

Professional analysis in people management: the differential contribution of psychology

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Abstract—People's management policies are outlined considering the structure, culture, and goals of the organization. For its implementation, the professional analysis represents a fundamental role, as it includes the description of tasks, in addition to profile analysis and competencies for filling positions. It serves as the basis for the three systems of people management: entry, development, and valorization of people. The objective of this work was to discuss the differential contribution of psychology in the elaboration of professional analysis as the basis for the organizational management model and the implementation of the people management system. The case study was descriptive and exploratory and was developed in an organization providing human resources services in the hospital area. Thirteen workers participated in the study. Interviews, observations, and documentary analysis were conducted for data collection and discursive analysis. The differential contribution of the psychology professional in people management was illustrated by professional analysis, focusing on the management by the worker's competencies. As a result, a people management manual containing the professional analysis of thirteen positions was prepared. The activities raised, most depend directly or indirectly on the professional analysis, as they relate to recruitment, selection, training, and development of people, as well as performance evaluation. Its implementation allowed adjustments in the actions developed in the three people management systems

Keywords—people management, professional profile, competence.

I. INTRODUCTION

Psychology applied to organizations is an inheritance of war. It came to support the war industry, using its techniques to recruit, select, train and evaluate the performance of workers. Since then, it has been developing and improving its techniques and interventions, aiming to contribute to the adjustment of relations between the worker and the work organization. [1]

The insertion of psychology in organizations occurs preferably through the department of human resources or people management. The training of professionals to work in this area has been performed primarily in the courses of business administration and psychology, making the area necessarily interdisciplinary. While administration contributes to the structuring of the organization, systems, computerization, and methods, psychology contributes to the insertion of the human factor and the health of the worker, focusing on its subjective aspects.

The people management area has become an

important factor for the sustainable competitive advantage of the business, participating in organizational strategic planning and contributing significantly to the results. [2] This field was constituted as an agent of organizational change managing the selection of people, job description, performance assessments, remuneration policies, salaries and benefits, training and development, end marketing and internal communication in addition to the retention of talents. [3] "We can characterize people management as a set of policies and practices that allow the reconciliation of expectations between the organization and people so that both can serve them over time". [4]

Each organization, based on its goals and culture, creates expectations of how people inserted in that context should behave, and this set of expectations serves as principles and guidelines for the management of people and groups in institutions. The organization of the work is planned to ensure the balance between the needs of the organization, productivity and profit, and of workers, in search of the quality of life at work. The quality of life of the worker is directly included in

organizational development, directed to aspects of job satisfaction and job appreciation.

Personnel administration emerged around the 1950, under the influence of the appearance of the Scientific Administration and Classical School of Taylor and Fayol (1916) and emphasized the division of administrator tasks in the actions of planning, organizing, coordinating, command and control. [3]

At first, people management adopted a mechanical and systematic model as a result of the influence of administration, prioritizing productivity and bringing to background the subjectivity of the worker. The school of Human Relations, introduced by Elton Mayo (1910), brought these factors as fundamental to management, and it was from there that psychology began to emphasize human factors as fundamental to people management.

In Brazil there were three phases in people management, reflecting changes in the context in management models. [5] The technical phase (1950 to 1965) was the one that implemented in Brazil the American model of personnel management and elevated hr. function to organic management status. With the opening of Brazil during the government of Juscelino Kubitschek and the entry of industries, came a system that led Brazilian industries to adapt: organization charts, the figure of the GRI (Industrial Relations Manager), culture management Organizational.

This represented, for the organization and for workers, a great advance in the quality of relations between capital and labor. It was at this stage that the HR area began to operationalize services such as training, recruitment, and selection, positions, and salaries, hygiene, and safety at work, benefits, among others. [6]

The administrative phase (1965 to 1985) created a historical milestone in relations between capital and labor, to the extent that it implemented the union movement called "new unionism". At this stage, there was a significant change in the denomination and responsibility of the industrial relations manager until now: the position became called a human resources manager. With this change, it was intended to shift the emphasis on bureaucratic and purely operational procedures for the responsibilities of a more humanistic order, aimed at individuals and their relations (with trade unions, society, etc.).

The strategic phase (1985 to the present day) was operationally demarcated by the introduction of the first

strategic planning programs of organizations. At this stage, the first long-term concerns were raised by the board of directors of the companies with their workers. From a managerial position, third-tier, at the still tactical level, people management began to be recognized and act at the directional and strategic level in organizations. In this new context, there was an appreciation of knowledge, which led to the creation of new paradigms for the use of applied knowledge and business. From there were changes in the appointments of the position and the set of responsibilities inherent to the role of personnel. The professional also underwent a readjustment of his profile, to be able to follow the changes required. [7]

After this brief historical contextualization of the Brazilian reality, it is important to point out that this context, combined with the culture of the organization, resulted in the choice of the most appropriate management model to be adopted by the organization to achieve its objectives. People management can be based on two paradigms: the functionalist, who adopts the model of the Scientific Administration developed by Taylor in 1916 in the United States, and the radical humanist, who adopts the model of Labor Psychodynamics, developed by Dejours in France in 1980.

The main assumptions of the Scientific Administration are based on high productivity. This model focuses on increasing work rhythms to achieve efficiency and aims at adapting workers to work for the organization. It can be affirmed that he had influences of positivist thinking, precisely because he believes that, if there is order, there is also progress. This model can be divided into two types. The first, the main objective is to understand management dividing into functions: attraction; maintenance; motivation; training and development of personnel. Focuses on the functioning of the organization but limited to the tasks of the area. The second type of systems-based management is the systemic approach, which adopts the subsystems of this organization, including influences from external environments and people, being broader, as shown in Figure 1.

Among the alternative models to functionalism will focus on The Psychodynamics of Labor, Dejours, which, unlike the other, aims at the emancipation of the individual, that is, values the creativity, cooperation and intelligence of the worker in the face of his work. [8]

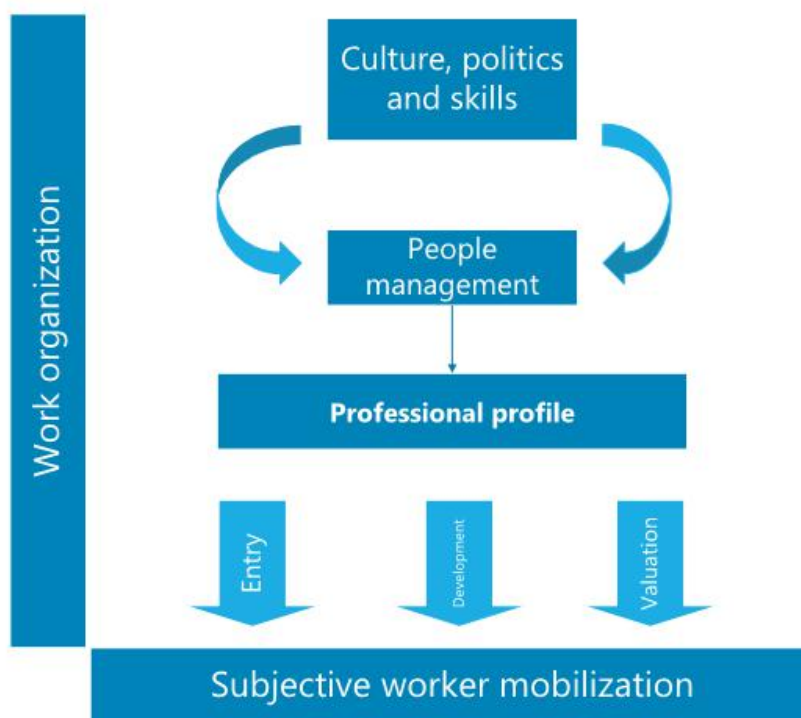


Fig.1: Graphical representation of the relationship between people management systems and the categories of work psychodynamics.

For Work Psychodynamics, professional records and flowcharts represent the prescribed work and are inserted in the work organization category. The worker must, from it, mobilize his subjectivity to transform the prescribed work into real work. In addition to paradigms, the adoption of a management model results from the context, objectives, history, and culture of an organization. The people management model defines how to organize life at work and promote the balance between the interests of the organization and workers. Thus, it encompasses the processes of selection, training, and development of personnel, valuing workers, career orientation, rewards, remuneration, evaluation, promotion, well-being at work, quality of life and even preparation for shutdowns and retirement. [9]

In the management of people, there are three interdependent systems from which the functions are distributed, namely: 1- System of entry and socialization; 2- System of development and training of people and 3 - Recovery system.

The system of people joining involves the activities of recruitment, selection, and socialization of people, being a system aimed at the entry of people into

the organization, without their social dynamics and organizational culture. It acts to promote the congruence between the organization's competences and strategic objectives, also aiming in the future for the potential to be developed. [10]

To achieve these objectives, a study of positions should be carried out, which includes the survey of the demands of the position and the functions to be performed, evaluation of the characteristics of the individual who seeks to occupy the position, as well as the use of candidates with better evaluation in the selection process. Thus, it is expected that the skills appropriate to perform the tasks of the position will be defined and that there is an alignment between them and the strategic objectives of the organization. The candidate's conditions are evaluated, as well as their potential to be developed in the future.

The activity that encompasses this task is the construction of the professional forms because they benefit this system by defining the most appropriate tests for the selection of the position, in addition to the entire psychological profile that the individual who is occupying the function must present, including skills, skills, and skills. It is appropriate for the organization to

define the skills necessary for each activity that affects the quality of products and services, evaluates staff's skills to carry out the activity and draws up plans to adjust any gaps that occur. [11]

After the worker's entry, the socialization process begins, which assists in the creation of bonds that will provide meaning to socio-professional relationships in the organization. Socialization is considered a psychological contract between the worker and the organization [12], and is fundamental for the management development and in the process of learning and succession of activities.

The system of development and training of people encompasses a set of actions aimed at the learning process, involving training activities and education of people. This system is aimed precisely at the idea that, by developing and improving performance at work, the results will also be improved. You can get these results through activities that fall within them as a specific action to improve performance at work. It is also possible to develop skills and skills that will increase the worker's ability to deal with certain work situations. [13]

With a job analysis, it is possible beforehand to select the skills and skills that can and should be developed in the occupants of those positions, thus ensuring better performance within the function. [14] To ensure the efficient execution of tasks, it is necessary to teach and adjust workers in the skills and knowledge necessary for the full exercise of the position. [15]

For these systems, several techniques and methods are used, which can act in various means of the teaching-learning process. Among them, four stand out: information activities (lectures) and awareness- raising, skills development activities; development of concepts and skills development. [14]

The personnel appreciation system comprises the practices aimed at rewarding people, which can be both economical and symbolic, as personal and professional recognition. It was from this system that actions emerged such as monitoring the motivation of workers. All recovery practices are directly linked to the organization's systemic and strategic planning. [16] The development system and the recovery system are interconnected because often the valuation can come through an evaluation of performance management, that is, it is due to the final result, through evaluation instruments to measure the conduct and the degree of domination of acquired skills of a worker for a given position and function.

Considering the importance of these three systems of people management, it can be said that they represent their actions, however, the basis of the whole system is in the elaboration of the professional profile, so the need to know the context of its development over time. The elaboration of the professional form will be discussed below.

The professional form: basis for people management

Among the sciences that focus on human work, ergology is the one that deals with studying professions considering objective and subjective factors, and in it, protistology focuses on the analysis of subjective factors linked to a function. She studies the personality of the individual and his relationship with skills (physical, psychological and psychomotor) involved for the exercise of the function in a given position. [17] The area that elaborates professional analysis is professional. In professional, the object of study is addressed from two factors: one is aimed at the survey of professional personality and its relations with the different work modalities; and the other, focused on the objective and abstract study of the forms of activity represented by the professions and psychological factors that influence the individual's income.

In Brazil, the introduction of the systematics for the construction of the professional forms occurred via the Getúlio Vargas and SENAI foundation - São Paulo, in 1947, when they invited Dr. Mira Y Lopez to develop a project to introduce and empower professionals in the field. This project is commented below:

On this occasion the main objective was to provide psychotechnicians with a classification of professional activities, based on a) to predominance intellectual activity (abstract, verbal, spatial, space-verbal, abstract space, abstract verb-abstract, and verb abstract-spatial or mixed); b) the predominance of mental or psychomotor activity, or merely motor (psychic, psycho-physical and physical); c) the preponderance of temperamental and somatic aspects (determined or automatable and variable or non-automatable) d) to the dimension of space work (micro, medium, and macro-space). [18]

Considered as the basis of people management, the professional form characterizes the research of the component elements (human, instrumental, environmental and organizational) of a work and its interaction, with the objective of determining the necessary conditions (organization of tasks) to adequate performance. It can be considered as the "[...] the

product of the information that is transmitted by the analysis of the position, the request of employees and other related instruments, characterizing the skills, abilities, and aspects of personality necessary for the full exercise of a given position". [19]

For the elaboration of the professional analysis, some techniques are used: the observation of the worker during the execution of his tasks; semi-structured interviews with workers, in addition to consulting the database describing occupations in the country (CBO - Brazilian Classification of Occupations), available on the website of the Ministry of Labor. [18]

To begin the process of elaboration of the professional analysis, it is necessary to analyze the successfully performed. To this end, it is necessary to elaborate on the description of positions and significant conduct that can lead to failure or success in that position. The methodology used is observation, use of questionnaires to be answered by workers and individual interviews. The description and analysis of positions evaluate both the duties and responsibilities of a position and are directly linked to the organization's objectives. Describing a position implies making the relationship between activities and their needs, taking into account the worker and the organization. It thus represents a simplified design of the content and fundamental responsibilities of the position.

From the description, the analysis of the position contains the requirements, responsibilities, and capacities covered by that function, which include basic points to be followed in the preparation of such documents, such as mental, physical, the liability involved and working conditions. [20]

After the description of the tasks, the psychological analysis of the profile and competencies for the performance of the tasks of the position is performed. Among the aspects evaluated, there is intelligence; personality; interest; mental and psychomotor skills, in addition to skills. For this analysis, the SATEPSI

- Psychological Testing Assessment System of the Federal Council of Psychology should be consulted. The tests suggested for use by psychologists should be related to the system in a way that meets ethical requirements, proving that they are fit for the application.

The next step is the psychological analysis of the position, which can interconnect information arising from observation, interviews, analysis of critical incidents or the indication of psychological tests to evaluate skills, skills, and skills of workers. According to

position, which "Aims to rationalize the execution of tasks, adapt the measurement instrument to man, offer environment more conducive to productivity, better qualify the professional, finally instrument the achievement of a greater goal: the realization of man at work". [15] Therefore, both for planning and the execution of this elaboration must be obeyed the following steps: a study in position, analysis of the execution of the position and requirements necessary for function measurement.

The study of the position aims to analyze the necessary conduct for the activities of the function to be

the literature review conducted in the studies by [7], the data indicated that some individual characteristics or psychological requirements are necessary for an adequate adaptation of the individual to the context of the nature of their activities and organization as a whole. Some of these characteristics relate to the degree of the domain that the individual should present about the knowledge, skills, and attitudes necessary for the production of effective results in his work. In some of these studies, the technical and behavioral competencies required for the good performance of activities at work were listed, in addition to personality traits considered essential to the facilitation of performance, which are identified appropriate to the position or even for the maintenance of the mental health of the professional.

The professional analysis comprises the main responsibilities for a given position, lists the social characteristics that the complexity of that position requires, in addition to containing the updated description of the skills, skills, skills, and traits of personality who must possess the one who is to hold the position. The contribution of the profissiographic forms to the three systems is represented in Figure 2.



Fig.2: The use of profissiographic forms in the three people management systems.

The author [4] states that in the period from 1980 to 1990 there was an expansion in people management, which included competencies, considering that individuals could be evaluated and valued according to their performance in the development of the organization. Combined with the methods of professional analysis, the mapping of competencies emerges as a methodological alternative capable of meeting the needs of organizations about the implementation and maintenance of people management policies. [6] In this sense, the effective application of competence is capable of generating a significant impact on individual and these results in organizational results. Similarly, mapping and competency management have become key strategic tools for people management actions and should be systematically planned and implemented in organizations, with continuous review of assumptions theoretic and empirical that guide them. [10]

Skills management can be considered an important tool for identifying the needs of individual and institutional knowledge and for the consequent development of people to achieve organizational results, can be used both in the private sector and in the public sector, through the application of different methods, models, tools and techniques. The concept of competence was first developed by David McClelland in 1973 when he sought more effectiveness to select people for the organization. It was expanded and supported other processes of people management, such as evaluation and development processes. Boyatzis, Le Boterf, and Zarifian better explored this relationship between competence and value aggregation and delivery. [13]

Although there is no consensus on the concept of competence [20] states that "competence is the practical intelligence of situations that support themselves on the knowledge acquired and transform them with the more

force, how much more the complexity of situations increases." [21] still points out that there is no homogeneity regarding the models and authors adopted by organizations. So much so that there is still great diversity, even in the terms adopted to conceptualize competence.

Different methodological proposals of professional and competency mapping have been developed and used in isolation as a minimum requirement to subsidize selection processes and psychological evaluations in various contexts in Brazil, as well as contemplated in Resolution No. 01/2002 of the Federal Council of Psychology, and decree no. 7,308. This practice indicates the search for improvements in selection processes, as well as training courses, curriculum matrices and the work environment as a whole. [9] Addressing skills development necessarily includes analyzing the management model of people adopted by an organization, as this will determine how people will be selected, developed, trained and rewarded. [2]

One of the ways to work these skills is the development of people. For this, the organization should invest in training and training courses, which is one of the responsibilities that is foreseen in the management in the system of people development. Several methodologies can, therefore, be used, provided that they have elements of the organization itself as indicators of competences and are developed based on scientific knowledge, based on the use of valid methods. Moreover, to overcome the difficulties existing in operationalization and the establishment of a relationship between individual and organizational competence, it is necessary for the organization to establish clear policies and strategies for the development of people and learning, formal or informal, as well as a widespread and shared model of knowledge management.

Once the theoretical basis is completed, the objective of the study will be presented, in order to

discuss, later, the differential contribution of psychology in the elaboration of professional analysis, as a basis for the implementation of the people management system, considering it as a result of the culture and organizational management model. For this study, 13 sheets of positions diverse from a company that operates in the area of service provision in hospital management were elaborated. It follows the methodological design of the study.

II. MATERIALS AND METHODS

This is a descriptive and exploratory case study. The study was carried out in an organization located in the state of Goiás and that operates in the area of provision of hospital management services.

Participants

Thirteen workers, of both sexes and who held various positions, aged between 25 and 43 years, schooling ranging from middle to complete higher education participated in the study. House time ranges from two months to two years.

Procedures

For the elaboration of the professional analysis, data from the documentary analysis, observation and interviews were used, as well as consultations with the CBO and the Satepsi system of the CFP. The routine and analysis of documents of the organization were

performed. The data were elaborated through semi-structured interviews. The individual interviews took place during business hours at the organization's facilities, and the time was half an hour. After transcriptions, the discursive analysis was used to assess the data.

III. RESULTS AND DISCUSSION

The present study was carried out as part of internship activities in the area of organizational psychology and work. The organization provides outsourced services in the area of human resources to companies operating in the hospital area. The professional analysis was performed totaling 13 positions of the organization's headquarters.

The first part of the form consists of an overview of the position, assembled from the CBO number of that position, plus the speech of the occupant of the position in question. Once the general description is made, a more detailed description begins, containing the activities of the position. The activities were divided according to the frequency in which they should be performed, therefore, divided into daily, weekly, monthly and sporadic activities, and the latter refers to lower frequency activities and that occurs only when there is a Need. At this time, the description of all forms that the individual has contact when performing his function also comes in, along with the description of all types of equipment and machines used, as shown in Figure 3.

Professional profile	
Cargo:	Department:
Immediate Supervisor:	CBO Suggestion:
Immediate subordination:	
General objective of the position:	
Description of tasks:	
Daily activities	Sporadic activities
	Weekly
	Monthly

Forms and forms used at work:
Machinery and equipment used at work:

Requirements for filling the position

Technical Skills	
Minimum schooling:	
Courses:	
Specific knowledge:	
Previous experiences:	
Behavioral Skills:	
Responsibilities for interpersonal contacts:	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Responsibility for supervision:	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Responsibilities for errors:	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Responsibilities for confidential information:	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Differentiating Skills	
Skills	Psychological tests
Intellectual skills:	
Character and personality:	

Initiative and complexity:					
Mental and visual effort:					
Psychomotor skills:					
Special conditions of the position (Psychosocial risks):	<table border="1"> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </table>				
Position on the organization chart:					

Fig.3: Model of the professional analysis form

After the descriptive stage, the second part consists of an analysis of the requirements for filling the position, which is divided into; technical skills; behavioral skills; differentiating skills and psychosocial risks. Technical skills include minimum schooling to occupy the position, the necessary courses, specific knowledge, and desirable previous experiences. Behavioral competencies measure the level of responsibility that aggregates that position, taking into account interpersonal contacts, supervision, errors and confidential information, and maybe classified as low; medium and high.

The third stage includes analysis of differentiating skills, will contain the skills and levels necessary for the full exercise of a given position, this part also contains the tests indicated to measure these skills. It's them; intellectual skills; character and personality; initiative and complexity; mental and visual effort and psychomotor skills. Finally, the position of each in the institution's program was included.

The positions analyzed were: secretary; general services assistant; assistant department; contract manager; accountant; occupational safety technician; organizational psychologist; operational manager; operational coordinator; financial coordinator; commercial manager; purchasing assistant. After the completion of the professional analyses, a people management manual was elaborated, which was presented at a meeting, and which is expected to be used for consultations in the actions of the people management system in the organization studied.

Each worker will receive a copy of the description

of the functions of his position, and the part of the professional analysis will be in the human resources department. It is also expected to purchase new psychological tests for use in selection processes and employee promotions. Professional analyses can also serve as the basis for the proposal of courses and training, the performance evaluation system and the plan of positions and salaries, in the process of elaboration.

This article discusses the differential contribution of the psychology professional in people management, illustrated by professional analysis, focusing on the management by the worker's competencies. The use of a pertinent bibliographic survey allowed this objective to be achieved, providing a discussion and reflection about the contribution of the psychologist in the area of people management.

Two studies were conducted with the Federal Council of Psychology (1988 and 2010) [22], seeking to raise data about the profile, insertion, and performance of professionals. It was noticed that there was an increase in psychologists working in the organizational area in the period between the two studies. Of the activities raised, most of them depend directly or indirectly on the professional analysis, because they relate to recruitment and selection of people, training activities and people development, performance evaluation. [9]

Two factors deserve to be highlighted in understanding the shrinkage of the psychologist in the area of people management and the great insertion of administrators in this area. The first factor refers to changes in the formation of psychologists in Brazil.

Previously, the course lasted for six years and was reduced to five years. Due to the changes in the LDB - Laws of Basic Guidelines of Brazilian Education, this reduction there was the suspension of specific contents in the area of psychology of organizations and work. This is reflected in a gap in the training of psychology professionals, hindering their professional performance in the area.

The second factor stems from an expansion in the management courses in the country and a policy of its board to seek a hegemony of people management for administrators, indicating a reduction in the labor market for psychologists working in the area. This implies that professionals who work in this aspect, such as entrepreneurs, directors, and managers are mainly administrators, who adopt functionalist management models, prioritizing productivity and adaptation of workers to the organization. When the management model is functionalist, the tendency is to have greater worker illness due to overvaluation of productivity to the detriment of subjectivity and quality of life of the worker.

The greater contribution of psychology is based on the prevention of occupational-related illnesses and the promotion of workers' health. The World Health Organization (WHO, 2009) conceptualizes health as "the complete biopsychosocial well-being", taking into account not only the physical state of the person but also the psychological and their social relationships. That is, the disease is not only considered in its physical aspect, but all other components cited. [12]

WHO 2014 data show that 2.02 million people each year die from work-related diseases, 321,000 people die from work accidents, 160 million people suffer from non-lethal work-related diseases, in addition to 317 million non-fatal work accidents recorded per year. The figures show that every 15 seconds a worker dies of occupational illness or accident and 115 workers suffer a work accident. [1]

Data from the National Institute of Social Security (INSS) 2013 indicate that 12,688 benefits were granted to people with occupational-related psychiatric disorders, 52% for neurotic disorders (anxiety, post-traumatic stress), 42% for mood disorders, 3% for drug abuse, and 2% for psychotic disorders. These data allow us to affirm that these deaths, accidents, and absences from work correspond to the changes that the world of work has been suffering, mainly due to the greater cognitive and mental requirement of the worker. Anxiety and posttraumatic stress disorders are those that predominate in this relationship with work, which can result from the

collection due to the increased pace of workers and productivity. One of the main objectives of people management is to offer working conditions that provide quality of life to the worker and prevent illness. [14]

It was understood that organizations crave an organizational psychologist who acts by establishing strategies and consulting for the various levels of the company, in the search for short, medium and long-range objectives, identifying and proposing solutions to problems involving human resources. This professional should prepare, be well informed, knowledgeable of the market, the company's business and the real needs of its employees. You must employ your knowledge of psychology as a collaborative differential, without limiting yourself to them. Finally, its activities increasingly require a vision of the whole organization and the environment where it will provide its services.

For Work Psychodynamics, professional records and flowcharts represent the prescribed work and are inserted in the work organization category. The worker must, from it, mobilize his subjectivity to transform the prescribed work into real work. In addition to paradigms, the adoption of a management model results from the context, objectives, history, and culture of an organization. The people management model defines how to organize life at work and promote the balance between the interests of the organization and workers.

IV. CONCLUSION

The development of the present study allowed an analysis of the differential contribution of psychology in the elaboration of professional analysis, as a basis for the implementation of the people management system, considering it as resulting from culture and model organizational management.

After completing the professional analyses, a people management manual was elaborated, which made available to the organization studied for consultations in the actions of the people management system. Professional analysis will also serve as the basis for the proposal of courses and training, the performance evaluation system and the plan of positions and salaries, in the process of elaboration.

The management of human capital at work can combine the methodology of professional analysis with that of mapping skills through the in-depth and detailed study of the attributions and responsibilities of a position in line with the survey of the profile of skills required for the performance of the same. The

combination of the two methodologies adds value to the planning of actions aimed at the development of people and the search for competent performance in the context of organizations.

The role of the organizational psychologist is fundamental to achieve the development of people, mapping the profile of competencies required for the performance of each position in the organization. The organizational psychologist needs to associate more competencies with his professional profile, to become multidisciplinary and know all the activities in the human resources area of the company, establishing a relationship of trust and respect. Also, it should assist other Human Resources professionals to improve and implement policies that stimulate the subjective mobilization of workers through creativity, aiming to create in the company a cooperative environment, favorable to generation and multiplication of knowledge. The use of professional analyses of each position/function in an organization allows workers to perform their work more quickly and efficiently, motivating the two parties involved - both the worker and the organization - being allocated people appropriate to what is expected. In this sense, the organizational psychologist is fundamental in establishing adequate profiles, considering the context, combined with the culture of the organization, imputing in choosing the most appropriate management model to be adopted by the organization to achieve its objectives. The great medium/long-term contribution of a management of people based on the psychodynamics of work, which includes participation and dialogue, the emancipation of the worker and the prevention of diseases, is to contribute to the promotion of quality of life at work.

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