



**Aligning Strategy, Governance, and People Management in Public Organizations: Lessons from the 14th Region Labor Court - RO/AC**

**Alinhando estratégia, governança e gestão de pessoas em organizações públicas: lições do TRT da 14ª Região - RO/AC**

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**Abstract**

How does the alignment between strategy, governance, and people management occur in a public organization? When devising a strategy, many organizations have sought to place it at the center of their management models in order to ensure that the adopted strategy reaches all levels of the organization and is widely shared. However, more often than not, most organizations attempt to generate synergy, but in a fragmented and uncoordinated manner and do not perceive alignment as a management process. This study evaluated the alignment of strategy, governance, and people management in a public organization, based on the people management strategy adopted by the organization and the perceptions of employees versus strategic managers. It is a theoretical-empirical research, adopting a pragmatic philosophical conception, using quantitative and qualitative research strategies, consisting of survey,

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documentary research, and a single case study, using quantitative and qualitative research methods for data collection, analysis, and interpretation. As a conclusion of the study, actions implemented by the institution were identified that demonstrate the existence of practices aligned with strategy, focused on governance and people management. However, according to the perception of employees, many practices were initiated but not completed or only partially applied in the organization, confirming the difficulty of organizations in sharing the strategy and defining coherent and aligned objectives among all those involved in implementing the strategy so that expected results can be achieved.

**Keywords:** Alignment. Strategy. People Management. Governance. Public Administration.

### **Resumo**

Como ocorre o alinhamento entre a estratégia, governança e gestão de pessoas em uma organização pública? Ao traçar uma estratégia muitas organizações têm procurado colocá-la no centro de seus modelos de gestão no intuito de assegurar que a estratégia adotada chegue a todos os níveis da organização e seja amplamente compartilhada. Contudo, não raro, a maioria das organizações, tenta gerar sinergia, mas de forma fragmentada e descoordenada e não percebem o alinhamento como processo um de gestão. O presente estudo avaliou o alinhamento da estratégia, governança e gestão de pessoas em uma organização pública, a partir da estratégia de gestão de pessoas adotada pela organização e das percepções de colaboradores versus gestores estratégicos. Trata-se de uma pesquisa teórica-empírica, em que se adotou a concepção filosófica pragmática, com a utilização de estratégias de investigação quantitativas e qualitativas, constituídas por levantamento, pesquisas documentais e estudo de caso único, a utilização de métodos de pesquisas quantitativos e qualitativos para a coleta, análise e interpretação dos dados. Como conclusão dos estudos, foram identificadas ações implementadas pela instituição que demonstram a existência de práticas alinhadas com a estratégia, focadas na governança e gestão de pessoas, contudo, de acordo com a percepção dos colaboradores, muitas práticas foram iniciadas, mas não foram concluídas ou somente aplicadas em parte na organização, confirmando a dificuldade das organizações em compartilhar a estratégia e definir objetivos coerentes e alinhados entre todos os envolvidos na implementação da estratégia para que os resultados esperados possam ser alcançados.

**Palavras-chave:** Alinhamento. Estratégia. Gestão de Pessoas. Governança. Administração Pública.

## Introduction

In this theoretical-empirical study, we aim to discuss and analyze how the alignment between strategy, governance, and people management occurs in a federal public organization. In the case of specific human resources strategies, many public organizations have adopted new people management models to replace traditional ones without proper communication and involvement of all parties with the strategy. Thus, practices adopted by the organization may be perceived differently by managers and employees and hinder the emergence of organizational synergy resulting from the alignment of strategy, governance, and people management.

According to Silveira (2015), the theoretical debate about what constitutes strategic alignment "has gained strength in the last two decades, addressing issues related, for example, to how alignment is necessary in the field of strategy, and how it is being considered in studies and research in this area." Considering the importance of organizational alignment for achieving significant results for organizations, the adoption of management practices previously restricted to the private sector by public administration and the significant change in the methodology for evaluating and judging accounts presented by public organizations to the Brazilian Court of Audit, this research aimed to answer the following question: How does the alignment between strategy, governance, and people management occur in a public organization?

With this focus, we aimed to identify practices adopted by the institution that demonstrate the alignment between strategy, governance, and people management; evaluate the perception of employees and strategic managers regarding the governance and people management practices adopted by the institution, and compare the perceptions of employees and strategic managers regarding the governance and people management practices adopted by the institution.

This article is divided into five chapters, beginning with the Introduction. The second chapter consists of the theoretical framework, which addresses the topics that underpinned the study: strategic alignment and synergy; strategy; people management, and governance. The third chapter demonstrates the study's methodological procedures. The results and discussion are part of the fourth chapter, which presents the perceptions of employees and managers and the comparison between the two perceptions. It ends with the final chapter, the study's conclusions, followed by the references used.

## Theoretical Framework

### 2.1 Alignment and Synergy

Recently, authors such as Sátyro, Contador, and Ferreira (2014) conducted studies aimed at identifying the various approaches and terminologies related to strategic alignment found in the specialized literature. Using the EBSCO journal database, which includes publications from 1962 to 2013, they presented a framework for changes in the focus, scope, and developments of the concept of strategic alignment.

Some authors in the field of strategic management define the term "alignment" as a synonym for adjustment, congruence, fit, consistency, coherence, co-alignment, tuning, integration, linkage, coordination, adherence, combination, balance, harmony, and bridge (CIBORRA, 1997; HENDERSON & VENKATRAMAN, 1993; VENKATRAMAN, 1989). The concept of alignment can also be found in other areas of knowledge, such as biology, economics, and organizational and systemic theories, among others (VENKATRAMAN, 1989).

The notion of alignment in the field of organizational strategy has been widely addressed in the specialized literature since the 1960s and generally involves those conditions in which organizational performance is positively affected by the alignment between key organizational and environmental contingencies (PETERAF; REED, 2007; MORAIS; LUZ, 2010).

In a more specific conceptual approach, the concept of strategic alignment can assume different dimensions. According to Venkatraman and Camillus (1984), in the field of strategy, the concept can "present different scopes depending on the schools of thought that employ it, so that it is treated as a construct of external, internal, and integrated alignment".

In the scientific literature, it is possible to extract, from the perspective of various authors, how strategic alignment contributes to organizational performance. There are approaches and models that prescribe options and theoretical models, in a way that relates specific forms of alignment, justified by the belief that there are - or would be - sufficiently broad and, at the same time, clearly described and detailed sets of strategies to be used by managers in any type of enterprise or business sector (MILLER, 1992).

From the perspective of Chorn (1991), superior performance (measured in various ways) is associated with high degrees of fit produced between four essential dimensions: a) the competitive situation; b) strategy; c) organizational culture; d) leadership style.

Authors Maes et al. (2000) conducted studies with the "intention of providing the

foundations for future research in developing the concept of alignment as a real tool for management and design". Based on this conceptualization, the authors proposed a model based on horizontal and vertical dimensions, in an attempt to improve the Strategic Alignment Model (SAM) by Henderson and Venkatraman (1989; 1993), by proposing the introduction of a unified structure that incorporates additional functional and strategic extracts or layers into their model (SILVEIRA, 2015).

Another model of strategic alignment is presented by Kaplan and Norton (2006). In this model, the organization's internal processes are allocated into different thematic groups that become strategic in a direct relationship between the essentiality of these processes and the competitive value strategy adopted by the organization.

From the perspective of Prieto et al. (2009), the model developed by the researchers represents a more pragmatic view of alignment, with a concrete proposal for the involvement of the entire organization with the strategy through a system of metrics and diagnostic and adjustment mechanisms. In this context of integration, for Kaplan and Norton (2006), alignment is the path that aims to ensure synergies between teams, processes, business units, and external partners within organizations that place strategy at the center of their administration.

Synergy, in the organizational context, can be defined as a work or effort to carry out a very complex task and achieve success in the end. Thus, the main ways to achieve synergy in organizations are through systematic effort between partners, integration of logistics activities, and operational integration of organizations (COSTA, 2003; CAMARGOS; BARBOSA, 2009).

Discussing the various possible strategies adopted by some companies, Miller (1992) warns that "synergy is not a magical quality possessed by notable strategies, but is a necessary ingredient for any healthy approach to business."

## 2.2 Strategy

There are many concepts of strategy in the literature, so the term is associated with a set of established rules that function as guiding directives for decisions and behaviors at all levels of the company and lead to the achievement of its objectives.

According to Camargos and Dias (2003), "there is no single, definitive concept of strategy." Depending on the context in which it is used, strategy assumes the meaning of policies, objectives, tactics, goals, programs, among others, with the intention of presenting concepts that can define it, whose term can be employed distinctly, even though traditionally

defined in only one way (MINTZBERG; QUINN, 1991; MINTZBERG; LAMPEL; AHLSTRAND, 2000).

To ensure that the strategy reaches all levels of the organization and is shared, organizations worldwide have sought to put it at the center of their management models (KAPLAN; NORTON, 2006). According to the authors, strategy must be connected and integrated throughout the entire organization, as it creates synergy. It is this synergy and internal coherence that make the execution of a successful strategy possible.

In order for there to be a connection between the organizational strategy and the set of policies and practices, strategic planning is used, which allows actions to be prioritized and permits a more thorough analysis of what can be effectively accomplished (MORAIS et. Al, 2020).

Some organizations use the Balanced ScoreCard (BSC) system to translate strategy into operational actions and to control the direction of efforts undertaken to achieve objectives. The BSC, created by Kaplan and Norton in the early 1990s, aims to align Strategic Planning with actions that will lead to the achievement of strategic objectives (KAPLAN; NORTON, 1997).

### **2.3 People Management**

When discussing people management strategy, it can be said that the human resources department can guide its policies, tactical plans, and actions based on the organizational strategy, making it possible to plan people-related actions. The alignment between organizational strategy and people management practices, as well as the synergy between policies and actions of various people management subsystems, generates what Miles (1963) called internal consistency of strategy, defined as a positive cumulative impact of these policies and actions on organizational performance, according to Carbone et al. (2009).

Therefore, when an organization formulates a strategy that adopts a certain model of people management, it should observe the impacts of the model on the conduct of various people management processes. A people management model consists of formal components, defined by principles, policies, and processes that interfere with human relations within the organization (FISCHER, 2002).

Much of the literature presents competence management and its respective models as substitutes and superior to classical approaches to people management. However, there is still questioning about the relationship between the objectives to be achieved with the implementation of the model in organizations and their respective results (MUNCK;

MUNCK; SOUZA, 2011; SANTOS; MORAIS, 2016).

In this context, according to Bosquetti (2009), the strategic approach to people management creates a new field of research, as a result of a combination of arguments from organizational strategy and people management. In this discussion, Lacombe (2006) draws attention to the great contribution of the competency approach to people management, which, when considered from strategy and internal resources, functions as a driver for the action of planning and implementing people management practices and policies in an integrated way.

Empirical studies point to a strong belief that Competency-Based People Management can meet the main emerging needs of people management. However, attention must be paid to the monitoring of the construction and implementation process, in order to obtain the necessary legitimacy and commitment to achieve potentially existing results (DUTRA; HIPÓLITO; SILVA, 2000).

In this regard, according to Oliveira, Sant'anna and Vaz (2010), public institutions influenced by the dissemination of neoliberal concepts, based on the concepts of minimal state and also on results-based management, increasingly adhere to market logic, conceiving citizens as customers and adopting new management policies and practices, as disseminated in the private sphere.

## **2.4 Governance and People Management**

The public administration has been the subject of significant reforms in recent decades in several countries, whose achievement of economic and social goals depends on the institutional capacity of the public administration to effectively formulate, implement and monitor public policies aimed at national development (CAMÕES, 2014).

One of the principles that governs public administration is the principle of the supremacy of the public interest, whose premise for Alexandrino and Paulo (2015) is that "all State action must be guided by the public interest, whose determination must be extracted from the Constitution and laws." In order for public organizations to always act in accordance with the public interest, the government must exercise good governance in the public sector (IFAC, 2014).

One of the definitions of governance for the public sector is found in the Basic Governance Reference of the Federal Court of Accounts (BRASIL, 2014), according to which governance in the public sector refers to a set of leadership, strategy and control mechanisms put into practice to Evaluate, Direct and Monitor management, with a view to conducting public policies and providing services of interest to society.

With the aim of inducing improvements in the Federal Public Administration, the Federal Court of Accounts developed an index that seeks to reflect, in general, the governance situation of people in each evaluated organization, called the People Governance Index - iGovPessoas and conducted a survey to assess the current situation and evolution of governance and people management in the Federal Public Administration, thus identifying the main risks and inducing improvements in the area.

In the Brazilian Court of Audit Report (BRASIL, 2016), adapting the understanding set forth in art. 2, II, of Resolution Brazilian Court of Audit 247/2011, governance of people is defined as the set of guidelines, organizational structures, processes and control mechanisms that aim to ensure that decisions and actions related to people management are aligned with the organization's needs, contributing to the achievement of its goals.

On the other hand, people management is considered the managerial function that aims to cooperate with the people who work in organizations to achieve both organizational and individual objectives.

According to Gil (2001), this area covers a wide range of activities (recruitment and selection; job analysis and description; performance evaluation; etc.), which are closely related to each other, influencing each other. There is a differentiation between governance (directing, monitoring and evaluating) and management, while governance refers to the definition of what should be executed (direction), management (planning, executing, controlling and acting) refers to the way in which what has been defined is executed (BRASIL, 2016).

## **2.5 The Strategy, Governance, and People Management at the 14th Region Labor Court - Rondônia and Acre.**

The 14th Region Labor Court is a Federal Public Administration institution, within the Judiciary branch, with jurisdiction over the states of Rondônia and Acre, and has approximately 770 permanent employees.

In 2007, upon the implementation of its first strategic planning, 14th Region Labor Court inaugurated a management model focused on effectiveness, agility, technological innovation, and participative management, based on established constitutional principles, and grounded on processes and information, in search of positive results for society.

Currently, the 14th Region Labor Court has a strategic plan set for the 2015-2020 period. The Participatory Strategic Plan (PEP 2015-2020) is the 14th Region Labor Court planning tool that establishes a set of integrated and prioritized actions, translated into



guidelines, objectives, and goals for the Court. The methodology adopted by the Labor Administration for the description of strategic objectives with performance indicators, goals, and initiatives was the "Balanced Scorecard - BSC" methodology (Balanced Performance Indicators).

Among the strategic objectives and priority lines related to the Corporate Strategic Map of the 14th Region Labor Court, for the period of 2015 to 2020, the objective in the resources perspective stands out: maximizing people governance, within the macro-challenge: improvement of people management and quality of life. Therefore, in the resources perspective, the strategic objective is "maximizing the Governance of People Management, expanding the policies, methods, and practices adopted in people management, aiming to enhance human capital."

Regarding the people management model adopted by the institution, 14th Region Labor Court established in September 2014, the essential guidelines for the implementation of the Competency-Based People Management model within the scope of the Court.

To monitor the indicator of the strategic objective "maximizing people management governance," 14th Region Labor Court adopted the iGovPeople index formulated by the Brazilian Court of Audit, which uses the parameters: High Administration Leadership; Leadership and Knowledge Management; Results-oriented Culture and Talent Management, as detailed in Figure 1.

The Brazilian Court of Audit monitors and oversees the situation of governance and people management in the Federal Public Administration (FPA). To promote improvements in this situation, Brazilian Court of Audit conducted surveys in 2013 and 2016, aiming to assess the current situation and evolution of governance and people management in a comprehensive sample of APF organizations, with the objective of identifying the most relevant risks and inducing improvements in the area.

The methodology adopted by Brazilian Court of Audit consisted of developing a questionnaire, resulting from the adaptation of the model adopted by the US Federal Government, HCAAF - Human Capital Assessment and Accountability Framework. The model is based on the understanding that the organization's high administration is solely responsible for establishing leadership processes, whose objective is to direct the organization's efforts towards obtaining results for the benefit of society (BRASIL, 2016).

### **Methodology**

The present study is a theoretical-empirical research that adopts the pragmatic

philosophical conception, with the use of quantitative and qualitative research strategies, consisting of surveys, documentary research, and a single case study, using both quantitative and qualitative research methods for data collection, analysis, and interpretation.

According to Creswell (2010), the pragmatic conception derives from the studies of Peirce, James, Mead, and Dewey. The author argues that this philosophy takes many forms, and for many of them, claims of knowledge arise from actions, situations, and consequences, not from preceding conditions, as in positivism.

The quantitative research was based on a research method that used a structured collection instrument, applied to 213 managerial staff members, who make up the population of the present study. From the questionnaire application, 75 responses were obtained, which compose the sample.

On the other hand, the qualitative research was based on a single case study in a public institution, recognized as one of the best institutions within the labor judiciary. According to Yin (2005), a case study "is an empirical inquiry that investigates a contemporary phenomenon within its real-life context, and relies on the prior development of theoretical propositions to guide data collection and analysis."

In this study, documentary research methods were applied, carried out "in loco" in the institution's databases, in its internal communication network, called the intranet, and on its official website available on the internet, in addition to interviews conducted with 02 (two) strategic managers of the institution, the Human Resources Management Secretariat and the Strategic Planning Advisory.

Specifically, to interpret and synthesize the answers obtained through the questionnaire applied to the sample, the qualitative method of paraconsistent logic for data interpretation and synthesis presented by Sanches, Meirelles, and Sordi (2011) was used.

## **Results and Discussion**

### **4.1 Employees' Perception Regarding Governance and Personnel Management**

Table 1 presents the synthesis of the data collected through a questionnaire. In the first column, the question number is provided, in the second column, the factors and texts of the questions are presented, and in the remaining columns, the abbreviated identification of the possible answers according to Table 10 is shown, along with the distribution of the 75 collected responses (sample), presented in ordinal numbers and percentages.

To instrument the questionnaire, a Likert scale was used, in which the respondents

indicated their degree of agreement or disagreement with the statements on a five-category scale, ranging from: Does not adopt the practice (NA); Intends to adopt the practice (AP); Adopts the practice to a lesser extent (APL); Adopts the practice partially (APP); and Adopts the practice to a great extent or entirely (AGP).

Question number	SUCCESS FACTORS	NA	AP	APL	APP	AGP
	<b>1 – SENIOR LEADERSHIP:</b>					
1	Defines a policy for formal and individual performance evaluation of managers.	18	7	9	14	27
		24,00%	9,33%	12,00%	18,67%	36,00%
2	Defines a policy for the development of successors for management positions.	38	1	14	12	10
		50,67%	1,33%	18,67%	16,00%	13,33%
	<b>2 – ORGANIZATIONAL PLANNING:</b>					
3	Disseminates the organizational strategic plan to employees.	3	2	11	23	36
		4,00%	2,67%	14,67%	30,67%	48,00%
4	Evaluates the achieved organizational results in comparison to the strategic plan.	7	5	15	20	28
		9,33%	6,67%	20,00%	26,67%	37,33%
	<b>3 – WORKFORCE PLANNING:</b>					
5	Identifies critical occupations within the organization.	20	2	22	15	16
		26,67%	2,67%	29,33%	20,00%	21,33%
6	Identifies the required/desired professional profile for critical occupations within the organization.	19	3	16	23	14
		25,33%	4,00%	21,33%	30,67%	18,67%
7	Identifies gaps between the professional profiles presented by employees and those required/desired for critical positions within the organization.	22	2	21	19	11
		29,33%	2,67%	28,00%	25,33%	14,67%
	<b>4 - LEADERSHIP MANAGEMENT AND SUCCESSION PROCESS</b>					
8	Defines in a documented and specific manner the desired/required professional profiles for management positions.	18	2	16	20	19
		24,00%	2,67%	21,33%	26,67%	25,33%
9	Uses desired/required professional profiles (documented) for selecting managers.	26	2	16	21	10
		34,67%	2,67%	21,33%	28,00%	13,33%
10	Provides educational training for employees assuming managerial roles.	11	2	18	22	22
		14,67%	2,67%	24,00%	29,33%	29,33%
11	Executes educational actions to ensure availability of qualified successors for critical management positions.	25	5	18	15	12
		33,33%	6,67%	24,00%	20,00%	16,00%
12	Establishes individual performance goals for managers aligned with organizational goals.	25	7	15	18	10
		33,33%	9,33%	20,00%	24,00%	13,33%
	<b>5 – TRAINING AND</b>					

<b>DEVELOPMENT</b>						
13	Offers incentives for continuous employee training (e.g. scholarships, certification incentives, flexible work hours).	17	4	30	14	10
		<b>22,67%</b>	<b>5,33%</b>	<b>40,00%</b>	<b>18,67%</b>	<b>13,33%</b>
14	Executes specific educational actions for new employees.	21	3	19	19	13
		<b>28,00%</b>	<b>4,00%</b>	<b>25,33%</b>	<b>25,33%</b>	<b>17,33%</b>
<b>6 – KNOWLEDGE MANAGEMENT</b>						
15	Executes knowledge management processes, documenting and sharing knowledge with employees.	18	4	23	22	8
		<b>24,00%</b>	<b>5,33%</b>	<b>30,67%</b>	<b>29,33%</b>	<b>10,67%</b>
16	Provides educational actions or guidance to the workforce on sharing and disseminating knowledge.	10	4	27	23	11
		<b>13,33%</b>	<b>5,33%</b>	<b>36,00%</b>	<b>30,67%</b>	<b>14,67%</b>
<b>7 – COMMUNICATION</b>						
17	Disseminates information of interest to employees widely.	8	1	16	26	24
		<b>10,67%</b>	<b>1,33%</b>	<b>21,33%</b>	<b>34,67%</b>	<b>32,00%</b>
18	Involves employees in the decision-making process, seeking to produce organization-wide supported decisions.	17	1	22	25	10
		<b>22,67%</b>	<b>1,33%</b>	<b>29,33%</b>	<b>33,33%</b>	<b>13,33%</b>
19	Evaluates management improvement suggestions received from employees, providing feedback on their implementation or not.	17	3	28	21	6
		<b>22,67%</b>	<b>4,00%</b>	<b>37,33%</b>	<b>28,00%</b>	<b>8,00%</b>
20	Checks if employees are satisfied with their level of participation in the organizational decision-making process.	32	3	22	9	9
		<b>42,67%</b>	<b>4,00%</b>	<b>29,33%</b>	<b>12,00%</b>	<b>12,00%</b>
21	Conducts surveys among employees to assess the organization's work environment (e.g. organizational climate survey or satisfaction survey).	13	5	23	17	17
		<b>17,33%</b>	<b>6,67%</b>	<b>30,67%</b>	<b>22,67%</b>	<b>22,67%</b>
<b>8 – PERFORMANCE EVALUATION</b>						
22	Verifies if employees understand the expectations regarding their performance.	25	5	22	16	7
		<b>33,33%</b>	<b>6,67%</b>	<b>29,33%</b>	<b>21,33%</b>	<b>9,33%</b>
23	Conducts formal and individual performance evaluations of employees, assigning grades or concepts linked to the achievement of organizational results.	15	3	14	18	25
24	Communicates expressly (feedback) to employees the positive and/or negative aspects of the performance evaluation results.	19	4	23	15	14
		<b>25,33%</b>	<b>5,33%</b>	<b>30,67%</b>	<b>20,00%</b>	<b>18,67%</b>
<b>9 – RECOGNITION</b>						
25	Executes performance recognition practices aligned with organizational goals.	28	6	17	16	8
		<b>37,33%</b>	<b>8,00%</b>	<b>22,67%</b>	<b>21,33%</b>	<b>10,67%</b>
26	Establishes clear and transparent procedures and rules in recognition practices.	27	9	18	15	6
		<b>36,00%</b>	<b>12,00%</b>	<b>24,00%</b>	<b>20,00%</b>	<b>8,00%</b>
<b>10 – RELATIONSHIP WITH EMPLOYEES</b>						
27	Promotes a quality of life program at work.	12	3	22	28	10

		<b>16,00%</b>	<b>4,00%</b>	<b>29,33%</b>	<b>37,33%</b>	<b>13,33%</b>
<b>28</b>	Promotes an internal communication/sensitization program about the need to respect diversity (e.g. gender, race, sexual orientation, religious choice, among others).	36	4	15	13	7
		<b>48,00%</b>	<b>5,33%</b>	<b>20,00%</b>	<b>17,33%</b>	<b>9,33%</b>
	<b>11 – PROFESSIONAL AND ACTIVITY PROFILE</b>					
<b>29</b>	Defines required/desired professional profiles for each occupation or group of occupations within the organization.	19	4	22	20	10
		<b>25,33%</b>	<b>5,33%</b>	<b>29,33%</b>	<b>26,67%</b>	<b>13,33%</b>
<b>30</b>	Offers employees autonomy to perform their activities according to the characteristics of the occupations.	12	3	19	30	11
		<b>16,00%</b>	<b>4,00%</b>	<b>25,33%</b>	<b>40,00%</b>	<b>14,67%</b>
<b>31</b>	Offers employees opportunities to perform challenging work (e.g. complex, innovative).	14	5	27	22	7
		<b>18,67%</b>	<b>6,67%</b>	<b>36,00%</b>	<b>29,33%</b>	<b>9,33%</b>
	<b>12 – RECRUITMENT AND SELECTION</b>					
<b>32</b>	Internally moves employees based on the comparison between the professional profile presented by them and the professional profile required/desired by organizational units.	23	1	29	15	7
		<b>30,67%</b>	<b>1,33%</b>	<b>38,67%</b>	<b>20,00%</b>	<b>9,33%</b>
<b>33</b>	Uses structured internal selection tools (e.g. curriculum database, talent bank, competency bank, tests, etc.).	7	4	23	25	16
		<b>9,33%</b>	<b>5,33%</b>	<b>30,67%</b>	<b>33,33%</b>	<b>21,33%</b>

**Table 1 - Responses from the questionnaire applied to the institution's employees.**  
Source: Research data (2018).

Based on the presented data, using the paraconsistent logic methodology for validation, synthesis and analysis, regarding the validation of the answers, concerning the components considered: Top Management Leadership, Strategic Alignment, Leadership and Succession Process Management, Results-oriented Culture, and Talent Management, it can be stated that the data has a "moderate" adherence (degree of certainty) and can be considered "consistent" (degree of contradiction).

Questionnaire Components	Degree of Certainty (G1n)	Degree of Contradiction (G2n)
<b>1 - Top Management Leadership</b>	0,503 Adherence Moderate	0,496 Consistent Data
<b>2 - Strategic Alignment</b>	0,683 Adherence Moderate	0,383 Consistent Data
<b>3 - Leadership and Succession Process Management</b>	0,577 Adherence Moderate	0,483 Consistent Data
<b>4 - Results-oriented Culture</b>	0,532 Adherence Moderate	0,478 Consistent Data
<b>5 - Talent Management</b>	0,594 Adherence Moderate	0,498 Consistent Data

**Table 2 - Questionnaire validation result**  
Source: Developed by the authors based on Sanches, Meireles, and Sordi (2011).

Next is the analysis of the questionnaire results, which aimed to verify employees' perception regarding the institution's governance and people management. The questions were grouped into five components: Top Management Leadership, Strategic Alignment, Leadership and Succession Process Management, Results-oriented Culture, and Talent Management. According to the proposal presented in Table 11, the analysis of the answers was carried out according to Stage 2 - transduction process - which consists essentially of determining the proportion of dissenting and agreeing responses to the question in relation to the total number of question responses.

**COMPONENT 1 - TOP MANAGEMENT LEADERSHIP:** This component evaluates whether top management assesses, directs, and monitors the organization's people management.

TOP MANAGEMENT LEADERSHIP	GC	ANALYSIS
Defines a policy for formal and individual performance evaluation of managers.	60,66	Low agreement
Defines a policy for the development of successors for management positions.	38,66	Low disagreement

**Table 3 – Factor 1**

Source: Research data (2018).

Although there is a "low agreement" among respondents regarding the institution's practice: "Defines a policy for formal and individual performance evaluation of managers," it can be seen that for a small majority, the practice is identified as existing, but it is not clear to other institution employees. Similarly, the practice of "Defining a policy for the development of successors for management positions" is not clear to some employees.

**COMPONENT 2 - STRATEGIC ALIGNMENT:** This component refers to how the organization defines its long-term vision, mission, and organizational objectives.

ORGANIZATIONAL PLANNING	GC	ANALYSIS
Discloses the organizational strategic plan to employees.	86	Substantial agreement
Uses desired/required professional profiles (documented) for selecting managers.	74	Moderate agreement

**Table 4 – Factor 2**

Source: Research data (2018).

The Organizational Planning factor was well evaluated by the respondents, most of whom showed a "substantial agreement," understanding that the organization discloses the organizational strategic plan and evaluates the organizational results achieved compared to those defined in the strategic plan, which was verified as "moderate agreement."

WORKFORCE PLANNING	GC	ANALYSIS
Identifies the critical occupations of the organization.	56	Negligible agreement
Identifies the desired/required professional profile for critical occupations of the organization.	60	Low agreement
Identify gaps between the professional profiles presented by employees and those required/desired for critical occupations within the organization.	54	Negligible agreement.

**Table 5 – Factor 3**

Source: Research data (2018).

The Workforce Planning factor is configured when the organization identifies gaps, both qualitative and quantitative, between the existing workforce and the one required to achieve the organizational strategy, allowing for the planning of appropriate actions to meet identified current and future needs.

In the questions presented to employees, there was "low agreement" and two "negligible agreements." Thus, it can be inferred from the responses that there are employees who understand that these practices are adopted by the institution to a greater or lesser extent, but for slightly less than the majority, the practices are not adopted.

**COMPONENT 3 - LEADERSHIP MANAGEMENT AND SUCCESSION PROCESS:** This component is present when the organization has the capacity to ensure leadership continuity through the identification and treatment of potential gaps, as well as the implementation of programs that capture organizational knowledge and promote learning (BRAZIL, TCU, 2016).

LEADERSHIP MANAGEMENT AND SUCCESSION PROCESS	GC	ANALYSIS
Defines, in a documented and specific manner, the desired/required professional profiles for management positions.	62,66	Low agreement
Offers educational training programs to employees who assume management roles.	70,66	Moderate agreement

**Table 6 – Factor 4**

Source: Research data (2018).

In this factor, the majority of employees understand that the practice of "offering educational training programs to employees who assume management roles" is adopted by the institution, obtaining a "moderate agreement". However, it is not evident to a slightly smaller portion of employees that the other practices of the factor are adopted by the institution.

TRAINING AND DEVELOPMENT	GC	ANALYSIS
Offers incentives for continuous employee training (e.g. scholarships, incentives for certification, flexible work schedules).	52	Negligible agreement

Offers educational training programs to employees who assume management roles.	55,33	Negligible agreement
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**Table 7 – Factor 5**

Source: Research data (2018).

In this factor, it is observed that employees perceive very little of the offering of incentives for continuous training and the execution of educational actions for the training of new employees, considering "a negligible agreement" for the two assertions that make up the factor.

KNOWLEDGE MANAGEMENT	GC	ANALYSIS
Executes a knowledge management process, documenting and sharing knowledge with employees.	55.33	Negligible agreement
Offers educational actions or guides the workforce regarding the sharing and dissemination of knowledge.	63.33	Low agreement

**Table 8 – Factor 6**

Source: Research data (2018).

Slightly more than the majority of employees identify practices adopted by the organization aimed at knowledge management, but for a portion of the employees, these practices are not perceived.

**COMPONENT 4 - RESULT-ORIENTED CULTURE:** Result-Oriented Culture is understood when the organization has the ability to maintain a high-performance workforce, through the use of performance management systems that effectively differentiate high from low levels of performance, linking them to planned goals and results (TCU, 2016).

COMMUNICATION	GC	ANALYSIS
Broadly disseminates information of interest to employees..	77.33	Moderate agreement
Involves employees in the decision-making process, seeking to produce widely supported organizational decisions.	61.33	Low agreement
Evaluates management improvement suggestions received from employees, offering responses on their implementation or not.	54.66	Negligible agreement
Verifies if employees are satisfied with their level of participation in the organizational decision-making process.	38.66	A low disagreement

**Table 9 – Factor 7**

Source: Research data (2018).

In the Communication factor, the majority of employees agree that the organization adopts practices directed towards communication. However, there is a disagreement, although "low," in the assertion that the organization "verifies if employees are satisfied with their level of participation in the organizational decision-making process." That is, employees have not clearly identified an institutional practice that evaluates their satisfaction with the decision-making process involving organizational issues.



PERFORMANCE EVALUATION	GC	ANALYSIS
Performs formal and individual performance evaluation of employees, with the assignment of a grade or concept, linked to the achievement of organizational results.	66.66	Low agreement
Expressly communicates (feedback) to employees the positive and/or negative aspects of the performance evaluation result.	54	Negligible agreement

**Table 10 – Factor 8**

Source: Research data (2018).

In this factor, employees agree that some practices related to performance evaluation are carried out by the institution, although they are still practiced/adopted to a lesser extent, that is, less than 85%.

RECOGNITION	GC	ANALYSIS
Implements recognition practices aligned with organizational goals.	43.33	Negligible agreement
Establishes clear and transparent procedures and rules for recognition practices.	40	Negligible agreement

**Table 11 – Factor 9**

Source: Research data (2018).

In this factor, employees perceive recognition practices based on performance and the establishment of clear and transparent rules for these practices.

EMPLOYEE RELATIONS	GC	ANALYSIS
Promotes a quality of life program at work.	65.33	Low agreement
Promotes an internal communication/sensitization program about the need for respect for diversity (e.g. gender, race, sexual orientation, religious choice, among others).	33.66	Low agreement

**Table 12 – Factor 10**

Source: Research data (2018).

Actions aimed at improving quality of life at work are perceived by employees, considering the degree of agreement with the question. However, the factor is negatively affected when considering that few practices are identified regarding communication or sensitization about diversity.

## COMPONENT 5 - TALENT MANAGEMENT

PROFESSIONAL PROFILE AND ACTIVITIES	GC	ANALYSIS
Defines required/desired professional profiles for each occupation or group of occupations in the organization.	54.66	Negligible agreement
Provides employees with autonomy to perform their activities according to the characteristics of their occupations.	67.33	Low agreement
Provides employees with opportunities to carry out challenging work (e.g. complex, innovative).	56.66	Low agreement

**Table 13 – Factor 11**

Source: Research data (2018).

In this factor, it is observed that the institution's practices in offering autonomy to perform activities are identified by employees, resulting in "low agreement". As for the offering of opportunities to carry out complex and innovative activities, this practice is perceived to a lesser extent, but there are identified practices by employees.

RECRUITMENT AND SELECTION	GC	ANALYSIS
Moves employees internally based on the comparison between the professional profile presented by them and the professional profile required/desired by organizational units.	48.66	Negligible disagreement
Uses structured internal selection tools (e.g. resume database, talent bank, competence bank, tests, etc.).	70	Moderate agreement
Provides employees with opportunities to carry out challenging work (e.g. complex, innovative).	56.66	Low agreement

**Table 14 – Factor 12**

Source: Research data (2018).

In factor 12, it is observed that the practice of internal employee movement by the institution based on the professional profile is little perceived by employees. On the other hand, the majority of employees identify practices adopted by the organization when using the internal selection tool to move employees.

#### 4.2 Managers' perception of governance and people management in the institution

To determine managers' perception of governance and people management in the organization, we initially started with the diagnosis conducted by Brazilian Court of Audit, presented in the Survey Report (BRAZIL, TCU, 2016). Subsequently, after a preliminary analysis of the results obtained from the questionnaire applied to the institution's employees, interviews were conducted with managers from the organizational planning and people management areas.

According to the Survey Report (BRAZIL, 2016), presented in item 3.2.2, where the people governance index in 14th Region Labor Court was evaluated, it can be observed that, according to managers, the practices adopted by 14th Region Labor Court for governance and people management are in an "ENHANCED" stage.

Based on the interviews conducted with managers from the Planning and People Management areas, whose guiding questions were: 1) Does the institution exercise people governance? 2) According to research conducted in this region, based on Brazilian Court of Audit success factors used to measure the iGovPessoas index (attached result), what is your analysis as a manager of a strategic unit of 14th Region Labor Court regarding employees' perception of governance and people management in 14th Region Labor Court, and what are

the possible factors that drove the perceptions presented? It can be stated that, according to managers' perceptions, people governance in the institution is performed and is exercised by top management, the People Management unit, and a Collaborative Governance Network composed of General Coordination; Strategic Management Team and Expanded Management Team; governance practices have been adopted by selecting some projects linked to the strategic objective of "maximizing people governance", whose execution is monitored through indicators and evaluated during Strategy Alignment Meetings.

### 4.3 Employees' Perception vs. Managers' Perception

Following the methodology presented in item 3.2.2, which was based on the principles and classification used by Brazilian Court of Audit regarding the maturity level of institutions, it was possible to classify the questionnaire responses according to the perceptions presented by the respondents and their respective capacity level.

To demonstrate the capacity attributed by employees to the evaluated practice, the following calculation was performed for each question, for example, Question 1:

The scores assigned by the 75 employees to the question, which could be (0), (0.1), (0.3), (0.4), and (1.0), according to the values conventionally established in Table 5, were added up, totaling 36 points out of a possible 75 points if all employees assigned a score of 1.0 to the question.

Considering that each 1.0 point assigned by the manager to the question is equivalent to 100% capacity, if all employees assigned a score of 1.0 to the question, the maximum score for the question would be 75 points (100%). Therefore, 36 points correspond to 48% of the capacity attributed to the practice, which, according to Table 6, was classified as intermediate capacity.

The intermediate capacity attributed to the practice, according to Table 6, means that, under employees' perception, the institution partially adopts it.

#### EMPLOYEE PERCEPTION

Question N°	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
Weighted Average	36	19	48	41	29	28,3	25,1	32	23,4	36,4	23,9
Percentage	48,00%	25,47%	65,07%	54,67%	38,40%	37,73%	33,47%	42,67%	31,20%	48,53%	31,87%
Classification	Inter.	Inicial	Inter.	Inter.	Inicial	Inicial	Inicial	Inter.	Inicial	Inter.	Inter.

#### MANAGER PERCEPTION

Question N°	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
Weighted	1	1	1	1	1	1	1	1	1	1	1

<b>Average</b>											
<b>Percentage</b>	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
<b>Classification</b>	Apri.	Apri.	Apri.	Apri.	Apri.	Apri.	Apri.	Apri.	Apri.	Apri.	Apri.

**EMPLOYEE PERCEPTION**

Question N°	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20	Q21	Q22
<b>Weighted Average</b>	22,4	25	26,6	24,1	28,7	39,3	26,7	23,1	19,5	31,2	20,5
<b>Percentage</b>	29,87%	33,33%	35,47%	32,13%	38,27%	52,40%	35,60%	30,80%	26%	41,60%	27,33%
<b>Classification</b>	Inicial	Inicial	Inicial	Inter.	Inicial	Inter.	Inicial	Inicial	Inicial	Inter.	Inicial

**MANAGER PERCEPTION**

Question N°	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20	Q21	Q22
<b>Weighted Average</b>	1	1	1	0,1	1	1	1	1	1	1	1
<b>Percentage</b>	100%	100%	100%	52%	100%	100%	100%	100%	100%	100%	100%
<b>Classification</b>	Apri.	Apri.	Apri.	Inter.	Apri.	Apri.	Apri.	Apri.	Apri.	Apri.	Apri.

**EMPLOYEE PERCEPTION**

Question N°	Q23	Q24	Q25	Q26	Q27	Q28	Q29	Q30	Q31	Q32	Q33
<b>Weighted Average</b>	36,7	27,3	20,1	18,3	28,1	17,1	25	29	24,4	21,8	33,3
<b>Percentage</b>	48,93%	36,40%	26,80%	24,40%	37,47%	22,80%	33,33%	38,67%	32,53%	29,07%	44,40%
<b>Classification</b>	Inter.	Inter.	Inicial	Inicial	Inicial	Inter.	Inicial	Inter.	Inicial	Inicial	Inter.

**MANAGER PERCEPTION**

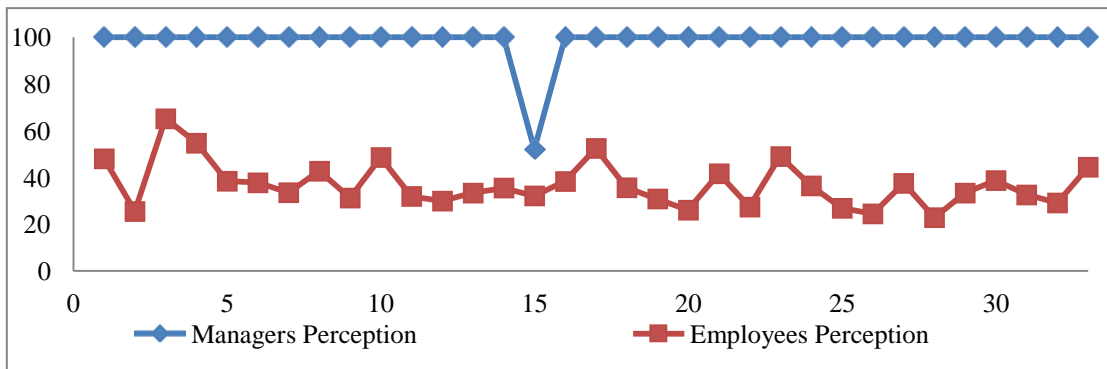
Question N°	Q23	Q24	Q25	Q26	Q27	Q28	Q29	Q30	Q31	Q32	Q33
<b>Weighted Average</b>	1	1	1	1	1	1	1	1	1	1	1
<b>Percentage</b>	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
<b>Classification</b>	Apri.	Apri.	Apri.	Apri.	Apri.	Apri.	Apri.	Apri.	Apri.	Apri.	Apri.

**Table 15 - Demonstrative of employees' and managers' perceptions**

Source: Research data (2018).

Comparing each question to the capacity assigned by managers, according to the Survey Report (TCU, 2016), and the capacity assigned by employees, calculated from employee perceptions, it can be seen that perceptions differ regarding the stage of practices. For managers in the surveyed institution, governance and people management practices are in the IMPROVED stage, meaning that, in the perception of managers, the practices are adopted in more than 85% or entirely in the institution, whereas employees do not have the same perception, understanding that the practices are being adopted for less, in part, less than 85% of the institution, being in the initial or intermediate stages.

Given the results and analyses presented from the data in table 29, it was possible to create Graph 1, which directly compares the alignment of the two perceptions regarding governance and people management in the institution.



**Graph 1 - Perception of managers versus perception of employees**  
 Source: Research data (2018).

There is a "gap" between the perception of managers and employees in the institution regarding people management and governance. According to the managerial perception, the institution adopts more than 85% or fully adopts the practices described in the questions, but this perception is not shared by the employees.

#### 4.4 Final Considerations, limitations and future research directions

In the present study, some actions implemented by the institution were identified that demonstrate the existence of practices aligned with the strategy, focused on governance and people management, such as the adoption of the competency-based people management model to direct actions related to human resources; the implementation of a mechanism for selecting employees based on GPC and monitoring and evaluation through performance indicators and strategy alignment meetings.

Regarding people governance, it can be inferred, based on the perceptions of managers, that this is exercised in a shared manner in the institution. Although this is a valid form of governance, it is observed that, according to Kaplan and Norton (2006), for there to be synergy, more than concepts and a strategy are required. It is necessary for someone to be directly responsible for aligning the entire organization, and this role should fall on a people management unit that acts strategically, directly acting in people governance alongside the functional units of the institution.

It is concluded, based on the perceptions of employees regarding the results arising from the alignment of the institutional strategy and people governance and management, that these differ from the perceptions of the institution's strategic managers. For them, people governance and management practices are in an "improved" stage, that is, in the perception of managers, these practices are adopted in large part or entirely in the institution, whereas employees do not have the same perception, as for them, the practices are being adopted for a

small and lesser part of the institution, being in the "initial" stage. It is necessary for employees to perceive the impact of their work on the work of other people because if they only perform their activities and achieve goals, they are probably contributing little to the organization (DUTRA, 2017). Thus, if the practices adopted by the organization are not perceived by its employees, it can be inferred that the expected synergy is not occurring, which comes from the result of good strategic alignment.

In the institution, in order to ensure organizational alignment based on the perceptions of employees and strategic managers, specifically regarding people governance and management, it is essential that leadership fully supports the GPC model, electing it as the guiding principle for all people management actions, and that the practices are validated by all managers of the institution, so that the culture is established, and these practices are easily perceived by its employees. This alignment between the organizational strategy and people management practices, as well as the synergy between the policies and actions of the various people management subsystems, generates internal consistency of the strategy, that is, a cumulative positive impact of these policies and actions on organizational performance (FISCHER, 2002).

Another point about promoting institutional synergy is to consider people management as the responsibility of all managers in the organization, and that the HR unit of the institution acts not only with a focus on personnel control and administrative procedures but is capable of developing processes focused on results and providing the necessary support so that the organization can align the profile and competencies of employees with organizational strategies. It is important that the HR unit acts strategically by guiding the development of leaders and helping to shape the organizational culture. By developing these intangible assets, alignment with corporate strategy is ensured, as leaders need to understand and support the strategy and promote values that reinforce the strategy (CAMÕES, 2014).

Based on the theoretical framework and the results of this research, the answer to the question "How does alignment between strategy, governance, and people management occur in a public organization?" is inferred to occur when the institution's people management strategy is widely shared throughout the organization, so that employees are aware of the guidelines, objectives, and strategic plans and are motivated to help the organization's units in their implementation and can identify the adopted practices. It is of fundamental importance that all managers commit to people management and governance, not just the people management unit, so that synergies are generated, the result of a joint effort, which must be defined by top management and carried out in the units. Governance should be exercised not only by top management, Committees, and Internal Control of the institution but also by each

manager to ensure that the organization achieves the intended results, acting in the public interest at all times.

Regarding the limitations of this study, it was based on the Brazilian Court of Audit (BRASIL, 2016) survey report and the responses of the institution's employees to the questionnaire. The data were obtained based on the iGovPeople index, and considering the records indicated by the Brazilian Court of Audit, the mentioned index is not a precise measure of people governance in organizations.

The results of this research can support other similar public organizations that wish to verify how alignment between strategy, governance, and people management is occurring in their organization, to understand the results that are being achieved and reflect on the need to align the strategy with their employees.

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Submetido em: 24.02.2023

Aceito em: 22.03.2023