

PUBLIC MANAGEMENT, INFORMATION SILOS AND TELEWORK: CASE STUDY OF THE FOUNDATION FOR RESEARCH SUPPORT STATE OF ALAGOAS

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SUMMARY

This article reviews the literature on teleworking and its consequences in light of the major health crisis caused by COVID-19. It reviews concepts on the new Public Management, or Managerial Administration, which began in the 1970s in Brazil, and reviews concepts of information silos, which have emerged as an obstacle to productivity in teleworking in companies. It conducts a quantitative survey with ninety-six employees of the Alagoas State Research Support Foundation on the introduction of the home office work modality.

Keywords:Telework. Information Silos. Public Management

ABSTRACT

This article makes a bibliographic review on telework and its consequences, in the face of the biggest health crisis installed by COVID-19. It reviews concepts about the new Public management, or Management Administration, started in the seventies in Brazil, it reviews concepts of information silos, which emerged as a hindrance to productivity in teleworking in companies. It does a quantitative research with ninety-six employees of the Foundation for Support of Research of the State of Alagoas on the introduction of the modality of home office work.

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1 INTRODUCTION

The COVID-19 pandemic has plunged the planet into an unprecedented health crisis in the 21st century. Overnight, people were forced into social isolation, affecting all economies around the world. In this perspective, what can be done to ensure that private and public services do not stop? Teleworking was the work modality widely used to ensure that public services do not stop during the pandemic. And still protecting employees.

The State of Alagoas, not being familiar with this type of modality, had to adapt and implement teleworking in all management units. There are obstacles such as information silos and technological infrastructure issues for servers. To prepare this *papera* bibliographical research was carried out, using a qualitative approach, with the aim of

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describe telework, the new public management, which seeks productivity and information silos. In the first moment, the work deals with theoretical issues, in the second moment a quantitative research was carried out with 96 employees of the Research Support Foundation of the State of Alagoas on Telework and its consequences.

2 NEW PUBLIC ADMINISTRATION

The emergence of new technologies has transformed what was science fiction into reality. Artificial intelligence, improvements in product logistics, real-time communication, high-speed internet that has enabled many processes that were previously physical to now be electronic, are added to some other examples of new technologies.

These new technologies have revolutionized the field of knowledge and have had a major impact on the world. These transformations have created advantages and disadvantages as they have been introduced into the workplace. The fourth industrial revolution, as this period is called, has brought advantages not only to companies but also to the public sector, where new processes have been designed and access to public services has become more accessible to citizens.

The New Public Administration, focused on efficiency and the pursuit of results, as opposed to the bureaucratic model, focused on preventing corruption and nepotism, was mainly flawed by the delay in results and transparency of administrative acts. It found a means of consolidation in new technologies.

In the late 1970s, questions about the performance of public managers increased. Managers should be more efficient and services should be better provided. This new method, called New Public Administration, in short, intended for the public apparatus to produce more, cost less and comply with the principles of fiscal austerity. (LIMA FILHO; PEIXE, 2020)

2.1 TELEWORKING

The COVID-19 pandemic has had an impact on different business sectors and government services. Across the world, a health threat has impacted work, leisure, sales, logistics, and product marketing routines. It has created challenges in the face of uncertainty regarding the disease, which is transmitted through the respiratory tract and is highly contagious. Mendes, Filho and Tellechea (2020). Faced with the extraordinarily rapid changes, organizations have been challenged to

seek new ways of doing things. Work procedures and practices were changed overnight. Companies were forced to conduct work, activities and manage their employees remotely. Mendes, Filho and Tellechea (2020).

This practice of remote work, at a distance or home office, was already part of some companies, sometimes to seek competitive advantages, sometimes to give the professional greater flexibility, but with the pandemic, this became extremely necessary, forcing companies and governments to adopt telework, as a means of continuing services. (MENDES *et. al.*, 2020) By definition, teleworking or home office emerged in the seventies as a flexible work modality, carried out in the worker's own home, due to the emergence of new technologies, such as the internet. Even though it has been legalized since 2017, with the labor reform, teleworking suffered great prejudice from Brazilian companies, and was almost non-existent in the public sector.

In Brazil, teleworking was already being incorporated into the private sector as a work modality to reduce costs, improve productivity, and improve the quality of life of teleworkers. Filardi, Castro and Zanini (2020)

The discussion of teleworking in public administration is at a high level of maturity, due to the high level of use of information and communication technologies. However, despite the high level of maturity, there is little legislation to ensure that the server is able to undergo evaluation, since the server needs such annual evaluations. (FILARDI *et. al.*, 2020).

2.2 INFORMATION SILOS

The term Silo emerged in agriculture in 1800, to create storage spaces for corn in cold weather. Metaphorically, in administration, silo are barriers that limit the opportunity for business progress. Ferreira and Roque (2017).

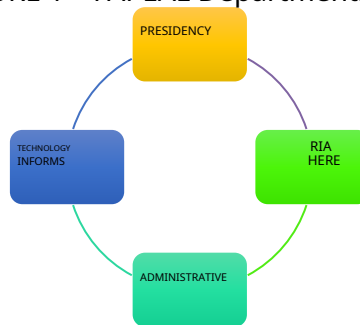
Information silos occur when a unit or department of an organization cannot communicate with other units or departments. Organizations do not see the advantages of sharing information between other departments. However, when the organization works as a living organism, exchanging common information, the chance of success is greater. To solve this problem, management information systems are created to connect all processes. They are important because they have systemic thinking. This makes it easier for managers or decision makers.

2.3 FAPEAL

FAPEAL carries out research promotion and technological induction activities, in addition to managing the Point of Presence (PoP) of the National Research Network (RNP), which pioneeringly connects the State of Alagoas to the Internet, offering connectivity services to the scientific community, government institutions and NGOs. It facilitates Induced Research Projects that prioritize strategic areas for the development of the State. Research and Postgraduate Projects that stimulate Postgraduate courses held in Alagoas, not to mention the hundreds of scholarships and grants it offers annually, better qualifying and contributing to the training of high-level human resources for Alagoas.

The Foundation has four departments: administrative, which includes human resources, financial and contracts, information technology department, the presidency and Scientific, which takes care of the final part of the institution.

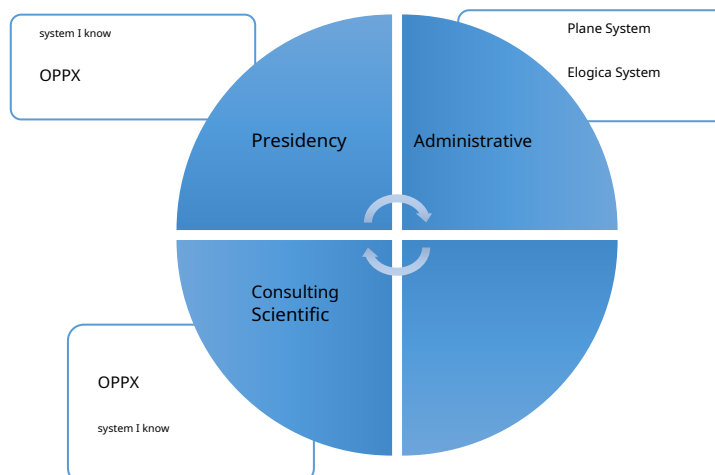
FIGURE 1 – FAPEAL Departments



The operating systems that run at FAPEAL are basically systems developed for each department, there being no the ones between them, generating the called information silos.

FIGURE 2. Information System p

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3 THE RESEARCH

The survey was conducted on the plane platform - the Human Resources System responsible for employee data. It was conducted between July 22nd and 26th, 2020 and the responses were divided into objective, open and multiple choice. It was conducted with all 96 (ninety-six) Fapeal employees.

The first question sought to assess the work routine in the current moment of teleworking and pandemic. The second question assessed productivity in teleworking. Question three was about isolation and emotional state. The fourth question was about physical state. The following were also asked: What would the employee like within a new social order? And What are the factors that most interfere with their teleworking?

4 RESULTS

FIGURE 3. WORK ROUTINE

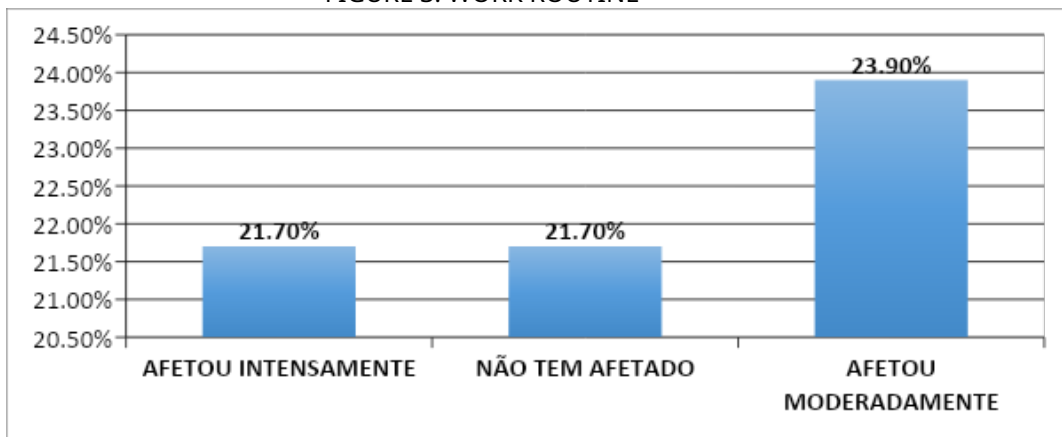


FIGURE 4. PRODUCTIVITY IN TELEWORKING

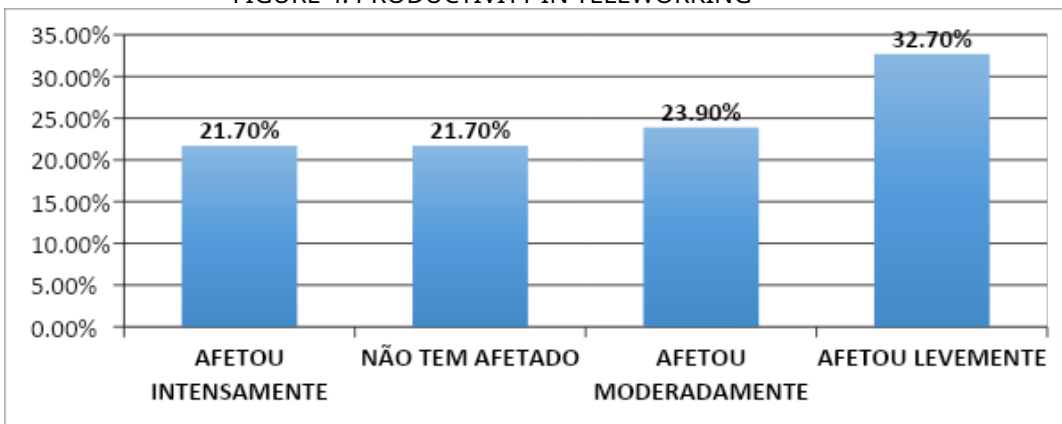


FIGURE 5. EMOTIONAL STATE

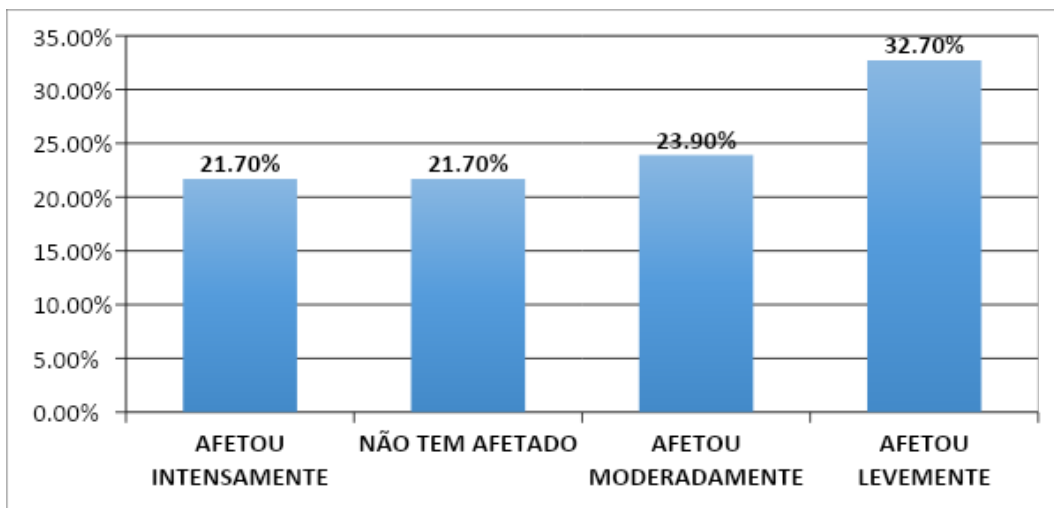


FIGURE 6. PHYSICAL STATE

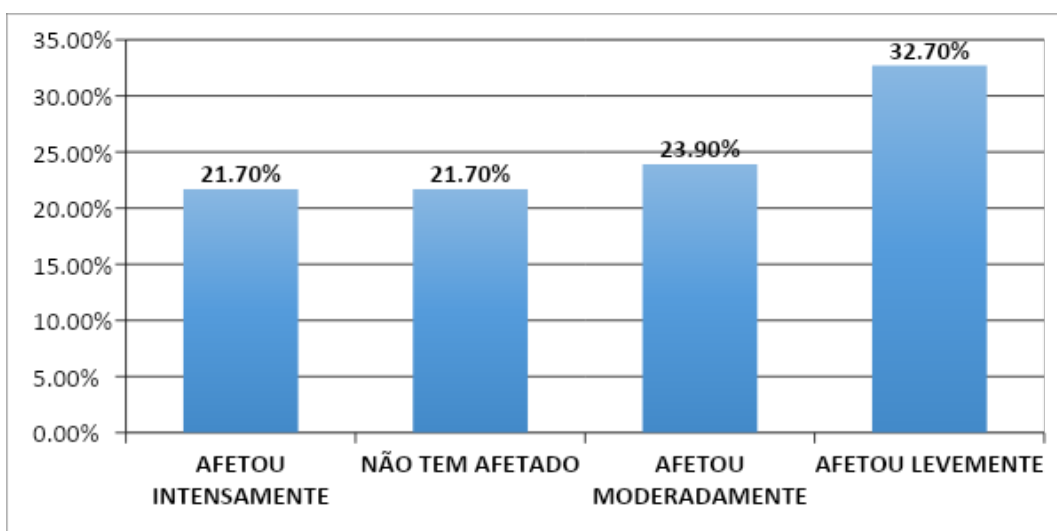


FIGURE 7. NEW SOCIAL ORDER

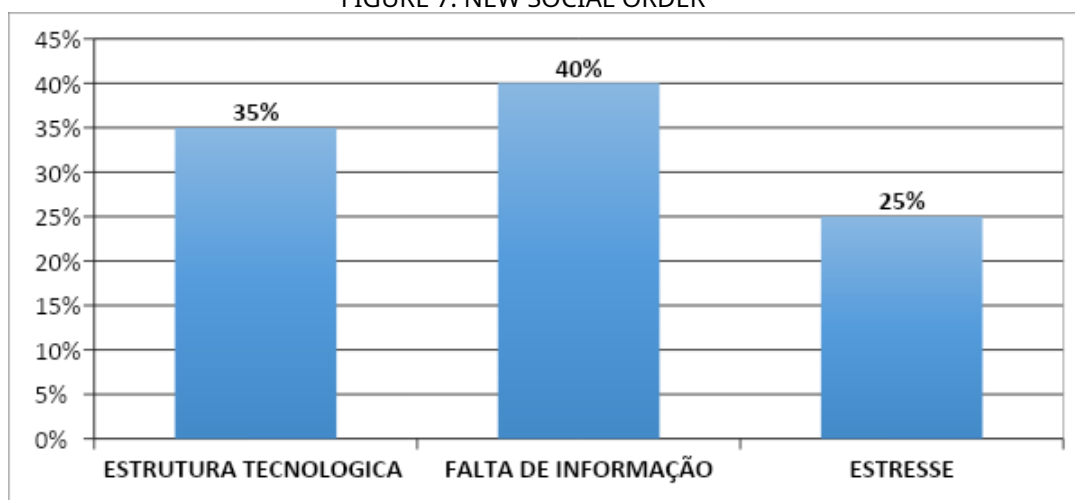
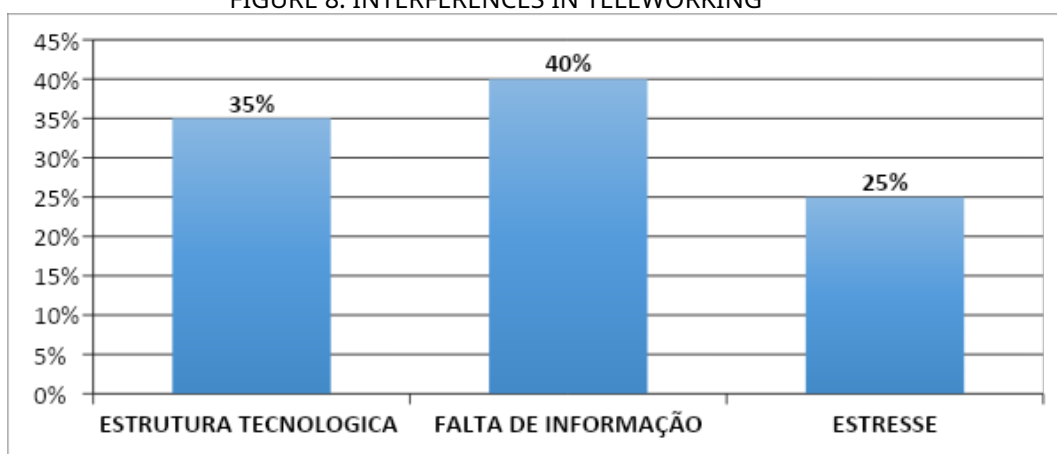


FIGURE 8. INTERFERENCES IN TELEWORKING



FINAL CONSIDERATIONS

The COVID-19 pandemic has impacted government services. Departments, government agencies, and regulatory agencies have had to adapt their work routines to home office. This type of work, which was already present in private companies, was not widely used in the public sector. Concerned about its employees, the Foundation conducted a survey to find out the level of productivity during this time of teleworking due to the pandemic. It was found that teleworking had a positive impact on the work routine, without drastically affecting the services provided. 44.7% of employees indicated that they are producing more. This question raises a hypothesis about the fact: Reduced commute time? Better adaptation to teleworking? This will need to be studied further.

It was also found that the emotional state of employees was not affected. It can be said that the introduction of teleworking, without having to travel from home to work, made employees safer during the pandemic. This would be a new hypothesis. After the introduction of teleworking, the vast majority of employees prefer a hybrid work regime - in-person work and teleworking. One of the major problems regarding interference, and consequently loss of productivity, in teleworking is the issues of employees' technological structure and information silos. Each department has its own system and they do not exchange data, causing time to be wasted searching for data for decision-making between sectors and within sectors.

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