

The importance of remuneration policy in motivation and retention of professionals in organizations

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ABSTRACT

In organizations, the main capital asset, good or wealth, is people. In addition to investing in machinery, equipment, raw materials, methods and processes, organizations need to invest in their main differentiator for success, their workforce, their talents with the capacity to transform and excel. Since the main driving force within any organization is people, they are the ones who make an organization's other resources function with quality. They are the agents of transformation and should be the main investment of entrepreneurs.

Keywords: Remuneration policy, Organizations, Professionals.

INTRODUCTION

In organizations, the main active capital, asset or wealth, are people. In addition to investments in machines, equipment, raw materials, methods and processes, organizations need to invest in their main differentiator for success, in their workforce, in their talents with the capacity for transformation and overcoming. As the main mainspring and driving force within any organization are people, they are the ones who make the other resources of an organization function with quality. They are the agents of transformation and should be the main investment of entrepreneurs.

The global market increasingly demands professionalism from organizations, the qualifications of their personnel and products that combine quality, performance, beauty, practicality and competitive prices, among other aspects. In the knowledge society, true investment occurs less and less in machines and tools, focusing more on the worker's knowledge. Over the years, it has become clear that the market is experiencing fierce competition and only companies that have qualified and competent professionals have stood out among their competitors and meet the challenges that the speed of information imposes. A frequent quote from Toyota says that “we don't just build cars, we build people” (DOMBROWSKI, 2013).

It was from the Information Age onwards that people began to be considered as beings endowed with intelligence, knowledge, skills and competencies, leaving behind the concept of simple human

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resources. To this end, the continuous development of companies requires that this scenario be framed and monitored. This implies the provision of a permanent Human Resources team with innovative skills.

Based on this vision, it is noted that in the past, companies' concerns were limited to tangible goods, as well as machines and raw materials, among others. But, in fact, the secret to success lies behind all of this, that is, in who controls the machines. In this way, it is observed that it is people who make the other resources of a company function with quality, therefore they are the main intermediary agents of the final service and the target of investment for entrepreneurs. Thus, today's reality focuses on intangible assets, the workforce, human resources, the most relevant factor that has the capacity to transform your potential – such as knowledge – into the most valuable asset.

Therefore, it is believed that once a certain competence is detected, it must be developed and stimulated, encouraging the holder of this potential to work to guarantee consistent results and achieve organizational objectives, aiming to seek commitment and involvement with their role. In providing services through quality to obtain favorable results. The central issue is transforming the usual view of remuneration as a factor that improves and drives the process of improvements and increased competitiveness (NETO, 2016).

In this line of thought, the company must be aware of the existing motivational mechanisms to be able to guide people. Behavioral Theory, presented by McGregor, Maslow and Herzberg, shows the concepts of human motivation. It is believed that, due to the constant changes that have occurred with the advent of globalization, companies have enjoyed greater maturity and are more aware that creating projects, business strategies, investments in technology, attracting customers and seeking of results if the workforce is not willing and able to apply their skills efficiently and effectively. This reflection permeates the works of Vromm and Rotter in their studies, which state that people always do things expecting others in return. This justifies the need for companies to carry out a diagnosis of the organizational climate to define a human resources policy that provides employees with conditions not only for financial achievement, but also for acquiring new knowledge and skills, as well as being recognized for their productivity through a structuring plans and incentives. According to Howell (2004), a new approach to the coaching leadership model emerges, which seeks to continuously promote an organizational environment conducive to building trust between people, collaboration, learning and innovation.

GOAL

In this sense, this article aims to analyze the remuneration policy in organizations as a factor in motivating and retaining professionals. The article addresses a very important topic for organizations, especially in the current global situation, it is believed that through coherent programs it is possible to have more wage justice in Brazil. Therefore, the time has come for salary issues to stop being the



controversial point of discussion between employees and employers and for everyone to focus on improving productivity and product quality, so that everyone can win: the entrepreneur, the worker, the country and the population in general. Thus, in order to achieve its objectives, the research consisted of a literature review, methodological procedures, presentation and discussion of the results and, finally, conclusions.

METHODOLOGY

The method used to carry out this article was bibliographical research. The result indicates the positive factors obtained with the implementation of a well-structured remuneration policy in organizations and the negative factors generated due to the absence of a remuneration policy.

According to Gil (2002), bibliographical research is developed based on already prepared material, consisting mainly of books and scientific articles. Although almost all studies require some type of work of this nature, there is research developed exclusively from bibliographic sources. Most exploratory studies can be defined as bibliographical research. Research on ideologies, as well as those that propose an analysis of the different positions on a problem, also tend to be developed almost exclusively through bibliographical sources.

The main advantage of bibliographical research lies in the fact that it allows the researcher to cover a much wider range of phenomena than he could research directly. This advantage becomes particularly important when the research problem requires data that is highly dispersed across space. For example, it would be impossible for a researcher to travel throughout Brazil in search of data on population or per capita income; However, if you have an adequate bibliography at your disposal, there are no major obstacles to obtaining the required information. Bibliographical research is also essential in historical studies. In many situations, there is no other way to know past facts other than based on bibliographic data.

This article addresses the complex universe of human beings and their motivation, analyzing the positive and negative results with the implementation of a well-structured remuneration policy in organizations. The time has come for salary issues to stop being the controversial point of discussion between employees and employers, and for everyone to focus on improving productivity and the quality of products, so that everyone can win: the entrepreneur, the worker and the country. This is the great challenge, perhaps the biggest in the complex management of human beings in organizations.

DEVELOPMENT

One of the most controversial issues regarding salary is whether it works as a motivating factor for employees. The evolution of administrative thought, such as Taylor's "Theory of Scientific



Administration” (1912), shows a mechanistic approach that seeks to reconcile company and employee in terms of productivity and salary. Taylor (1893) believed he could make factories at the time (early 20th century) more productive by simplifying the tasks and movements performed by employees, also seeking greater specialization for each employee. Taylor was not at all concerned with the satisfaction that the employee could have if he performed work where he could follow the production process. Instead, what was noticed was the disintegration of the production process, turning man into an easily replaceable machine. Social relationships were also completely excluded from this process. As a reward, the employee received better wages, but these, although higher, did not bring him satisfaction, they were just a way of guaranteeing survival.

Hawthorne's studies (late 1920s, early 1930s) served as the basis for “Human Relations Theory”, a humanistic approach to management. Mayo (1927) concluded, after years of research, that the social group within the informal organization profoundly affects employee attitudes. From then on, they began to study the factors that influence the employee motivation process. It was noticed that, in isolation, salary is not a motivating factor.

Considering modern motivational theories, including the “Behavior Theory”, one can observe the improvement of the “Human Relations Theory”. Two others that are important for understanding the mechanism of human motivation are the “Hierarchy of Needs”, by Maslow (1946), and the “Motivating and Hygienic Factors”, by Herzberg (1968). For Maslow (1946), human needs can be divided into five on a scale in which, from the moment we have a need satisfied, the next need becomes the motivating factor for our attitudes until we reach the satisfaction of all of them. But even if the most complex need has been satisfied, if any other need is left unsatisfied, it assumes a preponderant role, making its satisfaction essential.

Associating Maslow's Theory with the issue of salary as a motivating factor, it is observed that, indirectly, it contributes, is the backdrop for satisfying these needs. It is through this that the satisfaction of basic needs is ensured, regardless of the company, such as housing, food, etc. As for job-related security, the company's stability in the market and the stability that can be provided to employees in terms of guaranteeing employment and ensuring that they receive wages on time, are also of paramount importance. In a way, salary can contribute to an individual's social acceptance and self-esteem. It is still very well accepted by employees to demonstration of their value through the granting of merit increases, which ratify all informal demonstrations of esteem that the employee may receive.

According to Pontes (1998), salary is an objective demonstration of how much the company values its employee's work. Associated with the career plan, if well managed by the company's human resources department, it may not exactly be a motivating factor, but a factor that will serve as a basis for the motivating factors linked to the position held, the prospect of professional growth and to the work



performed. Therefore, it can be concluded that salary is not a motivating factor when analyzed in isolation. The cold exchange of production for salary does not generate employee satisfaction; It is just the fair reward for your work and the job seeks to guarantee your survival. However, if we analyze the factors considered as motivators without taking into account the salary consideration, they will lose their power to satisfy needs, as it is very important for the employee that the relationship between these elements is maintained. The salary strengthens the motivating aspects that the employee finds in the company to improve their performance. Frederick Herzberg apud (Ferreira, 2012, online) states that:

Job satisfaction is a function of the content or challenging and stimulating activities of the job, these are called motivating factors. Job dissatisfaction is a function of the environment, supervision, colleagues and the general context of the job. Job enrichment, expanding responsibilities are the so-called hygiene factors.

Herzberg (1968) verified and demonstrated through practical studies the presence of two factors that must be considered in job satisfaction: Hygienic and Motivational Factors.

HYGIENE FACTORS

These factors are related to the environment in which the employee works. These are factors determined by the organization and that are part of the company's culture, that is, outside the control of employees, the responsibility only of the company and its respective administrators. These factors are necessary to adjust employees to their environment, but they are not decisive in generating motivation or productivity in the long term.

These are factors that refer to the conditions that surround the employee while working, including physical and environmental working conditions, salary, social benefits, company policies, type of supervision, the climate of relations between management and employees. , internal regulations, existing opportunities, etc. They constitute the factors traditionally used by organizations to motivate employees. Herzberg (1968) considers hygiene factors to be very limited to their ability to influence employee behavior. The expression "hygiene" reflects their preventive and prophylactic nature and to show that they are simply intended to avoid sources of dissatisfaction in the environment or potential threats to its balance. When these factors are optimal, they simply avoid dissatisfaction, since their influence on behavior cannot substantially and lastingly increase satisfaction. However, when they are precarious, they cause dissatisfaction.

MOTIVATIONAL FACTORS

These factors are those that refer to the content of the position, the tasks and duties related to the position itself. These are the motivational factors that produce a lasting effect of satisfaction and increased



productivity at levels of excellence, that is, above normal levels. The term motivation, for Herzberg (1968), involves feelings of achievement, growth and professional recognition, manifested through the exercise of tasks and activities that offer sufficient challenge and meaning for the worker. In short, the two-factor theory of job satisfaction states that:

- Job satisfaction is the function of the challenging and stimulating content or activities of the job: these are called Motivational Factors;
- Job dissatisfaction is a function of the environment, supervision, colleagues and the general context of the job: these are called Hygiene Factors.

Given this, the company must see salary as an aggregate function of motivation and seek to use it as an additional instrument in the compatibility of organizational and personal objectives. In order for there to be a motivating environment within the organization, integrated and productive people, adequate human resources plans are necessary. The basic plan, the flagship, is undoubtedly that of positions and salaries, because without it, other development plans will hardly work. After implementing the job and salary program, career plans, training and development, performance and potential assessment and human resources planning must be implemented.

EQUITY THEORY

Equity Theory, generally attributed to J. Stacy Adams (1965), is one of several theories on motivation that place emphasis on an individual's personal perception of reasonableness or relative justice in their employment relationship with the organization. In fact, the Equity Theory is based on the principle that motivation depends on the balance between what the person offers to the organization through the production system (their performance) and what they receive through the remuneration system (their compensation).

People feel motivated whenever they receive from the organization, in monetary form, public recognition, promotion, transfer or other fair compensation for their efforts on behalf of the organization. The fairness of this compensation is assessed by people by comparing what other people whose contributions are similar receive.

If the compensation is unfair (inferior to the compensation given to other people), people feel dissatisfied and tend to reduce their contributions or, if these “injustices” are repeated, they may even leave the organization. When compensation is fair (balanced with that of other people), your contributions remain the same. Whenever compensation is above that received by other people, there is a tendency towards greater effort. The perception of inequity can occur in several situations, including the definition of functions, promotions, transfers, public praise and, obviously, in salaries and other monetary



compensation. It is essential that managers do not forget that sometimes an unimportant inequity, from their point of view, can represent a great injustice for those who are directly affected by it.

REMUNERATION

Salary or remuneration is the set of benefits usually attributed to employees, in return for services to the employer, in an amount sufficient to satisfy their own and their family's needs. According to some jurists, the difference between the terms salary and remuneration lies in the fact that the first only concerns payment in cash. The second also includes utilities, such as food, housing, clothing, and other in-kind services. According to Brazilian legislation, salary is the amount paid as consideration for services provided by the employee, while remuneration encompasses this and other benefits as bonuses or additional benefits.

In capitalist societies, salary (or variable capital), in Marx's concept, is the price offered by the capitalist to the employee for the rental of his labor power for a determined period, generally a week or a month, or per unit of production. According to neoclassical economists, wages are determined by the marginal productivity of labor.

The term originates from *the Latin salarium argentum*, "payment in salt" – primary form of payment offered to soldiers of the Roman Empire. Nominal Salary is the salary measured in quantity of currency, in the current monetary standard. Real Salary is the salary measured in terms of purchasing power (of goods and services) of the nominal salary, in a given period. If there is a general increase in the prices of goods and services (inflation), without salaries rising in the same proportion and at the same pace, the purchasing power of the nominal salary falls, that is, the real salary decreases.

The elements of remuneration are: habituality, which is everything that is paid regularly and is part of the remuneration; and periodicity: it must be effectively paid from period to period. The CLT does not allow payment of remuneration for more than one month. It can be weekly, fortnightly, monthly. Qualification: it must be clear to the employee how much remuneration he will receive; essentiality: the consideration must be essential in nature for the employee, and the employer must prioritize its receipt, due to its nutritional nature, to guarantee the survival of the individual; reciprocity: remuneration represents the employer's consideration for the employee's service provision. Therefore, there is reciprocity of obligations in the employment relationship. On the one hand, the subordinate worker has the obligation to provide services and, on the other, the employer has the obligation to remunerate him; tips: art. 457 CLT, paragraph 3 says: "10% of the bill in restaurants is considered a tip and must be allocated to the waiters. Regarding tips and fees for musicians, the CLT understands that this is prohibited".



COMPETENCY-BASED REMUNERATION

For Hipólito (2001), competence-based remuneration arose from the need to differentiate employees with different skills. As organizations began to demand more autonomy and responsibility from people and with the elimination of intermediate levels and positions, people with unequal performance ended up staying at the same hierarchical and salary level, generating dissatisfaction. The new concept rescues the differences: people earn for what they know and for their collaboration in the company's success.

According to the author, competency-based remuneration is a subtle way of paying according to each employee's personal contribution to the organization and encouraging people's participation and involvement in conducting the company's transactions.

According to Neto (2006), competency-based remuneration is a form of remuneration related to the degree of information and the level of training of each employee. The main focus becomes the person and no longer the position. This means that remuneration is not related to the requirements of the position, but to the qualifications of those who perform the tasks.

PRESENTATION AND DISCUSSION OF RESULTS

REMUNERATION POLICY, POSITIONS AND SALARIES

The central concern of managing positions and salaries is maintaining internal and external balance. Internal balance is achieved by correctly evaluating positions, in order to maintain a hierarchy. Internal balance is very important because employees commonly judge the equity of their remuneration by comparing it with that of other employees. Dissatisfaction with remuneration often arises from the difference in remuneration between positions and people, when greater responsibilities, productivity, knowledge and capabilities are not visible. External balance is achieved through the organization's salary adjustment to the job market. External balance is also very important, as employees judge the equity of their remuneration by comparing it with similar positions or other organizations. Furthermore, when external balance is not maintained, the company has difficulty retaining its professional talents. For internal and external balance to be maintained, it is necessary to carefully develop a position and salary program.

Organizations that do not have a job and salary policy face many problems from different sources, such as: dissatisfaction, lack of motivation, apathy, personnel management problems on the part of managers, low demand for qualifications, low initiative, low proactivity, salaries incompatible with the function, swelling on the payroll, position in disagreement with the function and lack of employee retention, among other problems.



Due to the problems mentioned, organizations accumulate incalculable financial losses, many ending up in extinction. Seeking to avoid all these problems, organizations have, in recent years, increasingly implemented the policy among their teams.

Position and salary policies have become essential for the success of organizations. One of the main functions of the policy is to manage human capital by promoting equality, remunerating positions appropriately according to their functions and responsibilities and maintaining a fair salary policy for the well-being of employees. For Chiavenato (2003 p. 45):

The company's job and salary management policy aims to recognize the professional training and performance of its employees. The employee's technical-professional development and their effective contribution to the company's results will be the indicators used for this recognition.

When in an organization it is possible to align the values, principles and respect for human beings established in the foundations of the position and salary policy, success becomes a consequence of an environment created for this objective.

CONFLICTS AND PROBLEMS GENERATED BY THE LACK OF A JOB AND SALARY PLAN IN ORGANIZATIONS

Based on the research carried out, it was identified that the position and salary policy is extremely necessary for competitive companies, and the impact, on those that do not have this tool, will directly affect their productivity.

The lack of a structure often contributes to a climate of demotivation among employees, a climate generated by the lack of growth and career prospects. Table 1 shows conflicts and problems generated in organizations due to the lack of a defined position and salary policy.



Table 1: Problems generated by lack of positions and salaries in organizations

Conflicts and problems generated by lack of positions and salaries in organizations	Disagreements and divergences in the pursuit of common organizational goals due to a lack of vision and strategic direction
	Conflicts of ideals between employees with low professional qualifications and long service in the organization and newly hired employees with high professional qualifications
	Disagreement between the organization's strategic objectives and the strategies of managers and employees
	Restricted view of organizational reality causing losses and damages in strategic planning;
	Inflexibility in the organizational structure. Most organizations take a rigid stance with their own characteristics and close themselves off from the rest of the world.
	High resistance to change and high conservatism, slowness in internal processes and communication, increase in critical processes combined with bureaucratization

Source: Albuquerque (2011)

SOME REASONS TO IMPLEMENT A JOB AND SALARY PLAN IN ORGANIZATIONS

The job and salary plan aims to make the company's advancement rules and salary policy transparent to employees. However, it is of fundamental importance that directors and managers support the idea. It is impossible for any type of project to succeed without the support of the company's leaders. The appreciation of workers depends on the organization's objectives and visions, as well as aspects relating to education, experience, personal initiative, proactivity, responsibility, working hours, conditions and risks. Table 2 shows reasons for implementing a job and salary plan in organizations.

Table 2: Reasons for implementing a job and salary plan in organizations

Reasons to implement a workload and salary plan in organizations	Direct resources and focus to achieve the short, medium and long-term strategic objectives of organizations and their employees
	Practice remuneration for employees, seeing individual and group value
	Promote the individual growth of employees regardless of the hierarchy they occupy in the organization
	Develop a systemic vision focusing on results, motivating the organization's employees in the search for continuous improvement of results
	Develop and use uniform concepts that promote common justice and the well-being of employees

Source: Resende (1991)



Use methodology appropriate to particularities to attract, develop and maintain talent by promoting innovations. For Carvalho and Nascimento (1995 p.8):

The standardization of positions consists of giving a form to the report, which allows objective comparison between the contents of descriptions, in order to establish similarities or distortions between them, facilitating the analysis of positions, being recorded, in addition to the activities and duties of the job holder, information that will allow identifying and selecting minimum evaluative factors and the hierarchical position that the position will occupy in the organizational structure.

Organization is the science of performance, when we standardize a job description everything becomes easier, HR, managers, leaders are able to work in calmer waters, as their subordinates know their duties, responsibilities and most importantly the individual knows well the where you can get.

SOME BENEFITS OF A JOB AND SALARY PLAN IN ORGANIZATIONS

Among the numerous advantages of implementing a job and salary plan is that it allows the company to classify its employees according to their talents and skills, and to adopt an appropriate remuneration policy according to the role performed by each of them. Table 3 details some of the benefits of a job and salary plan in organizations.

Table 3: Benefits of a remuneration policy in organizations

Benefits of a remuneration policy in organizations	Disagreements and divergences in the pursuit of common organizational goals due to a lack of vision and strategic direction
	Value, recognize and motivate the organization's human capital
	Encourage the professional quality of work teams
	Harmonize relationships between leaders and managers with their work teams
	Pay employees more fairly, promoting the distribution of organizations' results and promoting the much-desired social justice
	Create procedures, organize and reduce bureaucracy in work relationships between the organization and its employees, invest continuously in people management to improve the development and performance of employees
	See the range of opportunities for performance improvements, as there are unequal levels of employee performance
	Verify that the implementation of the job and salary program influences and contributes decisively to the sedimentation of employees' individual attitudes and facilitates the appreciation of diversity of ideas
	Value the professional experience of individuals, promoting the exchange of experience between veteran and new employees, encouraging team building
	Democratization of access to information in the organization, which contributes decisively to the autonomous and collective performance of employees
	Anticipating decisions that correct problems at the base before they become chronic

Source: Delgado (2009)

The position and salary policy is a relevant factor for organizations to be able to provide human resources with remuneration systems compatible with the company's principles and strategies. They also aim to fairly remunerate their staff, attract and retain employees with a high level of professional



qualification, salary balance, motivation, etc., and functional remuneration based on skills, competencies and shareholding can be used.

PROFIT SHARING PROGRAM AND RESULTS

Sharing in profits and results arose from participatory management, which understands that the organization must have a horizontal hierarchical structure and with as few levels as possible. Through participatory management, employees are integrated and can participate in decisions, in addition to participating financially in the company's profits and results.

PLR can also be defined as the payment made by the company to the employee under the employment contract. The profit to be distributed is only the positive result, not the negative, since the organization has to assume the risk of its economic activity, according to art. 2nd of CF/88.

Profit sharing program is a type of variable remuneration, a tool widely used by companies worldwide, which helps to fulfill the organizations' strategies. Also known as PLR, this program aims to align organizational strategies with people's attitudes within the work environment, as profits will only be distributed to employees if some pre-established goals are met.

PRACTICAL PROCEDURES – LAW NO. 10.101/2000 (PRL)

Sharing in profits or results will be subject to negotiation between the company and its employees, through one of the procedures described below, chosen by the parties by mutual agreement: a) Commission chosen by the parties, also by a representative appointed by the union of the respective category, b) Convention or collective agreement (Caput and items I and II of art.2).

Profit Sharing occurs when employees are entitled to part of the economic result of the company's core activity, that is, (sales – operating costs and expenses), whether fixed or variable, determined semi-annually or annually. Participation in results aims to establish goals for results and implies the achievement of objectives already agreed upon since the implementation proposal, that is, sales goals, reduction of merchandise returns, among others.

This variable remuneration that is not part of the salary has been increasing in the Brazilian reality, especially in high-paying jobs. They are considered employee benefits. Also part of the benefits given to employees are: the provision of medical and dental insurance, education, life insurance, personal accident insurance, private pension, etc. These benefits offered by the company are intended to attract and keep employees on staff.

There are some advantages to using this mechanism, as the employee will have a better quality of life and also save money on these services that they would have to pay for with their salary. This means that the company also does not need to offer such high salaries to attract and retain its employees,



reducing the value of its payroll. An advantage that cannot be ignored is that some of these benefits can be deducted from corporate income tax, which makes these employee benefits also interesting for the company. According to Maximiano (2000 p.107), he says that:

If people share problems and decisions, they must also somehow share the results achieved through their efforts. Participation in profits and results across the entire theory on participatory administration is, then, a mechanism for rewarding work performed.

Historically, the change in thinking from more closed administrative models to the participatory model occurred between the 1980s and 1990s, when organizations observed the possibility of reducing or replacing hierarchical structures with self-management linked to the base of the pyramid that directly involves the productive sector. According to Maximiniano (2000 p. 146), this change generates greater efficiency and savings for the organization, as the number of management positions is reduced.

Participatory administration within an organization is considered as the opportunity given to employees to participate and help in decisions regarding various aspects concerning the organization. This attitude adopted by senior management generates a feeling of appreciation within the work environment for employees from the moment they realize that the organization is not only concerned with fulfilling their basic functions, but also with the vision they have. of the company and what it can contribute to improving processes.

Variable remuneration is considered a benefit to the employee, in addition to offering medical and dental insurance, education, life insurance, personal accident insurance, private pension, etc. These benefits offered by the company are intended to attract and keep employees on staff. There are some advantages to using this mechanism, as the employee will have a better quality of life and also save money on these services that they would have to pay for with their salary. On the other hand, the company also does not need to offer such high salaries to attract and retain its employees, which reduces the value of its payroll. The main objective of PLR is motivation, generating better results. However, if it is implemented inappropriately it can cause unpleasant situations, such as a lack of employee involvement.

The PLR has some advantages and disadvantages for the employee and the company. According to lawyer Gisele Delgado (2009, apud Almeida et al., 2009), some advantages and disadvantages are described in table 4.

Table 4: Benefits and problems of remuneration policy in organizations

Reasons to implement PLR in companies	Encouraging employees to increasingly commit to the company's objectives;
	Generate better organizational results through partnerships between the company and employees;
	Reward employees for performance applied in the pursuit of organizational results;
	Reward employees for overcoming and applied performance in the pursuit of organizational results;
	It is exempt from taxation (INSS, FGTS, IRRF).



Advantages of PLR for companies	Possibility of having expenses of varying amounts on employee payroll in times of little profit or production, which would reduce costs;
	Greater commitment from employees, increasing production, targets and profits;
	Greater commitment of employees to the company;
	Exemption from social charges, with no labor charges on the value of the PLR;
	Deduction for company income tax expenses;
Advantages of PLR for the employee	Cost reduction, if there is a loss the company does not pay the PLR.
	Increase in employees' final salaries;
	Greater benefits without increasing the Income Tax discount, as a higher salary increases the tax rate;
Problems and negative points of PLRz	Encourages solidarity among employees and between them and the company.
	Fluctuation of employees' final salaries;
	Possibility of increasing the pace of the working day causing stress in employees;
	Reduction in the collection of social contributions;
	Increased negotiation with the company, enabling other benefits;
	The employee ends up bearing part of the business risk when goals or profits are not achieved;
	Difficulty disclosing the company's profit, disclosing the achievement of goals;
	Reduction in the salaries of retirees and those on leave, who are generally outside the PLR plans.
Expenses on training so that the employee can contribute to increasing profits;	
Employee dissatisfaction if they feel that the amount paid was not consistent with the work done.	

Source: Delgado (2009)

VARIABLE SALARY

Variable remuneration is the set of variable reward instruments complementing the employee's fixed salary. Generally, variable remuneration is linked to the professional performance of the individual employee, a team of employees or the company as a whole.

Performance measurement can be done with the help of performance indicators (KPI) and other means of accounting analysis. To create links between performance and reward, share the company's results and transform fixed and variable costs, variable remuneration can be carried out through prizes and incentives, voluntary bonuses (outside of legal bonuses, such as the Christmas bonus in Brazil), shareholdings, profit sharing. According to Jean Pierre Marras, in Remuneration Administration, the advantages of pay *-for-performance* can be to encourage the search for total quality, improve overall productivity, leverage a geometric reduction of costs and expenses, reinforce the company's cultural values and encourage individual and collective participation in PDCA cycles.

TALENT ATTRACTION AND RETENTION

Attracting the right employees for the right positions is the first challenge. Retaining and motivating them by matching their own career goals with those of your company is the second. The critical resource in today's competitive world is talented people. Finding and keeping the best employees needed for success is one of the biggest challenges companies face today. Despite the costs of turnover, not many companies have a comprehensive strategy to safeguard their most valuable resources.



Attracting and retaining talent is an integral part of the company's success and survival. This cannot be solved only with high salaries and more incentives. The solution is to transform the entire organization to create an environment that people want to come and stay in. The challenge is to create what is defined as an Adequate Culture – the organization that attracts the best people and keeps them.

Generally, talent retention is only thought of after the fact – when the employee resigns. Retention should be a proactive and ongoing priority that includes measures to ensure long-term employee commitment, rather than attempts to reverse termination requests. Creating an effective retention strategy encompasses: assessing your current culture, assessing and understanding the aspects that guide retention, designing and building the appropriate culture, hiring employees who best adapt to your organization and preparing managers.

There are important aspects of culture that are vital to attracting and retaining the best employees:

- a) trust in management – inspired by your future vision and goals and the organization's opportunities, linking reward and recognition with contribution and performance.
- b) long-term commitment to employees – supporting employee development growth, loyalty and commitment.
- c) performance-oriented organization - solicits opinions, makes consistent assessments, measures and rewards performance.
- d) supportive organization – trusts and values employees, supports teamwork, faces conflicts and shares information.
- e) entrepreneurship – values prudent risk, rewards innovation and creativity and there is freedom of expression.
- f) remuneration – performance affects remuneration, compatible with other similar organizations, adequate and fair.

FACTORS THAT LEAD TO TALENT DRAIN IN COMPANIES

The loss of a talented employee brings losses to the organization, this professional takes with him all the experience and knowledge acquired during his period of work in the company, when the organization loses talent to the market and also loses the specialized human capital that makes a difference in its results.

Branham (2002) lists the following reasons that can lead to the loss of human capital: not seeing a relationship between salary received and performance, not perceiving opportunities for growth or promotion, not considering your work important or feeling that your contributions are not recognized and valued, not having the opportunity to use their natural talents, having inaccurate or unrealistic expectations, not tolerating abusive managers or toxic environments.

Research carried out by the Catho Carreiras e caso group (2009) shows that professionals, as a rule, do not prioritize remuneration, but value growth prospects within the company. Salary comes in third place. There is concern about career development and CV improvement. These results also point out other items that can make up an attractive benefits package, such as: Stock Options, where the company



provides shares to its employees at a very low market value; social loan, when the company lends money without any interest rate, or with a symbolic fee; participation in results; courses to improve both the technical and behavioral aspects of the employee; rent, supermarket, fuel, and children's studies. It is worth remembering that it is not enough to just adopt certain benefits, there must be technical criteria so that they do not lose their rewarding characteristic and become just another item on the menu offered to employees.

IMPACT ON HUMAN MOTIVATION

What concerns executives most today is attracting, developing and retaining talent. For modern organizations, this challenge consists not only of seeking to capture and develop new talents, but also of making these people feel encouraged to produce creatively, idealizing at the same time the achievement of personal goals and organizational success.

Companies constantly seek to have a motivated workforce, who “wear the company's shirt”. Motivated to sell more, serve better and exceed goals. It is essential that companies know which type of motivation will have the most effect on the team. Many believe in and make large investments in training, distribute prizes, trips, bonuses, etc., all as a way of achieving recognition and respect from the company's employees. For Bergamini (1997 p.34), the deeper one studies human motivational behavior, the more clearly one realizes that each person's motivation is linked to an aspect that is very dear to them, that which concerns their own personal happiness.

Therefore, it is not easy to motivate people, since different needs require different forms of reward, and each individual already brings with them, when they join the organization, a set of motivational factors specific to each person, closely related to personal skills and talents. . Here it should be noted that motivational factors, in addition to varying from individual to individual, also vary throughout life and as a result of the environment. What would have satisfied the employee yesterday may today be a reason for him to be unmotivated. It is necessary to discover how rewards constitute a motivating factor for the worker, so that tasks do not just seem like impositions to them, but have meaning for them.

Motivating becomes a more comprehensive task than just rewarding financially. It becomes a daily and incessant search for satisfaction and fulfillment through work. It is no longer enough to pay more, but to pay better. Because a motivated person is the result of factors that add or reduce this feeling, it is what makes human beings capable of overcoming any challenge. In the work environment this is no different. Desires, desires and instincts are born from the integration of human beings with the environment in which they live.



MOTIVATION THROUGH REMUNERATION

Nowadays, it is not enough to simply attract and train people capable of constantly learning and rationally using their skills and competencies to deal with the new situations that arise. It is necessary to seduce, motivate, maintain, commit and retain these talents. It is therefore necessary to reflect on the failure of the current remuneration model of most organizations, which does not provide support to maintain an environment of commitment and motivation among its employees.

We live in a world of flexibility, where more and more people have access to information and are becoming more demanding. Companies that want to achieve differentiated, innovative and winning results must necessarily align their remuneration system with their strategies, taking into account that recognition is the result of the art of differentiating people and, consequently, this is what generates loyalty to company results. organization.

A well-structured compensation program must be in tune with organizational complexity. Factors such as strategy, management style and structure make up an essential diagnosis for its creation and implementation, since each company has its own characteristics and needs a remuneration plan that fits its profile. It is an essential part of this diagnosis to determine the profile of the people involved in the production process and, based on the analysis results, compose the best program. People should be rewarded not only for the position they hold, but also for the role they play, their talents, skills and ability to adjust to change.

What happens is that most of the solutions presented, with the aim of motivating and retaining talent, are evasive, despite the growing number of specialists and ideas appearing on the market. Thus, instead of integrating new strategies, new organizational configurations, and changing personal values and attitudes, many companies simply continue to incorporate the latest gadgets of the latest administrative fashion. This is certainly one of the reasons for the poor performance of some incentive plans.

ENCOURAGE SKILLS AND COMPETENCIES

Among the different ways of remunerating workers, two stand out for the professional enrichment they bring to individuals and, consequently, to organizations: remuneration based on skills and competencies. According to Wood Jr. and Filho (1999 p. 34), skill is the ability to perform a task or a set of tasks in accordance with certain standards required by the organization.

Remuneration for skills aims precisely to value individuals and groups for the use of their capabilities, also seeking continuous improvement of these. In remuneration based on skills, what is focused on is the individual, not the position he or she holds. The fact that your remuneration is related to the use and development of your skills tends to promote motivation to work.



The development of skills provides employees and the company with growth that comes in the form of advantages, such as flexibility and adaptability, systemic vision, innovation and workforce commitment, reducing turnover and absenteeism.

Although remuneration based on skills cannot be used in all types of organizations, being more restricted to technical-operational work groups, it is a management innovation that promotes differences when it comes to facing a globalized market in which the search for quality is a priority. constant and information and knowledge, combined with development, can establish differences.

Competency-based remuneration covers the area that skill-based remuneration does not reach. While remuneration for skills deals with technical, functional work, characterized by reproducibility and predictability, remuneration for skills covers administrative work, which is characterized by uncertainty, abstraction and creativity. Parry apud Wood Jr. and Filho, (1999 p.90) defines competence as:

A grouping of correlated knowledge, skills, and attitudes that affects a considerable part of someone's activity, that relates to performance, that can be measured against pre-established standards, and that can be improved through training and development.

It can be seen from the above that a remuneration policy for an organization is essential and the benefits are countless, but one can never forget that the main asset of any organization is the people. Any and all actions must always aim at the well-being of employees and any policy or program internal or external to the organization must prioritize human beings.

FINAL CONSIDERATIONS

The main asset of any organization is its people. You can count on the best equipment, the best physical structure, the best layout, a good budget, but if people are not motivated and qualified to work, none of this is of any use. The biggest challenge for a manager in any organization is people. The complexity of the human being is impressive and often scares even the most accomplished. In everyday life, we face difficult, unusual and, above all, complex situations. Leading, motivating and inspiring people is not easy. Each person has a different background, their own culture, and what for one may satisfy a need for another does not; What is motivation for some is highly demotivating for others. It all depends on the circumstances in which the person lives: the family moment, the love situation, the anxieties, the disappointments and the victories.

It can be concluded that an effective remuneration policy in an organization is of paramount importance to attract, develop, motivate and retain professionals. Currently, executives' biggest concern is attracting and keeping talent on their staff. This is the real challenge for modern organizations: simultaneously making people feel encouraged to produce creatively, while at the same time associating



personal goals and organizational success. Remuneration, together with benefits, strengthens the motivating aspects that individuals find in organizations to improve their performance, but it must be made clear that they are not the only motivating factors. There are several factors that professionals need to address in the routines of employees in organizations.

It is believed that through coherent remuneration programs it is possible to achieve greater salary fairness. The time has come for salary issues to stop being the controversial point of discussion between employees and employers, and for everyone to focus on improving productivity and the quality of products, so that everyone can win: the entrepreneur, the worker and the country. This is the great challenge, perhaps the biggest in the complex management of human beings in organizations.



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