A study on the managerial profiles of commissioned officers at SASDH-AC for improved community service

Um estudo sobre os perfis gerenciais dos servidores comissionados da SASDH-AC para a melhor prestação de serviço à comunidade

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Abstract
This research article addresses the theme of managerial profiles of commissioned employees assigned to the Municipal Secretariat of Social Assistance and Human Rights in Rio Branco,
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Acre state. Identifying the following problematic: What is the perception of managerial competencies among commissioned employees of the Municipal Secretariat of Social Assistance and Human Rights in Acre, and which models stand out based on Quinn's model? The objective of this study is to analyze the perspectives of employees regarding managerial competencies and how they are exercised in the context of SASDH-AC. The approach used is quantitative, a Likert scale questionnaire was used, and the data were collected through Google forms. The research results indicated that there was a predominance in the roles of negotiator and innovator. The results indicated that the negotiator and innovator profiles were the most prevalent among SASDH-AC employees. These managerial competencies were identified as fundamental for the transformation of organizational development, especially concerning decision-making. These findings suggest the importance of managerial competencies in the performance of commissioned employees in SASDH-AC, emphasizing the need for investment in training and development programs for these skills. Understanding the predominant managerial profiles can contribute to the improvement of management practices in the public agency, aiming for greater effectiveness in promoting human rights and providing social assistance services to the population of Rio Branco - Acre.

**Keywords:** Managerial Competence. Commissioned Server. SASDH-AC.

Resumo

O presente artigo de pesquisa aborda a temática dos perfis gerenciais dos servidores comissionados lotados na Secretaria Municipal de Assistência Social e Direitos Humanos de Rio Branco, no estado do Acre. Identificando a seguinte problemática: Qual é a percepção das competências gerenciais dos servidores de cargo comissionados da Secretaria Municipal de Assistência Social e de Direitos Humanos do Acre e quais modelos se sobressaem, com base no modelo de Quinn? O objetivo deste estudo é analisar as perspectivas dos servidores em relação às competências gerenciais e como elas são exercidas no contexto da SASDH-AC. A abordagem utilizada é quantitativa, foi utilizado questionário com a escala de Likert e os dados foram coletados por meio do Google forms. O resultado alcançado na pesquisa indicou que houve predominância nos papéis de negociador e inovador. Os resultados obtidos indicaram que os perfis de negociador e inovador foram os mais prevalentes entre os servidores da SASDH-AC. Essas competências gerenciais foram identificadas como fundamentais para a transformação do desenvolvimento organizacional, especialmente no que diz respeito à tomada de decisão. Esses achados sugerem a importância das competências gerenciais na atuação dos servidores comissionados da SASDH-AC, ressaltando a necessidade de
In order to ensure the provision of social assistance benefits to this community, the following problem arose: What is the perception of the managerial competencies of the commissioned officers at the Municipal Secretariat of Social Assistance and Human Rights in Acre, and which models stand out? We used the following hypotheses as a basis for our research:

**H1**: SASDH-AC servers believe they have managerial competencies to offer efficient and effective service delivery.

**H2**: The population in need of services believes that the secretariat's servers do not have managerial competencies to offer the services appropriately.

Therefore, the overall objective of this research is to analyze the perspectives of commissioned officers at SASDH-AC regarding their managerial competencies according to Quinn's model, identifying which profiles are predominant. The specific objectives are: a) to understand the professional profiles of commissioned officers in the secretariat; b) to present concepts of managerial competencies; c) to identify the profiles in Quinn's model that commissioned officers exhibit in their roles at SASDH-AC.
Ribeiro (2018) explains about competence based on the author Durand (1998), who mentions that its structure is divided into: Knowledge, skill, and attitude. This idea reinforces that to generate a competitive advantage within the organization, competence management, strategic management of human resources, and intellectual capital are necessary (Castro Júnior et al., 2020; Ferreira, Paiva & 2017; Soliani et al., 2021). Authors Takey and Carvalho (2001) and Vakola et al. (2001) state that the development of these competencies in the individual and/or team and/or organization can generate better results for the company, that is, achieving excellence in fulfilling its mission and objectives (Alves & Ghedine, 2022; Barbosa, Mendonça & Cassundé, 2016; Barbosa, Paiva & Mendonça, 2018; Feitosa & Villardi, 2020; Ferreira & Paiva, 2017; Fleck & Pereira, 2011; Nascimento & Santiago, 2018; Oliveira, 2019; Palmeiras & Szilagyi, 2011).

According to Gonçalves et al. (2017), competencies can be categorized as essential, which are the ones that organizations must maintain to have a competitive advantage; functional, which refers to the specialization of each department in the company; individual, which relates to the necessary qualification to work; and managerial, which are the competencies that each manager should have. Thus, managerial competencies are of great importance for public organizations due to the significant influence of the internal and external environment, "dealing in the exercise of their functions with complex management situations as in any type of organization" (Alves & Luz, 2014; Oliveira, 2018).

Therefore, this article is structured as follows: along with the introduction, the theoretical framework is constructed covering the concepts and types of competence, managerial competencies, and the Quinn model. Then comes the methodology used in the research, followed by the analysis of data and results, presenting a perception of commissioned servers about their managerial competencies in SASDH and their professional profiles. Finally, the concluding remarks of the work, acknowledgments, and references are provided.

**Literature Review**

Authors Boyatzis (1982) and Freitas and Odelius (2018) affirm that there are 21 inherent profiles of a manager based on Boyatzis' research (1982), and that managerial competence is necessary within a company. Therefore, it is important to have knowledge, skills, and ways of acting in harmony with the company or area's mission, aiming to achieve or exceed the established objectives (Lemos & Andrade, 2013; Soliani & Pizzinatto, 2015).
Regarding individual competence, authors Salles and Vilardi (2016) mention that this definition has been extended through two currents: the Anglo-Saxon and the French (Dutra, 2014; Fleury & Fleury, 2004; Ruas, 2005; Oliveira, 2019). In the Anglo-Saxon current cited by Boyatizis (1973), it is said that high performance does not depend solely on intellect, but on behavior. The French current referenced by Le Boterf (2003) and Zarifian (2001, 2003) complements this idea by stating that this knowledge must be mobilized and applied in the work environment. Thus, the individual must reconcile their knowledge with practice at work to develop superior performance (Melo, 2019).

With emphasis on research conducted on the concepts of competence, authors who safeguard these types of competences were mentioned: Essential (Hamel, 1990), Functional (Le Boterf, 1994; Ruas, 2001), and Individual (Paiva, 2007; Zarifian, 2002). The table below (Table 1) classifies these competencies.

<table>
<thead>
<tr>
<th>Organizational dimensions of competence</th>
<th>Notions</th>
<th>Coverage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Essential</td>
<td>These are the competences that differentiate the company from competitors and customers and constitute the reason for its survival.</td>
<td>They must be present in all areas, groups, and people in the organization, although at different levels.</td>
</tr>
<tr>
<td>Functional</td>
<td>These are the competences specific to each of the vital areas of the company (such as sales, production, and design).</td>
<td>They are present among the groups and people in each area.</td>
</tr>
<tr>
<td>Individual</td>
<td>These are individual competences and include managerial competences.</td>
<td>Despite their individual dimension, they can exert important influence on the development of group or even organizational competences. This is the case with managerial competences.</td>
</tr>
</tbody>
</table>

Table 1 - Competence classifications.
Source: Adapted from Oliveira (2022).

In Table 1, essential competence can be established as a group of skills and knowledge that are mirrored in the firm's products. According to Lima, Aragão, Barbosa, and Giroletti (2015, p. 3), based on Hamel and Prahaad's (1990) research, a company with essential competence can access various areas of the market, that is, it can spread in the market (Oliveira, 2019). In connection with this, Hamel and Prahalad (1990, p. 6) argue that essential competence contributes to the customer's perception of the final product, thus generating a competitive advantage and becoming different from other competitors (Alves & Ghedine, 2022).

Therefore, in Table 1, Reisch and Dalmau (2021) emphasize the importance of functional development within the company, that is, managers must have the necessary...
qualifications to perform their role, which can be reinforced by Le Boterf (2003) observed in studies where Le Boterf (2003) states that "The quality of collective competencies resides in the quality of combinations and articulations of its constitutive elements, that is, the cooperation and synergy between the competencies of individuals.", that is, functional competence is effective when there is individual competence and energy exchange between people (Ferreira & Paiva, 2017).

Managerial competencies are different from the skills that a person has to perform their activities (Alves & Ghedine, 2022; Barbosa, Paiva & Mendonça, 2018), because in addition to the ability to perform their duties, it is essential that the employee possesses competence to fulfill their activities, always seeking to aim for the goals and objectives of the company (Oliveira, Ghedine & Alves, 2022).

Knowing the existing management models allows the manager to have a greater diversity of choices that help them in decision-making (Barbosa, Paiva & Mendonça, 2018). Thus, it assists them in understanding the conflicting roles that they may develop within the organization (Quinn, Thompson, Faerman & McGrath, 2003; Rocha, Correa, De Oliveira, Gonçalves & Da Silva, 2023). In this article, Quinn et al.’s (2003) model, which has been used in research by Oliveira (2019), Oliveira (2022), De Oliveira, Ghedine & Alves (2022), Azevedo et al. (2022) and Rocha et al. (2023), will be used, emphasizing the effectiveness of the manager, according to the model below:

Figure 1 - Competences and leader roles in the competitive values framework.
Source: Adapted from De Oliveira et al. (2022, p. 111) and Rocha et al. (2023, p. 5).
In the lower right quadrant, it is related to the model of rational goals, which has two roles: the director and the producer. According to Quinn et al. (2003), the director is responsible for the goals and objectives of the organization, assigning the function that each one should perform according to the rules defined by him. He plays a fundamental role in the development of activities (Oliveira, 2019). On the other hand, the producer seeks the right incentive to perform their activities, meeting goals and generating greater productivity for the organization (Picchiai & Moreira, 2020).

In the lower left quadrant, the internal processes model holds the roles of monitor and coordinator. According to Quinn et al. (2003), the monitor always seeks to observe their team to ensure that they are performing activities correctly (Oliveira & Silveira, 2018). The coordinator uses tools to facilitate the progress of their activities (Azevedo, Dos Santos, De Oliveira & Gonçalves, 2022; Freitas & Odelius, 2018).

In the upper left quadrant, the human relations model is perceived, which shows the roles of facilitator and mentor. The facilitator's role is to avoid disputes between employees (Picchiai & Moreira, 2020; De Oliveira et al., 2022). On the other hand, the mentor seeks to help them develop their skills through training and recognition of their activities (Oliveira, 2019; Rocha et al., 2023).

In the upper right quadrant, the open systems are noted, which have the roles of innovator and negotiator. According to Quinn et al. (2003), the innovator will always seek to reinvent themselves amidst changes, using their creativity for the organization's benefit (Freitas & Odelius, 2018; Oliveira & Silveira, 2018). In contrast, the negotiator uses their
persuasion to obtain, concede, and negotiate resources for the organization (Azevedo et al., 2022; Oliveira, 2019; Oliveira, 2022).

Therefore, it is essential that employees have knowledge and manifest the characteristics of the roles in order to perform their tasks competently, managing their subordinates in the midst of complications that may arise correctly, always aiming for the optimal performance of their team and creating good results for the company (Azevedo et al., 2022; Oliveira, 2022; Rocha et al., 2023).

**Methodology**

The present research was based on the managerial competence perspective of commissioned servers of the Department of Social Assistance and Human Rights (SASDH) in Rio Branco, Acre, Brazil, working for the municipal network that composes the Single System of Social Assistance (SUAS), with the responsibility of providing basic social protection to the target audience.

The SASDH resulted from the merger of the Department of Citizenship and Social Assistance with the Department of Affirmative Policies and Human Rights in the administrative reform carried out through Municipal Complementary Law No. 54 of 2018 (Acre, 2018, p.22).

Aiming to guarantee social protection to citizens, supporting "families and individuals in situations of vulnerability and social risk and/or violation of rights", in the face of their difficulties through services, benefits, programs, projects, "technical advice and financing of typified social assistance services" (Acre, 2018, p.22). Subsidized by the purpose of safeguarding the defense of human dignity, fundamental rights and guarantees by the Democratic Rule of Law (Brazil, 1998).

Considering the study's objective, a descriptive-exploratory field research was conducted with a quantitative approach, characterized by deductive methods (Collis & Hussey, 2006), in order to obtain as complete and detailed data as possible about this phenomenon through statistics (Marconi & Lakatos, 2017).

For the purposes of this research, the SASDH was chosen to analyze the managerial competencies of commissioned employees within the institution. This choice was made by analyzing the professional profile of each individual employee to determine which profiles would have a greater impact within the company for the execution of their duties (Azevedo et al., 2022; Rocha et al., 2023).
The instrument used for this research was a questionnaire (survey) elaborated with questions based on the model proposed by Quinn et al. (2003). The questionnaire consisted of two five-point Likert scales, one related to the assessment of the mean and the other related to the frequency of managerial competencies, which were listed based on different theoretical references. The data was collected through Google forms and analyzed using Microsoft Office 2019 - Excel 2019.

This study was based on a synthesis of different theoretical references by authors such as Reisch and Dalmau (2021, p.104), Salles and Villardi (2017), Silveira, Martins, Mascarenhas, and Muller (2017), and Souza and Souza (2018). The data collected through this questionnaire was obtained from 16 employees of the Municipal Secretariat of Social Assistance and Human Rights (SASDH-AC).

**Analysis and Discussion of Results**

The present research is divided into two stages, which are as follows: The first stage presents the functional and demographic data outlined according to the profiles of the interviewees, referencing aspects such as gender, age group, marital status, and educational level. The second stage was the analysis of data on the managerial competencies developed by the servers of the Municipal Department of Social Assistance and Human Rights of the municipality (SASDH) of Rio Branco - Acre, according to the model proposed by Quinn (2003; Nascimento & Santiago, 2018).

Below is presented the following Graph 1 of the gender of the commissioned servers.

![Graph 1: Gender of interviewed commissioned servers from SASDH.](source)

Source: From the authors (2022).
When analyzing Graph 1, it can be observed that the majority of the research participants are female, around 62.5% (10 out of 16 people surveyed), while the other 37.5% (6 people out of 16) are male. Therefore, there is a more predominant gender within the surveyed location of the SASDH institution. Next, Graph 2 will be shown, which displays the age range of the SASDH commissioned staff.

![Graph 2: Age range of the sampled SASDH employees surveyed.](Image)

Source: From the authors (2022).

In Graph 2, it was observed that 43.8% (7 people) of respondents are aged between 31 and 40 years, 18.8% (3 people) between 41 and 50 years, 18.8% (3 people) between 21 and 30 years, 12.5% (2 people) between 51 and 60 years, and 6.3% (1 person) are aged 61 or older. Thus, it can be observed that the department has a good workforce that is well-balanced in terms of the number of people in the study. The team can be described as young, with a good predisposition for the activities during the services, with plenty of experience and commitment in the scope of the activities performed by the commissioned servers. Furthermore, Graph 3 on the marital status of the SASDH servers will be presented below.
In Graph 3, it is possible to observe only three groups of marital status, where the majority, about 56.3% (9 interviewees), are single, 25% (4 interviewees) are married, and the remaining 18.8% (3 interviewees) are divorced, and 0% are widowed. These individuals are highly qualified, facilitating the good development of the services offered by the institution. Below, Graph 4 of the educational level of the SASDH commissioned servers will be presented.

When analyzing Graph 4, it can be seen that the majority, represented by 56.3% of the total graph (9 people), have completed higher education, and 37.5% (6 people) have specialization, and only 1 of the 16 people interviewed, which is equivalent to 6.3%, has only completed high school, 0% have a master's or doctoral degree. Therefore, it is visible that most of these people are highly qualified and capable of performing their activities with
competence in their respective sector and area of activity, since a good number have higher education, and many of them also have specialization, making the agency where they work efficient and effective for the local community in providing their services.

Thus, it can be observed along with the collected data that the commissioned servers of SASDH-AC, mostly identify as female, most have a single marital status, are middle-aged between 31 and 40 years old, and a large portion have higher education or specialization, which ultimately enhances the quality of the institution.

4.1 Approach of Quinn's Model

According to Souza and Souza (2018), competence management, as mentioned by Durand (2000), refers to the knowledge accumulated by each individual in their life path, referring to the appropriate competence to develop certain activities at certain moments when acting (Rocha et al., 2023).

Quinn et al. (2003) reinforce that this perception of a model forms certain competencies to support the actions of managers in various roles. Thus, the authors understand viewpoints or beliefs that managers should have, which are called models that help develop ideas and better understand the phenomenon of the real world (Oliveira, 2019; Oliveira, 2022).

Therefore, the Quinn model is divided into four managerial quadrants, each represented by 2 (two) roles: the Relationship Model (mentor and facilitator), the Open Systems Model (innovator and negotiator), the Internal Processes Model (coordinator and monitor), and the Rational Goals Model (director and producer) (Azevedo et al., 2022; Quinn et al., 2003). Additionally, each one has three key competencies characteristic of each one, illustrating in detail the characteristics that each competence demands, considering that they precisely border and differ with those that oppose them (Quinn et al., 2003, Nascimento & Santiago, 2018; De Oliveira et al., 2022). Next is Graph 5, which is the QUINN framework with the analysis of the commissioned servers of SASDH-AC.
In the analysis of Graph 5, in the open systems model, the innovator and negotiator are found, and in these profiles, a higher incidence was found on the commissioned servers at the end of the data collection, which demonstrates the great political and negotiation skills that these competencies demonstrate within the institution.

The frequency of these competencies that had the highest incidence, the innovator and the negotiator, on a given scale in the Quinn's graph, from 0 to 5, both reached maximum scores, showing to be the strong point of the people who answered the questionnaire. However, every manager of a particular company or public agency must have all managerial competencies. Therefore, in the rational goals model, where the producer profiles are found, there was an average frequency of 3.5 out of 5, and the director with an average frequency of 4. In the internal processes model, where the coordinator profiles are found, there was a frequency of 4, being 5 the maximum, and the monitor profile had an average frequency of 4 as well. Finally, in the human relations model, where the facilitator and mentor profiles are located, both had a maximum frequency average of 4 out of 5.
Thus, it can be noted that in a general analysis of managerial competencies correlated with the commissioned public servants of the department, a high level of competencies was obtained, with a great balance among all of them, maintaining an excellent standard, with only a slightly higher incidence in the open systems model, of the innovator and negotiator profiles, which predominate with a maximum frequency of 5 within the analyses, demonstrating that people are extremely political, creative, analytical, critical, and organized within the department, and are always in the process of innovation to better develop their services.

**Final Considerations**

Based on the information obtained in the study of managerial profiles on the perspective of commissioned employees of the Municipal Secretariat of Social Assistance and Human Rights of Acre, it is possible to conclude that the predominant profiles are the negotiator and the innovator. This is because some of the employees demonstrated good interaction with change management, creative thinking, and ease of adaptation, while the negotiator profile showed a basis for maintaining power, negotiating agreements, and presenting ideas.

Regarding H1, which states that the SASDH-AC employees believe they have managerial competencies to offer efficient and effective service provision, it is valid. However, H2, which suggests that the population in need of services believes that the employees of the secretariat do not have managerial competencies to offer services appropriately, is null. The collected data allows us to conclude that the SASDH-AC employees exhibit conduct oriented towards the Open Systems Model, according to Quinn's model.

It is concluded that the SASDH-AC employees exhibit conduct oriented towards the Open Systems Model according to Quinn's model, meaning that the organization is prepared to face contingencies. It is suggested that the institution takes into account the managerial profile of its employees in order to improve undeveloped competencies and employ correctly developed ones. This means that the organization is prepared to face contingencies and is capable of adapting to changes and challenges.

Furthermore, it is important to highlight that the present research aimed to contribute to the improvement of public management and the strengthening of managerial competencies of the SASDH-AC employees. Based on the results obtained, it is suggested that the institution
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takes into account the managerial profile of its employees to improve undeveloped competencies and employ correctly developed ones.

In this way, it will be possible not only to offer quality services to the population but also to promote the professional development of employees, contributing to the improvement of working conditions and the achievement of institutional objectives.

Finally, it is important to note that the research has some limitations, such as the restricted sample of employees and the exclusive analysis of the managerial profile of commissioned employees of the SASDH-AC. Therefore, it is suggested that future research be conducted to broaden the scope of the study and deepen the analysis of the managerial profiles of public employees.

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