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Waldoir Valentim Gomes Júnior;Aline de Brittos Valdati;Elias Sebastião de  
Andrade;Felipe Kupka Feliciano;Gertrudes Aparecida Dandolini

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# **Good People Management Practices: competencies creation for the innovation process**

**Waldoir Valentim Gomes Júnior<sup>i</sup>, Aline de Brittos Valdatti<sup>ii</sup>, Elias Sebastião de Andrade<sup>iii</sup>, Felipe Kupka Feliciano<sup>i</sup>, Gertrudes Aparecida Dandolini<sup>ii</sup>**

[felipekfeliciano@gmail.com](mailto:felipekfeliciano@gmail.com) - +55 48 991220306 – Av. Paulo Roberto Vidal, 2490 – Casa B36 – Bela Vista – Palhoça/Santa Catarina - Brasil

## **Abstract**

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**Keywords:** Innovation; People Management; HRM; Human Resource Management; Organizations.

## **1. Introduction**

The changes brought about by the technological advances of the late twentieth century have been an invigorating dynamic in the expectation of the society macro environments. A new set of needs and requirements emerge, and the search for a new break-even point has led organizations to reformulate their practices to remain competitive (TIDD; BESSANT, 2015; TROTT, 2012).

The results from the ephemerality of patterns impel the agents of the socioeconomic fabric to new realities, in which consumption is not restricted to what is offered, but also to what is demanded. It is in this sense that the organizations are seeking to add value to their products and, at the same time, to attract new niches in front of the globalized market.

In this way, organizations have taken into account immediate and flexible scenarios, resulting in the elaboration of better organized actions, which are to identify opportunities and evaluate which of them meets the capacity to achieve. It is in this condition that innovation has presented itself as an important ally, since it establishes a oriented and flexible discipline in systematizing ways to turn ideas into reality.

To materialize concepts and to concretize them is part of the innovation process, which is formed by a set of interdependent stages, systematized and guided by the human agents perceptions. This interdependence

of the elements that make up each process subsystem and its relations are what will lead to the best result of the planned planning (TROTT, 2012). Therefore the innovation success depends on the relationship alignment between process and people.

In this way, there is also people management role in which it has "the managerial function that aims at the people cooperation who work in organizations to reach the objectives, both organizational and individual" (GIL, 2008, p. 17). The current conjuncture makes the relationship between employees and company be exchange, there is the competence delivery, on the part of employees, while the other is promoted satisfaction. Girard (2009, p. 24) expands the people importance in organizational context, "value generation has become one of the organizations challenges to create a competitive differential, considering people as an important asset among company resources".

The approach, with a systemic bias, has been shown in recent years as an important strategy for the innovation process management, which demands the immediate need for research that deepens the issues that challenge innovation in organizations. that deal with people management (NAGANO; STEFANOVITZ; VICK, 2014).

This article aims to identify the contributions of People Management in the innovation process. The work is organized in 5 sections with this introduction, section 2 describes the research methodological procedures with the characterization of this and the strategy for systematic search. We present in section 3, the theoretical reference, constituted by the strategic approach in people management, innovation as process and competence as an organizational asset. The results and analyzes make up section 4 of the research, and to conclude section 5 deals with the final considerations of this study.

## **2. Methodological Procedures**

### **2.1 Search Characterization**

The present research takes shape from the objectives view point, as exploratory, as it seeks to unveil ideas and intuitions in an attempt to acquire greater familiarity with the phenomenon researched. Also descriptive, considering the search to characterize phenomena or situations, and establish relationship between the parties (GIL, 2008). As for nature, it is qualitative, because it is an analysis of social phenomena, working under an interpretive bias, allowing the researchers' world view to be implied in the study (CRESWELL, 2010, 2014; MINAYO, 2014).

The data collection techniques took place through an integrative systematic review, a method that brings together empirical and theoretical studies, aiming at a more comprehensive understanding of a particular theme (BROOME, 2000). This research method has the objective of analyzing the knowledge already obtained in previous studies on an established theme, thus, it is possible to synthesize several previously published studies, generating new knowledge based on the results presented by previous research (MENDES; SILVEIRA; GALVÃO, 2008). However, it still integrates the methodology, a narrative construction, where the subjectivity of the researcher is oriented in the accomplishment of the analysis and in the critical interpretation (ELIAS et al., 2012).

## **2.2 Systematic search strategy**

The effort to search for material that structures the research takes place by reviewing the literature in documents formalized through books, articles and websites among several sources, while others are obtained through a systematic search in a database of scientific portals. Because it is an electronic base of comprehensiveness and relevance due to the high number of indexed journals, besides allowing access to references and abstracts of all areas of knowledge, for this study was chosen Web of Science (WoS) database (CAPES, 2018).

For the integrative systematic search a strategy was adopted, composed of five phases adapted from the study by Botelho, Cunha and Macedo (2011):

- First phase - Identification of the theme and selection of the research question;
- Second phase - Establishment of inclusion and exclusion criteria;
- Third phase - Identification of pre-selected and selected studies;
- Fourth phase - Analysis and interpretation of results;
- Fifth phase - Presentation of the knowledge review / synthesis.

The first step, the guiding principle of systematic search, begins with the definition of the research question. The key words used for the systematic search of the literature were thus established: innovation, people management and intensive knowledge.

Another step followed was the selection strategy of the records, having as only filter criterion the document type option, then, for investigation purposes, did not interest documents that deal with results related to meetings. In order to guide research and give better delimitation to research, all results should be based on the principle of innovation and its contexts. A boolean expression was composed: Innovation AND ("human management" OR "human resourc \*") AND ("knowledge intensive"), the expression was submitted only to the filters: topic, which performs the search in titles, keywords and summaries of the articles published and the document type, where only article type and revision documents were investigated. In this context 23 records were selected by the system.

In this third moment, the captured records are subjected to reading their titles, summaries and keywords, being a new selection is established. In cases where this reading is not sufficient to define its selection, a reading is made in full. Records with localization error and those that did not meet the research interests were discarded 8 records were selected at this stage.

In the fourth stage, we discuss the texts analyzed in the integrative review, performing the data interpretation, raising the existing gaps and knowledge, and suggest topics for future research.

The last step in the search for an integrative literature review aims to present the results of the review, with the synthesis of the knowledge found. With such presentation, describing the steps taken, it is possible to replicate the study, allowing the evaluation by the readers of the pertinence of the methodological procedures employed.

## **3. Theoretical Reference**

### **3.1 Strategic approach in people management**

Organizational evolution has brought with it the perspective of a new configuration for people in the

organizations context. In analyzing the organizations transformation from industrialization, one can see that organizational behavior has changed considerably from a Taylorist-Fordist model, marked by the repetition and fragmentation of activities, to an organizational model that considers people in the various processes that instruct activities. Miranda (2004, p. 150) points out that in the Industrial Revolution:

[...]the worker began to live by the clock and the tasks completion, one after another, until the whistle of the factory announced the work day end. The worker no longer needed to know what would be done with the result of his work, what final product would be produced.

The mechanistic perspective present at the beginning of industrialization has been losing momentum, but there are still remnants of a culture linked to the task, not realizing that its true value is in the process. In this thought, Pacheco et al. (2014, p.150), when discussing organizational culture, show that, in most cases, problems internal to the organization can be solved by its own members, "the challenge is how to awaken relationships that stimulate the emergence of individuals knowledge".

In this context, Management perceives people beyond a resource, and is no longer seen as "Human Resources" (HR) and is now recognized as "People Management". According to Lapolli (2010), "the Human Resources area has gone from being a mere personnel department to becoming the main transformation character within the organization". In this regard, Girard (2009, p. 21) pointed out that the transformation accompanies the organizational changes influenced by the Administrative Theories to the political-economic context, stresses that in this new level HR "assumed a strategic position in organizations".

The People Management importance for the organization, over time, has been perceived and developed to be recognized as a fundamental element to offer conditions to meet the expectations and yearnings of organizational planning. Its adaptations for development are the result of changes in corporate environment, a result of the social context transformation.

When Lacombe and Chu (2008) discuss theories about People Management studies, they present the predominance of four complementary approaches: strategic, behavioral, firm resources and systemic. Table 1 presents details of these approaches, which were identified by Lacombe and Chu (2008) as they traveled through various perspectives on People Management.

Table 1. Approach to People Management

APPROACH	PERSPECTIVE
<b>STRATEGIC</b>	It understands that people are in the way to achieve competitive advantage; use of planning; logic between employment policies and practices (internal aspect); union of employment policies and practices with the business strategy (external aspect); proactive rather than reactive management; and decision making on aspects of the employment relationship at the highest hierarchical level (LACOMBE; CHU, 2008).

<p><b>BEHAVIORAL</b></p>	<p>Behavior is the main mediator between strategy and implementation, HR policies and techniques should be directed towards the promotion and control of behavior required for implementation. Everything leads one to believe that different strategies need different forms of people's behavior (LACOMBE; CHU, 2008).</p>
<p><b>SIGNATURE RESOURCES</b></p>	<p>Attention is in internal resources; as these resources are rare, irreplaceable and difficult to copy, can provide a basis for sustainable competitive advantage. Competency-based organizations, an internal resource, must develop HR policies in a collaborative way to strategic objectives. The perspective of seeing broad and comprehensive, that surpass HR policies such as communication, work design, culture and leadership, impact people and shape their competencies, cognitions and attitudes (LACOMBE; CHU, 2008).</p>
<p><b>SYSTEMS</b></p>	<p>In the elaboration and implementation of People Management policies it is important to establish relationships with the market, social, cultural and legal environments. The United States strategic HR model suffers little State interference and high corporate autonomy, a model with unpredictable results in a different socio-economic context. Strategic planning goes through different paths, not always structured and planned (LACOMBE; CHU, 2008).</p>

Prepared by the authors based on Lacombe e Chu (2008).

In the approaches analysis, it is perceived the importance and complexity of People Management. It is sensible that the adoption of one perspective or another does not invalidate the others and it is the strategies that are really responsible for the choice. The Organizational Strategy is who will lead the best way to achieve organization goals.

For Dutra (2008), this development action is the result of constant improvement of processes in attending to the organizational actions and evidences the relation of Strategic People Management to Organizational Strategy. For this, it is the individual knowledge heritage that, when delivered, promotes competitive differential in Organizational Strategy development.

**3.2 Innovation as a process**

Innovation has been a widely explored topic today, and has recurrently drawn attention not only to the academic public, but is increasingly present in the interest of individuals and organizations. Its contemporaneity, as a matter of relevance, obscures its trajectory of existence, marked by practices from the beginnings of civilization.

A good starting point for understanding and benchmarking innovation can be found in the Oslo Manual, a document published by the Organization for Economic Co-operation and Development (OECD), which defines innovation as:

[...] the implementation of a new product (or service) or significantly improved, or a process, or a new marketing method, or a new organizational method in business practices, workplace organization, or external relations (OECD, 2005, p. 55).

In this definition, innovation is understood as a result, but Baregheh, Rowley, and Sambrook (2009, p. 1334) argue that "innovation is the multi-step process by which organizations transform ideas into new / improved products, services, or processes, in order to advance, compete and differentiate themselves successfully in their market. " In this way, innovation can be understood as a process whose result is a product (good / service), an organizational / marketing method, or a process. Schumpeter (1982), considered the innovation father, already understood innovation as a three-step process: ideas (idea with potential for commercial exploitation), innovation (commercial exploitation) and diffusion (proliferation of new products and processes by potential markets).

Innovation is becoming an agent of growth, competitiveness and survival for contemporary companies, an element that allows flexibility and adaptation to remain in the competitive environment (PETUSKIENE; GLINSKIENE, 2011). Thus, the challenge has been to adjust the strategic management to achieve its objectives, in this sense, the management of innovation presents itself as an essential artifact (KRAUS; KAURANEN; HENNING RESCHKE, 2011).

When Teza et al. (2013) present the innovation management as an alignment among several organizational capitals, among which leadership, organizational culture and strategy emphasize the importance of these assets to remain in joint actions. In order to highlight innovation as a management, we seek to dialogue with Tidd and Bessant (2015), Sarros, Cooper and Santora (2008) and Bratianu and Amza (2009) who identify innovation management as one of the pillars of strategic management by if it is a problem-solving tool.

Companies try to unveil paradigms that lead to manage processes that provide adequate solution to the challenges for innovation. Fundamental to them is to understand their position in the market, structure, capacity of action, agility, that is, to know themselves to know how to position themselves in the market. "Different circumstances lead to varied solutions" (TIDD; BESSANT, 2015, p. 55).

Organizational competencies are those that allow the company to find its quota of conditions and possibilities to enable solutions to new challenges. Tidd and Bessant (2015) clearly discuss this situation, stating that:

Large companies linked to the scientific field, such as those in the pharmaceutical sector, for example, tend to create solutions that involve intense activities around formal R & D, patent research, etc., while small labor contractors will be focused on accelerating ability to implement (TIDD; BESSANT, 2015, p. 55–56).

Some authors, such as Tidd and Bessant (2015) and Trott (2012) articulate innovation and knowledge as potentially important elements in the innovation management process.

When Takeuchi and Nonaka (2008, p. 26) discuss the knowledge conversion at the group and team level, they highlight the individual as being "the creator of knowledge and the organization is the amplifier of knowledge." Dandolini, Souza and Lapolli (2014, p. 29) advance in innovation studies, working in the perspective that innovation can be "a process that is based on knowledge".

The contributions lead to the realization that there is a need to internalize the innovation process, so a knowledge link is established and, when cooperated at the organizational level, generates intangible assets of high value and of great importance for the innovation process. For Prahalad and Hamel (2005, p. 37) "creating the future requires the company to develop new essential skills". Thus, to maintain organizational performance, because of its intangible assets, which in turn are people's knowledge, it is necessary to develop their skills.

### **3.3 Competence, an organizational asset**

Attention to the study of competence has been more explored since the middle of last century due to its importance in the socioeconomic context, mainly due to the changes in the production form, characterized by having a high scale with low costs. In these last decades it has come to be realized that "the service economy begins to be more important than the economy of the product" (MIRANDA, 2004, p. 113).

When Gomes Jr. (2013, p. 52) presents his studies on competence, he makes a temporal delimitation in order to show a context more appropriate to his studies, because "possibly, would be evidenced indicative of competences from the Paleolithic period chipped) because competencies are human characteristics". In this sense, the term competence is being recycled and invigorated by virtue of the study context, broadening and making possible new interpretations.

With the studies advancement, competence is recognized with a responsible, responsible knowledge that transforms knowledge into something beneficial to society. The experience gained from the transformation of knowledge does not guarantee the accomplishment of a task, but it increases the possibility of greater assertiveness. Competence is really recognized in the application of knowledge that generates value (FLEURY; FLEURY, 2001; MITCHELMORE; ROWLEY, 2010).

For Fleury and Fleury (2001, p. 187–188) competence is:

[...]a set of responsible and recognized acquiring know-how, which involves mobilizing, integrating, transferring knowledge, resources and skills that add economic value to the organization and social value to the individual. [...] is the social set and communication learning nurtured upstream by learning and training and downstream by the evaluation system.

According to Miranda (2004), competence "is the ability to mobilize networks of actors around the same situations, to share challenges, to assume responsibility areas". The author also points out that collective competencies are superior to the sum individual competences total, which, among other things, constitute work networks, require complementarity and relationships between people.

An important contribution is presented by Brandão (2007), when researching the theme, between 1996 and 2004. He followed paths that allowed understanding the direction of research in Brazil at the time. He perceived competence as a knowledge construction, skills and attitudes, identified skills linked to occupational, among others, that of learning to develop skills.

Among several conclusions related to his research, the author points out:



In general, it was verified the predominance of the competence study from its constituent elements, that is, of knowledge, skills and attitudes. Researches that seek to identify competencies relevant to certain occupational roles, as well as those that examine the learning processes contribution to the competencies development, are more common (BRANDÃO, 2007, p. 156).

In this sense, competence is a specific organization of activities that the individual must demonstrate in order to achieve a competitive differential in order to achieve the impacts of his actions, such as creativity, flexibility, focus on results and the client, organization, planning and leadership (MITCHELMORE; ROWLEY, 2010).

For Dutra (2008), competence can be verified in the sharing of competences between individuals and organization. In the same perspective, Miranda broadens (2004) when approaching the competence as being an autonomy of internal resources of two types, personal and collective resources. It corroborates Fleury and Fleury (2001) in presenting the actions of the individual and the organization to generate value, respectively social and economic, building a relationship that allows harmony in relationships.

The competences of the individuals are those that constitute the organizational competences, in this way the Organizational Management must manage them in order to sustain competitive advantage that is aligned with the mission, vision and objective, in order to attend the Organizational Strategy. For Zarafian (2001, p. 67), competence "is manifested only in practical activity, it is from this activity that the evaluations of the competences used in it can take place".

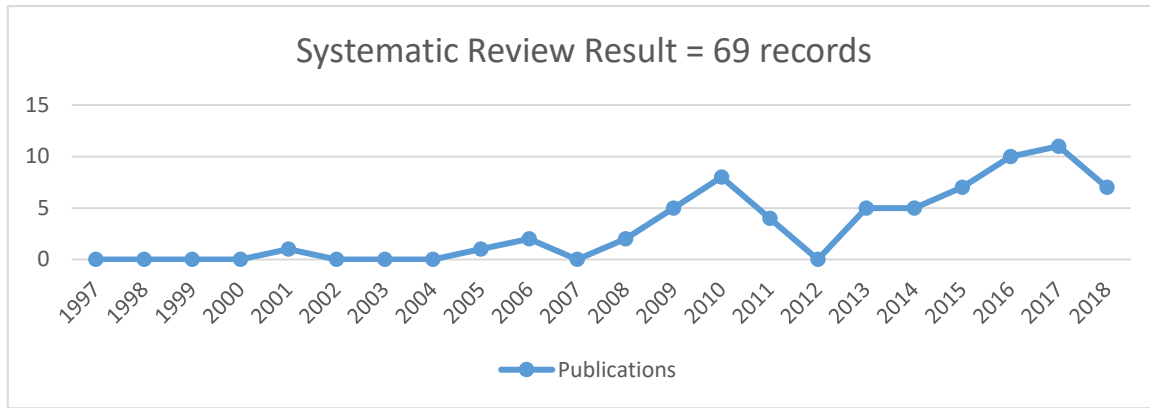
In this way, Management by Competence offers conditions to verify and evaluate the performance of the organization's professionals (GRAMIGNA, 2008). By knowing the potential of the organization's installed competences and the dynamics of the external environment, it is possible to prospect scenarios for action, and strategic management with this competitive advantage can be more easily adapted to new contexts.

According to Gomes Jr. (2013, p. 68–69), Management by Competence allows to verify, from the organizational perspective, that "the competencies for the performance of the position lie in the relation of existing and missing competences, that competency gap that needs to be verified and corrected".

Competency recomposition can be achieved through training and capturing skills (CARBONE et al., 2009). Developing the organizational competency passes primarily for the development of human potential, which in turn, stimulated by the organization, can make its knowledge available to the organization, thus generating organizational learning.

#### **4. Results and Analysis**

As a systematic review result, we obtained the 69 articles found under the terms "Innovation AND (human management)" and "knowledge intensive" (AND). their distribution in relation to the years of publication..



Graph 1. Annual scientific production of innovation, people management and intensive knowledge. Prepared by the authors, selection obtained in September 2018.

In some periods, the scientific production on the subject has not been verified, but in the last, despite some instability, the publications have occurred systematically although the number is not expressive. The literature systematic search result from the keywords and the filters (topic and document type) is presented in Graph 1.

Identified the 69 articles that serve literature systematic search, were classified, after reading comprehension, nine articles that contribute with the objectives of the research. The selected articles are presented in Table 2, highlighting their main focus, respectively.

Table 2: Result of systematic literature review in WoS

Nº	AUTHOR	YEAR	ARTICLE
1	Fu, N.; Flood, P. C; Bosak, J.; Morris, T.; O'Regan, P.	2015	How do high performance work systems influence organizational innovation in professional service firms?
2	Lehrer, M.; Ordanini, A.; DeFillippi, R.; Miozzo, M.	2012	Challenging the orthodoxy of value cocreation theory: A contingent view of coproduction in designintensive Business services
3	Mendez, R.; Sanchez Moral, S.	2010	Spanish cities in the knowledge economy: Theoretical debates and empirical evidence
4	Jorgensen, F.; Becker, K.; Matthews, J.	2011	The HRM practices of innovative knowledgeintensive firms
5	Binyamin, G.; Carmeli, A.	2010	Does structuring of human resource management processes enhance employee creativity? The mediating role of psychological availability
6	Jensen, S. H.; Poulfelt, F.; Kraus, S.	2010	Managerial routines in professional service firms: transforming knowledge into competitive advantages

7	Martinez Sanchez, A.; Vela Jimenez, M. J.; Perez Perez, M.; de LuisCarnicer, P.	2009	Innovation and labour flexibility A Spanish study of differences across industries and type of innovation
8	Finegold, D.; Frenkel, S.	2006	Managing people where people really matter: the management of human resources in biotech companies

Prepared by the authors.

Following are his main contributions, emphasizing important points as objective, main contributions, conclusions among other aspects that are interesting during the narrative of the selected articles.

**4.1 Narrative of selected publications**

The main purpose of the first article is to analyze the contribution of Innovative Work Behavior (IWB) in the relationship between the High Performance Work System (HPWS) and the organization's innovation. The form of management gains notoriety by the way managers influence their teams to develop and create innovations, are the result of the adopted practices, to know how to potentiate the employees capabilities in the process of innovation, that guarantee the organizational competitiveness (FU et al., 2015).

From the managerial view point, they highlight the value creation chain importance for managers of Professional Services (PSF) through the High Performance Work System, as a way to promote the innovative behavior in the work and achieve the best organizational results. In order to do so, they highlight as important aspects selection of personnel, continuous development, orientation and goals in achievement of goals.

In the same way, they bring the practices of Human Resources Management as a way to improve knowledges and skills, the motivation and the opportunity to demonstrate their talents. In addition, they promote and sustain innovation in organizational environment, above all, by looking at management of organizational learning, knowledge and knowledge sharing, which promote organizational innovation.

When dealing with the behavior at work, infer that the adoption and use of these practices, propitiate the company innovation increase through the adoption of Human Resources Management (HRM) actions that unfold to Innovative Behavior at Work (IWB).

From an academic point of view, they present the role of Innovative Behavior in Work (IWB) of employees for High Performance Work System (HPWS) in specialized services, but also present their contribution as a contribution to existing literature on Human Resource Management (HRM) and innovation from various perspectives.

They emphasize that while human resources are a key factor for organizational innovation, their practices in managing such a resource have not received necessary attention. They indicate that innovation issues are still centered on aspects such as antecedents identification, conditions for emergencies, processes for occurrence and also the consequences for organizational performance.

The authors Lehrer et al. (2012) discuss the relationship between knowledge-intensive service providers (KIBS) and customers in the joint development of new products, services and innovation through co-

generation and co-production. They emphasize that the creative process depends on reciprocity in the interactions between service providers and service users, through the application of their competencies. The studies results carried out in companies from the industrial, advertising and culture sectors show coproduction through a curve, called the "U curve (Figure 1)", in which an instant of greater relationship is observed throughout a project . The process begins with a critical questioning to the customer and, in its final part, tests and solutions. On the contrary, in the intermediate stage, it presents less co-production, since the clients prefer a degree of separation for the creative development.

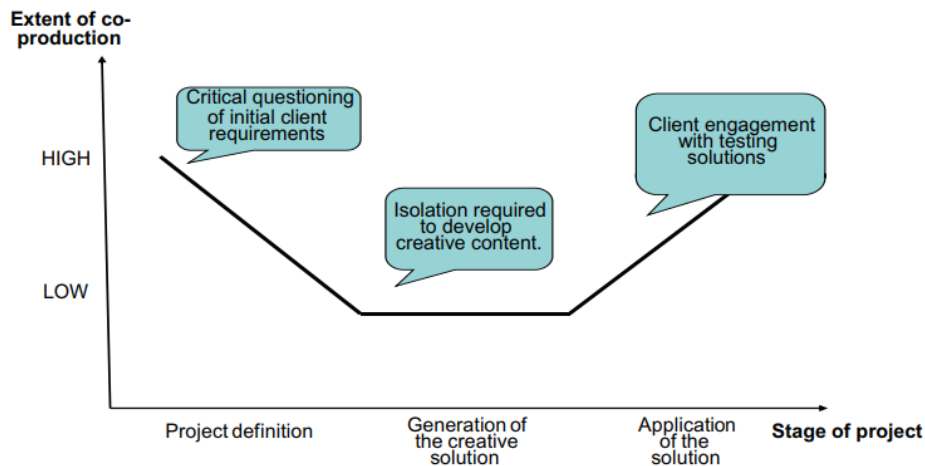


Figure 1. Extent of KIBS and client co-production along key stages of the project. Lehrer et al. (2012).

They also show greater studies regarding the "U curve" of coproduction in view of the contribution of the contingency factors that infer its form. With regard to the specific study regarding the Knowledge-Intensive Business Service (KIBS) suggest to extend to other areas, eg. technological.

They bring contributions in explaining the decision changes in coproduction services companies, raising factors such as: combination of requirements in the project phase, characteristics of the client and also the resources involved. Further, studies show that coproduction achieves the best result by setting an appropriate level between the client and the project context to be a KIBS skill.

The research developed by Méndez e Sanchez (2011) presents as central theme the development of societies and territories in the scope of globalization from the present economic concepts of the knowledge society. The authors also emphasize the importance of financial resources for local development (region and cities) by promoting research, technological development, knowledge transfer, both in the public and private spheres, as well as enhancers of local competitive and economic competence.

The interdependence in knowledge construction in these cities permeates by interest factors, these allow the relations between society agents, a relation through which it is possible to implement affirmative actions that meet local social development. Another important aspect is ecosystem structure constituted to add value to knowledge-based cities, especially what deals with human potential for local efficiency as it is understood as an important factor of strategic resource for local strategic performance. This can be seen in Figure 2, where the knowledge-based components of intelligent cities are linked to human capital and urban

performance, which in turn are elements that complement each other as they are focal points that bring together and mobilize talents and creative people, which in turn support the construction of knowledge to intelligent cities.

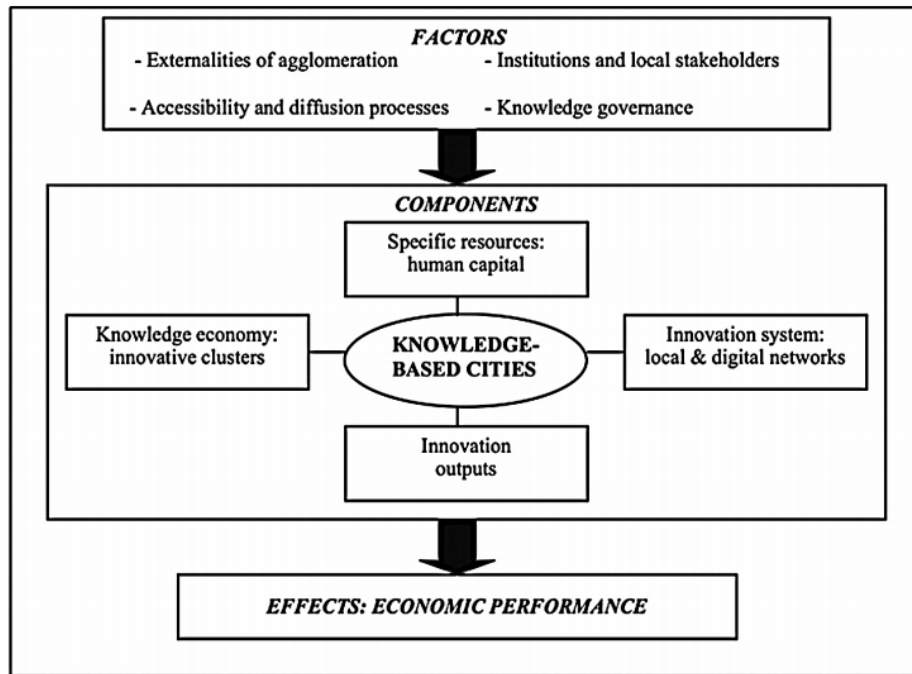


Figure 2. The construction of knowledge-based cities: factors, components and effects.

Mendez et al. (2011).

The authors identified a set of performance indicators to verify local economic capacity through studies in large and medium-sized Spanish companies. From a database with 363 municipalities with more than 20,000 inhabitants and observing 12 indicators divided into four components, the degree of concentration of the variables was measured. The components and indicators are presented in Table 3.

Table 3: Variables that make up the performance indicators.

COMPONENT	INDICATOR
<b>Identifies uneven supply of human capital in Spanish cities</b>	University population aged over 16 years.
	People with secondary education or vocational training over the age of 16.
	Development of professional technical support, in addition to executives and management staff and the total unemployed population.
<b>It identifies the city specialization degree in the knowledge economy, considering the contribution work in</b>	Industrial jobs in high technology sectors (OECD).
	Intensive knowledge services for companies and population.
	Other creative sectors.

<b>terms of "innovation clusters".</b>	Total innovation poles.
<b>Innovative efforts of the local innovation system and results achieved in terms of business innovation, including results in terms of opening new markets.</b>	The investments made between 2000 and 2005 by companies receiving aid for innovative projects.
	Applications for patents and utility models, between 2000 and 2006.
	Companies with ISO-9001, ISO-14001 and EMAS quality certification in 2007.
	Percentage of companies that export from the total existing in 2006, including all companies with a turnover of more than € 360,000.
<b>Ability to network in the city.</b>	Provision of ISDN and ADSL.

Adapted by the authors.

Jorgensen, Becker and Matthews (2011) identified human resource management practices in four innovative firms, two of which are knowledge-intensive firms (KIFs) and two are traditional enterprises. They present as a characteristic the managers participation in the hiring process, the professional development that, to a large extent, is carried out by specialized companies, but there is a practice in which more experienced employees take courses to the newly hired. Another aspect is the identification of the behavioral characteristics as a way of adjusting the individual competences to the organization needs.

They also highlight the practices that promote the interdisciplinary groups construction with activities rotation, pointing as aspects that potentiate the ideas generation. Management and performance-based compensation are also important practices in the organizations studied, which establish that these characteristics are remarkable, but may vary according to their individual peculiarities.

The comparison between these companies types makes it possible to show that KIFs have a greater capacity to innovate, since their competitive advantage rests on the intellectual capital derived from knowledge, information and experiences. They build with support in literature, a framework to highlight the most requested training and development activities, which may be traditional or specific. Teamwork, problem solving, creativity and communication skills are recurrent, instituting a collaborative form of education.

Binyamin and Carmeli (2010) presented the importance of structuring processes for logic and stability in the organizational environment. This way, they deal with the members influences in organizations structuring and thus the processes that facilitate creativity in work activities. They point to implications of rigid organizational structure, noting that such practice can lead to stagnation due to anesthetizing creativity, since it potentiates cognitive limitation to produce new ideas.

Focusing on human resource management practices impact on actions involving creativity, such as recruiting creative staff and promoting creative results, the authors propose a method. In this context, human resource management process structuring method (Figure 3) in which manager can create an environment that smoothes uncertainties and stress at work in order to increase the psychological availability and levels of employee creativity.

They postulate that if human resources management acts in the perception of uncertainties and stress, the

creative results have less performance in their activities in the workplace. Corroborating with other authors, Jensen, Poulfelt and Kraus (2010), when dealing with the perspective of knowledge-intensive organizations and their need to innovate to maintain competitiveness in organizations context, test this potential from organizational capital. They emphasize that despite literature's wide attention to innovation and the development of professionals in knowledge organizations, further studies are still needed on the relationship between managerial routines and innovation.

When analyzing three knowledge-intensive companies, they seek to identify which managerial routines generate innovation and how human resource management can support competitiveness. As a result, the activities reorganization was latent to diminish repetition of tasks, to adjust activities in favor of available competences, as well as emphasis on the relationship capacity to extend technical competences.

The authors conclude that all difficulties were solved by establishing new routines related to human resources management, which they had. The establishment of new routines were related to knowledge resources restructuring used in a manner.

Martínez-Sánchez et al. (2009) consider in their work the analysis on relationship between innovation performance and flexibility in work context. When conducting their research in different production sectors, in view of the innovation pace, they have developed with 156 companies from Spain in following segments: automotive (97 suppliers of automotive components) and telecommunications (59 software development companies) have indicated that firms with high innovation are more flexible compared to less innovative firms.

Also, they realized that most innovative companies have some flexibility dimensions in the work environment that correlate positively with innovation performance. In the same way, they suggest that some flexible management actions, especially those that are flexible practices in work activities, that are widely adapted to knowledge-intensive companies, because some of their dimensions regarding flexibility do not differentiate between industries and innovation type.

Due to the strategic human resources management (SHRM) Finegold and Frenkel (2006) bring in the construction of their study, companies based on knowledge and the role and responsibility of Human Resources professionals have in integration and alignment of professionals with organization guidelines.

From the knowledge economy view point, with best practices vision, the Human Resources strategic role is closely linked to managers role, who act as knowledge intermediaries, supporters and those responsible for moving the organization to new practices. They conduct an investigative construction of eight startup companies in the biotechnology field located in the USA and Australia to understand strategic human resource management importance and its organizational grants.

In presenting the innovation, the products and services quality, as important for competitiveness, highlight data presented by the USC's Center for Effective Organizations in a survey of 150 North American companies within a three-year interval (1995, 1998, 2001) where human resources role relevance to organizations is removed.

In this construction, the authors verify that in resource-based perspective, organizational composition for leadership requires a Strategic Human Resources specialist to support technology-based companies. The research results allowed us to identify that companies investigated do not have this professional in their

initial period, mainly due to their size and / or their growth rate, due to limited resources and aspects related to vision of their founders.

With panorama created by selected articles narratives, it was possible to highlight people management contributions in human potential development to meet organizational demands for innovation. Still more objectively, Table 4 synthesizes each selected article contribution.

Table 4: Selected article contributions synthesis

AUTHOR / YEAR	CONTRIBUTIONS
<b>Fu et al. (2015)</b>	<ul style="list-style-type: none"> <li>• Emphasizes manager importance as an influencer for creative teams and employees' capabilities enhancement.</li> <li>• The adoption and practices use in selection, continuous learning, an innovative work environment promotion and incentive by result, increase company's innovation. Through human resources management actions adoption that improve knowledge and skills, they promote new talents</li> <li>• Emphasize that while human resources are a key factor for organizational innovation, their practices in managing such a resource have not received necessary attention.</li> </ul>
<b>Leher et al (2012)</b>	<ul style="list-style-type: none"> <li>• They emphasize that creative process depends on reciprocity in interactions between service providers and users through their competencies.</li> </ul>
<b>Mendez et al. (2010)</b>	<ul style="list-style-type: none"> <li>• It highlights the human potential as a strategic resource in local development context in cities based on knowledge.</li> </ul>
<b>Jorgensen, Becker e Matthews (2011)</b>	<ul style="list-style-type: none"> <li>• They identified human resources management practices in four innovative companies through managers' participation in hiring process, experiences transfer, competencies observance, work forms that motivate ideas generation.</li> <li>• Knowledge-intensive companies have greater capacity to innovate because their competitive advantage rests on intellectual capital;</li> <li>• They demonstrate training and development activities, taking into account innovation type relevant to organization characteristics, but it is common teamwork, communication skills, and continuing education.</li> </ul>
<b>Binyamin e Carmeli (2010)</b>	<ul style="list-style-type: none"> <li>• They focus on human resource practices impact on actions involving creativity, such as recruiting creative employees and promoting creative results.</li> <li>• They emphasize importance of having a human resources management process where the manager can create an environment that softens uncertainties and stress in order to raise psychological availability and creativity employees' levels.</li> </ul>



<p><b>Jensen, Poufelt e Kraus (2010)</b></p>	<ul style="list-style-type: none"> <li>• Radical innovation is limited by managerial routines, which demand constant high quality demands, but human resource routines have been presented as a way of alleviating some organizational constraints.</li> </ul>
<p><b>Martinez Sanchez et al. (2009)</b></p>	<ul style="list-style-type: none"> <li>• They have shown that relationship between innovation performance and flexibility in work context is positive, that is, more innovative companies are more flexible.</li> <li>• They suggest some flexible actions, such as case of flexible practices in the work, which attends knowledge intensive companies' aspects.</li> </ul>
<p><b>Finegold e Frenkel (2006)</b></p>	<ul style="list-style-type: none"> <li>• The professionals and human resources processes have role for integration and alignment of professionals and strategic guidelines;</li> <li>• Organizational composition for leadership requires a human resources specialist.</li> </ul>

Prepared by the authors.

As shown in Table 4, it can be considered that firms with greater innovation capacity present flexibility in work environment for their employees (MARTÍNEZ-SÁNCHEZ et al., 2009). Human resources processes have function of integrating and aligning employees with the organization's guidelines and strategies (FINEGOLD; FRENKEL, 2006). Binyamin and Carmeli (2010) also place as a human resources management function to create an organizational climate in order to reduce the stress that enables the creativity of employees. As conclusion (FU et al., 2015) put that the adoption of practices and actions to manage human potential is determinant to organizational performance to achieve innovation. Jensen, Poilfelt, and Kraus (2010) attribute the human resources routines as a way to attenuate the limitations to creativity and radical innovation, which management routines impose. After all, competitive advantage rests on intellectual capital (JORGENSEN; BECKER; MATTHEWS, 2011). Finally, Leherer et al. (2012) showed that coproduction and co-creation are directly affected by the management of the employees' competences, which is a personnel management activity.

## 5. Final Considerations

In this article, several perspectives were addressed in order to understand the various areas contributions that integrate people management and are potentially articulated in innovation process. The empirical research presents positive contributions between people management and innovation process, which show potential of meeting the strategic organizational demands aimed at serving the market.

The research shows, through authors' researched reports, that studies that deal with relationship between innovation and people management are still recent and scarce. On the other hand, it was highlighted the recognition theme importance for knowledge organizations, mainly in understanding their human potential in structural capital construction to sustain innovation.

There is consensus that the main organizational potential for promoting competitive differential in organizations is innovation. On a recurring basis, aspects that deal with innovation because of knowledge

for action, the relation of work performance and innovation, as well as the importance of actors in innovation process are pointed out in a form of limitation or recognition. It is perceived communion existence in ideas development importance that can generate results, but practices in developing them are not yet reality part.

As a contradiction, this research presents in Table 3 the perspective of the interrelationships between People Management in Innovation Process, pointing out the importance of each one of the areas and the relations established in improvement and value generation in processes and products by the way to articulate human potential.

The importance of Strategic People Management is recognized as fundamental to maintain human potential balance, and in turn, of the organizational knowledge installed, but practices developed to enhance and develop value to intangible assets are yet to undergo further research.

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<sup>i</sup> Universidade Federal de Santa Catarina – Grupo de Pesquisa Inovação em Ciência e Tecnologia

<sup>ii</sup> Universidade Federal de Santa Catarina – Núcleo de Estudos em Inteligência, Gestão e Tecnologia para Inovação

<sup>iii</sup> Universidade Federal de Santa Catarina – Departamento de Projetos de Arquitetura e Engenharia