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Job integration and motivation of foreigner workers: A cluster analysis

Abstract

Currently in several countries worldwide there is a huge mass of immigrants from every corner of the world. This work aims to understand what the immigrant seeks when he decides to live in in a specific country. We know that it is very difficult for an immigrant to decide to live in another country and not work, taking into consideration this fact, this study seeks to address the issues of immigrant career management in Portugal trying to understand what are the factors that lead to immigration, such as the behavior of the immigrant within the organizations to be integrated into the organization, what are the factors that make the immigrant motivated within the organizations. We can see in this work that the integration of immigrants is the relevant factor when it comes to job satisfaction.

Keywords: Career Management; Immigrant; Integration; Motivation.

1. Introduction

Nowadays, organizations are even more likely to take better care of people in order to improve employee performance and have a good organizational environment. Considering that human resources must manage employees so that they can develop and feel that they are part of the organization, so that when they feel part of decision-making and can see their professional development, employees can improve organizational performance within the activities and among several other ways. Thus, the study wants to help other students and managers of this theme to understand how human resources can help manage the career of professionals from other countries, with attention to cultural and organizational diversity.

Due to the fact that Portugal receives many immigrants looking for a better quality of life, security, professional qualification, this study wants to understand if organizations are prepared to manage and integrate people from other countries and if organizations seek to develop the career of these people.

Human resources in organizations today have a role to manage and develop the entire organization. Human Resources has become an area that aims to move company structures seeking quality for employees and better results for management in the company business (Ruzzarin et al,2006).

The culture of most organizations, does not pay attention to the fact that the area of Human Resources, symbolizes in the organization the beginning of processes and not their end. It is in this area that people will be evaluated, developed, to become capable of executing their activities with quality, becoming more productive for the company, developing each human capital for a certain area and function (Paula and Nogueira, 2016).

In this sense, the problem of the study is to find out how human resources can manage the needs of the organization's employees, discovering how they can contribute to the company and develop their professional career. In this way, this study wants to analyze how managers of organizations deal with the career management of immigrant employees, since some management difficulties may arise due to differences in cultures, both nationally and in corporate culture. This study wants to understand how to develop immigrant collaborators, give support to retain the immigrant and how to manage the professional career of people who are more likely not to have a traditional career but a career without borders.

The general objective is to make an analysis to know what are the perspectives of the immigrant in Portugal within the organizations and to understand what the companies are looking for with the entry of immigrants into the organization. It is important that organizations can have the sensitivity to realize that when they integrate employees from other countries they can mess with the culture of the organization, since all people follow a national culture and an organizational culture that is almost always vicious, since when we are inserted for years in an environment we end up carrying habits wherever we are.

In the specific objectives, the task is to analyze how immigrants feel within organizations, whether or not there is differentiation, whether there is effective integration and whether there is satisfaction with the work done.

The structure will be formed by an introduction, where there is information of the whole study that will be approached on the chosen theme, among the specific and general objectives, also the problematic of the theme and the state of the art.

Then begins the theoretical foundation, where there is a review of literature on the issues addressed in this study, such as immigrant career management in Portugal, self-knowledge to make career decisions, such as the network of contacts used to manage one's

own career, also addresses the issue of employee integration, as well as job satisfaction and finally motivation.

After you will find the methodologies, the structure of the work, data analysis and bibliography used.

2. Literature review

2.1 Concepts

2.1.1 Career management, its types of career and immigration in Portugal.

For a long time now, it has been discussed what a professional career would be like, for Veloso and Dutra, (2011) an individual's professional career is about their experiences acquired throughout the activities performed and decisions that are taken to achieve a professional goal or expectations outlined throughout their life within or outside an organization.

For other authors, such as Bendossoli (2009), the career may be related to the need or obligation of wanting to belong to a group. In this sense, we can observe that the career is what makes us feel motivated to reach a goal.

For Kasemsap, (2017), career management is a strategy that makes the organization look at its employees, with a personal and professional look, so it can help the growth of its subordinates to the organization and to the person developed, then helping the individual to achieve their career goals. It also addresses that there may be seven ways to manage, these are: creating opportunities, broadening involvement at work, self-appointed, seeking professional guidance, networking, conforming to other people's opinions, and pleasing oneself.

And knowing that the career can take destinies inside and outside the organizations, we can analyze the different types of career management, starting with the traditional or organizational career that was a type of career that had a high number of followers around the 80's and that stands out for being a type of career where the individual employee shows loyalty to the organization, to the point of letting the organization command its hierarchical development, this development, according to Bendassolli (2009), occurs with growth in vertical form, where the organization indicates the guidelines and not the employee and where the employee is recognized by the place he occupies and financial recognition. The traditional career, creates the employee a sense of stability and security, which makes the individual

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remain in the organization until the time of his retirement.

In this Age of Information, we are always connected and more and more updated, studying, in order to learn more every day, there is a constant search for professional qualification. Just as companies are looking for more and more qualified professionals, more and more people are looking to develop themselves so that the companies and/or the position they want, so that they have the adaptation to get to the place they want, that is, to trace the career they have imagined. In this phase of searching for their own developments we start to talk about a protean   career. (Alvarenga, et al. 2019).

The protean career that allows the individual to put his desires and motivations abroad and with this seeks the place where he wants to be. According to Alvarenga, et al. (2019), the protean career follows two strands, the self-directed career strand, where the individual himself seeks his professional development within the organization, it will not be the organization that gives the coordinates for him to reach his goal and the values strand, that is, each person has his own conception of values and uses them for decision making that directly interferes with what the individual believes to be his success.

Even more currently, we speak of a career without borders, where individuals completely leave their comfort zone in search of their professional goal, this career has the support of a network of contacts that is made during the life of the individual. A networking that helps the person to have confidence to reach new objectives, professional and personal. The individual's career without borders has the ability to easily adapt to the environment. (Silva, et. al. 2016).

The authors Silva, et al (2016), indicate some career forms that have changed over time, but there are still careers that are followed. The authors first mention the traditional career, which according to him in a theoretical context predominated until the 80s, is the person who works for the company until his retirement, seniority and maturity are qualities valued and respected socially. Careers are linked to large organizations; they assume a stable environment; there is interdependence between company and person; learning takes place within the organization; knowledge transfers are performed only within the company. The authors also indicate the attitudes that identify the people who follow the traditional career or organizational career, are people who plan to stay in the same company all their lives, the professional development is determined by the interests of the company, where the changes cause apprehension and discomfort, the career changes only to meet the company and the desire for ascension is hierarchical, because it leads to the conquest of symbols of power and

status.

Going on to analyze more characteristics of the several existing careers, the authors Silva, et al (2016), mentions the protean career with the theoretical basis where the career is managed with more intention by the person than by the organization. It implies independence from external influences. Two variables are self-management and internal (psychological) success. It is modeled more by the individual than by the company and can be redirected from time to time to meet the needs of the person, who needs to have a proactive personality. According to the authors, the attitudes that characterize these people can also be, an individual who takes control of his career instead of delegating it to the organization and creates his own opportunities, besides, prioritizes his own values when setting priorities and objectives. Success is defined based on one's own criteria

Following the reasoning of the authors Silva, et al (2016), now expressing the theoretical form of what would be a career without borders, would be the person who is responsible for his career, which occurs with the cultivation of networks and the constant search for access to knowledge and external resources. This career moves across the boundaries of the employer; hierarchical discourse and principles of progress have their boundaries broken; career decisions are christened for personal reasons; a future without boundaries is perceived, and a country may even change. The attitudes that identify the followers of this type of career according to the authors, is that they are preferably to interact with people and organizations beyond the borders of the company. It has the desire of working for several companies along the career. It has commitment occurs in exchange for development opportunities. The person seeks learning inside and outside the company with a proactive attitude.

In this sense, we can observe among the existing types of careers, that the traditional or organizational type of career is no longer so followed, since people are currently looking to improve themselves professionally in order to achieve the career that will most make you successful and satisfied, as in careers without borders and protein. Previously the most important thing was to have security and stability, now the change in this picture is related to the search for qualification and the attitudes that the individual has about his career, there is no longer loyalty to a single employer. (Silva, et al 2016).

The individuals who usually choose to achieve a career without borders, are the individuals who realize in which group he wants to be, it is necessary that he knows himself. People usually need to have a sense of belonging, with this we have several people who know

their importance in participating in groups, psychologically people feel more comfortable when they belong to a group. But it is possible that they want to belong to several other groups, in this sense we can talk about people who end up immigrating from their country to another. (Xavier, 2016).

And speaking of immigrating from a country, we can mention Portugal, which currently receives countless immigrants and offers them several possibilities for a safe and legal stay. For Aleixo (2019), Portugal for many years in its past through the 60's exported emigrants and in the 70's to 90's, Portugal now receives many foreigners.

According to the information issued by the Immigration and Border Service, with the SEF Immigration and Asylum Report, (2018), at the present time there are 480,300 foreign citizens holding a valid residence permit.

Aleixo (2019) indicates that Portugal presents several stimuli to the foreign population that comes to the country to reside, such as security, tax benefits, climate, quality of life, welcome and integration with the community, search for professional qualification, etc.

An analysis of the Immigrants' Report, issued by SEF, shows that the fact that Portugal is a country of multiple nationalities and cultures, it is possible to understand why Portugal facilitates the legal entry of immigrants in various ways. Immigrants in Portugal, mostly Brazilians with 105,423 citizens, move the economy and the labor market, submitting themselves to work that the country's own citizens generally do not submit to. According to Aleixo (2019), workers go into underemployment that has many demands, often poorly paid, with unstable working hours and thus causing their own instability and insecurity.

2.1.3. Self-knowledge in career management

If today the individual is increasingly willing to seek personal and professional satisfaction, the first step to have the goal achieved is to have the ability to know oneself. For Stach, self-knowledge is to be conscious of describing oneself (2019,) Self-knowledge is a process where consciousness corresponds to a verbal behavior of self-description (Brandenburg and Weber, 2005)".

Bastos, (2019), indicates that self-knowledge can be linked to beliefs, desires and sensations, so these parameters can be used to characterize us, that is, they are parameters that can reveal our character traits and personality traits, which end up being traits that we learn

throughout our lives.

According to Abdullah et al (2018) self-knowledge derives from the education we have had, which is everything we have learned, everything we bring to society and will have an impact, since when we express our knowledge we can influence other people's decision-making, everything we have learned at school, the knowledge we have had and will transmit according to our acquired experiences.

Personal self-knowledge provides the individual with the ability to recognize his own goals, his own attitudes, whether right or wrong, goes according to his character, may also provide an understanding of his desires and a way to achieve his own goals (Bastos, 2019). When there is the ability to know oneself, the individual can more easily make decisions about his life, making his emotions being positive or not, not take the reason in the time to decide, that is, the individual creates quality for his life.

When academic life begins, we then begin part of our professional career, even if we do not yet have an end goal at first, we begin to create and observe opportunities, in order to know where we want to be. Once people take what they know and learn to society and beyond, everything we learn in academia can and will make us make decisions for our professional lives, aiming at a path that will begin to be mapped out for our professional career. Thus, according to Mitchell and Rost-Banik, (2018), self-knowledge provides the individual with the ability to understand, evaluate, interpret information, help prepare to seek, obtain, maintain, get, or change jobs, as long as they know the needs.

Mitchell and Rost-Banik, (2018), further state that self-knowledge is an important factor not only for the beginning of a career, but also in professional career development, that our decisions are made according to our abilities, values and motivations, that is, the more we are prepared to discover about our abilities, interests and knowledge, we will be prepared to make assertive decisions about our professional career.

Self-knowledge also ends up playing a big role in the motivational aspect, what happens is that it can lead the individual to make decisions according to his/her motivations. For Andres (2019), motivation makes a person demonstrate their feelings, with this they can achieve their well-being and once motivation and well-being are related, self-knowledge ends up becoming one of the main components for personal and professional organization, since self-knowledge is also a component of self-concept, where self-concept is nothing more than the processing and organization of their own information.

2.2 Hypothesis and conceptual model

With the help of Human Resources, managers have come to understand the importance that should be given to people in an organization, since people are positioned in the organization according to the strategy of the organization to achieve better results. (Djouki, 2017) Understanding that human resources can be linked to the company's strategy, aiming at improving the employees' performance in the organization, the human resources area seeks to achieve greater interaction between managers and employees, making the team have self-assessment, cooperation, improving communication between manager and team seeking to correct any conflict that may exist regarding the activities that are carried out, making the desired goals be achieved.

Today, we are in the era where we receive information every minute, from all sides, there is a lot of information, it is necessary to know and understand what information should go on and what we need to retain. When it comes to leadership, it is important that the organizational leader seeks to improve himself in order to understand what his real needs are for the development of human capital and what the real needs of his leaders are, so that after the training they receive, the leaders are more independent and self-critical thinkers (Guerra et al, 2016).

Motivation is an important factor also within organizations. For Barros (2018), the motivation of an individual in an organization can be linked to internal or external desires, they can be linked to satisfaction. It is it that leads the human being to make an effort to perform his activities well or not. Internal motivations bring the desires that come from within, when a person has the willpower to do, for personal fulfillment, without depending on rewards. The motivations linked to external desires are usually linked to monetary factors, the motivation is generated only if there are benefits or money.

In an organization it is important that the values linked to the will of the employees of an organization are, interconnected with the values of the company, so that there is no frustration on both sides, it is important to have the ability to perform tasks to reach the common goals, which is success. (Gomes, 2011).

According to the author Viana, (2016), Portugal has a growing number of immigrants looking for better conditions, quality of life. The author says that in an organizational context companies seek to treat immigrants as citizens, precisely to have a more effective inclusion.

Since the number of immigrants is large today, organizations need to have a

perception of how the immigrant behaves in order to assist in the development process. In order to know how to help the individual develop or reach the level they desire, it is important that they know how to manage themselves, get to know themselves and thus highlight skills that they acquire over time. In this case the CHA (knowledge, skills and attitudes) can be used by the individual in order to be competitive in the market, becoming attractive to the job market, since the CHA can also be considered an intangible asset of the organization. Knowing oneself beyond one's competences will make the individual know where one really wants to be, if he is satisfied with his work or not. (Schuster and Days 2012)

When we talk about career we take into consideration different perspectives of different authors. Some believe that the career is considered part of the environment in which we live, i.e., belonging to a professional group, others believe that the career is composed by what we want to be, such as the vocation that we believe to have for some function, for Bendossoli apud Silva et al, (2016) the career may be associated with wage employment.

For Pauli, Kilimnik, Ruffatto and Lazzarotto (2017), a person's career is defined based on their satisfaction, that is, if they don't feel fulfilled with a certain position, the tendency is to look for another one that satisfies them. The choice for a career is based on standards and values that relate to his characteristics, experiences and the way he lets himself be influenced in the organizational and personal environment.

The career management of individuals has undergone some changes over the years. In the past it was seen as an employee who aimed at remuneration, rewards, job security and loyalty to the organization. These characteristics are related to individuals who had a traditional career. Nowadays, the protein career is essentially about people seeking autonomy and responsibility in order to offer development opportunities (Pauli, Kilimnik, Ruffatto and Lazzarotto, 2017).

It is up to human resources professionals to influence good career management, as such, they seek reliable alliances with the organizations' employees, for example. In this way, they can get information about what employees are talking about among themselves. What these professionals want is to create a relationship of trust to find out what needs and actions the company should take so that the organizational environment is calm and productive. (Gubbins and Garavan, 2016).

2.2.1 Satisfaction and self-knowledge

Few scholars have addressed the issue of job satisfaction being or not linked to the self-knowledge of each person. Regarding self-knowledge together with work satisfaction, the author Pires, (2019), concludes in his work that companies nowadays need to believe that psychological capital, when included in the management of organizations, can bring countless benefits. The psychological capital is nothing more than the personal characteristics of each person, when included in the organization according to the author has internal for the organization and for the collaborator. By looking at what can affect the collaborator, one can realize that when there are incentives to know and understand one's own characteristics, one has better self-knowledge and a better understanding of where one wants and wants to be.

When looking at the human side of the organization, according to the author, psychological capital has an impact on the satisfaction in the work of the organization's members positively with increased productivity and better defined objectives, but also warns that it is necessary to have the objectives well outlined so that the workers understand well what their role is in the organization in order to perform their tasks well. the author informs that in the study that psychological capital ends up becoming an investment to which the organization offers the fulfillment of well-performed objectives, leaders and employees enable personal development, providing goals, ambitions, self-knowledge, overcoming challenges and job satisfaction. (Pires, 2019)

So career management can be a matter chosen by individuals, and should be managed either by organizations or by the individual himself. It was found in a research conducted by Oliveira, Cavazotte and Alan Dunzer, (2019), that a career without borders has gained strength and that more and more professionals look for responsibility and is guided by personal values, this type of career as already analyzed in several theoretical studies, leads the individual to have responsibility, creates instability for the organization, creates flexibility, makes the individual invest in creating new skills, developing new networks of contact and requires that the individual has a high level of self-knowledge. In the research it was found that because these borderless career professionals have greater autonomy and hardly remain in one place for long, it is necessary that organizations have the sensitivity that helps the performance and growth of these professionals, this can increase the permanence of the employee in the company and will still generate satisfaction at work.

We can also observe in another study conducted by several authors, Moura, et al.

(2020), that leadership can become effective for the good performance of the collaborator, job satisfaction and team training. The author cites that a leader-coach can improve the ability of those led to know themselves, that is, to have self-knowledge and help to develop skills, making there is evolution not only of individuals, consequently help to improve the sharing of ideas among the team. The evolution of the group led by the leader-coach, according to the authors is able to generate results mainly in obtaining results together with the organization, in the accomplishment of tasks is observed a greater commitment that brings a greater satisfaction in the work and satisfaction of their functions.

H1: Self-knowledge positively influences job satisfaction.

2.2.2 Satisfaction and networking

In today's world, networking is a necessity. Currently several studies point to this, so that network professionals get more job and business opportunities, have a more complete and deeper knowledge, together with the network can improve and innovate, have advances and often can help gain status. And this construction and creation with relationships, make professionals more qualified and increase job satisfaction. (Casciaro, Gino and Kouchaki, 2016).

Job satisfaction is massively linked to the organizational environment, according to a study conducted by Porter and Campion, (2016), this statement was defined when the authors conclude that the internal network of contacts of an employee causes him to be influenced and ends up influencing the organizational environment and with this people have more satisfaction at work and have the will to remain in the organization. The authors also say that the external network can also influence, but the external network usually induces the employee to leave the organization. With this, the social network of internal contacts of the organization is the most able to cause a perception of support and this causes increased or maintained satisfaction at work.

Kim, (2019), conducted an investigation where we can observe that once again the organizational environment is part of job satisfaction factors. the author indicates that there are personality traits that can affect people's behavior and cites neuroticism, which is one of the greatest personality traits, where in psychology studies, characterizes individuals as people who are more likely to be grumpy and awaken feelings such as anxiety, worry, fear, guilt, etc.

The author approaches the subject because he believes that the use of networks can influence both for the good of an organizational environment, thus causing job satisfaction, both for evil, in the case of people with neuroticism, can cause shyness, which makes communication difficult and causes discomfort, and to improve the picture of these people, one should propose a greater interaction, a greater time of integration in contact with the network. Communication in this case facilitates interaction with the internal and external network, and points to job satisfaction.

Santos and Duarte, (2019), in their study reveal that the development of a career also depends on building the network of contacts of an individual, when a person has the option to maintain relationships both within organizations and outside, what is sought according to the authors is mutual support and beyond this mutual career benefits. The authors show that each person's networked content can offer access to information, resources, career sponsorship, and that this can also be linked to, promotion, compensation and satisfaction with career and work.

Another study by Raj et al. (2017), states that a part of the population studied believes that the network is made for a greater good, that it has a common goal and that they generally report a high degree of job satisfaction. The authors still say that the study also analyzed people who do not believe in a way to make the network have something of value, some individuals do not agree with the creation of a network both internal and external, because it touches their personal values, these people do not believe in a network of contacts that is created by interests, because they believe it is not something spontaneous, making them feel uncomfortable in the organizational environment.

Job satisfaction for authors Wassermann, Fujishiro and Hoppe, (2017), concerns many intrinsic as well as extrinsic aspects of the work environment and satisfaction takes a broad perspective. The authors also say for immigrants, even the overqualification leads to dissatisfaction in the field of activity, other aspects related to career development can influence job satisfaction and job satisfaction. These professionals, when they change countries, believe in an important career development and in fact the change leads them to be professionals who gain intercultural skills, sometimes fluency in the foreign language and an international network, to the point of influencing career, organization and job satisfaction.

H2: The network contacts have a positive influence on job satisfaction.

2.2.3 Satisfaction and challenge of integration organizational environment

Not many studies were found regarding satisfaction and organizational integration, the few authors that were found, we can observe the authors Silva, Castro, and Santos, (2018), make a brief statement of the theme, with an indication that when organizations tend to look at the internal side of the organizational environment it is possible to acquire positive points for everyone, Both for collaborators and for the organization, in this sense the authors stated that when a social integration system is developed within the organization, objectives and values end up being shared and bring a greater sense of belonging to the collaborator, thus making a greater commitment to the organization and greater job satisfaction.

In a study that the authors addressed the quality of life at work, the authors could see that job satisfaction is linked to several other variables, the development of capabilities, the opportunity for organizational growth and also social integration in the organizational environment. In the study the social integration in the organization was approached, because it is believed that when this system of development and also of integration do not happen inside the organization, the individuals can be apprehensive with the perspective that there will not be professional growth, or development of their capacities. (Veiga, et al, 2017).

The study conducted by the authors Dyczkowska and Dyczkowski, (2018), characterized that those responsible for managing the human resources of the organizations, in the study, namely the organizational leaders, should be concerned with the transparency and clarity of the objectives that will be passed on to the new employees of the organization, make clear the role of each new employee in the integration of the organization may help productivity and as a response the objectives will possibly be met in the short and long term. The improvement in performance will also be more evident and with it the increase of the level of competitiveness of the organization and improvement of job satisfaction for the employee.

Among the researches carried out on integration in the organizational environment and satisfaction, it was found an integration and satisfaction survey on the work of people with special needs, the survey was not only about people with special needs, the survey also measured the evaluation of respondents who were already in organizations and had no disabilities. It was analyzed that job satisfaction can contribute to the quality of life of employees. The author of the survey confirmed that although integration plays an important role for some more than others, it is very necessary to socially integrate employees into an

organization in order to have satisfaction at work. (Lai, 2016).

H3: Integration contributes positively to job satisfaction.

2.2.3.Satisfaction and Motivation

In the organizational field when we talk about motivating an individual we end up talking about what the organization offers so that an individual is positively motivated to perform his/her activities with excellence. For authors Chowhan, Zeytinoglu and Cooke, (2016), when exploring high performance work systems, they were able to realize that in fact a way to motivate people. The authors cite that the reward system can positively affect the motivation of the collaborator, the authors state that individuals put themselves in greater effort to perform their activities because they have the expectation of reward and the reward in turn contributes to job satisfaction.

Still according to the authors, it was also found that non-wage benefits, can contribute positively to motivation and satisfaction at work. In the case of the study, the investment for the training of employees, is able to bring motivation and consequently satisfaction at work. (Chowhan, Zeytinoglu and Cooke, 2016)

Another author who also approaches the reward system is Macedo, (2017), the author indicates that the Vromm Theory, which believes that performance and satisfaction are interdependent and that if in the work environment there is already a system of rewards for performance by the level of each effort of employees, the recognition of each effort to perform the tasks makes the employee more motivated to perform the tasks. When the motivation is on the rise, the employee feels that his needs are being met and thus makes him dedicate himself more and more to his activities, bringing greater motivation and, on the other hand, increases the rewards, .the increase in reward according to the author, makes the work well done and with this also feels that he is with the needs met, thus raising his level of satisfaction at work.

The research conducted by Silva, et al. (2016), also does not differ from the results previously analyzed, the author's research showed that 50% of respondents from a particular organization are satisfied at work, because according to the authors, when the employee perceives the opportunities for growth and development in the organization, he feels more motivated and satisfied, which sometimes brings excellence in the execution of tasks and benefits. The other 50% of the survey population, 33% say they only feel motivated and

satisfied sometimes and 17% never. With data from the analyses, the authors expose that it is clear the need for organizations to implement a reward system, which has a strong link with satisfaction and motivation at work.

In the research conducted by Kohler, (2018), the author states that when a person enters the organization there are two aspects, one is about the employee who believes it is necessary to meet their needs as an employee, be motivated, have professional satisfaction and at work to perform their duties and when looking at the organization the author analyzes the ability of the employee to enter the company to help achieve the goals imposed by the organization to generate profitability, such as being able to add differential and competitive value in production and value employees, thus making employees a source of help to each person in the organization to find their motivation. The performance of an employee is the demonstration of human behavior before the organization, with this the organizations can have the perception of the motivation and satisfaction of the employee at work.

The study conducted by the authors Lourdes, et al. (2016), was the return of experiences lived by teachers. The authors' study discussed the theme of satisfaction and motivation at work, where it was considered that organizational culture is a great opportunity to observe and manage satisfaction and motivation at work. When considering the theme, the authors observed that several situations can contribute to the analysis of the study, so they observed, the organizational environment that it carries, the climate, the management of the organization, the departments, the colleagues, the physical environment, conditions for work, the condition in which individuals were hired, the personal and professional development, the culture of the organization often institutionalized and the values. The authors point out that an effective management of human resources could help to create motivation for teachers to have a good academic performance that brings with it job satisfaction.

H4: The higher the motivation the higher the level of job satisfaction.

3. Methods
3.1 Procedures and Research Design

The research plan for this topic wants to investigate the lives of immigrants who have been or are working in Portugal. The objective of the questionnaire is to measure the variables

of this study in order to understand whether in fact the literature matches the reality lived by immigrants.

A questionnaire was built which made sense to be carried out by a quantitative survey, which is a survey focused on the statistical side, where it is apparently easier to obtain results. The questionnaire was included in google docs, with access link. There was a pre-test that was conducted by people of trust and after the analysis of the online questionnaire by these people, it was observed the need to change the layout to facilitate the understanding of the respondent, there was the need to include key questions for the questionnaire, if the person was not an immigrant in Portugal and immigrant who has never worked in Portugal, it was automatically taken to the end of the questionnaire, since the focus is to measure the opinions of working immigrants. There was also the perception that it would be necessary to add one more variable in the theoretical context of the study, in this case the motivation, as it was being measured in the context of job satisfaction.

After the changes the questionnaire was sent directly to a known group of immigrants and sharing was requested.

3.2   Sample, Population and Participants

In this study, the population addressed were either working immigrants or immigrants who have already worked in Portugal, from which we can collect the data.

The choice of methodology by the quantitative research, generates security for the data obtained in this research. The research also offers security to the criteria by which the population and sample were selected. The sample, when inserted to adequate methodology processes, should be representative and significant in the context and purpose of the research. This becomes a mandatory requirement for the generalization of results (Chizzotti (2013).

The questionnaire was online for about 40 days to collect the opinions of immigrants, where 134 responses were obtained. Where we can observe that the respondents are men and women in the range of 21 to 30 years.
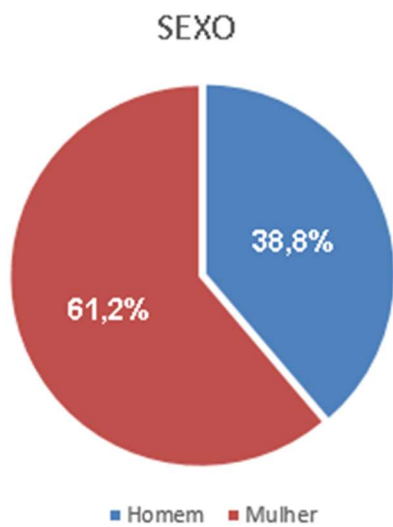
Figure 1: Percentage of sample by gender

Source: Own Elaboration

Figure 2: Percentage of sample by age
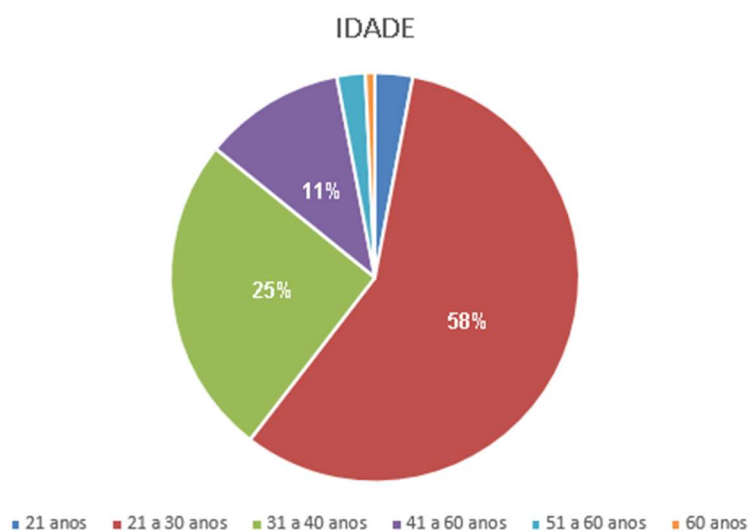
Source: Own Elaboration

3.3 Measures and Tools for Data Collection and Variables

As far as the questionnaire is concerned, the questions refer to the variables found in this study, job satisfaction, networking, self-knowledge and the challenge of integration in the organizational environment.

The study of the variables model was analyzed by a set of representative scales of this

questionnaire, composed by 6 sessions and in its great majority composed by the Likert scale of 5 points (1-I totally disagree, 2-Partially disagree, 3- I neither agree nor disagree, 4- Partially disagree, 5-Unly disagree and 1-Very dissatisfied, 2- Dissatisfied, 3-Indifferent, 4- Satisfied, 5-Very satisfied).

For the self-knowledge variable in part I, the likert scale was used, it was developed from the studies conducted by Veloso and Dutra (2011) and Camacho, (2013). The questions refer to the individual's knowledge about himself to the point of leaving his comfort zone.

The network was another variable measured from a study already carried out by Barbosa, (2014), which belongs to part II of the questionnaire and also has the Likert scale for question 2 of this part.

For the variables of the following parts of the questionnaire, we have the challenge of integration in the organizational environment in part III, where the questions belong mostly to the study of Viana, (2016). Job satisfaction and   motivation, in part IV, the questions are based on the study of Fernandes, (2019), where all these variables were used the Likert scale.

3.4 Data Analysis Procedures

There was sharing of the questionnaire in specific groups of social networks to reach the target audience, the data collection took place between the months of April and May 2019.

The data from the questionnaire were first processed in a Microsoft Excel document, so that it would be easier to handle in a statistical program, that is, there was an exploratory analysis through the specific tool, the statistical software program Statistical Package for Social Sciences (SPSS) and also a confirmatory analysis through the Cluster model. The Cluster analysis model tries to help understand the natural structure in a data set. This cluster analysis can be one of the most used techniques in data exploration processes, helping to discover groupings and identification of the distributions and patterns of the data obtained, facilitating the understanding of the data. (Doni, 2004).

4. Analysis of Data Obtained and Discussion

4.1 Descriptive Statistics and Correlations (exploratory factorial analysis)

4.1.1 Cronbach Alfa Coefficient

At this stage we have the Cronbach Alpha Coefficient, which allows us to determine the reliability of the scales used. For this, an analysis of the scales of the five following variables was made: self-knowledge, contact network, integration at work, satisfaction and motivation. The values of each variable must be between 0 and 1, and the closer to 1, the greater the reliability, i.e., values above 0.7 are considered reasonable. The variable reliability ranged from 0.779 (networking) to 0.940 (Job satisfaction).

By observing the table above, one can verify that the values are within what is supposed. All variables are values above 0.7, i.e. the reliability level is considerable.

4.1.2 Variables descriptives

Self-Knowledge variable has the highest mean if compared to the other variables, it presents a value of 3.884. The mean of motivation has the lowest average, with a value of 2.834. In what can be analyzed about the standard deviation, we verify that the variable with the highest value is the Motivation, with 1.063, so we verify that the dispersion of data relative to the mean is higher. When the variable with the lowest standard deviation value is the Contact Network, with a value of 0.714, in this case, the data dispersion relative to the mean is smaller.

4.1.3 Correlations and Hypothesis Testing

When analyzing the correlations in the table 1, we can see that there is a very strong significant correlation between the variables. The variables that present two asterisks correlate with 99% of significance, that is, they have a very significant correlation.

Table 1. Correlations Between Variables

	(1)	(2)	(3)	(4)
(1) Satisfaction				
(2) Motivation	,730**			
(3) Self-knowledge	,350**	,224**		
(4) Contact network	,365**	,249**	,601**	
(5) Integration	,754**	,657**	,373**	,309**

With the exception of the correlation between the variables Motivation and Self-Knowledge, which are significant because it shows a single asterisk, which shows that the degree of significance between these variables is 95%.

In the table the values vary from 0 to 1, this means that the closer to the value 1, the stronger the relationship between the variables. In this case the variables that are most related as shown in the table are the Satisfaction and Integration variables, with a value of ,754**, as shown in the literature and according to the correlation table, confirm the hypothesis H3: Integration contributes positively to job satisfaction.

Then we can observe the variables Satisfaction and Motivation, which also correlate strongly with value ,730**, that is, we can confirm the hypothesis H4: The higher the motivation the higher the level of job satisfaction.

By now putting the variables Satisfaction and Network in observation, we have a correlation of value,365**, not as large as the others, but also very significant, we can thus confirm the hypothesis H2: The network contacts positively influences job satisfaction.

The next variables to be observed are Satisfaction and Self-Knowledge, with a value of ,350**, very significant and positive, in this case we can confirm the hypothesis H1: Self-Knowledge positively influences job satisfaction.

4.1.5 Cluster Analysis

In this phase of this work, we will observe the cluster model of the developed research, where it was analyzed that there is a variable that among the others stands out more and within this variable there are distinct groups.

The highlighted variable is the Integration at Work variable. Within this variable, there are 3 groups, according to the table and graph below, we can classify them as follows:

We can observe another group, group 3, with 24.4% of the members, who believe that integration at work is of great importance, for this group it is a priority to be effectively integrated into the organization in which it performs its work. This group is very satisfied with its integration at work.

Next, we have group 2 with 42.0%, according to this analysis, is the most expressive

group within the Clusters model group, is a group that cares about integration at work. In this group the majority used the value 4 of the questionnaire to define its integration, which is satisfactory.

Finally, we have group 1, with more than 33.6%, we can define this group as the group that does not feel satisfied with the integration at work. The answers were around the value 1 in this group.

Table *2*: Cluster Analysis

Predictor Importance

1,0	0,8	0,6	0,4	0,2	0,0

| Cluster	2	1	3
Size	42,0% (50)	33,6% (40)	24,4% (29)
Entrance	VAR00104 4,00 (82,0%)	VAR00104 1,00 (35,0%)	VAR00104 5,00 (75,9%)
	VAR00103 4,00 (50,0%)	VAR00103 1,00 (62,5%)	VAR00103 5,00 (62,1%)
	VAR00108 4,00 (58,0%)	VAR00108 2,00 (42,5%)	VAR00108 5,00 (58,6%)
	VAR00109 4,00 (36,0%)	VAR00109 1,00 (52,5%)	VAR00109 5,00 (62,1%)
	VAR00107 4,00 (56,0%)	VAR00107 2,00 (37,5%)	VAR00107 5,00 (55,2%)
	VAR00105 4,00 (64,0%)	VAR00105 1,00 (40,0%)	VAR00105 5,00 (65,5%)
	VAR00106 4,00 (56,0%)	VAR00106 1,00 (37,5%)	VAR00106 5,00 (55,2%)
	VAR00101 4,00 (72,0%)	VAR00101 3,00 (40,0%)	VAR00101 4,00 (55,2%)
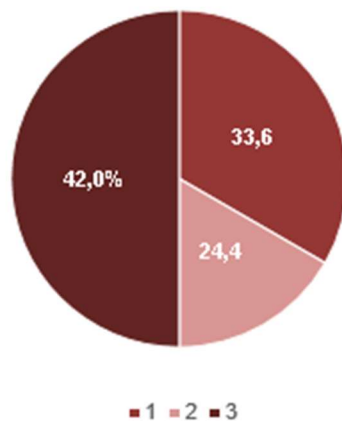
Figure 1: Cluster Sizes

In the figure above, from the predictors, we see that a large part of the respondents answered that they had the opportunity to learn relevant things and that they attach great importance to this.

The respondents also answered that they have been offered training and that it is very important for effective integration. Another very strong point where a lot of importance is given is where the respondents express that they were carefully instructed by their supervisors regarding the work they had to do.

Other factors that have also been observed in this variable is that receiving feedback ends up being important for these predictors, but not as important as always having help when it comes to performing tasks. Finally, for predictors, being presented to colleagues would be the least important part for their integration at work.

5. Conclusions

5.1 Discussion and Theoretical Implications

This study make important contributions by pointing to the important aspects to have a good career management of the immigrant in Portuguese organizations and outside organizations as well. We observe that when it comes to immigrants' job satisfaction, self-knowledge influences such dependent variable, as well as networking, integration at work and motivation.

Career management can be a subject of many studies, but there are few studies that return to career management for immigrants. For a person to manage himself, his career in the

case of this study, it is necessary to know himself minimally, to know where he wants to go, to know how to stand out in the job market, in order to reach objectives. In this study it was shown that people believe they know themselves. For Pires, (2019), self-knowledge can help individuals overcome their own challenges.

It was also noticed that the integration of immigrants is little studied, but it is of great value, since in this study we have that a great part of the immigrants feel motivated, satisfied at work after having an effective integration in the organization that carries out their work. What we have observed after the analyses is that integration can affect the degree of satisfaction of a person within the organization with his or her work and that, even so, it can also depend on the position in which he or she occupies, since it was seen that for some people having integration was very important and for a few others it was no longer interesting.

Barbosa, (2014), cites that it is the duty of leaders and managers to practice the action of integration of immigrant employees in order to highlight the skills and qualities they show in performing their activities, in addition to promoting the action of motivating by touching on self-esteem, will let you feel more confident to socialize with the team. And it was found in the analysis of the data that there was a great correlation between the variables of integration along with motivation as well.

5.2 Implications for Management

The implications that this study can bring to the science of management are of great relevance for human resource managers and managers who want to better understand the perspective of the immigrant joining an organization abroad.

The work is of great value to the Portuguese market, as it seeks to promote the insertion of foreign people into organizations. It seeks to encourage organizations to include new cultures and to make one realize the importance of what it is to have and to make a good integration of this immigrant member in the team, for a good professional development, which will possibly accomplish well the activities put by the organization.

In this work we can also find studies that prove the need to motivate employees with a system of rewards and professional development, because this makes the employee want to have goals in common with the organization and makes him perform the tasks successfully.

5.3 Limitations and Future Investigations

One of the limitations of the study could be the sample size, which could have been more expressive, although satisfactory. A larger sample could have strengthened the confidence of the data obtained. Future investigations could focus on a larger number of samples to analyze the strength of the relationships that were found in this study.

It would be interesting if other scholars could carry out a study regarding the positions that immigrants hold when they arrive in Portugal. Since many arrive in Portugal in search of any job, especially in what we say underemployment, which as SEF's annual report shows, most immigrants hold these positions, much less than the Portuguese themselves.

For future investigations, would it be relevant to have a study to which would be linked the vision of the organization that receives the immigrant, what it does about recruiting, is there any number that the company seeks to include in the organization? Is there any inclusion practice for a more effective integration of these foreign employees? Is there any sector that is responsible for the leadership of this employee? Can the organizational culture bother the immigrant with its own culture?

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Annex 1 - Measures

Variables	Authors
Job satisfaction	Fernandes (2019)
Contact network	Barbosa (2014).
Self-knowledge	Camacho (2013).
	Veloso and Dutra (2011).
Integration at work	Viana (2016).
Motivation	Fernandes (2019)