

## **THE WORK RELEVANCE IN KNOWLEDGE NETWORK TO COMPANIES OF THE SHOE INDUSTRY INSTALLED IN THE PARANHANA VALLEY IN THE STATE OF RIO GRANDE DO SUL - BRAZIL**

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### **ABSTRACT**

*The article analyzes the relevance of networking among the firms of the Paranhana Valley Shoe Industry cluster, bearing in mind the participation and responsibility of the employee in the decision process. The results of the research show that companies should innovate in the knowledge network, through the constant training of employees, the application of new processes and the use of intelligent tools. Therefore, the collaborator should be present with ideas, opinions and suggestions in the productive chain of the Shoe Industry companies.*

**KEYWORDS:** Networking, Cluster, Decision process, Knowledge network.

## **1. INTRODUCTION**

For decades, footwear firms have focused their efforts on increasing production, developing new product designs, reducing production costs and investing in machines and equipment. However, the collaborators, the real actors of this process, received little attention, in terms of training, motivation, personal and team performance, and freedom of expression. The company, to be competitive, must have an active, creative and innovative people management, which requires a practical example that should start from the Administration, go through the Board of Directors and the supervisions and reach the employees. The company must have by practice: give the employee the freedom to participate, be responsible for their actions and understand their limits.

Furthermore, there is a gradual increase in competition between the economic agents - Government, institutions and community - involved in production and sales operations. In the twentieth century, with the means of communication via Internet, the distances shortened. Everything went online and real time: the customer, the supplier and the employee changed the way they act, consume, buy, sell and work; everything is networked and you need to have the knowledge to connect all parts and have intelligent tools in real time. Therefore, the company must be in a knowledge network internally and externally, inserted in the virtual world to generate competitive capacity.

In these terms, the research diagnosed that the companies of the Shoe Industry of Paranhana Valley should prioritize the insertion of new practices of people management, given that the individuals of the functional body make up the intellectual capital of the company: for that they must be integrated and motivated to learn to self-manage in their knowledge network with the various stakeholders. Hence, the firm must be aware that it depends on its employees to be successful. However, it is necessary to fix the miscomprehension between work and employment in the company. In this context, the research problem was: What is the relevance for the footwear companies installed in Paranhana Valley to operate in a knowledge network with their stakeholders?

This article is structured in five sections. It begins with the introduction, followed by the theoretical basis, addressing the topics covered in the research, such as: conceptions about work and employment, training of employees with Training Programs, development of new processes, aiming to work efficiently, effectively and with effectiveness, as well as visualizing the family culture, the competitiveness and the innovation applied to the leather-footwear sector in the region and how it implies changes in the local market, followed by the crescent importance of knowledge management and its network into the firms, getting to collaborators freedom and its impacts on production, productivity and social relations inside the company, concerning also about the interdependencies that are caused by information technology, and how clusters can usufruct of these new realities. Then, comes the methodology, explaining how the article was produced, and finally, the results are presented, in the conclusion.

## **2. THEORETICAL FUNDAMENTATION**

### **2.1 CONCEPTIONS CONCERNING WORK AND EMPLOYMENT**

The idea is to expose the concepts and aspects regarding work and employment, as they impact on the firms of the Shoe Industry located in the Paranhana Valley in the State of Rio Grande do Sul (RS), Brazil. FERREIRA (2011) says that the greatest influences in the work's outsets are due to the monastic tradition - especially to the thought of St. Augustine and Thomas Aquinas - and to the Protestant tradition, with the important role of Luther (1483-1546) and Calvin (1509-1564). Investigating the effects of the Calvinist movement, Max Weber (1864-1920) perceived positive results on the economy and on the ideology of the European bourgeoisie, who sympathized with the praises given by him in relation to labor -

to use the means given by God to help us in the passage through the earth -, generating conditions of social change, development and progress (FERREIRA, 2011).

The author HABERMAS (1985) apud DOMINGUES (1995) theorizes modernity from the development of an instrumental sphere of action, which adapts means to more and more efficient ends, both in our rapport with nature and in terms of social relations. The rise of Capitalism has propitiated commercial and financial expansion, capital development, and market needs, resulting in new productive priorities. ZABOT and SILVA (2002) says that the rise of an increasingly globalized and interdependent society has been characterized by intense changes in economic, commercial and financial, political and social (behavioral, social and educational) scenarios. Therefore, work is an activity that seeks to meet a need through methods and procedures, all related to the social context.

For BOTERF (2003), employment results from the arrangement and division of labor, and the knowledge and skills required refer to a specific job to a particular company. The author refers the notion of qualification, which denotes to an official and legitimate analysis, which recognizes the skills required to practice a profession or function. POCHMANN (2001) contextualizes us about these variations explaining that the profound changes of Capitalism at the end of the 20th century have been widespread, citing, for example, the "new economy", "the knowledge society ", and "the digital economy "; that is to say, with the evolution of society, the perceptions about the term have adapted to a new reality.

## **2.2 THE 3E'S AND THE 3C'S REALITY: EFFICIENCY, EFFICACY AND EFFECTIVENESS, COMMUNICATION, CAPACITY AND COMPETENCE**

Today, three terms, called 3 E's - Efficiency, Efficacy and Effectiveness - have come to guide the structural set of enterprises, resulting from the immediate and complex needs of today's society with which the workers must cope. CHIAVENATO (1994) defines efficiency as a relation between costs and benefits, focused on the best way things should be done, so that resources are applied in the most rational way as possible. As for efficacy, the author explains it as a "normative measure of the results achievement" (CHIAVENATO, 1994, p. 70); in other words, the employee does what is best expected of him using what is available to him. Effectiveness is the result of the combination of the other two principles: when achieving efficiency, using efficacy, one obtains effectiveness.

The second trinomial (Communication, Capacity and Competence) is related to the good functioning of the previous processes. DuBRIN (2001, p. 204) argues that communication is the "process of information exchange through the use of words, letters, symbols or non-verbal behavior": a crucial part is people's perception, which often results from their notion of the world or their abilities. In this sense, capacity for DOMINGOS (2009) is linked to ideas of quality or potential to carry out an activity or action. Finally, competence: FLEURY and FLEURY (2001) approach the theme from the premise that it is a word of common sense, designating a person fit to achieve something. In recent years, the subject has come into academic and business debates, associated with different interests of understanding: at the level of the person (the competence of the individual), the organizations (core competences) and the countries (education systems and skills training). These departures make up the whole of the company and form what we call the organizational environment.

## **2.3 FAMILY CULTURE, COMPETITIVENESS AND INOVATION APPLIED TO THE LEATHER-FOOTWEAR SECTOR**

Until the 1950s, the Brazilian family business had an almost absolute presence in all segments of the national economy, from agriculture to the financial system, through the Textile Industry, food, services and media (GONÇALVES and HAFNER, 2000). It is convenient to understand that the family business is a type

of organization subject to changes in the environment (LODI, 1999 apud MACHADO, 2005): in the Paranhana Valley, it is possible to analyze the growth of the sector in parallel with local development, when the immigrants that established here built work places as part of the colonization process.

VERSTRAETE (2000) apud MACHADO (2005) highpoints the struggle in defining the term: traditionally, it is when the ownership control focuses on the individual or in the members of the same family; added to this, there is the will of the owner to pass it on to the next generation. Still, it is from the patrimonialist perspective that the inconsistencies of this branch are raised: authoritarianism, nepotism and the use of personal trust and not the competence to choose employees, implying paternalism as a form of relationship between employees, often disciplined through social values (GONÇALVES and HAFNER, 2000). This culture is remarkable in the footwear companies of the Paranhana Valley.

In this sense, firms need to change as the days of mass production and standardization are past. The new companies should be based on information success at the expense of access to raw materials (CRUZ JR and ROCHA, 1999 apud ZABOT and SILVA, 2002). This context gives us an insight into the complexity of the competitive essence: what is convenient to analyze is the competitive advantage, defined as the ability to obtain economic returns above normal in extended periods (LACOMBE, 2005), unlike what happened in previous periods, which were aimed at immediate productive efficiency - as seen in Ford (1863-1947) and Taylor (1856-1915).

ZDANOWICZ (2005, p. 72) affirms that "the main problems facing the sector, apart from those concerning its structural dimension (cost reduction and the incorporation of new technologies), are of a cyclical nature, being largely associated with the process of opening up to the outside of the Brazil's economy and other macroeconomic factors". It should, so, be added the lack of Training and Qualification Programs to employees, the innovation of operational processes and the use of intelligent technologies in production. FENSTERSEIFER (1995) explains that the Shoe Industry in Rio Grande do Sul is considered traditional, mature and labor intensive, with cost being the decisive factor for its competitiveness. DECKER (2006; 2007) apudSALDANHA (2009) describes that Brazilian shoe producers have suffered a great deal from external competition, mainly from China, with critical factors being: a) Chinese labor force (on average 50to 70 Dollars/month less); b) exemption from taxation (encouraging export). This ends up influencing the entire cost structure.

Defended by SARKAR (2008) apud DÖRR (2013) is the idea that an innovative economy realizes "investment in people, as well as in capital and has greater capacity to attract and retain highly qualified individuals". Thus, a competitive differential is achieved based on the long term. MORAIS (2007), for example, tells us that the unpredictability of the environment causes the company to invest in technological innovation and in the preparation and development of its employees for learning so as not to lose their competitiveness. UTTERBACK (2004) argues that the role of technological change and innovation in changing the fate of organizations is often underestimated. Nevertheless, it is a creative factor both as a force in business growth and as a destructive force, making it vulnerable to competition. Accordingly, RUMELT (1984) apud MOROSINI (2004) confirms that the external, internal and social factors of a firm are conditioned, led to change and influenced by a series of environmental and competitive forces that generate the degree of innovation. The fact is that innovation is the new cog of the capitalist machine: firms must cope with it, investing in innovation and in its human capital, in order to maintain its competitiveness and improve its results, whether financial, organizational or either social.

## **2.4 KNOWLEDGE: MANAGEMENT AND NETWORK**

In the country, especially in Rio Grande do Sul' shoe companies, it has started a process of investment in people, yet still reclusive. TERRA (2006) points out that, in Brazil, knowledge has been increasing its value for business performance by the relative and recent economic openness, making it essential for Brazilian companies to manage knowledge. It involves the apprehension of the aspects and demands of the environment and also the judgment of the individual and collective needs linked to the processes of creation and learning.

According to TERRA (2000) apud MOURA (2001): knowledge management is an effort to make organization's data available to those who need it within it, when, where and how it becomes necessary, in order to increase the organizational human performance. It requires that we "train employees to behave proactively in favor of the pursuit and acquisition of knowledge", as they will thus be able to reach a superior use level and to pass on the superior information, since individuals will then recognize its "limits of knowing and not knowing" (FIGUEIREDO, 2006, p. 12).

Information's value is irrefutable, mainly when we observe networks field, for whose movement it is responsible, moreover being a subsidy for its growth (TOMAÉL 2005). The traditional information paradigm defines it as an element established outside the person: the message is sent from a source to a receiver through a canal and it turns into data, reducing ambiguity. In networks, information sharing is constant. It is possible to undertake a greater understanding of knowledge networks via the advantages described by CREECH and WILLARD (2001), namely: a) they emphasize the creation of common values by all its members, since they traffic through the sharing of the information, aiming at the assembly and the creation of new knowledge; b) strengthen the research and communication capacity in all the members in the network; c) identify the strategies that require greater commitment of the decision makers, as the knowledge moves within the policies and practices adopted by the participants. Today, to be connected and be part of this exchange of data is crucial, as well as to understand how to manipulate and spread the information outside and inside the firms.

## **2.5 SELF-EMPLOYMENT, LABOR FREEDOM AND EMPOWERMENT: THE NEED FOR LEADERSHIP AND MOTIVATION**

The trend in the current organizational structures is the configuration composed of self-managed teams, which give autonomy to the collaborator. It must be assumed that the productive orders and the labor camps have shown a vast update in relation to the economic-productive principles. Given that, DAVIS and NEWSTROM (2004) proposes that autonomy is the work quality that gives workers some discretion and control over decisions related to work, essential to the formation of a sense of responsibility in employees. Self-managed teams bring increased productivity and quality as an important response to the competitiveness challenge (GIL, 2007).

In this connection, it is necessary to understand that empowerment –commonly used term applied to this field - is not to empower people, but to allow them to make use of the power, knowledge and skills they already have (LACOMBE, 2005). For BLANCHARD, CARLOS and RANDOLPH (1996): managers should create favorable conditions for learning, action and decision so that people use autonomy, initiative and responsibility; the organization must provide a supportive, accountable, and incremental environment - leadership and motivation are intimately present. For MORAIS (2007) leadership is a "passionate, provocative and controversial" theme: precisely because human relations are complex. The author defends the idea that in the modern world of productivity and competitiveness, it is common to find companies in the search for leaders to improve their results and make their teams more effective and efficient.



As for the motivation MORAIS (2007, p. 66), approaches as the premise that "no organization can function without some level of commitment and effort expended by its members". The author summarizes that the main elements of motivation are: effort, goal and need; the first is the measure of intensity, how much we aim to achieve something. The goal is what we want to achieve. Necessity is the inner state that makes certain results appears attractive. It is concluded that working in an environment where people can access data, make decisions and feel part of a winning team contributes to increased job satisfaction, motivation and productivity.

## **2.6 INTERDEPENDENCIES, INTERORGANIZATIONAL RELATIONS AND BUSINESS NETWORKS**

The competitive dynamics of recent decades have brought significant changes in relations between companies, imposing increasing degrees of complexity and interdependence (NETO, 2005). This fact is strongly driven by globalization, market development and the scale of world production. The competitive landscape presented to organizations is increasingly intense (MORAIS, 2007). On that sense, NETO (2005) affirms that these ties and relations assume diverse forms, having evolved to create greater proximity and interdependence, by means of the increase of cooperation mechanisms, exchange of knowledge, complementarity and exploitation of synergies. According to him, these still seek to increase the competitiveness of each company by growing the competitive capacity of the entire network of interconnected companies, giving rise to the figures of the "Extended Enterprise" and the "Business Network".

For this, the insertion in networks develops in organizations the capacity to react to environmental changes (TOMAÉL, 2005). GUIMARÃES et al. apud TOMAÉL (2005) affirm that this occurs in the effect of the establishment of relations that have as goal to drive the cooperation, which sustains the network and promotes local and regional sustainable development. Corporate networks are a form of associativity that today enjoys great recognition due to its proven impact on competitiveness and business productivity indicators (LÓPEZ, 2003 apud HINESTROZA, CARONDA and QUINTERO, 2011). Business networking is, however, not a new phenomenon. When in the beginning of the 17th century was granted authorization for the operation of the Company of the West Indies, a historical business network began, which marked the world's economy (ZACCARELLI et al. 2008).

Currently, the genesis of networks has developed within the framework of the global value industry chain (BALDI, 2006), taking into account the interdependence and the individual and collective competitive needs. The perception of the need for collective efficiency brought about by different business arrangements was confirmed in Western eyes by the Japanese successes in the 1980s and 1990s with regard to networks and productive chains and by the Italian success, especially of the so-called Third Italy (PIORE and SABEL, 1984 apud NETO, 2005), with regard to clusters and the inter-company network. This view, thus, has been shown as a global feature, as firms take part as a more efficient and active role amongst market's needs through the value chain that is created concerning production and competitiveness in relation to other firms.

## **2.7 CLUSTERS, INDUSTRIAL CLUSTERS AND BUSINESS CLUTERS**

PORTER (1999, p. 211) describes cluster as a "geographically concentrated grouping of interrelated companies and related institutions in a given area, bound by common and complementary elements." According to ZACCARELLI et al. (2008), business cluster members enjoy competitive advantages over isolated rival firms, and the source for these potential advantages has not been consciously constructed: clusters can reach an advanced stage of self-organization without any Governance, conferring high capacity to compete.

To IGLIORI (2001), the clusters, when consolidated, can initiate a complex of institutions, costumes and trusts that tend to stimulate three factors essential for the economic dynamism that are the combination of: a) competition with cooperation; b) conflict with participation; c) local and practical knowledge with scientific knowledge. It should be noted that clusters play a positive role in competitiveness in three distinct ways: (a) by increasing the productivity of firms or component sectors; b) by strengthening innovation capacity and, consequently, by raising productivity; c) by stimulating the formation of new companies that reinforce innovation and expand the productive cluster (PORTER, 1999). PORTER (1999) thus analyzes the competitiveness of a cluster based on four types of interrelated influences in the model called the Porter Diamond Model, which are: (1) context for the strategy and rivalry of the companies; (2) demand conditions; (3) related and supporting sectors; (4) conditions of the factors of production. From these approaches, the company can gain competitive advantage in a broad and multidirectional market structure, whose influences are energized by technologies and innovation.

The key characteristics of industrial clusters, though, have been defined in terms of materials that are used and the goods that are produced (FELDMAN, FRANCIS and BERCOVITZ, 2001). The SCHMITZ (1997) approach describes two dimensions for industrial clusters, which are geographic (location) and sectoral (activity): to classify an industrial cluster and name it industrial cluster, the two dimensions must coexist simultaneously. IGLIORI (2001) points out that an industrial cluster has two dimensions, which are interdependence (to other companies) and their systemic character (among them). The authors ALTENBURG and MEYER-STAMR (1999) apud SALDANHA (2009) affirm that there are three types of industrial clusters, namely: a) subsistence of small and medium enterprises; b) advanced and differentiated with large-scale production; c) of transactional corporations.

For ZACCARELLI et al. (2008), business clusters are not "recent inventions": having existed since the Middle Ages. They are arrangements composed by different businesses that maintain ties and relationships to some degree between them: while the key element to cluster is in the geographical proximity, for networks, the key element of this integration, between different businesses, is linked to exchange relationships.

### 3. METODOLOGY

The methodology used was a multiple case study. It was intended to cover the universe of footwear companies that are installed in the Paranhana Valley in the State of Rio Grande do Sul (RS), Brazil. Thus, a qualitative exploratory research was developed with the mixed approach. According to CRESWELL (2010), it consists of collecting and analyzing the qualitative information obtained by applying a closed questionnaire that was sent by e-mail to the companies. It should be noted that this was done in the municipalities that make up the Paranhana Valley: Igrejinha, Parobé, Riozinho, Rolante, Taquara and TrêsCoroas. The list of footwear companies installed in the Paranhana Valley was obtained through consultations with ABICALÇADOS, CIERGS, FIERGS, SEBRAE, Footwear Associations and Trade Unions of the respective municipalities. The sample was of 22 questionnaires received, evaluating the information for later confrontation with the proposed objectives.

According to LAKATOS and MARCONI (2010), after receiving the information and arranging them in the form of tables and/or graphs, they must be interpreted. The study addressed the research procedures', applying the interpretive and explanatory analyzes. As for the content analysis of the information received, it was carried out in a qualitative way, using the technique developed by LAVILLE and DIONNE (1999), which is recommended for studies of a strategic nature related to social phenomena and when subjectivity is considered in the business management process.

#### **4. RESULTS**

When the summary of the profile of the respondents of the closed questionnaire was carried out, it was observed that the employees are aged between 24 and 50 years old, the majority being male (62.5%), predominantly of Incomplete Higher Education (75.0%). When the origin of the respondents was verified, the majority was from the municipality of TrêsCoroas (45.5%). Response tabulation was performed with Microsoft Excel. The intention of the analysis was to verify what the people answered and link it with the themes addressed in the bibliography review in the present work. It is reported that the Likert scale was used in the analysis of the employees' responses.

The first question contained the following statement: In your company, you have complete freedom to participate in the decision-making processes that involve you. From the answers, the majority (87.5%) of the respondents reported that they agreed (62.5%) or strongly agreed (25.0%), while another 12.5% were neutral. We note the existence of other issues that involve this theme. For example, when we want to analyze the partaking quality of individuals, the reflexes of this degree may show us greater or lesser levels of satisfaction on the part of employees, especially when they feel well inserted in the firm, or even how is the organizational culture applied, whether it is centralizing or not. For example, in addition to verifying that the impact of this position on the part of the company in relation to the employees can guarantee to the whole a greater productivity, as well as better intra-organizational relations.

The following discussion established: work is the task you perform in the company, while employment is the function you have, considering aspects such as career and personal and professional development. It is noted that there is a great understanding on the part of the collaborators in relation to this question, since 62.5% strongly agreed with the statement and another 37.5% agreed. When they understand that there is a difference between performing a task and having a job, it is believed that the employee will begin to see in a more complete way the whole that makes up his work place. In addition to having the notion that he must carry out the functions that fit him - conferred by the employment he has - he will also realize that the relationships existing in the formal contract give him a greater need for commitment and dedication. In this sense, the organization tends to grow, because its employees will be committed to the company.

The argument of number three refers to the notion of the employee in having greater freedom in the company and the impacts that this autonomy generates in relation to the activities and the greater productivity. The argumentation was: giving freedom to the employee will help him to develop its activities with greater productivity. It was found that there was a little disagreement among the respondents, when only 25.0% reported that they strongly agreed with it, 62.5% answered that they agreed, and another 12.5% disagreed. Therefore, it can be deduced that the notion of imposed limits and the relation of autonomy with the conferred freedom ends up impacting on productivity, because the excess of bureaucracy interferes negatively in the processes of the company, harming the flow in the organization; or when there is a rigid hierarchy in the company, in which employees cannot perform anything without prior supervision or confirmation of what they wish to accomplish. This ends up compromising the agility of activities and the fall in productivity.

Issue four proposed the following argument: self-managed work teams could increase productivity in the enterprise. In this sense, a percentage of 62.5% agreed with what was established, 25.0% strongly agreed, and another 12.5% were neutral with what was stated. This question was aimed at verifying the degree of agreement with the previous answers, complementing the presented analysis. In this sense, when we question about participation in decision-making, about the Coordinator to welcome what is proposed by the collaborators and about the freedom to perform tasks, it is understood that these are important features



conferred to the self-managed work teams. Hence, the vast majority agree with the notion that company productivity can increase when there is greater free will and autonomy offered to them.

Affirmation five proposed to evaluate: You recognize that your company has invested in technological innovation to be competitive in relation to the market. The responses indicated that 37.5% strongly agreed, 37.5% agreed and another 25.0% were neutral. Although superficial, this approach is important because it establishes a position of reflection on the part of the employee, that is, if the same verifies, day by day, those investments. In this way, the fact that the large part (75.0%) has noticed this growth is significant, as today's organizations must invest in technological innovation, one of the main factors for a today's well-structured and strong competition firm.

The next two notes are related to the communication process. Question number six obtained a perfect index of responses (that is, 100.0% reported that they strongly agreed) to what was stated: communication is an important part of the company. The realization of communication is a key part of the smooth running of all organizational processes. It is through it that the supervisors will pass the messages that will define the objectives to be achieved by the collaborators. It is also through it that an organizational culture is linked, as well as it is used to create bonds and establish a good working environment among individuals. However, some dysfunctions may arise when communication is inefficient or non-existent, which is why the great importance of all employees in relation to the subject is important. It is believed that, with this, everyone understands that it is fundamental to use communication.

The other statement that complements the previous one, number seven, questions the quality and quickness with which the information is disclosed in the company: in your company, information is disclosed quickly and correctly. By stating this, issues of process agility, the use of technologies for the exchange of information and data, and the quality of this process indirectly arise. It is noticed that there is a considerable counterpoint: while all consider communication of extreme importance in the firm, in 37.5% of the respondents were neutral or disagreed with the statement, indicating a difficulty found in the organizations on the subject. Still, another 62.5% agreed (12.5%) or strongly agreed (50.0%) with what was pointed out to them, demonstrating that there are also certain companies whose communication procedure is carried out quickly and correctly.

The number eight affirmation of the questionnaire pointed the following to the respondents: when the company acts together with customers and suppliers, it is positive. Here, an attempt was made to start evaluating the employees in relation to the phenomenon of competitive advantage by establishing strong links with customers and suppliers. When 75.0% of the respondents say they strongly agreed and another 25.0% responded that they agreed to what was presented, this shows us that they see in this relationship a bonus, that it will be possible to establish better prices with suppliers, having a competitive advantage for both, as well as it is possible to improve the attendance to the needs of the customers, gaining a sustainable advantage for the quality of products, even if this perception is indirectly assumed by the workers.

The next question, number nine, sought to study the perception of employees in relation to the cluster phenomenon, when the following statement was made: when an organization is geographically located in a region that has a concentration of companies of the same branch, this will be positive for her. It was possible to perceive that there is a certain divergence between the answers, that is to say, not all have the same position in relation to the subject, since only 12.5% strongly agreed, and another 37.5% agreed and the remaining 50.0% shared between neutral (25.0%), disagreeing partially (12.5%) and strongly disagreeing (12.5%). Perhaps this result is a reflection of the lack of understanding of what it means to have a geographically localized cluster, creating positive effects in the organizations that make up the cluster, such as the gain in competitiveness through interaction, the increase in technology through the exchange of information, or through mutual development of the companies, or the gains in scales and costs as there is the

possibility of interaction between suppliers, companies directly and indirectly related to the organization, among other factors.

The last survey sought to analyze the process of Human Resources Management in companies, in relation to the use of current instruments, also conferring innovation and investment in software, for example. This was verified by the following statement: your company uses updated tools to perform the management of human resources. It is understood, therefore, that the vast majority of companies have used up-to-date tools in their Human Resources Management, since 75.0% strongly agreed (50.0%) or agreed (25.0%), while 25.0% were neutral. It should be pointed out that, here, the notion of management goes beyond bureaucratic processes, especially to the aspects of managing human capital, that is, the source of creativity of the organizations involved in today's technology, from an investment in knowledge and good maintenance of its employees, reducing turnover, increasing results and developing the entire functional body.

## **CONCLUSION**

The development of the present study made possible an analysis of the growing relationship between technologies and the use of knowledge through information exchange networks - supported by innovative human resource management and organizational structures, and sustained under a complex and needy market for innovation and extensive productive scales -, suggesting that the change for that to be possible to attend to these conjunctures should start with the collaborators. Analyzing the concept of the terms "work and employment", it has proved positive that it is possible to modify the present reality in local footwear companies, as well as to highlight the current realities, such as efficiency, efficacy and effectiveness applied to firms, demonstrates an evolutionary process on organizations, such as when we also evaluate the communication technique, the notion of capacity and competence in the current socio-organizational context. In general, it was perceived that the employees of the sector of the Leather-footwear Industry of the State are managing to perceive these differences, as well as they are developing a more strategic notion regarding these approaches pointed during the work.

This analyzes all converge on the same subject: competitiveness and innovation, based today on the management of knowledge, the use of communication networks, and the interdependencies caused by all this artifice. The company must understand that its position - strategic and local -, today, can influence in two main aspects: both geographically and supra-structure; localization defines the close relationships between companies, while the superior structure is the result of a set of relations generated by the exchange of knowledge, suppliers and inputs. When questioning the employees about this, it was verified that the culture of the companies, substantially, is in a process of evolution and a more innovative and competitive construction. As soon as the organizational actors - company and collaborators - take advantage of this complexity of relationships, the firms of the Leather-footwear Industry sector will finally achieve greater competitiveness in the market.

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**FIGURES**

Figure 1: Likert questionnaire, question 1.

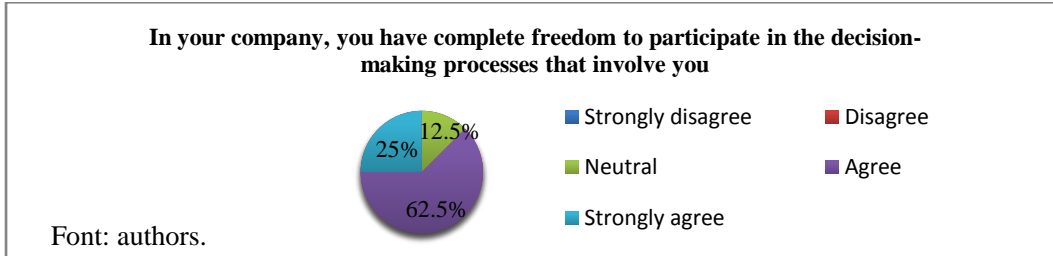


Figure 2: Likert questionnaire, question 2.

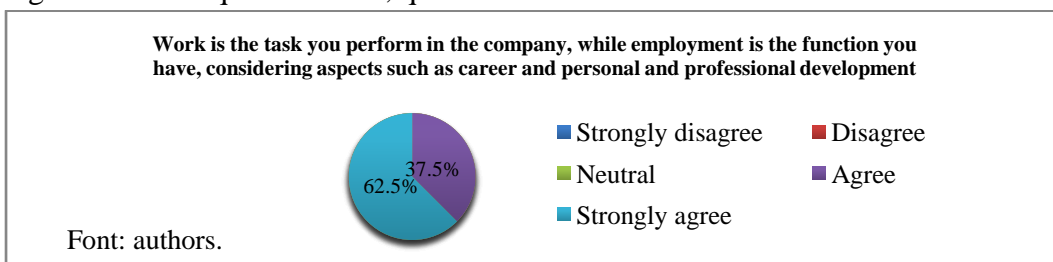


Figure 3: Likert questionnaire, question 3.

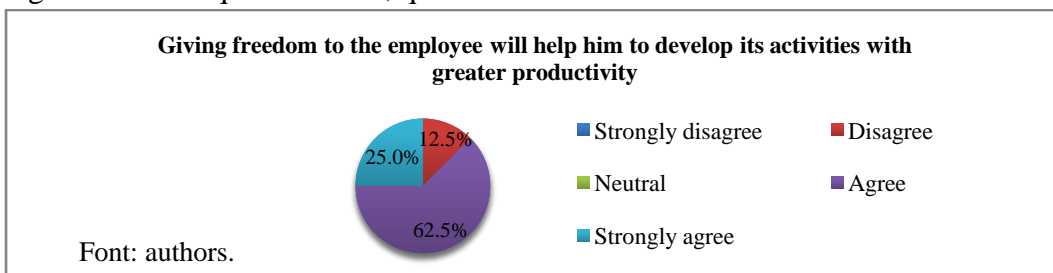




Figure 4: Likert questionnaire, question 4.

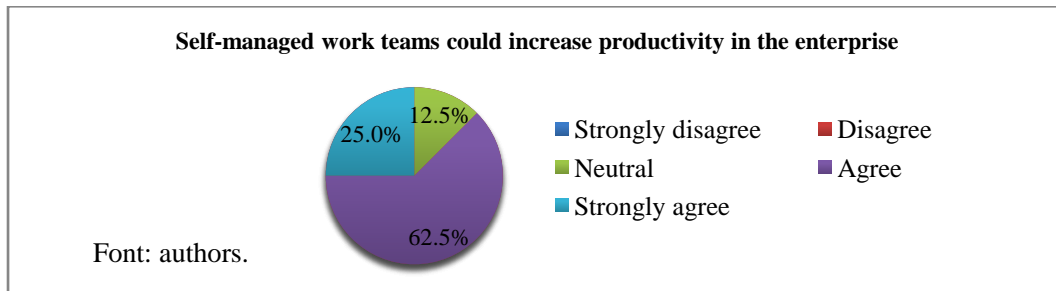


Figure 5: Likert questionnaire, question 5.

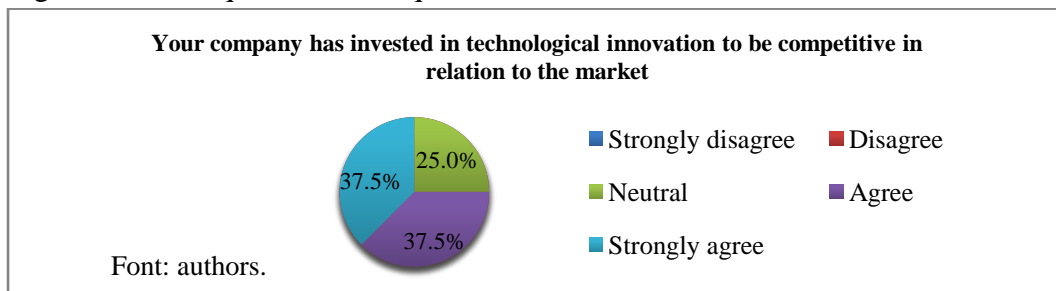


Figure 6: Likert questionnaire, question 6.

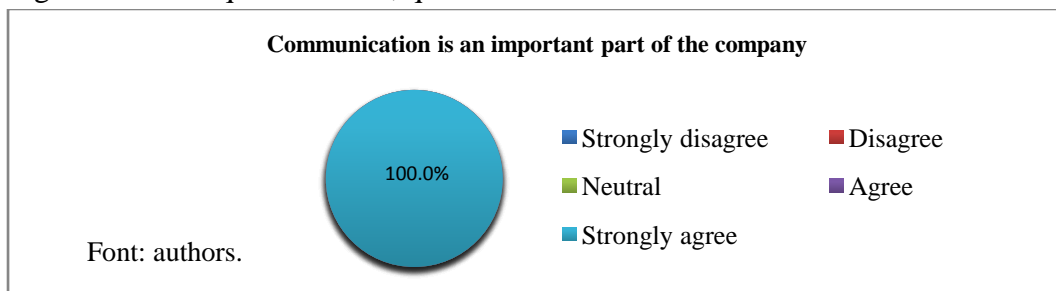


Figure 7: Likert questionnaire, question 7.

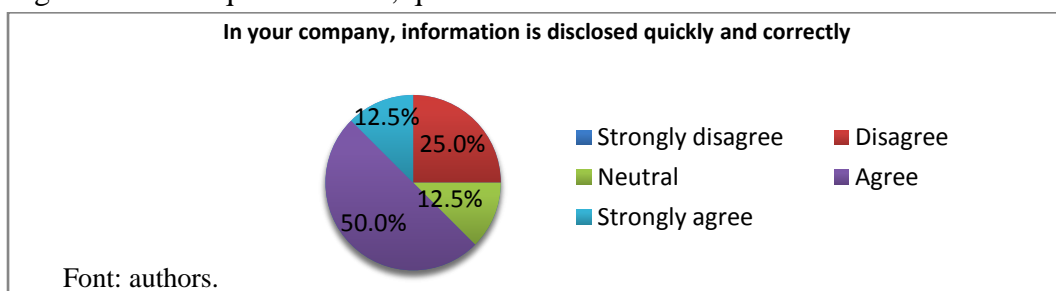


Figure 8: Likert questionnaire, question 8.

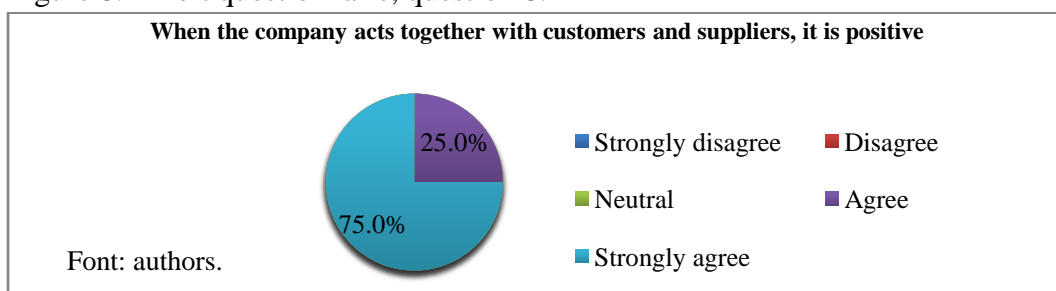


Figure 9: Likert questionnaire, question 9.

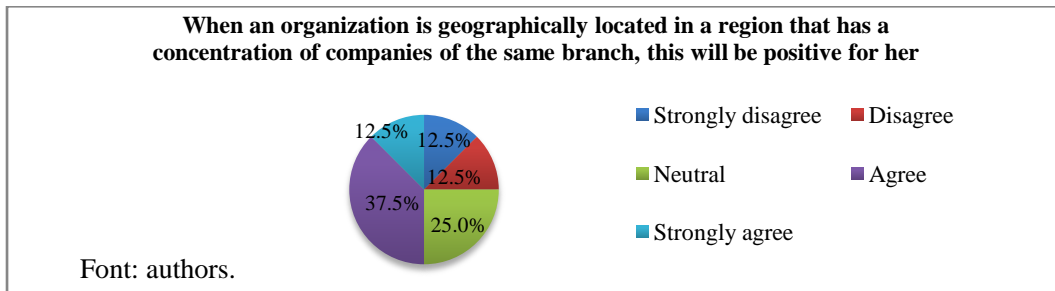


Figure 10: Likert questionnaire, question 10.

