



Challenges of the Public Administration Manager in Times of Remote Work

Edione do Socorro Vasconcelos de Almeida

*edione@ien.gov.br ,runspodence
address*

1. Introduction

The health crisis, decreed by the federal government in March 2020 due to the COVID-19 pandemic, through the [1], imposed remote work for many Brazilians, both in the private and public sector. Although it is already a reality in the private sector, the “home office” represented a space to be experienced for most of the public sector. It is estimated that, currently, around 70% of public servants perform remote activities from their homes.

In this context, Normative Instruction (IN) n.109, of October 29, 2020 [2], provides for remote work for public servants or employees belonging to the risk group, such as people aged over sixty years and who have severe or decompensated heart diseases (heart failure, infarction, revascularized patients, patients with arrhythmias, decompensated systemic arterial hypertension) and cardiomyopathies of different etiologies and other risk factors. based on this legal foundation, remote work has been prolonged in recent times.

Since 2017, the advent of the Electronic Information System (SEI) has provided the executive branch with the execution of its processes through this system, making it possible to carry out work remotely and more frequently, especially because the SEI can be accessed different technology platforms. Thus, activities such as: hiring, bidding, personal processes, retirement, payments, administrative acts and other bureaucratic deliberations, do not require the physical presence of the civil servant in the work agency.

Given the scenario of prolonged social isolation, it became necessary for companies and public bodies to implement a modality of distance work, which generated, especially in the public sector, a new paradigm for managers and leaders, requiring new ways of coordinating and supervising activities performed remotely, that is, far from the presence of the manager.

At the same time, what can be called remote management or remote management emerges [3] whose leadership goals continue to focus on vision, direction, motivation, inspiration and confidence [4], but, in its evolution, it came to have the need to implement these objectives electronically, in an environment where it can mediate geographically and time-dispersed virtual teams [5].

The definition of leadership in the remote model needs to go beyond identifying a group of individual characteristics and should point out the didactic, strategic, shared and conciliatory aspect of management, adapting to a more complex social context. For [6], cultural differences are heightened, as are conflicts, and it is even easier to hide possible mistakes and problems, live with misunderstandings and make wrong assumptions when communicating over the phone or email, instead of a face-to-face relationship. the face.

The objective of this study is to contribute to managers of the Brazilian public administration in the application of remote work, by identifying distance management practices, the context in which this happens, as well as the factors that facilitate or hinder this process.

2. Methodology

Quantitative / qualitative research was carried out. exploratory, developed with case study [7] with civil servants occupying leadership and management positions in a public institution that introduced remote work in March 2020.

The tool used for data collection was a questionnaire made available digitally, with 10 (ten) positivist statements about the perception of managers, considering aspects related to the institution and to the manager's perception of distance work in the team he coordinates. The answers followed an agreement scale, like the Likert scale [8] with 5 ratings;:

Forwarding message: *"In relation to Remote work that is practiced by the Institute's employees, with the manager's gaze, rate the statements below, considering a scale from 1 to 5, where 1 (one) = COMPLETELY DISAGREE and 5 (five) = COMPLETELY AGREE "*

The results were grouped, categorized and analyzed to facilitate reading and understanding of the study.

3. Results and Discussion

Descriptive statistics enabled the quantitative analysis of the data, where information on institutional and servants' behavior in performing remote work was verified. The Table 1 shows the percentages of disagreement/agreement of the statements.

Table 1 - Answers to affirmatives

Positive statements for managers	Strongly Disagree (%)	Partially Disagree (%)	I don't disagree I don't disagree (%)	Partially agree (%)	I agree Completely (%)
average	8.6	17.2	5.7	27.6	40.9

Considering that the statements had positivist sentences in relation to the remote work developed at the Institution, thus, the global analysis of the indices obtained in the options "partially agree" 27.6% and "completely agree" 40.9%, lead us to identify a high level of acceptance from managers regarding remote work.

4. Conclusions

The research conclusions corroborate the studies on remote management, which point to the existence of a management system focused on results management, as recommended by non-attendance management.

This success can be attributed, in large part, to one of the greatest facilities found by the administration, in the application of remote work, which is a high level of use of information technologies, as well as the use of the SEI.

Clarify what results are expected with a given project or activity. In remote work, controlling tasks becomes less relevant than having goals achieved.

The study also revealed the importance of having an adequate structure available to carry out the tasks so that the results are achieved and the delivery of services to society is guaranteed. It is up to the leader also to listen to the team members to find out what tools or information would be missing and, if applicable, to promote adequate training.

With regard to the autonomy presented by the teams, it is very important for the remote employee to have a clear focus. This increases the productivity and efficiency of time management. It is up to the leader to help the team member prioritize activities.

Regarding the monitoring of the work of the teams, it was evident that the leader cannot distance himself from the teams, even if virtually. For this, it must maintain a recurrent conduct of monitoring people, individually and collectively. It does not necessarily mean that you should be strictly controlling your activities and tasks, but rather, monitoring the results, the progress of projects and helping to overcome difficulties.

Given what was researched, it becomes evident that leadership needs to continually learn and develop and, at this time of such accelerated changes, this becomes a must for success in the new times. Leaders must consider the leadership process and not just the desired results. There is not much experience for this practice, everything is new and it is necessary to create new habits and solutions.

Another aspect that should be reviewed is how to communicate with your teams. There is a new culture of relationship and communication, in which rational and emotional connections need to be established.

References

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