 25 (Statistical Package for the Social Sciences), and Microsoft Office Word, version 2016, were used to analyze and process the data. The quantitative method was used to analyze the statistical data collected online on demotivation, while the qualitative method was used to analyze the research instruments applied qualitatively. The bibliographic analysis was carried out to understand, analyze and compile the information found in various bibliographic sources, such as books, decrees, laws, normative documents, articles and theses.

Results

The tables and graphs show the main results of the survey carried out on some employees of the Ministry of Territorial Administration in Angola's 18 provinces, using descriptive statistics, on the factors of demotivation in their workplaces. Table 1 shows the data on the ages of the participants in the survey.

Tabla 1

Age

	Age	Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	40 years	21	10,5	10,5	10,5
	37 years old	59	29,5	29,5	40,0
	45 Years	43	21,5	21,5	61,5
	50 Years	20	10,0	10,0	71,5
	52 Years	21	10,5	10,5	82,0
	39 Years	18	9,0	9,0	91,0
	33 Years	18	9,0	9,0	100,0
	Total	200	100,0	100,0	

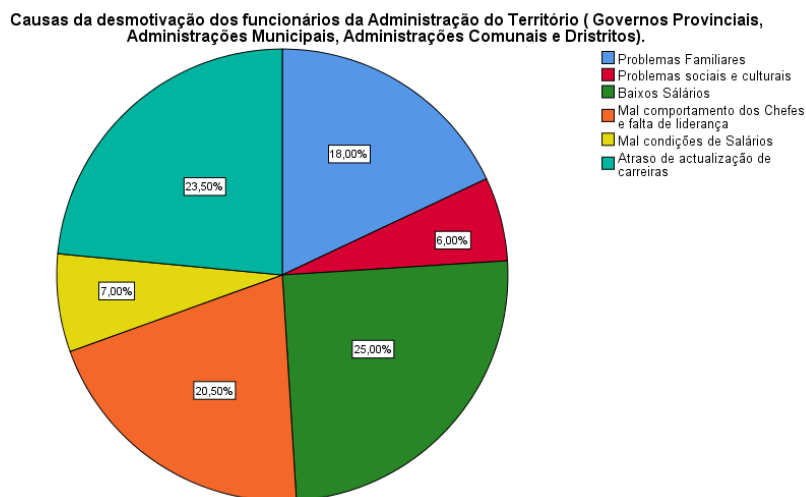
From the results of the ages obtained from the participants, 21, corresponding to 10.5%, are 40 years old, 50, corresponding to 29.5%, are 37 years old, 43, corresponding to 21.5%, are 45 years old, 20, corresponding to 10%, are 50 years old, 21, corresponding to 10.5%, are 52 years old, 18, corresponding to 9%, are 39 years old and 18, corresponding to 9%, are 33 years old, making 200 individuals, corresponding to 100%. They are suitable people with extensive professional experience in the Public Administration, specifically in the Ministry of Territorial Administration.

Tabla 2
Gender

	Gender	Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Male	127	63,5	63,5	63,5
	Female	73	36,5	36,5	100,0
	Total	200	100,0	100,0	

Of the participants in the online survey, 127, corresponding to 63.5%, are male, and 73, corresponding to 36.5%, are female, taking into account the inclusion of the female sex in various areas of social life that the Angolan government has set itself in order to banish discrimination and advance the valorization of women in decision-making in public life.

Figure 1
Results obtained in question 1



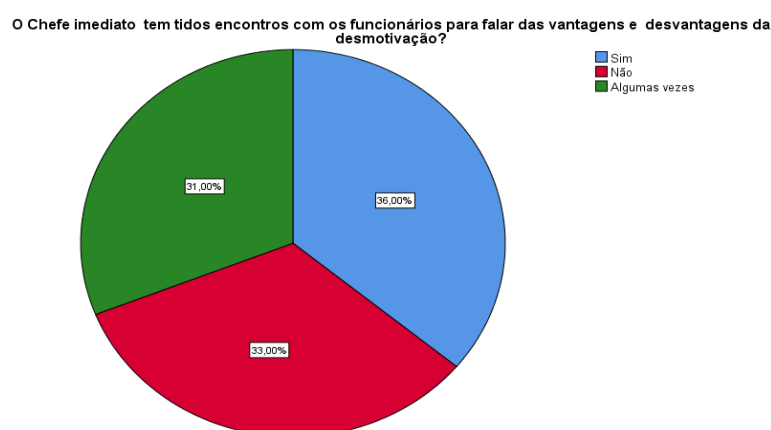
According to the results obtained in the 3rd question, the causes of demotivation among some employees of the Territorial Administration are as follows: 18% said that the cause of demotivation was related to family problems. 6% indicated that demotivation is due to social and cultural problems. 25% pointed to low salaries as the cause of demotivation. 20.50% mentioned that demotivation stems from the bad behavior of their bosses and a lack of leadership. 7% said that demotivation comes from salary conditions that don't correspond to their academic level. 23.50% said that demotivation was related to the lack of career updates. These results total 100%, representing all the possible

causes of demotivation mentioned by the employees, where the organizational climate of any institution is also very important, according to Rocha (2023).

According to (Fernandes, 2009 & Matias, 2018), the demotivation of public sector employees in Angola is a recurring problem that can have several causes. It is important to recognize these causes in order to find effective solutions and improve the motivation of these professionals. Demotivation is a negative feeling that causes a lack of interest, energy and enthusiasm to carry out tasks or pursue goals. It often happens at times of difficulty, frustration, tiredness and lack of recognition. According to Silva & Costa (2023), demotivation can lead to a decrease in productivity, quality of work and even compromise emotional and mental well-being according to De Araújo (2022). However, it is possible to combat demotivation by adopting some strategies. However, it is important to identify the causes of demotivation and seek solutions to overcome them. Setting clear and achievable goals, establishing an action plan, seeking support and encouragement, finding ways to make the work environment more pleasant and rewarding, practicing self-care and self-motivation are some of the actions that can help overcome demotivation.

Figure 2

Results obtained in question 4



Of the answers, i.e. the results of figure 2, obtained in question 4, when asked if the immediate managers have held constant meetings, 31% said that they have sometimes met, 36% said that yes, they have met and 33% have not met. This shows that it's not always the bosses who are to blame, but that we need to improve our dialog with employees and help solve the problems that cause demotivation. According to Matias (2018), leadership in the workplace is extremely important, as it helps to create a healthy, collaborative and productive working environment. According to (Fernandes, 2009 & Borge, 2020), dialog is of paramount importance in working relationships because:

Improves communication: Open and constant dialog between leader and subordinates helps to improve communication within the team. This avoids misunderstandings, promotes transparency and creates an environment where information is shared clearly and directly.

It creates a sense of belonging: Dialogue allows leaders to feel heard and valued in their opinions, ideas and concerns. This creates a sense of belonging and engagement, as they feel an important part of the decision-making process.

Promotes professional development: Dialogue makes it easier to identify the training and development needs of the people you lead. The leader can understand the

skills that need to be improved and offer guidance and constructive feedback to help them grow professionally.

Identify problems and solutions: Through dialog, leaders can express concerns, challenges or problems they are facing. This allows the leader to learn about and seek solutions together with the team, promoting a more efficient and productive working environment.

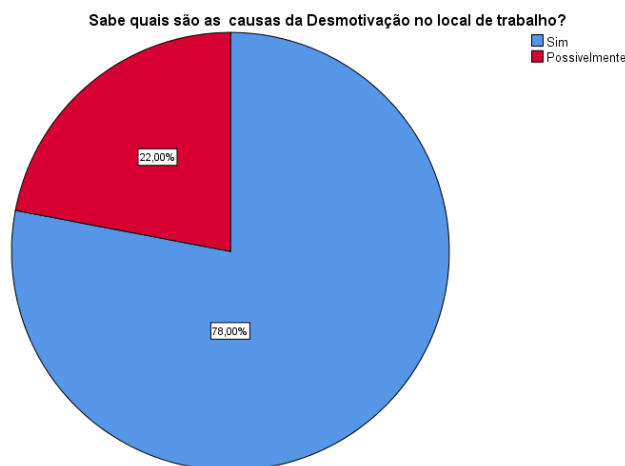
It strengthens commitment and motivation: When leaders feel listened to, understood and respected, they become more committed to the organization's objectives, goals and values. This results in an increase in motivation and individual and collective performance.

Establish a relationship of trust: Through dialog, leaders can build a relationship of trust with their subordinates. This is fundamental to the growth and success of the team, as trust allows information and feedback to be shared openly, facilitating problem-solving and cooperation between all members.

In short, dialogue between leaders and subordinates in the workplace is fundamental to the success of the team and the organization as a whole. It fosters a culture of open communication, professional development, problem-solving and collaboration, strengthening employee commitment and motivation.

Figure 3

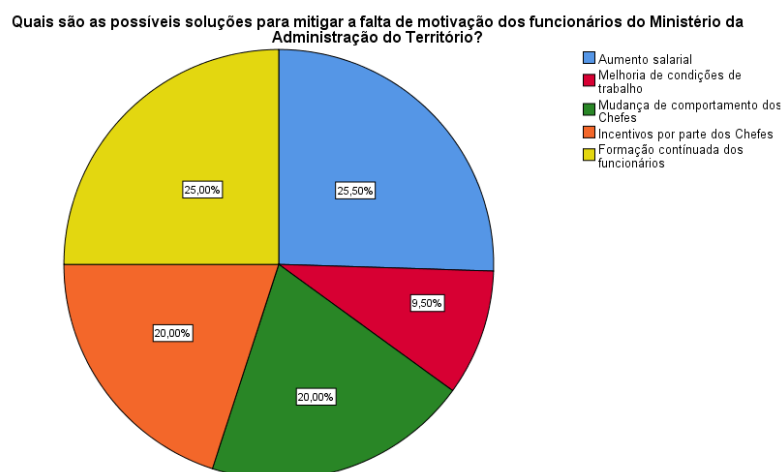
Results obtained in question 5



The results in figure 3 come from question 5 asking whether the employees who took part in the online survey were aware of the causes of demotivation, where 78% said that yes, they were aware and 22% said that they were unaware, as they only know that they are demotivated because life is difficult. According to Da Costa and Toledo (2024), to combat the demotivation of public sector employees in Angola, it is necessary to adopt measures that address these causes. This can involve implementing fairer pay policies, establishing recognition and reward programs, creating training and development opportunities, improving working conditions and promoting effective and inspiring leadership. Silva & Costa (2023) point out that, in addition, simplifying bureaucratic processes and seeking greater agility in decision-making are also essential for motivating public sector employees in Angola.

Figure 4

Results obtained in question 6



Looking at the possible solutions, shown in figure 4 of the results from question 6, 25.50% said that the solution is to increase salaries, 9.50% said that working conditions should be improved, 20% suggested changing the behavior of managers in the way they act with their colleagues, 20% said that in addition to their salaries, employees should receive constant incentives of all kinds, 25% said that the continued training of employees, both academically and professionally, should be at the center of their superiors' attention in order to improve service delivery.

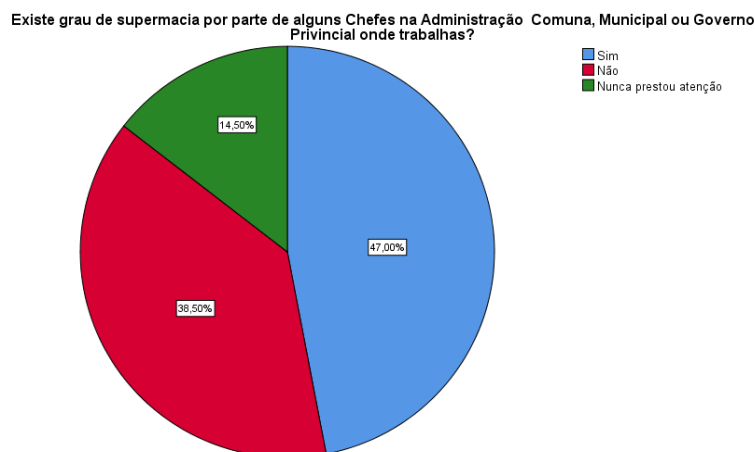
Table 3

Does the Ministry of Territorial Administration have a Trade Union?

		Frequenc	Percentage	Valid	Cumulative
y				percentage	percentage
Valid	No	200	100,0	100,0	100,0

When asked if the Ministry of Public Administration has a trade union, 100% of respondents said no. Any organization without a union is a joke to work for, because no one looks after the rights of the employees. It's necessary for all ministries to have a union, because the only body that couldn't have a union is the Ministry of Justice and Human Rights, because they administer justice in the country, but they have a union. According to Silva & Costa (2023), it is necessary for the employees of the Ministry of Territorial Administration to negotiate with the government in order to create their own union as soon as possible as a way of overcoming the various problems.

Figure 5
Results obtained in question 8



From the survey carried out, the results of figure 5 and question 8, on the existence of supermale behavior in the workplace, 47% said that yes, it does exist and it is the most prevalent in Provincial Administrations and Governments, 38.50% said that it does not exist and they feel well served, 14.50% said that they have never paid attention to these behaviors. These results show how worrying it is that leadership training in institutions is ongoing.

Analyzing the results obtained from the problem raised, it is proposed that the Communal and Municipal Administrations work with the Provincial Governments and the Ministry of Territorial Administration to adopt better strategies for the motivation and job satisfaction of unmotivated employees to adjust salaries, incentives such as bonuses, considering the competencies of each person, promotion in functions and categories, so that they can perform their tasks better, thus helping (users) to build solid knowledge, skills and attitudes and to provide public services well to the citizen, obeying the laws, as well as deontology and professional ethics. Furthermore, it is suggested that there is a need to adopt strategies aimed at increasing the motivation and job satisfaction of the employees of the Communal and Municipal Administrations and the employees of the Provincial Governments:

- Highlighting the best employees without looking at nepotism or flattery during each year and promoting recognition actions by awarding honors, scholarships for training, public praise, etc;
- Recognizing the human needs of civil servants and administrative agents; continuous training to enable and professionalize officials;
- Participation of local government officials in analyzing problems and determining solutions for the local government system, implementing democratic and participatory management;
- Appointments to subcommittees to support sections, municipal directorates, and other areas of public interest and the institution, knowing how to listen to and address the concerns of employees;
- We therefore call on those with the right to reflect on this dilemma and change the framework so that public administration in Angola is in line with international practice;
- Creation of a union for workers in the Ministry of Territorial Administration.

Discussion and Conclusions

Discussions on the demotivating factors of Territorial Administration employees, with special emphasis on Municipal Administrations and Provincial Governments, have been the subject of debate in various forums. The aim of this study was to describe the demotivating factors of some Territorial Administration employees, with a focus on Communal Administrations, Municipal Administrations and Provincial Governments in Angola, and their impact on the lives of the citizens who seek their services. A number of factors were identified, such as a lack of encouragement from bosses to subordinates, mistreatment among colleagues, disrespect from some hierarchical superiors towards subordinates, low salaries, little appreciation of the work done, devaluation of meritocracy, inadequate leadership style, underutilization, lack of harmonious and constant dialogue, excessive bureaucracy, lack of internal communication and the distancing of reality in relation to the public management adopted by the Bailundo Municipal Administration from others. It can be concluded that demotivation can be minimized if the demotivating factors are mitigated. According to Simões (2023), during the process of selecting and recruiting employees for organizations, it is important to select the best professionals to ensure efficient support for the company, thus avoiding hiring external specialists to solve specific problems. This has led some employees to feel demotivated and hopeless about the future, due to the behavior of some bosses. However, it is necessary to establish a relationship between the three main concepts discussed above: organization, communication and motivation. Organization and communication: the organization is made up of individuals who establish relationships and communicate with each other. Communication is a process of joint construction of discourse, in which the members of an organization do not limit themselves to a simple exchange of messages, but build a common discourse, sharing information between all the parties involved. According to Da Costa and Toledo (2024), every organization has a formal structure represented in its organization chart. On the other hand, motivation at work is important because it promotes collaboration between teams and improves employee performance in their individual activities. Motivated employees achieve better results, while unmotivated ones decrease their productivity and can influence other employees. In addition, discouraged employees are less attentive when carrying out their tasks and may make mistakes that jeopardize the team's work. Chiavenato (2006) states that motivation in the workplace encourages employees to dedicate themselves more and perform better, which has a direct impact on the company's good results. It is therefore something that should be encouraged, as it not only affects the well-being of employees, but also the organization as a whole. The word "motivation" means the set of factors that drive an action, in other words, it's what stimulates us to do something. Motivation in the workplace is the feeling that drives our actions at work. When a person is motivated, they have the will to achieve goals and obtain good results, which positively influences their behavior in the workplace, making them more engaged. The greater the employee's motivation, the greater their effort to perform their duties, which increases their productivity. An encouraging and stimulating work environment attracts talent to stay with the company, resulting in greater commitment and good performance.

In short, there are a number of reasons that contribute to these employees' lack of motivation, which ends up being directly reflected in their activities and in the services provided to the population.

One of the main demotivating factors is the lack of professional recognition and appreciation. Many employees don't have a clear system of promotions and salary

progression, which discourages commitment and the development of their skills. In addition, the lack of adequate financial incentives makes these workers feel undervalued and demotivated.

Another relevant factor is the lack of adequate working conditions. Often, these employees work in precarious facilities, with poor infrastructure and a lack of basic equipment. The absence of a suitable working environment is detrimental to performance and productivity, generating dissatisfaction and demotivation.

The lack of training and professional qualification is also an important factor in demotivating these employees. Updating knowledge and the opportunity to develop new skills are essential for professional growth and employee motivation. However, there is often not enough investment in this area, which limits the opportunities for learning and growth.

This lack of motivation among Ministry of Territorial Administration officials has a direct impact on the lives of citizens. Demotivation is reflected in the provision of poor quality services, lack of interest and lack of commitment to solving citizens' problems. This results in inefficient public administration, making it difficult for citizens to access quality public services and negatively affecting their quality of life.

In a nutshell, the demotivating factors for employees of the Ministry of Territorial Administration in Angola have a significant impact on the lives of citizens. The lack of professional recognition and appreciation, precarious working conditions and the lack of adequate training all contribute to a lack of motivation among these employees, which results in poor quality public services and compromised quality of life for citizens. Measures need to be implemented to encourage the motivation and professional development of these workers, in order to improve the quality of public administration and the well-being of the population. In order to invest in the staff, it is essential that the Ministry of Territorial Administration (MAT) makes an appropriate adjustment to the sector's employees, providing them with due recognition and professional appreciation. This implies promotions or reassignments, as well as continuous motivation, training and professional development. In addition, it is important that salaries are in line with the length of service and academic background of each individual, as well as establishing a special salary scale for those who represent the government and the state.

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