

Anderson Catapan
Head Organizer

TRENDS AND INNOVATIONS FOR THE BUSINESS WORLD

1st Edition

São José dos Pinhais
Latin American Publicações
2024



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Head Organizer



**Trends and innovations
for the business world**

1st Edition

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APRESENTAÇÃO

O livro chamado “**Trends and innovations for the business world**” nos mostra um pouco do mundo empresarial que está em constante evolução, onde a única constante é a mudança e a capacidade de identificar e se adaptar às tendências emergentes, vai além do que uma vantagem competitiva, é uma necessidade premente.

Desde as mudanças nas preferências do consumidor até os avanços tecnológicos disruptivos, as organizações se veem imersas em uma paisagem dinâmica que demanda agilidade e visão estratégica.

Esta edição destaca as tendências e inovações tanto na prática quanto na teoria, destaques estes que estão moldando o cenário empresarial atual, oferecendo um olhar perspicaz sobre as oportunidades e desafios que acompanham essas mudanças.

De modelos de negócios revolucionários a abordagens criativas de marketing, cada capítulo deste livro oferece insights valiosos para líderes e empreendedores que buscam não apenas se manterem atualizados, mas também liderarem a transformação em seus setores.

Junte-se a nós enquanto mergulhamos nas tendências e inovações que estão moldando o futuro do mundo dos negócios, e descubra como sua empresa pode não apenas sobreviver, mas prosperar nesse cenário em constante evolução.

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CAPÍTULO 01

O IMPACTO DO BEM-ESTAR NO TRABALHO E DOS COMPORTAMENTOS DE CIDADANIA ORGANIZACIONAL NA INTENÇÃO DE ROTATIVIDADE NUMA EMPRESA DO SETOR TECNOLÓGICO

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RESUMO: Este estudo avaliou a relação do bem-estar no trabalho com os comportamentos de cidadania organizacional e a intenção de rotatividade. Utilizando uma metodologia de cariz quantitativo foram recolhidos dados com recurso a questionário junto de 55 colaboradores de uma empresa do setor tecnológico, no Brasileira. Os resultados indicam que o Bem-estar no trabalho está positivamente correlacionado e é um fator previsor de comportamentos de cidadania organizacional e que, tanto o bem-estar no trabalho como os comportamentos de cidadania organizacional, estão inversamente relacionados e são também fatores previsores da intenção de rotatividade.

PALAVRAS-CHAVE: bem-estar no trabalho, comportamentos de cidadania organizacional, intenção de rotatividade.

ABSTRACT: This study assessed the relationship between well-being at work, organizational citizenship behaviors and turnover intention. Using a quantitative methodology, data were collected through a questionnaire from 55 employees of a technological company in Brazil. The results indicate that well-being at work is positively correlated and is a predictor of organizational citizenship behaviors and that both well-being at work and organizational citizenship behaviors are inversely related and are also predictors of turnover intention.

KEYWORDS: well-being at work, organizational citizenship behaviors, rotational intentions.

1. INTRODUÇÃO

O trabalho se tornou uma variável de grande importância na vida dos indivíduos, tendo a capacidade de dar suporte à sobrevivência e à adaptação em diversas situações do cotidiano, com o intuito de atingirem os seus objetivos, tendo em conta as exigências do mercado (Silva *et al.*, 2021).

Esse cenário despertou o interesse pelas emoções derivadas do contexto do trabalho, expandindo estudos e pesquisas sobre conceitos, tais como afetos positivos e negativos, e experiências que englobam as emoções no contexto de trabalho (Siqueira, 2008).

As empresas que se preocupam com a felicidade e o bem-estar dos seus colaboradores propiciam um clima organizacional que estimula um sentimento de satisfação, levando os funcionários a desempenharem as suas atividades com maior comprometimento, qualidade e criatividade, ou seja, o sucesso das organizações pode estar nos indivíduos que a integram, se estes forem felizes no trabalho (Fisher, 2010).

Os colaboradores que se sentem bem em seu trabalho tendem a ser mais criativos, resilientes, físico e mentalmente mais saudáveis (Rego, 2003), constituindo-se como uma fonte de vantagem competitiva, ou seja, um maior bem-estar dos colaboradores corresponde um melhor desempenho da organização (Warr & Nielsen, 2018).

O bem-estar no trabalho pode ser conceituado como emoções positivas no trabalho que abrangem a experiência de humores e emoções agradáveis, onde se inclui a satisfação, o compromisso afetivo com a organização e o envolvimento com o trabalho (Paschoal, 2008). Um indivíduo satisfeito terá níveis altos de envolvimento no trabalho, o que resultará no processo de comprometimento com a organização (Siqueira & Padovam, 2008). Pessoas comprometidas sentem-se mais empenhadas e motivadas, têm menor intenção de rotatividade (Lima & Rowe, 2019) e maior probabilidade de realização de comportamentos de cidadania organizacional (Sumarsi & Rizal, 2022). Colaboradores satisfeitos parecem estar propensos a falar bem da empresa, a ajudar os demais, a superar as expectativas em relação a suas tarefas e a estar dispostos a ir além de suas atribuições regulares, sobretudo por quererem retribuir as experiências positivas, melhorando o rendimento da organização.

Neste estudo investiga-se o impacto do bem-estar no trabalho e dos comportamentos de cidadania organizacional na intenção de rotatividade numa

empresa do setor tecnológico. Acredita-se que essas variáveis, se utilizadas como ferramentas de gestão, auxiliarão na redução de rotatividade.

1.1 BEM-ESTAR NO TRABALHO

O bem-estar é um tema que vem despertando o interesse de diversos pesquisadores (Albuquerque & Tróccoli, 2004; Forgaça, *et al.*, 2021; Paschoal & Tamayo, 2008; Siqueira & Padovam, 2008) pelo que nas últimas décadas os pesquisadores têm se esforçado para construir conhecimentos que trazem evidências científicas sobre o bem-estar, tendo como propósito a compreensão de fatores psicológicos que compõem uma vida saudável (Siqueira & Padovam, 2008).

O bem-estar no trabalho tem se destacado bastante na literatura, pela sua importância como variável que, se bem compreendida, pode permitir aos trabalhadores melhores condições de trabalho e até de vida (Gomide *et al.*, 2015). As representações do bem-estar nascem e são estruturadas a partir das experiências dos colaboradores em contextos organizacionais e assumem especificidades tanto nas formas de manifestação/consolidação (por exemplo, sentindo-se felizes pelo reconhecimento no trabalho) como na dinâmica de transformações que ocorrem em face, por exemplo, de inovações organizacionais (por exemplo, conteúdo para assumir novas tarefas) (Forgaça, *et al.*, 2021).

Para realização dessa pesquisa irá ser utilizado o modelo teórico de bem-estar no trabalho (BET) desenvolvido por Siqueira e Padovam (2008), que integra três dimensões: satisfação no trabalho, envolvimento com o trabalho e comprometimento organizacional afetivo.

Essas três dimensões representam os vínculos positivos tanto com o trabalho quanto com a organização (Siqueira & Gomide, 2004). A satisfação no trabalho pode ser definida como o grau de contentamento com os relacionamentos no trabalho, chefias e colegas, com o trabalho realizado e com o sistema de recompensas, envolvendo salários e promoções.

Existem vastas evidências que pessoas com níveis altos de contentamento com o trabalho são também as que menos planejam sair (Siqueira e Gomide Jr.; 2004; Sousa, 2019), são menos faltosas, têm melhores desempenhos, maiores produtividades (Silva *et al.*, 2021) e fazem mais comportamentos de cidadania organizacional (Ocampo *et al.*, 2018). A satisfação no trabalho é a causa de

significativos resultados positivos tanto para as organizações como para seus colaboradores (Pieta, 2022).

O envolvimento com o trabalho é o nível de identificação do colaborador com o trabalho realizado, e é definido por Bakker (2017) como um estado mental, no qual o colaborador ao realizar a tarefa se envolve totalmente, sentindo-se cheio de energia e entusiasmo pelo trabalho. Para o autor, quando o colaborador está envolvido com o trabalho de forma autêntica, ele aumenta a sua presença, não só física, mas também cognitiva e emocional, levando-o a um desempenho pleno, ou seja, colaboradores envolvidos se esforçam mais em seus trabalhos, porque se identificam mais.

O comprometimento organizacional afetivo refere-se aos sentimentos positivos e negativos que o empregado poderia ter em relação à organização empregadora (Siqueira, 2008). O comprometimento organizacional, ou comprometimento com o trabalho, está empiricamente ligado através de uma função linear positiva com satisfação no trabalho; em outras palavras, quanto maior a satisfação, maior o comprometimento com o trabalho (Hora *et al.*, 2018).

Estudos realizados sobre comprometimento afetivo (Lima & Rowe, 2019; Siqueira & Gomide Jr, 2004; Sobreira, 2021), mostram que empregados comprometidos afetivamente são os que apresentam menores índices de rotatividade, absentismo (Beatriz, 2021) e intenção de sair da empresa, mostrando assim mais desempenho no trabalho (Lima & Rowe, 2019). Quando o comprometimento afetivo é baixo, acontecem atrasos, fraco desempenho e menor esforço no trabalho (Siqueira & Gomide Jr, 2004).

Dessa forma, os três componentes do modelo teórico do bem-estar no trabalho (BET) foram escolhidos por Siqueira e Padovam (2008), pois cada um completa aspectos psicológicos de natureza cognitiva onde se incluem crenças e sentimentos totalmente positivos e que surgem no contexto organizacional de trabalho.

1.2 COMPORTAMENTOS DE CIDADANIA ORGANIZACIONAL

O termo comportamento de cidadania organizacional (CCO) foi introduzido na década de 80 por Organ (1988), que conceitua a cidadania organizacional como um comportamento individual, discricionário, não reconhecido pelo sistema formal de recompensas, e que contribui para o funcionamento eficaz da organização. O colaborador que realiza comportamentos de cidadania organizacional tem um melhor

rendimento sendo este não pautado em recompensas e programas de benefícios, mas sim em realização pessoal e profissional. Sua motivação é guiada por sua própria eficácia (Porto & Tamayo, 2003).

No entanto, Siqueira (1995) é considerada a precursora, responsável por validar a primeira Escala de Comportamentos de Cidadania Organizacional (ECCO) no Brasil, inicialmente com 5 dimensões, porém em 2011, aprimorou-a visando melhorar a precisão de suas medidas, reduzindo-a para três dimensões (Bastos *et al.*, 2014), validada e aplicada no Brasil, será utilizada também neste artigo.

- Sugestões criativas - ações que contêm propostas inovadoras para melhor funcionamento do setor e da organização;
- Divulgação da imagem organizacional - atos dirigidos para divulgar no ambiente externo uma imagem positiva da organização;
- Cooperação com os colegas - ações de oferta para apoiar colegas que necessitam de ajuda para realizar suas tarefas.

Siqueira (2003), assim como Organ (1988), apresenta o conceito de comportamentos de cidadania organizacional, como um conjunto de ações voluntárias dos trabalhadores, que não fazem parte de seus papéis formais, nem são formalmente recompensadas, mas que, na maioria das vezes, acaba beneficiando o sistema organizacional. Tal definição põe em evidência a importância do contexto social para a ocorrência do comportamento de cidadania organizacional (Fernandes & Ribeiro, 2019).

Como antecedentes de CCO, Siqueira (2003), aponta as variáveis satisfação e envolvimento como dois tipos de afetos em face ao trabalho e ao comprometimento organizacional afetivo como componente ligada à organização. A autora refere que colaboradores satisfeitos, envolvidos com o seu trabalho e que mantêm laços afetivos com seu empregador (comprometimento afetivo) teriam maiores possibilidades de desenvolver comportamentos de cidadania organizacional, ou seja, de se comportarem como cidadãos organizacionais, contribuindo para o desenvolvimento da organização, promovendo ações inovadoras e cooperantes que ultrapassem os requisitos formais exigidos para um determinado cargo ou setor (Cordeiro & Cunha, 2018).

1.3 INTENÇÃO DE ROTATIVIDADE

A intenção de rotatividade na organização é um processo cognitivo definido como um desejo consciente de deixar a organização num futuro próximo (Vandenberg & Nelson, 1999), e não a saída real do colaborador (Cho *et al.*, 2009), mas é o predito mais consciente para a rotatividade (Tett & Meyer, 1993).

A intenção de deixar a organização tem sido bastante investigada. Polizzi Filho e Claro (2019) analisaram o impacto do bem-estar no trabalho sobre a intenção de rotatividade dos professores universitários brasileiros, e demonstraram que, quanto maior é o nível de comprometimento do professor com a entidade escolar, menor será a intenção de rotatividade. Ou seja, conseguir ter colaboradores comprometidos evita custos associados à perda não esperada de colaboradores essenciais para a organização (Oliveira & Rocha, 2017), evitando o prejuízo ao funcionamento organizacional, além das despesas de recrutamento, e treinamento de novos colaboradores (Cascio & Boudreau, 2010).

Para Siqueira e Pereira (2001), a intenção de rotatividade é o desejo do colaborador de se desligar do sistema organizacional por vontade própria. A intenção de rotatividade refere-se aos pensamentos do funcionário sobre deixar o seu emprego, às suas intenções em buscar outra oportunidade de trabalho e à verdadeira intenção em sair da organização (Wang *et al.*, 2012).

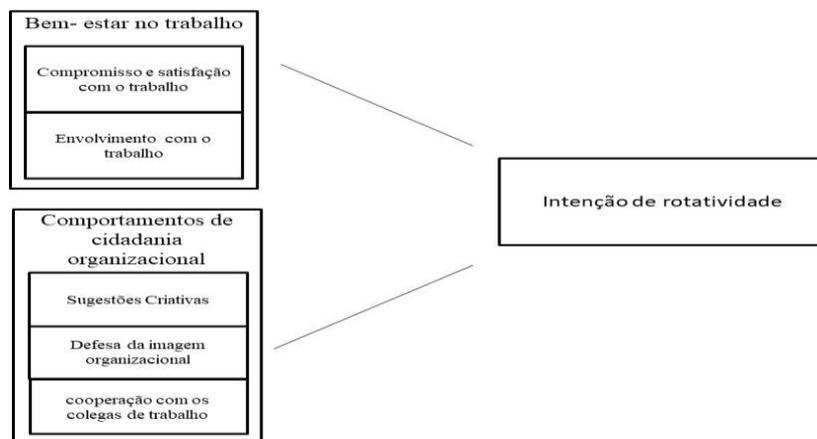
Para melhor compreender e controlar a rotatividade, é necessário explorar as causas que podem levar ao surgimento da intenção de sair da organização (Vandenberg *et al.*, 1999). Na literatura estão identificados a antecedentes ocupacionais, antecedentes pessoais, antecedentes organizacionais e antecedentes ambientais (Steil *et al.*, 2016 & Cufa *et al.*, 2018).

A identificação dessas variáveis pode ajudar as organizações a reter os profissionais, diminuindo a rotatividade, descartando um efeito negativo na organização, em especial na perda de mão-de-obra valiosa, causada pela decisão de deixar a organização (Chang *et al.*, 2013).

Com base nesses estudos, para dar consecução à pesquisa foi considerado o modelo de BET de Siqueira (2008) composto por três dimensões (satisfação no trabalho, envolvimento com o trabalho e comprometimento organizacional), comportamentos de cidadania organizacional e intenção de rotatividade. Para representar as suposições contidas no modelo foram elaboradas as seguintes

hipóteses (Figura1) : H1- Há uma relação entre bem-estar no trabalho e comportamentos de cidadania organizacional; H2- Há uma relação inversa entre bem-estar no trabalho e a intenção de rotatividade; H3- Há uma relação entre comportamentos de cidadania organizacional e a intenção de rotatividade; H4- O bem-estar prevê os comportamentos de cidadania organizacional; H5- O bem-estar prevê a intenção de rotatividade; H6- Os comportamentos de cidadania organizacional prevê a intenção de rotatividade.

Figura 1 - Modelo de investigação



Fonte: Os autores.

2. METODOLOGIA

A amostra deste estudo é constituída por 55 trabalhadores, 55% do total de trabalhadores da empresa de software-TI, localizada em Joinville-Santa Catarina no Brasil. A recolha dos dados foi realizada entre abril e maio de 2021, através de um questionário online enviado internamente pela empresa.

3. INSTRUMENTOS

A coleta de dados foi realizada utilizando-se um questionário composto por 3 escalas. Para avaliar o bem-estar no trabalho (BET) utilizou-se a escala de Siqueira (2008), com 2 dimensões: compromisso e satisfação com o trabalho (nove itens, $\alpha=0,92$) e envolvimento com o trabalho (quatro itens, $\alpha = 0,87$).

Os Comportamentos de Cidadania organizacional foram avaliados pela escala de Comportamentos de Cidadania organizacional (ECCO) (Siqueira, 2011), que

integra três fatores (dimensões): sugestões criativas (cinco itens, $\alpha=0.90$); divulgação da imagem organizacional (cinco itens, $\alpha = 0.90$) e cooperação com os colegas (quatro itens, $\alpha = 0.77$).

Para avaliar a Intenção de Rotatividade foi utilizada a Escala de intenção de rotatividade (EIR) (Siqueira *et al.*, 1997), composta por três itens ($\alpha = 0.95$).

4. ANÁLISE DE DADOS

Para análise dos dados recorreu-se ao software estatístico Statistical Package for the Social Sciences (versão IBM 27). Efetuou-se inicialmente uma análise exploratória dos dados para verificar a precisão de entradas de dados e outliers. Depois da exploração, análises estatísticas descritivas dos resultados foram realizadas para comparar as médias das variáveis através do teste *t* e os pontos médios das respectivas escalas de medida. Após as comparações das médias foram realizados estudos de correlação entre as variáveis (*r* de Pearson) e análises de regressão linear simples e múltipla.

5. RESULTADOS

Na Tabela 1 apresentam-se as médias e desvios padrão global, os coeficientes de correlação (*r* de Pearson) das variáveis bem-estar no trabalho, comportamentos de cidadania organizacional, intenção de rotatividade e suas dimensões.

De acordo com os dados pode-se perceber que os trabalhadores parecem estar moderadamente comprometidos e satisfeitos com a empresa onde trabalham, demonstrando interesse pelo que fazem, entusiasmados e interessados com a sua organização empregadora, além de parecerem estarem satisfeitos com o seu salário em relação a seus esforços no trabalho, com o grau de interesse que as tarefas despertam, com a relação com a chefia e com as oportunidades de serem promovidos na empresa.

Tabela 1 - Médias, desvios padrão e correlação.

Variáveis	Média	DP	1	2	3	4	5	6	7	8
1-Bem-estar no trabalho	3.24	0.70	1							
2-Envolvimento como trabalho	2.29	0.89	.807**	1						
3-Compromisso e satisfação no trabalho	3.66	0.73	.947**	.574**	1					
4-Comportamentos de cidadania organizacional	4.06	0.72	.671**	.482**	.668**	1				
5-Sugestões Criativas	3.95	0.83	.585**	.405**	.590**	.896**	1			
6-Defesa da imagem Organizacional	3.93	0.89								
7- Cooperação com colegas de trabalho	4.34	0,72	.732**	.526**	.728**	.877**	.641**	1		
	4.34	0.72	.355**	.269*	.345**	.820**	.689**	.564**	1	
8-Intenção de rotatividade	2.32	0.99								
	2.32	0.99	-.346**	-.045	-.456**	.429**	.357**	-.418**	.291*	1

** . A correlação é significativa no nível 0.01 (2 extremidades)

* . A correlação é significativa no nível 0.05 (2 extremidades).

Em relação aos comportamentos de cidadania organizacional, nota-se que os respondentes referem que, frequentemente, tendem a cooperar com os colegas de trabalho, dão sugestões criativas, apresentando ao seu chefe soluções para problemas encontrados no trabalho e referem defender a imagem da organização, quando alguém de fora fala mal da empresa.

Em relação a intenção de rotatividade destes profissionais, os resultados apresentam uma média inferior ($M=2.32$; $DP=.99$), ao ponto médio da escala ($V=3$), o que sugere que estes profissionais raramente pensam, planejam ou tem vontade em deixar a organização.

6. ESTUDOS CORRELACIONAIS

Para os estudos correlacionais foram adotados como parâmetros os critérios para a análise de força das correlações propostos por Biskeira, Sarriera e Martínez (2004).

Entre as variáveis bem-estar no trabalho e comportamentos de cidadania organizacional, pode-se aceitar que existe uma relação significativa e positiva entre as variáveis. O coeficiente de *Pearson* é ($r=.671$; $p < 0.01$) indicia que a relação é alta

e que à medida que o bem-estar aumenta a realização de comportamentos de cidadania organizacional tendem a aumentar.

Os índice de correlação entre a variável bem-estar no trabalho e a intenção de rotatividade é $r=-.346$; $p < 0.01$. Este valor indica que a medida que o bem-estar aumenta a intenção de sair dos colaboradores tende a diminuir. Entre as variáveis do BET o comprometimento e a satisfação no trabalho foram destacados com maior correlação com a intenção de rotatividade, que possivelmente poderá indicar que quanto maior for a satisfação e o comprometimento afetivo do funcionário com a empresa, menores serão as possibilidades de ele cogitar uma eventual saída.

Pode verificar-se que a correlação entre a variável cidadania organizacional e intenção de rotatividade obteve ($r=-.429$; $p < 0.01$), indicando que à medida que os colaboradores realizam mais CCO a intenção de rotatividade diminui. Entre as dimensões dos comportamentos de cidadania organizacional e intenção de rotatividade pode-se verificar que a variável defesa da imagem organizacional ($r=.732$; $p < 0.01$), apresentou uma correlação significativa e alta. Ou seja, colaboradores com altos níveis de defesa da imagem organizacional, são aqueles que menos têm intenção de sair, e por isso defendem e falam bem da organização.

6.1 REGRESSÃO LINEAR SIMPLES E REGRESSÃO LINEAR MÚLTIPLA

Os pressupostos foram testados conforme o critério estabelecido por Tabachnick *et al.* (2001) e todos devidamente aceitos. Com esses resultados percebe-se que há relação linear entre as variáveis estudadas, podendo assim prosseguir com a regressão linear simples e regressão linear múltipla.

Tabela 2 - Regressão linear simples e regressão linear múltipla

Variável Dependente	Preditores	R	Resumo do modelo ^b			
			R quadrado	R quadrado ajustado	Erro padrão da estimativa	Durbin-Watson
CCO	BET	.671 ^a	.450	.440	.54003	1.873
	CCO	.429 ^a	.184	.169	.90512	1.792
IR	BET	.346 ^a	.120	.103	.94004	1.606
	CCO	.429 ^a	.184	.169	.90512	1.792

CCO=comportamentos de cidadania organizacional; BET=bem-estar no trabalho; IR=intenção de rotatividade.

Os resultados permitiram identificar que 45% da variação observada nos comportamentos de cidadania organizacional são explicados pelos índices de bem-

estar no trabalho, indicando que o BET [F(1.53)=43.399, $p < 0.001$; $R^2=0.450$] consegue prever os CCO, ou seja, colaboradores que sentem maior BET, fazem CCO mais frequentes aumentando o laço efetivo com a empresa.

A partir dos resultados da regressão linear múltipla, pode-se confirmar que a dimensão dos CCO com maior valor preditivo sobre a IR dos colaboradores da empresa S/A é a defesa da imagem organizacional ($\beta = -.320$; $t=- 1.898$; $p < 0,001$). Colaboradores que defendem e falam bem da empresa S/A para amigos e familiares são os que apresentam menor intenção de rotatividade.

Pode-se também perceber que apenas, 12% da IR são explicados pelo BET [F(1.53)=7.226, $p < 0.001$; $R^2=.120$], ou seja, o bem-estar no trabalho é um variável que consegue prever apenas uma pequena percentagem da intenção de rotatividade dos seus colaboradores.

Se considerarmos as dimensões do BET separadamente verificamos que a que melhor prevê a IR dos colaboradores da empresa S/A é o comprometimento e satisfação no trabalho ($\beta = -.642$; $t=- 4.467$; $p < 0.001$). Ou seja, colaboradores comprometidos e satisfeitos com o trabalho têm menor intenção de deixar a empresa S/A, do que apenas colaboradores empenhados.

Os dados obtidos na Tabela 2, mostraram que 18.4% da variação observada na intenção de rotatividade é explicada nos comportamentos de cidadania organizacional [F (1.53) = 11.962, $p < 0,001$; $R^2=.184$]. Portanto, os comportamentos de cidadania organizacional são uma variável preditora da intenção de rotatividade, ou seja, os colaboradores que realizam comportamentos de cidadania organizacional são os que menos têm intenção de sair da organização.

Se considerados em conjunto os CCO e BET verifica-se que são os Comportamentos de cidadania organizacional ($\beta = -.358$; $t=- 2.126$; $p < 0,001$) que melhor conseguem prever a IR.

7. CONSIDERAÇÕES FINAIS

O presente estudo teve como objetivos gerais avaliar os níveis de bem-estar no trabalho, os níveis de realização de comportamentos de cidadania organizacional e os níveis de intenção de rotatividade dos trabalhadores de uma empresa do setor tecnológico.

As seis hipóteses formuladas foram todas confirmadas. As correlações mostraram-se significativas, mostrando uma relação entre as variáveis BET, CCO, IR e suas dimensões.

Os resultados indicaram que as direções das correlações e regressões se mostraram conforme as indicações da literatura (Cordeiro & Cunha, 2018; Cunha, 2019; Organ, 1988; Porto & Tamayo, 2003; Siqueira, 1995; Siqueira, 2003), e revelaram que os colaboradores desta empresa de tecnologia estão satisfeitos com os colegas de trabalho, com a chefia, com seu salário, com as oportunidades de serem promovidos na empresa, como também, o quanto as suas tarefas são capazes de absorver-los e demonstrarem-se comprometido afetivamente com a organização.

A respeito dos CCO, os colaboradores da empresa S/A mostraram defender a imagem da organização, procurando defender a empresa quando alguém de fora fala mal dela, como também, fazer elogios para parentes e amigos. Um ambiente positivo, em que haja respeito e afeto, é determinante para que o colaborador tenha mais disposição para cooperar.

No entanto, em relação a intenção de rotatividade, os colaboradores apresentaram planos, pensamentos e vontade de deixar o atual emprego, de acordo com resultados alcançados.

Por meio da presente pesquisa foi possível evidenciar, no modelo empírico final, que o BET está correlacionado significativamente com CCO, e é um fator previsor dos CCO. Entretanto, BET e CCO mostraram uma correlação inversa com intenção de rotatividade, assim como foi visto que bem-estar prevê uma pequena percentagem, porém significativa sobre a intenção de rotatividade. Os CCO são os conseguem ter uma maior previsão na intenção de rotatividade (do que o BET) dos colaboradores da empresa de tecnologia.

Diante de um cenário em que o cuidado com as pessoas no ambiente de trabalho tornou-se um fator importante, pois agrega valor a qualquer tipo de negócio, este trabalho apresentou contribuições para a administração, mais especificamente para os estudos da área de recursos humanos, mostrando que possibilitar um ambiente agradável e estimulante pode fazer com que a intenção do colaborador em abandonar o seu atual emprego seja muito reduzida.

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CAPÍTULO 02

PUBLIC MANAGEMENT AND ORGANIZATIONAL SUSTAINABILITY: AN ALTERNATIVE PATH TO DEVELOPMENT

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ABSTRACT: The study aimed to analyze the impact of public management and organizational sustainability on social and economic development. Problem investigated: What is the relationship between public management and organizational sustainability combined with technologies in social and economic development? Theoretical contributions: It points out to the academy advances in public management and organizational sustainability, when combined with technologies and their impact on social and economic development, suggesting expanding the debates in social organizations. Managerial and social contributions: It suggests that organizational sustainability, arising from the effectiveness of public management and management technologies, among them, Integrated Sustainability Management, based on the Theory of Entrepreneurship, impacts the social and economic development of a state, region or country. Method: Literature research in the universe of industrial and public organizations, with stratified random sampling and accessibility. Results and conclusions: It suggests that public management and organizational sustainability, when associated with management technologies, favor social and economic development and contribute to the reduction of social inequalities.

Keywords: integrated sustainability management, organizational sustainability, management technologies, public management.

RESUMO: O estudo teve como objetivo analisar o impacto da gestão pública e da sustentabilidade organizacional no desenvolvimento social e econômico. Problema investigado: qual a relação da gestão pública e da sustentabilidade organizacional aliada às tecnologias no desenvolvimento social e econômico? Contribuições teóricas: aponta para a academia avanços da gestão pública e da sustentabilidade organizacional, quando aliadas com as tecnologias e seus reflexos no desenvolvimento social e econômico, sugerindo ampliar os debates nas organizações sociais. Contribuições gerenciais e sociais: sugere que a sustentabilidade organizacional, oriunda da eficácia da gestão pública e das tecnologias de gestão, dentre elas, a Gestão por Sustentabilidade Integrada, fundamentada na Teoria do

Empreendedorismo impactam no desenvolvimento social e econômico de um estado, uma região ou país. Método: pesquisas na literatura no universo de organizações industriais e públicas, com amostras aleatória estratificada e por acessibilidade. Resultados e conclusões: sugere que a gestão pública e a sustentabilidade organizacional, quando associadas com as tecnologias de gestão, favorecem o desenvolvimento social e econômico e contribui para a diminuição das desigualdades sociais.

PALAVRAS-CHAVE: gestão por sustentabilidade integrada, sustentabilidade organizacional, tecnologias de gestão, gestão pública.

1. INTRODUCTION

Public Administration and Management has a direct impact on the organizational sustainability of the private and public sectors, which is reflected in social and economic development and brings challenges to private entrepreneurs and public managers seeking sustainable development. Academic research starts from the research problem, followed by hypotheses and research questions (Triviños, 2009).

The study of Public Management and Organizational Sustainability combined with technologies investigated the problem “what is the relationship between public management and organizational sustainability combined with technologies in social and economic development?” in private, industrial and public organizations of the sample, which was its object of study. The hypothesis was “effective public management and organizational sustainability combined with technologies have a favorable impact on social and economic development”.

Among other research questions, the following stands out: How does the application of Public Management impact the organizational sustainability of private and public organizations? What is the impact of the dimensions, components, and variables of the Integrated Sustainability Management (ISM) model on organizational sustainability? What are the effects of organizational sustainability on sustainable social and economic development?

The study was based on two theoretical frameworks: the first was literature review, which aimed to establish the basis for supporting the relevance of public management and organizational sustainability combined with technologies for sustainable social and economic development. The second was professional performance in the analysis of the professional profile of private and public managers and in the analysis of the results of field research on the application of the Integrated Sustainability Management (ISM) model in the industrial sector and in public organizations. The study aimed to analyze the impact of public management and organizational sustainability on social and economic development.

2. LITERATURE REVIEW AND THEORETICAL MODEL

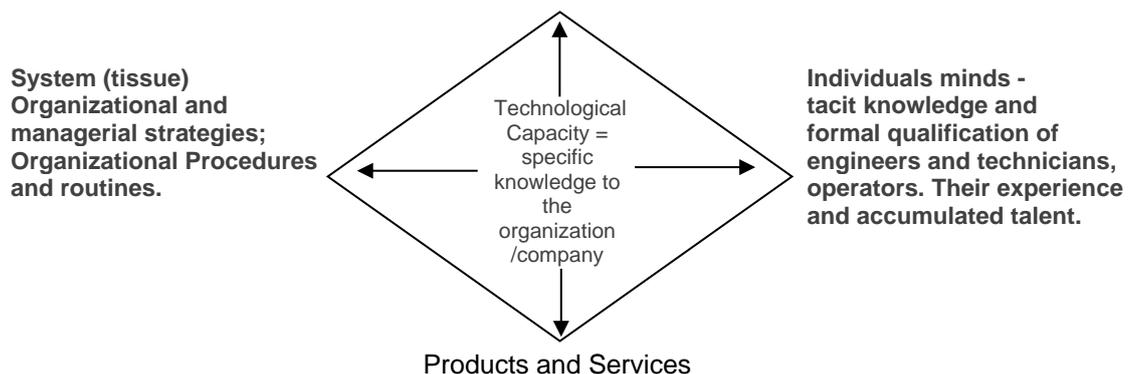
In Public Administration and Management, one of the meanings attributable to Administration is: “In social and political contexts, with Management and Direction

activities” (Martins, 2001, p. 45). Effective Public Management integrates the dimensions, components and variables of the Integrated Sustainability Management model - ISM (Polary-Pereira, 2015, 2019, 2023), applicable in public organizations, which, combined with entrepreneurship theories, favor organizational sustainability and impact sustainable social and economic development.

The term “sustainability” still carries ambiguity in its understanding in its different academic dimensions. It originated from the triple bottom line (sustainability tripod), proposed by the British consultant John Elkington, in 1980, which states that there must be a balance between the three vertices: economic, environmental and social (<https://ideiasustentavel.com.br/o-que-e-sustentabilidade/>). According to Kuzma, Doliveira and Silva (2017, p. 431), organizations involved in the sustainability debate “constantly seek to identify ways in which they can develop new forms of production and resource management”, requiring individual or group skills for organizational sustainability.

Milach, Meirino and Barros (2017) emphasize that, in corporate sustainability, companies must participate in sustainable development. The Vision 2050 project by the World Business Council for Sustainable Development (WBCSD) agrees that a world on the path to sustainability will require fundamental changes in structures, such as governance and economic ones. For Yin and Chang (2020), organizational sustainability is productive as the result of a congruent ideology of economic, social and ecological concerns. Technological capability at the organizational level, as described by Lall (1992), Bell and Pavitt (1995) and Figueiredo (2003), is stored in at least 4 components of the technological trajectory of companies in developing economies, as shown in Figure 1.

Figure 1. Visualization of the technological trajectory of companies in the developing economy.
Physical system, database, software, machines and equipment



Source: Lall (1992), Bell & Pavitt (1995), Figueiredo (2003).

In addition to the focus in which the term sustainability is best known, which is the environmental dimension, this study focuses on the sustainability of the organizational dimension, emphasizing the economic and social vertices, but without disregarding the environmental vertex. In organizational sustainability, organizations, through management technologies and entrepreneurship, dimensions, and components of technological capacity, tend to follow the path of success and longevity, favoring sustainable social and economic development. (Polary-Pereira, 2022).

Effective Public Management and organizational sustainability were developed in the academic and professional fields of public administration and private industrial organizations. In the academic field, one of the reasons for good training is to improve the way organizations are managed, as organizations that are well managed by managers applying Integrated Public Management develop consistency, growth, and prosperity. When poorly managed, they decline and often perish. Another aspect that a manager must consider in their performance in organizations is the understanding of the phases of creation, maintenance, perennial maintenance, growth, and longevity (Polary-Pereira, 2019, 2020).

There are two schools of thought that guiding the creation of the new public administration model: neoliberal thought and public choice theory (Paes-Paula, 2005). The ideas of liberal and neoliberal thought that supported managerialism are related to the ideal scope of the role of the State in society and the economy, which would have the following functions: maintaining internal and external security; ensuring compliance with contracts; and providing essential public utility services. Public choice theory argues that economic principles should be applied to explain political issues.

It can be considered that neoliberal thinking and public choice theory sought an innovative public administration model. Thus, recommendations emerged to bring the management model of public organizations closer to the management practices used in the private sector, such as the introduction of concepts of performance evaluation, efficiency and accountability (Hood, 1995).

In the managerial movement in Brazil, effectively committed to changing the Brazilian public administration model, President Fernando Henrique Cardoso - FHC created the Ministry of Administration and State Reform - MARE, to address these issues. For FHC, managerial public administration is based on current concepts of "administration and efficiency, focused on controlling results. It is decentralized so that it can reach the citizen who, in a democratic society, is the one who gives legitimacy

to institutions and becomes a 'privileged client' of the services provided by the State" (Brasil, 1995, p. 1).

The reform proposal in Brazil was based on three dimensions: 1. Institutional-legal, which deals with the normative and legal system of public administration; 2. Cultural, aiming at the transition from a bureaucratic culture to a managerial culture; 3. Public management, the improvement of bureaucratic public administration in parallel with the introduction of managerial public administration, with a view to modernizing the organizational structure and management methods.

The reform aimed to: a) Eliminate the fiscal crisis; b) Transform the bureaucratic public administration into a managerial one; c) Improve the fulfillment of social demands (Bresser-Pereira, 2005).

In the management configuration, as highlighted by Costa (2012), improving the quality of services provided to citizens plays a central role, inspired by the renewed ideal of public interest. The author also highlights the emergence of the New Public Administration, in contrast to the self-referential character of bureaucratic administration, from the origin of pure managerialism, its founding concepts, to the Brazilian experience. Matias-Pereria (2010, p. 96), describes a "summary of the trajectory of Administrative Reforms, Administrative Modernization and State Reforms in Brazil", with actions, cases, guiding measures and processes adopted.

It is clear that the country's sustainable development and the addition of public value go through this process of professionalization, aiming to provide agility, competence, and accountability to public management agents and structures. The entrepreneurial public manager (Polary-Pereira, 2020, p.13) "must understand and consider the principles of legality, bureaucracy and know how to deal with power structure".

Regarding Public Administration in Brazil (Fadul; Silva; Silva, 2012), they describe that it still reflects a negative view of the State, bureaucracy, and civil servants, and that teaching public administration is not strongly contemplated by stricto sensu programs. The authors also point out that there are research groups that appeared on the CNPq website about "public administration" and "public management" that are not classified in the field of administration, but in areas.

Based on the analysis of these authors, it is suggested to expand research groups at CNPq, in social sciences, with research lines in public administration and management, entrepreneurial public management, management technologies,

organizational sustainability and related studies, aiming to impact academic, organizational, and social outcomes (Polary-Pereira; Costa, 2023).

The theoretical model is based on studies and research on public management, organizational sustainability, the components of technological capacity at the organizational level, management technologies, the Integrated Sustainability Management (ISM) model, and the theory of entrepreneurship from the economic and managerial approaches used.

In an investigation into this research in Public Administration, Hernández (2022) found that four areas of interest were visualized: the social projection of Public Administration practices; the study and implementation of contemporary techniques and technologies in public administration process design strategies; improving the effectiveness of public administration; and the complexity of processes within the framework of action and interest networks.

Another relevant aspect (Polary-Pereira, 2019) is how to prepare for a professional career that will provide the strong foundations of a Professional Manager, in which aspects such as predisposition for the career (self-motivation), qualification, self-discipline, an academy with the quality parameters required by the MEC and the job market, are important to know, understand, master, criticize and apply administrative theory in organizations, in a process of reconciling theory with organizational practice.

Entrepreneurial Public Management has been gaining ground in public organizations. Managers seek to achieve effective results quickly and efficiently, as recommended by the management reform, aiming to rescue the principles and instruments of business management. In this sense, public administrators must guide their conduct not only by the principles of legality, impartiality, morality, publicity and efficiency of management acts, as established by the 1988 Constitution, but mainly, taking into account objective responsibility before society. (Polary-Pereira, 2020).

Integrated Sustainability Management - ISM is an alternative model of Professional Management for Administration, which requires the manager to have professional personal awareness to manage with Entrepreneurial Orientation - EO and Integrative Vision - IV, considering its variables, components, and dimensions, to favor the management, success and sustainability of the organization (Polary-Pereira, 2023). The ISM model applied to the sample of industrial MPMEs and public

organizations covers 03 dimensions, 05 components, and 12 variables, as shown in Figures 2 and 3.

Figure 2. The Integrated Sustainability Management Model - ISM (Industry, Commerce and Services)

MODEL	DIMENSIONS	COMPONENTS	VARIABLES
ISM	Technological Administrative	Administration	Management Competencies and Abilities. Entrepreneurial Vision.
			Feasibility studies: technical, economic and financial.
		Technology	Technological Support (machines and equipment; systems and working methods).
			Level of industrial, commercial and service efficiency.
	Institutional Politician	Policies	Public Policies of Governments: Federal, State and Municipal
			Legal, tax and labor aspects. Ethic.
		Strategies	Strategies and Partnerships: Institutional Policy, Industrial Segment, Commercial Services and Civil Society.
			Development Plan: Industrial, Commercial and Services.
	Economic Social	Economic and Social Indicators	Qualified labor.
			Investment attractions: internal, external and local government.
			Preservation of the environment by the organization.
			Business location.

Source: Polary-Pereira (2023), adapted from Polary-Pereira (2012)

Figure 3. The Integrated Sustainability Management Model - ISM (Public Organizations)

MODEL	DIMENSIONS	COMPONENTS	VARIABLES
ISM	Administrative Technological	Management	Managerial Competencies and Skills. Entrepreneurial Public Management
			Feasibility studies: technical, political, social and financial.
		Technology	Technological support: technology and innovation; work processes and methods; equipment.
			Level of efficiency and effectiveness of results.
	Political Institutional	Policies	Public Policies of the Federal, State and Municipal Government.
			Legality, control and transparency. Ethic.
		Strategies	Partnerships: Institutional Politician, Public-Private and Civil Society.
			Institutional and Managerial Public Development.
	Economic Social	Economic and Social Indicators	Qualification, performance and results of civil servants.
			Capture and/or generation of resources: internal and external
			Environmental Sustainability.
			Relevance to society.

Source: Polary-Pereira (2023), adapted from Polary-Pereira (2014)

ISM was based on the Theory of Entrepreneurship - "Management Literature" (McClelland, 1970s); then, the Theories of Organizations and Administration, from the perspective of Business Strategies and Strategic Management Modes (Lumpkin; Dess, 1966); and Economic Theory (Schumpeter, 1934), introduced in the Social Sciences. In the research on the application of the ISM model that began in 2012, the variables

relevant to the success of MPMEs (Micro, Small, and Medium Enterprises) were also analyzed in the following phases: creation, maintenance, long-term maintenance, growth and longevity, as well as the processes of success, planned closure, failure, and mortality. Based on the results obtained in 2012 in industrial organizations, the ISM model was adapted for application in public organizations. Figure 4.

Figure 4. Cycle of phases and processes analyzed in industrial organizations

Nº	PHASES	DEFINITIONS
01	Creation	It is the legal formalization of MPMEs, via a social contract and / or constitution document, in which the company is created to operate and meet a market demand.
02	Maintenance	It is to fulfill the mission of creating the business and keep working until leaving the phase of "loss" (recovery of capital invested in the creation phase), and from there, to remain in the market with the generation of own resources and operating at a profit.
03	Perennial Maintenance	The company remains stable, successful in business, but without structural and physical growth. Staying alive successfully in business, and consciously avoiding expansion.
04	Growth	It is to grow the business in its structural and physical aspects, with the increase of the number of employees, greater market share and expansion of the clientele, and increase of financial gains, among others.
05	Perennity	It is to remain alive in the market, long-lived and succeeding generations, with constant feedbacks from the creation, maintenance and perennial maintenance phases, with the capacity to maintain structural growth, the market, the clientele, and acquire financial stability, prioritizing the development of management technologies and of the workforce that guarantees professional maturity and can fulfill its political, economic and social function in the face of its mission.
Nº	PROCESSES	DEFINITIONS
01	Success	MPMEs presents good administrative, operational and financial results, generating capacity for its continuity, providing the necessary conditions for the company to reach the remaining phases and achieve longevity, thus fulfilling its political, economic and social mission in the environment in which it operates.
02	Low Planned	Closing of the activities of the MPMEs in the market, in which it operates, carried out in a manner planned by the owner, after complying with its legal, fiscal and labor obligations. It is a professional decision not to want to continue in the business, regardless of the reason.
03	Failure	It is the poor result of MPMEs, and its inability to continue operating in the market in a viable way to administrative, technical, operational and financial matters, being compromised the relation with the employees, clients and the results of financial profit.
04	Mortality	Insolvency of MPMEs, ceasing the normal operation of its administrative, technical and operational activities, for not achieving economic and financial success. It ceases to exist functionally with an active organization, reflecting negatively on the economic and social development of the environment in which it operates.

Source: Polary-Pereira (2012, 2019)

In the “Professional Performance” section, examples, experiences and results of empirical research on the application of management models are considered, which reflect the reality of management in Brazilian organizations. In this sense, Vasconcelos (2012) highlights the Brazilian School of Public and Business Administration (EBAPE), whose function, like that of the Getúlio Vargas Foundation (FGV), is to generate

knowledge through excellence in academic research, through undergraduate, master's and doctoral courses of the highest quality, considering the organizational challenges of knowledge production. In 2012, EBAPE/FGV celebrated its 60th anniversary, consolidating itself as an institution of national excellence among the most reputable and influential in Brazil.

In the analysis of the results of research on the application of Integrated Sustainability Management in the industrial sector and in public organizations (Polary-Pereira, 2012, 2014, 2019, 2023), the importance of the professional performance of managers for organizational success, longevity and excellence, the impact on organizational sustainability in the private and public sectors and on social and economic development are suggested.

3. METHODOLOGY

In this study, among the approach methods and procedures described (Marconi; Lakatos, 2021): In the literature: data extracted from secondary sources, considering the universe of industrial MPMEs of public organizations researched and the Integrated Sustainability Management model - ISM in its components, dimensions and variables. The research lines were Management Technology of the Doctoral Program in Administration of FGV/EBAPE, and of the research group "Administration, Management and State-AGE" CNPq (Polary-Pereira, 2015), Administration and Management, and Entrepreneurship, in the economic and managerial approaches, which supported the ISM model. In the field research: data collected in industrial MPMEs in Maranhão, in 170 municipalities, in public hospitals and in public universities, as shown in Tables 1 and 2.

Table 1. Accessible population of industries for stratification of municipalities by size

Nº	Countries	MICRO	SMALL	MEDIA	BIG	TOTAL
		Quantity	Quantity	Quantity	Quantity	
01	Alcântara	01	-	-	-	01
02	Bacabal	36	09	01	-	46
03	Balsas	59	21	02	-	82
04	Caxias	17	20	02	-	39
05	Cajapió	04	-	-	-	04
06	Imperatriz	192	97	04	-	293
07	Lago da Pedra	16	03	-	-	19
08	Paço do Lumiar	04	01	01	-	06
09	Raposa	02	-	-	-	02

Nº	Countries	MICRO	SMALL	MEDIA	BIG	TOTAL
		Quantity	Quantity	Quantity	Quantity	
10	Rosário	08	08	02	01	19
11	São João dos Patos	11	-	-	-	11
12	São José de Ribamar	21	09	-	-	30
13	São Luís	739	380	46	10	1175
14	Timon	32	10	-	-	42
	Total	1142	558	58	11	1769

Source: Adapted from FIEMA (2006) and Polary-Pereira (2012).

Table 2. The universe of Public Hospitals and Public Universities of São Luís of Maranhão

Public Hospitals and Public IESs in São Luis-MA	
Public Hospitals	Public Universities
1. Djalma Marques Hospital Socorro I	1. Federal University of Maranhao – UFMA
2. Socorrão II Hospital	2. State University of Maranhao – UEMA
3. President Dutra University Hospital	
4. Aquiles Hospital Lisbon	
5. Sarah Locomotor System Hospital	
6. Tarquinio Lopes Filho General Hospital	
7. Children's Hospital Ward	
8. Nina Rodrigues Hospital	
9. Dr. Juvêncio Mattos Children's Hospital	
10. Pam Filipino Hospital	
11. Pam Diamond Hospital	
12. Dr. Adelson Sousa Lopes Hospital	
13. Getulio Vargas Hospital	
14. Pro-Health Charitable Association and Social Assistance	
15. Aldenora Belo Hospital	
16. Women's Hospital	
Grand Total.....	18

Source: www.google.com.br/hospitaispublicosdesaoluis, with author updates
www.google.com.br/universidadespublicasdesaoluis

From this universe, a sample of five hospitals and two public universities was selected to collect data for field research in 2015, aiming at a comparative analysis of these results with the research conducted in 2012 at the MPMEs. A proportional stratified random sample was extracted from the universe of MPMGEs, and a comparative analysis of the economic categories of the Gross Domestic Product of Maranhão-MA, shown in Table 3 and Figure 5, was carried out.

Table 3. Significant samples stratified by industries, according to municipalities by size

Nº	Countries	MICRO	SMALL	MEDIA	BIG	TOTAL
		Quantity	Quantity	Quantity	Quantity	
01	Alcântara	01	-	-	-	01
02	Bacabal	03	02	-	-	05
03	Balsas	06	02	-	-	08
04	Caxias	02	02	-	-	04
05	Cajapió	01	-	-	-	01
06	Imperatriz	16	08	02	-	26
07	Lago da Pedra	03	02	-	-	05
08	Paço do Lumiar	02	01	01	-	04
09	Raposa	01	-	-	-	01
10	Rosário	02	01	-	-	03
11	São João dos Patos	01	-	-	-	01
12	São José de Ribamar	02	01	-	-	03
13	São Luís	51	22	05	03	81
14	Timon	02	-	-	-	02
	Total	93	41	08	03	145

Source: Adapted from FIEMA (2006) and Polary-Pereria (2012).

Figure 5. Gross Domestic Product-MA of the 14 municipalities of the sample of the 145 MPMEs surveyed in the Industrial Sector of Maranhão.

Nº	COUNTIES	Gross Domestic Product at current price	%
1	Alcântara	R\$65.418.000,00	0,17%
2	Bacabal	R\$505.600.000,00	1,27%
3	Balsas	R\$1.120.221.000,00	2,82%
4	Cajapió	R\$22.781.000,00	0,06%
5	Caxias	R\$825.527.000,00	2,08%
6	Imperatriz	R\$2.000.735.000,00	5,03%
7	Lago da Pedra	R\$152.435.000,00	0,38%
8	Paço do Lumiar	R\$291.564.000,00	0,73%
9	Raposa	R\$100.920.000,00	0,25%
10	Rosário	R\$134.819.000,00	0,34%
11	São João dos Patos	R\$89.164.000,00	0,22%
12	São José de Ribamar	R\$473.407.000,00	1,19%
13	São Luís	R\$ 15.337.347.000,00	38,58%
14	Timon	R\$715.427.000,00	1,81%
	TOTAL Gross Domestic Product (municipalities participating in the research)	R\$ 21.835.365.000,00	54,93%
	TOTAL Gross Domestic Product (municipalities not participating in the research)	R\$ 17.918.346.000,00	45,07%
	Gross Domestic Product Maranhão	R\$ 39.753.711.000,00	100%

Source: Gross Domestic Product of Maranhão municipalities – 2009 (IBGE - 2012)

Data collection and statistical treatment: the technique used was a questionnaire applied to managers. The 2012 data underwent statistical treatment, including exploratory data analysis with means and percentages of the variables, components, and dimensions of the ISM model, Levene's test of homogeneity of variances, analysis of variance - ANOVA, correlation test, regression, and multiple correlation. In 2015, 2016, 2020 and 2021, exploratory data analysis was also

conducted with means and percentages of the variables, components, and dimensions of the ISM model and management technologies.

4. ANALYSIS OF RESULTS

Among the results of the research in the MPME sample, it was found that “Integrated Sustainability Management - ISM (Figure 2), based on the Theory of Entrepreneurship, favors the management, success, and sustainability of companies”; and “the sustainability of MPMEs has a positive impact on the Industrial Development of Maranhão” (Polary-Pereira, 2012, 2019).

These results align with the studies and research by Arruda *et al.*, 2007; Silva, Jesus and Melo, 2009; Souza, 2009; and Oliveira, 2009. Analysis of the results of applying the ISM model in MPMEs. Figure 6.

Figure 6. The ISM Model: averages and percentages of the Dimensions, Components and Variables that positively influence the Management, Success and Permanence of industrial MPMEs, from the managers’ perspective

MODEL	DIMENSIONS	AVERAGE	%	COMPONENTS	AVERAGE	%	VARIABLES	AVERAGE	%
ISM	Technological Administrative	8,8	37,3	Administra- tion	8,8	18,8	Management Competencies and Abilities - Professional Management-GSI, based on Entrepreneurship Feasibility studies: technical, economics and financial.....	8,9	9,5
				Technology	8,7	18,5	Technological Support (machines and equipment; systems and working methods)..... Industrial efficiency level....	8,8	9,4
ISM	Institutional Politician	6,7	28,4	Policies	6,8	14,5	Public Policies of the Federal, State and Municipal Government... Legal, tax and labor aspects...	5,8	6,2
				Strategies	6,5	13,9	Local Strategies and Partnerships Institutional Policy, Industrial Segment and Civil Society.... Industrial Development Plan - PDI-2020.....	6,1	6,6
	Economic Social	8,1	34,3	Economic and Social Indicators	8,1	34,3	Qualified industrial workforce..... Investment attractions: internal, external and local government... Preservation of the industry’s local environment Business location	8,6	9,1
								6,6	7,0
								8,5	9,1
								8,6	9,1

Source: Polary-Pereira (2012, 2019)

Based on the results of the Multiple Regression and Correlation of the variables that most positively influence management, success, and sustainability (Independent) and the most important for success in the sustainability phase (Dependent) in MPMEs, it was found that the variable “Conduct feasibility studies: technical, economic, and financial” showed a substantial positive correlation, being the one that most explains the variation of Y (Dependent). Figure 7.

Figure 7. Multiple linear regression between the variables that most positively influence management, success and perpetuity (independent) and prioritize the qualification of labor and maintain the levels of efficiency and productivity required by the sector (dependent) in MPMEs

Independent variables (Peditoras)	Partial regression coefficient	T	P
Constant (Intercept)	3.8049(a)	-	-
Managerial skills and abilities of the partners who manage and those who administer or advise the business combined with Professional Management (AIS) and Entrepreneurship.	0.2754(b1)	0.5073	0.6129
Technological support (machinery and equipment; systems and working methods)	-0.2903(b2)	-0.4825	0.6303
To do feasibility studies: technical, economic and financial	0.3366(b3)	0.6936	0.4892
Industrial efficiency level	-0.0479(b4)	-0.0834	0.9337
Qualified industrial labor	0.1720(b5)	0.4547	0.6502
Companies location	0.2479(b6)	0.6920	0.4902

Source: Polary-Pereira (2012)

Continuing with this analysis, the following variables were followed: “Level of industrial efficiency”, also with a substantial positive correlation; “Qualified industrial workforce” and “Location of the business”, with a moderate positive correlation; and “Preservation of the local environment of the industry”, with a low positive correlation.

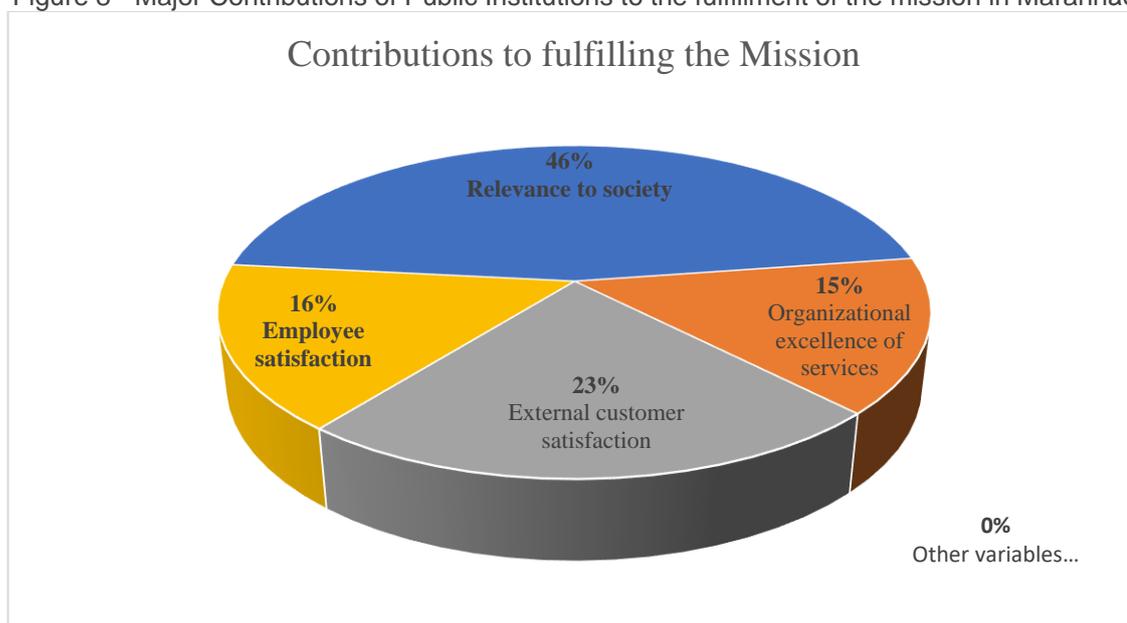
Perennial organizations, which in their management method consider the variables, components, and dimensions of the ISM model (Tables 2 and 3), suggest organizational sustainability, with a positive impact on sustainable economic and social development. With these favorable results from the application of the ISM model in the Industrial Sector in 2012, which was adapted in 2014 for application in public organizations (Table 3), and applied in public hospitals (Polary-Pereira; Silva, 2015), the results are shown in Table 4 and Figure 8, which presents the greatest contributions of these institutions published in the sample to fulfill their mission.

Table 4. Variables that most favorably influence organizational Excellence

Variables	Average	Minimum	Maximum	DP
Managerial skills and abilities of Managers. Professional Management (GSI) Management (GSI)	9	7	10	1,195229
Feasibility Study: technical, political, social and financial.	7,625	7	8	0,517549
Technology and inovation	7,375	6	10	1,407886
Level of efficiency and effectiveness of results	8,625	8	10	0,744024
Public Policies of the Federal, State and Municipal Government.	7,375	5	10	1,505941
Legality, control and transparency	8,625	6	10	1,59799
Partnerships: Political-Institutional; Public-Private and Civil Society.	8,625	6	10	1,407886
Institutional and managerial public development	8,375	6	10	1,30247
Qualification, performance and results of civil servants.	8	6	10	1,511858
Internal and external fundraising	7,25	6	8	1,035098
Environmental Sustainability	7,875	5	10	1,642081
Relevance to Society	9,125	8	10	0,991031

Source: Polary-Pereira and Silva (2015)

Figure 8 - Major Contributions of Public Institutions to the fulfillment of the mission in Maranhão



Source: Polary-Pereira and Silva (2015).

The relevance of the Public Institutions surveyed, in the view of managers, is of great importance to society, in which this variable accounting for 46% for the fulfillment of the mission; 23% in relation to the satisfaction of its external customers; 16% referring to employee satisfaction; and 15% related to the organizational excellence of services.

In 2020, a survey at a public children's hospital in São Luís, with the objective of “Evaluating the relevance of technologies and professional management as sustainable alternatives for Brazilian public administration and their impact on society”, including the Integrated Sustainability Management model - ISM, analyzed the impact of the averages of the dimensions, components, and variables on a scale of 1 to 10. Figure 9.

Figure 9. Averages and percentages of the dimensions, components and variables of the ISM model applied in the public children's hospital

MODEL	DIMENSIONS	AVERAGE	%	COMPONENTS	AVERAGE	%	VARIABLES	AVERAGE	%
ISM	Technological Administrative	8,405	33,72	Administration	8,647	20,82	Managerial skills and abilities of Managers. Professional Management (ISM).	8,908	8,93
							Feasibility Study: technical, political, social and financial.	8,386	8,41
				Technology	8,170	19,68	Technological Contribution: technology and innovation; work processes and methods; equipment.	8,278	8,31
							Level of efficiency and effectiveness of results.	8,063	8,08
	Institutional Politician	8,175	32,79	Policies	8,186	19,71	Public Policies of the Federal, State and Municipal Government.	8,217	8,24
							Legality, control and transparency.	8,156	8,18
				Strategies	8,171	19,68	Partnerships: Political-Institutional; Public-Private and Civil Society.	8,208	8,23
							Institutional and managerial public development.	8,134	8,15
	Economic Social	8,350	33,49	Economic and Social Indicators	8,350	20,11	Qualification, performance and results of civil servants.	8,108	8,12
							Capture and/or generation of resources: internal and external.	8,113	8,13
							Environmental Sustainability.	8,186	8,21
							Relevance to Society.	8,991	9,01

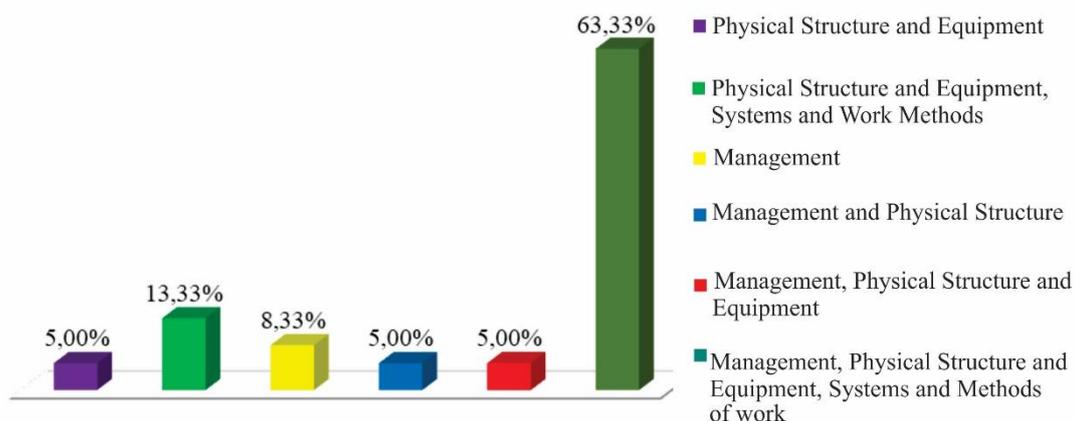
Source: Polary-Pereira and Oliveira (2020)

In these results at the public children's hospital, it is relevant to note that in all dimensions show good results with little difference between their averages and percentages. This apparent stability in the institution can be classified within a Management based on Entrepreneurship, following the parameters of the Cycle of Phases and Processes of MPMEs (Polary-Pereira, 2012, 2019), as a state of the process of “perennial maintenance”, in which the institution remains stable, presenting good results, but without any conscious growth or expansion planned by the institutional management.

Through the analysis of each dimension, its respective components and variables, and other research conclusions, it is suggested that the technologies applied in the hospital have functioned as viable alternatives for the Professional Management of this public health institution.

The 2021 survey of 60 industrial and service MPEs on technological innovation, sustainability, and management technologies, including the ISM model, revealed that technological innovations were predominantly aimed at “physical structure and equipment” (63.33%), followed by: “physical structure, equipment, systems and work methods” (13.33%); management (8.33%); and “management and physical structure”, “management, physical structure and equipment”, and “management, physical structure, equipment, systems and work methods”, all with 5.00%. Figure 10.

Figure 10. What are the innovations and technologies of industrial and service-providing MPEs aimed at



Source: Polary-Pereira and Castro (2021)

These results point to qualification programs for private entrepreneurs, managers and public servants, and other social actors, aiming to train them to develop sustainable projects in the economic, social and environmental dimensions so that they reflect favorably on the social and economic development of countries.

5. CONCLUSION

In this study of the field of Public Management and Organizational Sustainability of public and private organizations and social and economic development, it was found that the application of effective public management that favors organizational sustainability,

combined with the dimensions and components of technological capacity and management technologies, favor sustainable social and economic development.

It was evident that the performance of the public manager (Polary-Pereria and Costa, 2023) involves the systemic vision of understanding the variables of the macro environment that interact in a functional and dynamic way. In addition to technical knowledge and skills, it emphasizes the capacity for aggregation, involvement of society, legitimacy, common sense and, mainly, ethical and suitable personal-professional behavior, with consequences such as better results for employees, external customers, organizations and society.

According to Araújo and Pereira (2012), the administrative reform in the public administration management model was incomplete, as it did not reach most of the municipalities studied. Although the Brazilian State made efforts to implement this model, it is clear that its adoption is not yet effective at the three levels of government. According to Costa (2012), Brazilian public administration in the empirical context he analyzed proved to be multiple in its configuration, permeated by patrimonialist legacies, bureaucratic (dys)functions, management practices, and new arrangements of the networked State.

The conclusions of the research on MPMEs in the industrial sector demonstrated the effectiveness of the Integrated Sustainability Management model - ISM and indicated that management technologies are factors that favor the longevity and organizational sustainability of this segment, generating opportunities to become more competitive and effective, reflecting sustainable economic and social development.

It was found that the ISM model is a viable alternative for management technology for organizations. Its dimensions, components and variables are integrated into their internal and external factors, so that the manager can manage them professionally, with positive results for public and private organizations.

In the analysis of research in public hospitals in 2015, regarding the actions of public managers and other actors who make decisions that affect the behavior of people and society, a systemic view of the macroenvironment is suggested, despite transparency, suitability and ethics predominating in actions, while favoring public organizations that seek Organizational Excellence.

The results of the 2020 survey at the public children's hospital on the use of technologies and innovation revealed the importance of the "technological contribution"

variable of the ISM model for the hospital's sustainability. However, although software, machinery, equipment and some innovation in work processes were identified in the institutional environment, the need to improve these components of the technological contribution to achieve the organization's sustainability was evident.

It is possible to verify through these studies in private industrial and service sectors how much the dimensions, components and variables of the ISM model and other management technologies have had a favorable impact on the sustainability of these organizations, making it one of the viable paths to organizational sustainability and social and economic development.

The limitations include the broad universe of public and private organizations. Thus, the sample was limited to industrial MPMEs, hospitals and public universities in the state of Maranhão; there is little literature and empirical work on this topic that would allow an in-depth study of the theory (Popper, 1975). Aware of the limitations, we consider that the method was adequate to support the research and consistently evaluate its results.

The conclusions point to the achievement of the objective, response to the problem investigated and confirmation of the hypothesis. The expectation is that this study will broaden the discussion in the field of effective Public Management, organizational Sustainability in academia, organizations and other social actors who make decisions that affect sustainable social and economic development.

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CAPÍTULO 03

FORMATION OF PARETO-EFFECTIVE MANAGERIAL DECISIONS FOR THE SOCIETY SUSTAINABLE DEVELOPMENT USING MASS MEDIA POTENTIAL

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ABSTRACT: The purpose, role and functions of modern mass media influence on all socially significant components of society by forming in the last public opinion, aimed at a joint search for Pareto-efficient solutions of sustainable development, are yet to be subjected to further thorough scientific and theoretical analysis. The new directions of scientific research in the field of management technologies based on the integration and harmonization of collective intelligence have been generated and widespread due to mass media dissemination of information, on the collective, participative, partnership management and leadership, on crowdsourcing and cognitive technologies, which form a new interaction paradigm between society and state as a way of cognitive behavior transformation of the individual, their groups and organized groups, nations and states through massive attraction and use their intellectual potential in combination with modern information systems. Spatial model of the search for a Pareto-optimal point of cost-effective market interaction of three participants in market transactions on the surface of utilitarian possibilities and the model of socially responsible Pareto-effective stakeholders' interaction formation in the socio-economic system under the mass media influence are developed in the paper.

KEYWORDS: pareto-optimal point, managerial decision, efficiency, potential, mass media.

RESUMO: O objetivo, o papel e as funções da influência da mídia de massa moderna sobre todos os componentes socialmente significativos da sociedade, formando a última opinião pública, visando a uma busca conjunta por soluções de desenvolvimento sustentável com eficiência de Pareto, ainda precisam ser submetidos a uma análise científica e teórica mais aprofundada. As novas direções da pesquisa científica no campo das tecnologias de gerenciamento baseadas na integração e harmonização da inteligência coletiva foram geradas e difundidas devido à disseminação de informações pela mídia de massa, sobre gerenciamento e liderança coletivos, participativos e de parceria, sobre crowdsourcing e tecnologias cognitivas, que formam um novo paradigma de interação entre a sociedade e o estado como forma de transformação do comportamento cognitivo do indivíduo, seus grupos e grupos organizados, nações e estados por meio da atração maciça e do uso de seu potencial intelectual em combinação com sistemas de informação modernos. O modelo espacial da busca por um ponto ótimo de interação de mercado com custo-benefício de três participantes em transações de mercado na superfície de possibilidades utilitárias e o modelo de formação de interação de partes interessadas com custo-benefício socialmente responsável no sistema socioeconômico sob a influência da mídia de massa são desenvolvidos no artigo.

PALAVRAS-CHAVE: ponto ótimo de pareto, decisão gerencial, eficiência, potencial, mídia de massa.

1. INTRODUCTION

The new information technologies and technical means through which the mass media was formed in their modern sense, have created opportunities of influencing the public consciousness due to the influence on the consciousness of an individual and groups, on the collective consciousness of the personnel and authorities of the various organizational entities. At the same time, not being the independent force capable of programming and implementing progressive transformations, useful reforms and necessary social changes on a large scale, the mass media can contribute both to the processes of decay of the leading ideas of past epochs and to the growth of the popularity of new concepts.

In this regard, the potential of mass media can be used in two main directions:

- the influence of mass media on the society, where the mass media are dependent on a number of actors such as the legislative, executive and judicial structures of the acting authorities, alternative political forces, civil society organizations, business structures, etc., in connection with which the problem of protecting people from possible manipulations and confronting propaganda of individual subjects arises;
- the influence on society and on all the aforementioned subjects of the independent media, which become the speakers of the interests of society as a whole (and not only of the above-mentioned constituents), and form the decisions necessary for the whole society of the authorities, business and consumers regarding the achievement of the desired level of social, economic and ecological welfare.

2. ANALYSIS OF DOMESTIC AND FOREIGN PUBLICATIONS

If, within the direction of using of the mass media potential by the authorities and business structures for the formation of the necessary market behavior of consumers, the study of opportunities, technologies and mechanisms already exists [for example, 1; 2; 3], then the studies of the possibilities of the reverse influence of the mass media on the formation of socio-responsible behavior of the authorities, business and consumers, when the media "live in unison with the needs of the country and its ordinary citizens" [4] are practically absent.

3. ILLUMINATION OF THE PREVIOUSLY UNSOLVED PART OF THE GENERAL PROBLEM

Although partly the answers to the question of what power the media possesses, who actually controls them, and what the relationship between the media, the authorities and the society have already been given by the author of the study [5], the scientific recommendations in this precise direction of managerial communication of the media, institutions of power, business and civil society require in-depth research and substantiation of the real possibilities and mechanisms of effective media impact on the state and business in the interests of society.

It is worth noting that at one point in its work [6] its author, using the well-known provisions and graphic model of Wilfredo Pareto on finding and setting up effective interaction between a pair of market partners in a competitive environment [7; 8, p. 94-95; 9, p. 526-527], formulated recommendations for possible options for optimizing the interaction [10; 11; 12; 13] of so-called key groups or stakeholders of national economies, interpreted by Pareto in the form of three sets – parties from power, business and consumers. In developing these recommendations, other researchers examined the practical ways of establishing the interaction of these sets to optimize the sharing of financial [14; 15; 16], regional [17; 18], techno-technological [19; 20; 21] and natural oil and gas [22] resources. However, the conditions for the formation of socially responsible behavior of these sets, for observance of which such harmonized and adjusted interaction becomes possible, as well as sources of influence with the highest potential of their formation, which in the modern information media are the media, remain without the attention of the authors of these works.

4. THE PURPOSE OF THE PAPER

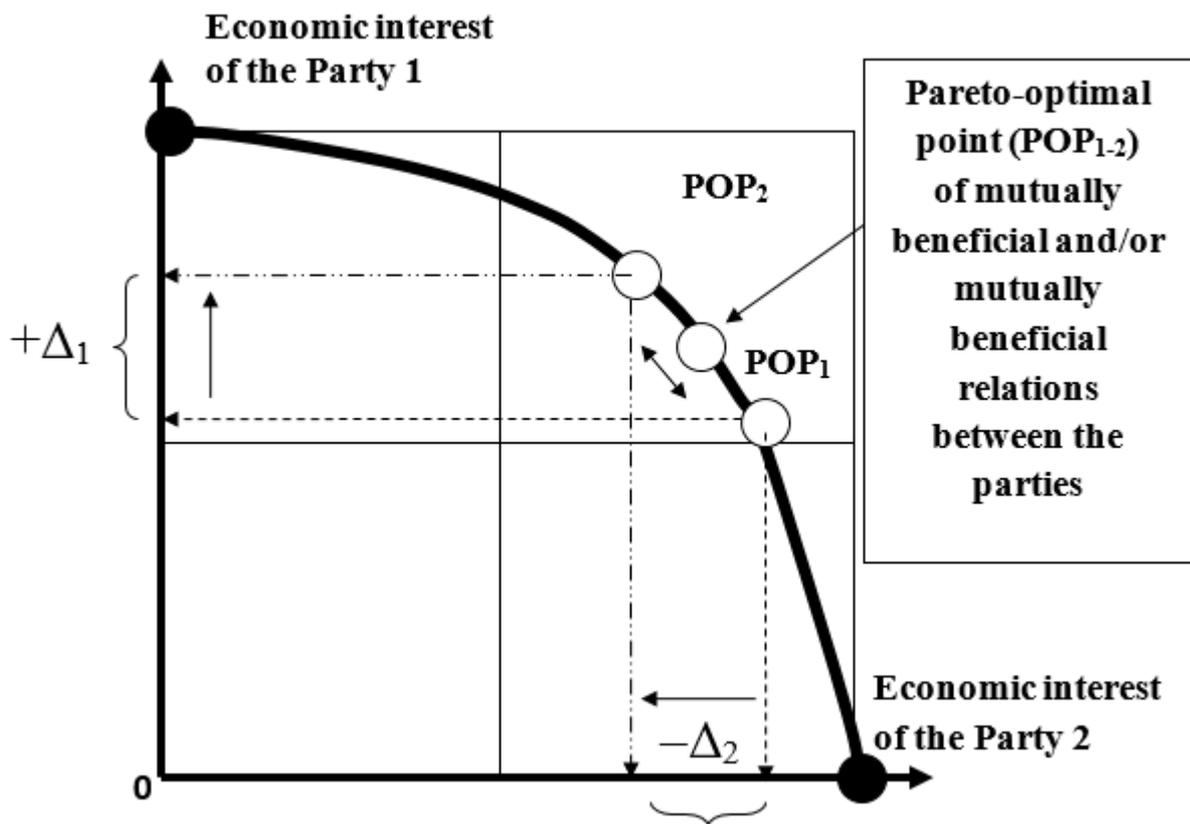
The purpose of the research work is to find and identify opportunities for the effective use of the potential of the national mass media in the processes of managing national economies in order to improve their functioning and increase competitiveness in the global marketplace.

5. MAIN BODY OF THE RESEARCH MATERIAL

According to the conditions of interaction in the competitive market environment of the two sides with the function of "supplier – consumer", the mutual relations within each separate pair can be represented in the form of a dependence called "curve of utilitarian opportunities" from a well-known theory of welfare economy with the finding of the optimal exchange at a fair price and Pareto-effective interaction for both participants, the author of which is Wilfredo Pareto [7; 8, p. 94-95; 9, p. 526-527].

This curve (Figure 1) describes the process of finding mutually beneficial and mutually acceptable cooperation between two counterparts in a market environment.

Figure 1 Geometric model of the rationale for the achievement of Pareto-optimal relationships within the framework of the interaction of two market agents "Party 1 – Party 2" (Res. [6])



Source: Authors.

At the same time, the so-called Pareto-optimal point (POP1-2) of a bilateral and mutually beneficial exchange at a fair price for both parties is a point in which the relations between the parties are considered to be both economically profitable and acceptable for both parties, and the resulting economic exchange results are close to optimal (zone between POP₁ and POP₂).

The transfer of POP_{1-2} along the utilities curve should not take place due to unilateral decisions or actions of the participants, which may lead to its withdrawal from the zone of mutual trust and benefit. After all, for example, in the case of moving a Pareto-optimal point from the POP_1 position to the POP_2 position, which occurred under the action of the 1st Party without the agreement of the 2nd Party, and resulted in an increase in its benefit by $+\Delta 1$, it will necessarily lead to a corresponding reduction of the 2nd Party's profit 2 to $-\Delta 2$.

In the same (only reverse) order, a change in these values may occur due to the 2nd Party's uncoordinated actions towards the 1st Party.

Thus, the transfer (if necessary) of POP_{1-2} should take place only with the consent of the parties, while rational, effective and efficient interactions between parties 1 and 2 (Figure 1) are possible only with the maximum integration of the diverse interests of the parties on the basis of cooperation and the search for compromises, which is possible under the following two conditions:

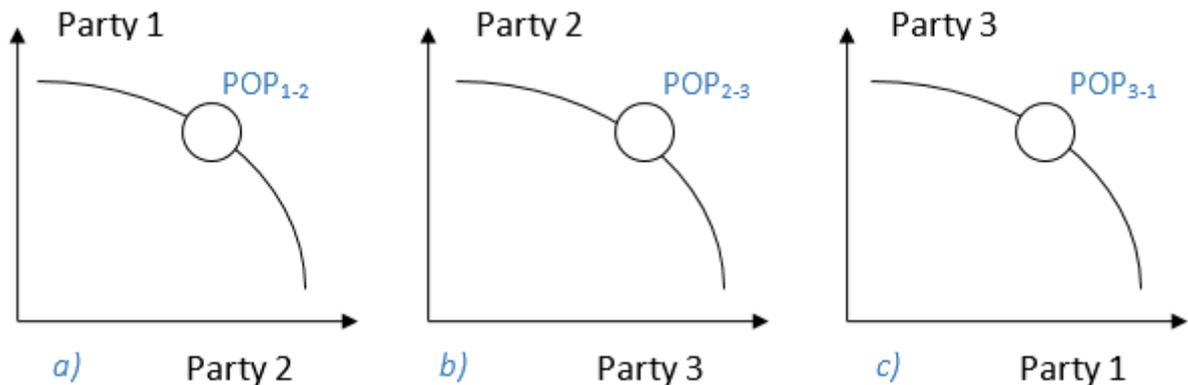
- the presence of well-coordinated, that is, regulated, formalized and algorithmic relations in the form of policies, laws, regulations, regulations, procedures and rules;
- the presence on both sides of goodwill to maintain and maintain these relationships in the POT_{1-2} zone in the framework of existing regulations, as well as generally accepted human values, morals and spirituality.

If the first condition is necessary but not sufficient for the formation and provision of interactions with positive results for both parties, then the second - the presence of goodwill of the parties - requires further clarification.

Taking as an axiom the fact that parties 1 and 2 function with mutual obligations to find and maintain favorable for them values of POP_{1-2} , and guarantees of the market environment (policies, laws, etc., and the "goodwill" formed on their basis) are stable, the assumption that the parties may have other interests, goals and motives of functioning can be considered unlikely.

By extending these conditions of Pareto-effective (not optimal) relationships to the interpretation of the interaction and mutual relations between all the participants in market relations (the state - producers - consumers), within each particular pair, we obtain the corresponding plane graph-analytic models that reflect the relationship between the pairs Party 1 (the state) - Party 2 (business) (a), Party 2 (business) - Party 3 (consumers) (b) and Party 3 (consumers) – Party 1 (state) (c) in Figure 2.

Figure 2. Distribution of the conditions of Pareto-effective relations on three interacting multi-participants



Source: Authors.

In this way, in each individual case, in the process of interaction of the parties there are corresponding Pareto-optimal points corresponding to their interactions, which correspond to the existing conditions on their interaction in the market, determined by the above conditions of goodwill for maintaining these relations in the zone POP_{1-2} in the framework of existing regulations.

Using the principle of superposition – overlaying processes with the consequences of the emergence of new constructive or destructive effects - we obtain a spatial model of reasonable interaction in the relations of the three parties, in which each side agrees its behavior with the other two.

As a result of this operation, we obtain a spatial model of the search for a Pareto-optimal point of cost-effective market interaction between the three participants in market transactions on the surface of utilitarian opportunities, which is formed in the space of Cartesian coordinates, as suggested in [8] to substantiate the possibility of optimizing tripartite relations between the state and producers of economically significant products and consumers on the basis of a model for achieving Pareto-efficient interactions [8].

Thus, a reinterpretation of the well-known model with regard to the conditions for organizing effective interaction within the framework of the "supplier – state – consumer" allowed us to obtain a spatial model of the utilization potential and utility surface for all participants in the management interaction process through joint decision making that is presented by us in Figure 3.

At the same time, the situation shown in Figure 3 illustrates the fact that in the case of an individual decision to increase its own benefit ($+\Delta 1$) by Party 1, the negative

consequences for the interests of Party 2 ($-\Delta 2$) and Party 1 ($-\Delta 3$) are compulsorily occurring. There are other options for redistributing the benefits of all three parties, which will correspond to the point POP_{1-2-3} .

Continuing the analysis of possible options for the behavior of Parties 1, 2 and 3 in the proposed spatial model, it is easy to conclude that any one-way actions aimed at improving one's own position by any single Party will lead to negative consequences and losses:

- for both other Parties with an approximate parity of deterioration in their performance indicators;
- for one of the Parties with a multiple increase in losses provided that the interests of the other party are preserved.

It is also possible for two parties to collude in order to improve common positions at the expense of the third party. In this case, it is obvious that the Party that is the victim of the conspiracy of the other two will incur losses proportional to the benefits received by the participants in such a conspiracy.

Therefore, achieving Pareto-optimal values of the results of trilateral cooperation is a common concern of the governing bodies of all three subjects of economic cooperation.

Thus, if the spatial model of organization of Pareto-efficient market relations between participants of the state-business-consumer triad by the author of the paper [6] was proposed to demonstrate the fact that in the process of making decisions about its activities in a single market space all participants should try to avoid mutual damage and, conversely, to obtain acceptable results for all the interaction, then in this case we have demonstrated that the Pareto-efficient interaction of the three business entities with the receipt of the positive results for all participants requires the cooperation of the latter on the basis of the search and implementation of consensus and/or compromise solutions.

it is clear that it is the mass media that through the dissemination of information can affect the activities of all branches, institutions and officials of power, business, political parties and politicians, to identify mistakes, miscalculations or other intentions, and to mobilize public opinion for the correct assessment and the fight against these phenomena. After all, when the authorities, businesses, officials, political and public figures, citizens, changed views, positions, public opinion, political and economic decisions under the influence of widespread mass media / disinformation information, are well-known.

Since the mass media have powerful capabilities for influencing people's consciousness and behavior, this gave rise, along with the legislative, executive and judicial branches of power, to call them the fourth branch [23], with the difference that the "fourth power" was deprived of the means of coercion.

However, shaping the public opinion, which is a reflection of the attitude of the population of the country (both in general and individual communities) to the activity of the authorities, business, political parties, public organizations, etc., the "fourth power" to some extent acts as the subject of influence and the plurality of power structures, and the plurality of business participants, and the plurality of consumers of their services.

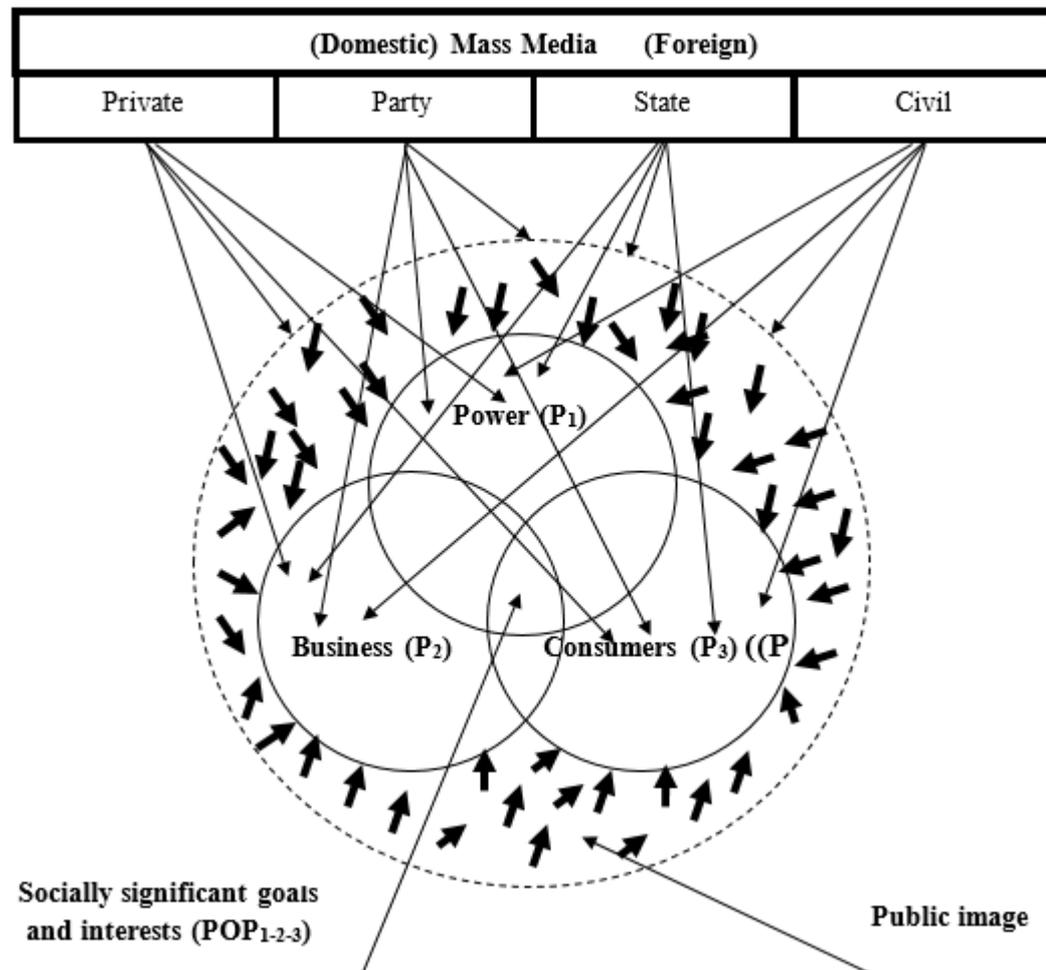
In this regard, in a society with a market economy, freedom of speech and pluralistic democracy, all types of mass media are and should remain dispersed both among different political forces and among different business groups in order to provide the same system of checks and balances, as in the mechanism of state power.

At the same time, in a democratic society, commercial, party, public and state mass media as subjects of the formation of socially responsible behavior of objects of influence – sets of partners from power, business and consumers - must, by all means, motivate these sets to search for harmonized and harmonized by providing them with the necessary, sufficient and adequate information, self-control and control over the authorities and political forces in whose hands they are, over parties and politicians, over business groups.

Therefore, in spite of the fact that in the democratic societies the main functions of the commercial mass media are the advertising of goods and services, the party – propaganda and propaganda on the dissemination of political programs, ideas and slogans, public – an adequate reflection of the processes of social existence, and state – the performance of functions an information intermediary between society and the

state common to all these components can and should become a function of forming socially responsible behavior of objects of influence from the sets of power, business and consumers achieve Pareto-efficient points (ROR1-2-3) in the area of intersection of the goals and interests of all participants (Figure 4).

Figure 4. Model of formation of socially responsible, Pareto-effective interaction of stakeholders of the socio-economic system under the influence of the mass media (author's interpretation)



Source: Authors.

Thus, the functional influence of mass media in a democratic society, which, although determined by the position of their founders in the political system, is intended to create a kind of informational space, in which the plurality of objects of power, business and consumers will motivate and encourage all participants to jointly develop, adopt and implementation of solutions aimed at socially responsible goals and interests of the whole society, and not individual parts of it.

In this case, functionally not being the subjects of management of the vital functions of society, mass media resources have the potential of forming public

opinion, which, in turn, will influence the decisions and behavior of the management bodies by the plurality of actors:

- public administration
- business units and all their possible associations,
- civil society organizations.

Thus, the plurality of media actors in all multivectoral purposes and interests of their owners must adhere to a certain unity in one – the goals and interests of their owners should not dominate the goals and interests of the whole society, which are regulated by laws and regulations of this the same society.

Any other media action (disinformation, manipulation, fake, etc.) is counter to the interests of the system, as it will lead to destabilization of its economic, and therefore social and environmental efficiency, with all negative consequences, examples of which are observed in non-democratic societies worldwide.

6. CONCLUSION

The purpose, role and functions of the influence of modern mass media on all socially significant components of society by forming in the last public opinion, aimed at a joint search for Pareto-efficient solutions of sustainable development, are yet to be subjected to further thorough scientific and theoretical analysis. However, today it cannot be denied that the new directions of scientific research in the field of management technologies, based on the integration and harmonization of collective intelligence [17; 24], have been generated and widespread due to mass media dissemination of information, on the collective, participative, partnership management and leadership [25; 26; 27], on crowdsourcing [28; 29; 30] and cognitive (cognitive) technologies [31; 32], which form a new paradigm of interaction between society and state as a way of transformation cognitive behavior of the individual, their groups and organized groups, nations and states through massive attraction and use their intellectual potential in combination with modern information systems and technologies.

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