

Editorial - Knowledge Management and New Skills

The new terms of competition between organizations expose the incessant exchange of power in the business scenario. Different sectors of activity, sometimes almost suddenly, lose space and cause changes in the organizational routine that dismantle productive structures and decision-making processes built over decades. How to live in the management process with this intense expectation of changes? Exactly “what” should be prioritized?

The answer begins with the perception that the speed of exchange of “concepts” is so high that the very logic of building knowledge has adopted another notion of time, that of the digital order. In this process, in which the algorithm builds an indisputable decision from the data, which knowledge management is really effective? This answer comes up against a distressing reference: which competence builds efficient operability and growing productivity in the scenario where innovative “earthquakes” endlessly recreate business landscapes?

It is in this context, of solid uncertainty, about which knowledge to manage and which competence to demand, that the debate between Knowledge Management and New Competences has become the thematic axis of the articles that make up the first issue of Volume 13 of the Revista de Carreiras e Pessoa.

The article that opens this edition of ReCaPe, “Empirical evidence of a theoretical model of Digital Knowledge Management, digital strategies and organizational agility”, by researcher Dr. Iriane Teresa Araújo from Potiguar University and Professor Nilton S. Formiga, from Postgraduate in Business Administration and Organizational Psychology at the same institution, aims to assess how much digital knowledge management influences organizational agility by adopting digital strategies, both in public and private organizations. The starting point was the position on the digital knowledge management (GC) scale, on the digital strategy (ED) scale and on the organizational agility scale (AgO) of 295 workers, over 18 years of age, from public and private companies, who answered a questionnaire regarding the perception of these scales, including sociodemographic data, using the five-point Likert method. The background of the entire study was to investigate how and to what extent the increase in

competitiveness causes transformations in the supply of products and services, based on technological advances, innovation and changes in consumer behavior.

The research results suggest that Knowledge Management was positively associated with Digital Strategy, and this with Organizational Agility. The study on screen observed the perception of change in the behavior of customers, unpredictable in their decision-making, mainly due to the ease and agility of the information provoking the constant evaluation of products, services and companies, as well as, comparing, in a priority attitude, the service-economic value ratio offered. In the analysis of variance calculation, it was significantly observed that the higher the score at the high level of GC, the higher the level of ED, as a function of AgO. Comparing public and private organization, the three constructs (GC, ED and AgO) revealed a higher score for the private organization. The study also suggests the construction of “other perspectives” for organizational processes in reference to both decision-making and digital services.

The second article in this edition of Recape, “Panorama of two decades of the literature on certification of professional competences in health”, by researchers, Lana Montezano, from the University of Brasília, Joysse Vasconcelos França, Udinelli Alves da Silva Santos, Kleuton Izidio Brandão e Silva , from CIGETS/UFG, and Antonio Isidro, Professor of the Graduate Program in Administration at the University of Brasília, aims to evaluate and understand the literature on certification of professional competences in health, identifying areas of knowledge, as well as the field of study is structured for the delivery of health services. In this process, the research sought to describe characteristics of scientific publications about professional health certification between the years 2000 and 2020, identifying conceptual, methodological and practical aspects of the studies. The research also sought to advance in the consolidation of which areas of health adopt professional certification, in the proposed conceptual definition, as well as the identification of assessment systems for competences for certification, benefits and challenges linked to certification. The results of the study allowed, first, the consolidation of thematic categories included in the definitions, the identification of the most recurrent aspect used by the literature with the quantification of reports in the articles, in addition to the proposal for the definition of concepts. This proposed definition contributes to the need for conceptual clarity about certification. The survey also demonstrated the relevance of adopting certification renewal or maintenance practices, acting as an instrument to encourage the continuous development of professionals, consolidating advances regarding the assessment of professional skills for certification purposes.

The article “Assessment of multiple roles in people management: a tool for improving actions in public organizations”, third text in this issue, by researchers Gabriel Adolfo Garcia, Patricia Inês Schwantz, both from the Federal University of Santa Maria (UFSM), by professor Eric Charles Henri Dorion, from the Graduate Program in Public Administration, also from the Federal University of Santa Maria, and professor Ingridi Vargas Bortolaso, from the University of Santa Cruz do Sul, has as its main objective to evaluate results in the area of Human Resources, based on of a specific model, that of “multiple

functions". With a qualitative profile, as a methodological procedure, the proposed model allowed the evaluation of four roles assigned to the people management area, as a tool that includes the ability to analyze "various roles". However, the study also suggested that, despite its ability to diagnose the perception of organizations about the administrative role and the efficiency with which it is performed, the management of the intellectual capital of organizations and its "strategic clarity", is a topic that has still been little discussed. studied in graduate programs.

The fourth article in this issue, "Assessment of managerial skills: pilot project in the General Administrative Board of the Court of Justice of Santa Catarina" by Bruna Fernandes Alves Cascais, Researcher at the State University of Santa Catarina and Dannyela Cunha da Cunha Lemos, professor of the Stricto Sensu Graduate Program in Administration at the State University of Santa Catarina/ESAG aims to analyze the implementation process of a pilot project to assess managerial skills in a judicial structure, highlighting the perceptions of the actors involved in the construction of the managerial performance evaluation model. With a qualitative profile, with questionnaires applied to 354 coordinators and managers, the study pointed to "strengths", such as the greater involvement of the actors and the need for clarity in the evaluation tool, and suggested points for "improvement", such as greater space for "sensitization" and wide dissemination of the process.

The text "The impact of the implementation of teleworking in the analysis of research, development and innovation projects in the Superintendency of the Manaus Free Trade Zone", fifth article in this issue, by Paulo Augusto de Freitas Andrade - Researcher at the Federal University of Pará (UFPA) and Marcelo José Raiol Souza - Professor at the Department of Transformation of Natural Resources at the University of the State of Pará aims to evaluate, first, the impact of Telework in the analysis of research, development and innovation projects. However, it is also the objective of the study to measure productivity before and after the remote work experience, taking into account the number of projects analyzed and the time to analyze them. The results of this survey showed, first, that Telework had a positive impact on Suframa's productivity; also suggest that telecommuting can contribute significantly to improving the productivity of the Brazilian public service, in other federal, state and municipal institutions, indicating that the telecommuting employee at Suframa experienced motivations that determined not only the increase in productivity, but also better time management which increased work efficiency.

The theme of knowledge management is also present in the planning of university education. The sixth article in this issue, "Career adaptability and success in the university-work transition: a prospective study with repeated measures" by Vitória Oliveira Rodrigues, researcher at the Federal University of Triângulo Mineiro – UFTM and Marina Cardoso de Oliveira, professor of the Professional Master's Program in Public Administration, also from the Federal University of Triângulo Mineiro, has two complementary objectives: to analyze the variability of career adaptability at different moments of the university-work transition, and to test its predictive power on success in the university-work transition. With a quantitative profile, with a sample composed of 72 recent graduates who answered the survey prospectively in two different moments of the university-work transition: during the last academic year

and after graduation. The survey results showed strong variability in career concerns after graduation and also important explanatory power on indicators of success in the university-work transition.

The seventh article in this issue, “Well-being and performance of university professors: relationships with Coping and leader compassion”, by Werianny Santiago Rassil, Professor at Faculdade de Aparecida Padrão de Goiânia, proposed in the context of the Covid19 epidemic, with the objective of to test a model of double moderation – coping and leader compassion – on the well-being and performance of university professors in a context of tension such as the pandemic. Coping strategies are fundamental processes for coping with and managing stress and refer to the mechanisms that people have to avoid losses resulting from everyday tension. Empirical research, carried out with 251 Higher Education professors, from different courses and degrees, confirmed the hypotheses of double moderation – positive reappraisal coping strategies and “leader compassion” throughout this process. The results obtained indicate that the coping strategies of positive reappraisal and the leader’s compassion have effects arising from stressful events, preserving levels of well-being, building the possibility for teachers to carry out their daily activities at work. The results also suggest new models, such as new derived skills, which contribute to the understanding and identification of measures that can minimize the impacts caused in situations of extreme stress such as a pandemic situation.

The article that closes this issue of ReCaPe, “Workaholism in leadership roles at a public educational institution” by researcher Kelly Alves Garcia and professor Jássio Pereira de Medeiros, both from the Federal Institute of Education, Science and Technology of Rio Grande do Norte – IFRN, aims to analyze factors of workaholism in the work of civil servants who occupy leadership positions in a federal institution of education. In a case study format, of a descriptive nature, the investigated sample was formed by 13 directors and 30 coordinators, due to their attributions and work routines, in addition to the characteristics common to their functions. The data collection instrument was the Dutch Work Addiction Scale – DUWAS, a validated scale that measures workaholism. The results showed that the servers did not notice when they were working too hard. It was verified, observing only the variables of the construct, and not the answers of the subjects, in a specific way, that there is no predominance of a compulsive cognition for the work activity, although a quarter of these professionals have demonstrated this compulsion. With regard to the level of excessive involvement in tasks, compared to what is demanded of work, it was found that a portion of occupants of leadership positions work in excess. Data from the profile of the subjects associated with this behavior were age and length of time in the institution, among those who have a higher incidence of this behavior for performing excessive activities, working above the demands imposed by the function.

Good reading!

Leonardo Trevisan, Joel Dutra and Elza Veloso

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