

Regulation in work and decision-making in the activity of public prosecutors in Santa Catarina, Brazil¹

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Abstract. *Objective:* Was to characterize the relationship between regulation at work and decision processes in the activity of Prosecutors in SC. To this end, it starts with the assumption that the decision-making and regulation are complex phenomena of conduct at work, since the worker makes continuously micro and macro decisions, based on a set of regulations, influenced by contingency and personal variables. *Participants:* Four Prosecutors participated in this study. *Methods:* This was a case study, descriptive and exploratory. For data collection, documents were analyzed, observing the workplace and interviewed key personnel of the institution in order to identify macro and micro organizational factors. Also as a technique for data collection an Ergonomic Analysis of Work. *Results:* It was found that the work of the Prosecutor presents a set of activities that take place on the basis of coordination and cooperation in a dynamic and unstable environment. The prosecutor's activity, in addition to being the full expression of basic psychological processes of service work, is embedded in a context which, in part, depends and, therefore, encourages and requires choices and referrals by employees, demanding the demonstration of skills and modulating its operative mode. *Conclusions:* Processing depends on the idiosyncrasies and the force of circumstances, thus creating a brand, a unique personal style in the work. It is inferred that they are dialectical processes, since they regulate to decide and decide because they are regulated. However, the regular employee builds micro decisions that subsidize an effective decision. Thus, the better the variability of regulation, the greater the variability of decisions.

Keywords: cognitive ergonomics; ergonomic analysis of work; making decision; regulation process; variability.

1. Introduction

The decision required for the achievement of organizational objectives is intrinsically related to the process of regulating the work, since, starting from the assumption that there are always differences between what is prescribed for the worker and what it really is from the resources available, the idiosyncrasies of each member of the organization, rules and procedures current, the worker will need to continually manage the variability in attendance to achieve the goals previously established. According to Ergonomics, this management process is called work's regulation, since, individually and/or collectively, cognitive strategies are drawn up by workers to deal

the constraints inherent in the work situation and ensure the achievement of goals [4].

The decision-making and regulation are complex phenomena of conduct at work, for the worker, regardless of the nature of work, performs continuously, micro and macro decisions, based on a set of regulations, more or less automated, depending on contingency and personal variables that are present and knowledge about each problem.

The achievement of the objectives set by the organization and redefined by the workers also involves constant adjustments and problem resolution, characterized by typical situations of decision making. Regular behavior is a strategy decision and at the same time, way to solve problems.

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Another aspect that deserves attention by focusing on decision making based on work's regulation is the competence of the worker. Competence related to this experience throughout life and contributes to the development of more appropriate strategies to deal with the problems and decisions. The possibility of developing operational methods most appropriate for the effective performance depends significantly on the margin of maneuver; the degree of autonomy that the organization provides to the worker.

Based in this context, the aim this article is to characterize the relationship between regulation at work and decision processes in the activity of Public Prosecutors in SC.

2. The process of adjustment of work

The cognition is an indispensable resource to operate the requirements of the tasks. It is from his cognitive apparatus which the employee plans and what to do and in fact acts at work. The preparation and execution of the work are settled in the process of appropriation, reinterpretation of the organizational's rules and the variability of workers/system work.

Abrahão et al [1] reports that the use of cognitive resources in the activity requires the construction of mental representations appropriate to the process in which these resources fall and, usually, are a function of knowledge (usually early) of objects of and external reality on which the function of diagnosis and decision making is directed.

Guerin et al [7] and Leplat [8] assess that, depending on their training and experience, the worker establishes connections between certain preferred configurations of reality and actions to achieve, since it potentially provides an organized set of knowledge (cognitive schemas) to deal with certain situations. The interaction of these variables has an impact on the cognitive demands, and may facilitate or hinder the appropriate operative strategies to respond to the imperatives of production. The ease or difficulty can be investigated according to the complexity in the work.

Daniellou [4] and Durso et al [5] notes the analysis of subjective processes is important because it allows to understand how workers identify and size a given situation, which take into account information in order to plan and execute their actions. The authors refer to the concept of operative strategy, considering these processes of problem solving, decision making that result in a procedure adopted by the worker.

Guerin et al [7] and Cunha and Lacombez [3] argue that each new situation at work is an addition to their experience. According to the knowledges are structured, is able to relate the current situation with the past and may deduct or more general rules.

Knowing the modes of regulation that workers use to deal with the differences between what they are prescribed and what they really are is one of the options that the analyst's work is to obtain clues to develop their strategies for intervention. This knowledge also includes the identification of key variables present in the requirements of the task, the consequences of the activity, the risks and workloads, the human variability in the conditions under which the work is performed.

According to Azevedo and Cruz [2] discover the form, degree, frequency and intensity of these key relationships critical variables is the main challenge of ergonomics, as when preparing your plan of action with such information as subsidies, increase their chances to act more consistently and with better results to the production system for employees, proposing alternatives aimed at increasing the safety margin, so that is guaranteed to workers the ability to regulate their own work.

3. Methods

3.1. Participants and procedures

The sample was composed to four prosecutors who work in a Special District. It is a qualitative research based on the interpretative method. As for your purposes, the study is exploratory/descriptive. It is also a field study of ethnographic characteristics since it was intended to characterize a particular activity in a real situation, not modify it.

3.2. Measures

Data were collected from documentary analysis, observations and interviews. Concomitantly, it was a systematization of the literatures on the basis of national and international data and EWA was conducted [7].

3.3. Data analysis procedure

Was given by a qualitative approach, as well as the information were synthesized in the form of diagrams, tables and charts.

4. Results

For the presentation and analysis of results, followed by the sequence described by [8]: demand analysis, task analysis, activity analysis and diagnosis.

4.1. Analysis of demand

For key information described on the analysis of the demands could be synthesized and better understood, it was decided to group them into categories that reflect the work situation investigated and characterized by elements of work organization (structure) conditions (operation) and socio-professional relationships (institutional dynamics).

4.2. Task analysis

[8] believe that the task analysis involves the study of the technical and the prescribed work. Therefore, we described the main features of the task of the prosecutor; features extracted from these chapters of the several specific Laws.

4.3. Analysis of the activity

In the analysis of the activity was possible identify the modalities of regulating the work of the Attorney General at the macro, meso and micro-organizational. Each level is influenced by his way of structuring and functioning. The regulatory capacity is intrinsically related to the degree of autonomy in each level with a more or less flexible rules and regulations as well as established relationships with several agents of the community where they operate ministerial units. As [7] the goals, means and tasks in various departments of the institution are defined at various levels of responsibility for different centers in a chain of decisions and actions that allegedly ordering the work process, from conception to its realization. When performed the analysis of post work in, we decided to also analyze the activity of four prosecutors to check their differences and similarities of their behaviors. Thus, it possible to infer that the processing decisions depends of cognitive strategies, and modes operative each Prosecutor. The decision in this context is de-

finied as an act subsequent to an understanding. The different examples observed in the analysis were grouped in tables and figures, and unveil the decisions that occur in different circumstances and with different characteristics.

Some are taken by emergency, while others are part of the work process itself of the Prosecutor. The objectives and consequences of decisions are contingent.

As Gonzalez and Weill Fassina [6] and based on the analysis of the results, it can be inferred that the regulation process at work is defined as a mechanism used constantly by the Prosecutor to meet the needs of several types to achieve goals not only prescribed but also to the context of the constraints work, therefore, inseparable from its decision-making process.

The way work is organized and the context in which it is inserted determine the requirements of the activities undertaken by prosecutors in order to reach organizational objectives. The demands, in turn, permanently modulate regulatory process and decision making of these workers. In other words, the demands placed on the physical, cognitive and mental performance formulated that enable the demonstration of skills of workers.

5. Conclusion

The results indicate that the decisions of Prosecutors require recognition of a problem in terms of urgency, type and purpose. Therefore, verified the occurrence of decisions from the more usual to more strategic, integrating the consequences these may have short, medium and long term.

The relationship between regulation and decision in the activity of the prosecutors can be described as a dialectical process, since different actions produce decision-making and regulation and at the same time, operating mode is produced by the synthesis of the work of each worker. Therefore, it's can say that regulation is a process of nature, which serves to mediate the decision. The decision is linked with the work product of the Prosecutor and is represented effectively in their work behavior. It is inferred therefore that are dialectical processes, since it regulates and decides to decide because it regulates. However, in regulating the prosecutor constructs micro decisions that support an effective decision.

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