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THE INCREASE IN PRODUCTIVITY AS A RESULT OF THE ROLE OF LEADERSHIP IN TRAINING AND MAINTENANCE TEAM AT THE FACTORY FLOOR.

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Abstract

This article proposes the investigation of productivity growth in the "factory floor" as a result of the role used by the leadership in managing the operations of their teams. The work will take into account the adoption of a model of operational management, with focus on people, as the methodology of case study. This technique is intended to unite the theory of organizational management operations with the practices applied in the field adding knowledge to business, society and the academic community. The relation of cause and effect to be demonstrated will result of the examination and research of several authors who will form the structure applied to the case study related to the topic. In the end the paper concludes that there is considerable space to demonstrate that increasing productivity is the predominant factor as role played by the leadership which in turn is related to the existing organizational culture.

Keywords: Productivity, Leadership
1. Introduction

It is not a simple task define the productivity concept. Nowadays there are several researches explains the context with different points of view. It is a complex system including source of distributions of the resulties on investments or the difference among the out put on input in the productivity process, (Veltz and Zarrfian, (1994); (Moreira, 1996); (Boer, 2008). Besides is import considering the productivity how the way of combining the inputs of production in the process of making output ins called technology (Saari, 2006). In this case is so import it takes remembering that this process is the linking between the man and systems of manufacturing.

Today the enterprises to surviving has making the competition in their markets, in this case the productivity must considering very import to win that the battle, (Fusco and Sacomano, 2007). Recently, there is a creation a new concept to practice the survival of enterprises. This concept involves the relationship in value net (Parolini, 1999). She explains the net value how the result of the interaction between the value of the point of view the customer and value created instead value net chain of the side the enterprises.

You can still see that people deeply integrate the operation of the network value, because they are giving the product and deliver value to the consumer. Manage an organization requires knowledge, abilities, skills, strategic vision and support methods that allow the decision-making (Radünz, 2002).

Therefore, the most important organizational aspects focus on man and his social group, that is, the concern is the technical and formal for the psychological and sociological aspects (Silva, 2001). Thus, human capital is distinguished as differential factor for the success of organizations, where the administration of human resources is an integral part of strategies that guide people toward the goals and objectives planned by the companies (Oliveira et al, 2006).
The study of human relations since the beginning of last century has been developing explanations between productivity and the way in which individuals are treated in companies in their jobs to achieve it, was the famous example of work coordinated by George Elton Mayo when studied the Hawthorne’s case (Silva, 2001). Although having spent all these years, the human factor is still an object of study and understanding, as has long been studying.

2. Research methodology

Scientific research is defined as a practical implementation of research planned, developed and written in accordance with standards established by methodological science, formal way, using the process of reflective thought. This process consists of treatment in the scientific way of knowing the truth or to find partial truths (Gil, 1996). The development of theories is the central activity of scientific research, traditional authorities have developed theories combining observations from previous literature, common sense and testing (Eisenhardt, 1989). In the research objectives are segmented into three main types: descriptive, exploratory and explanatory (Gil, 1996; Severino, 2006). There are several ways to do a search, the case study is only one, it is a strategy where you can go further in search of a deeper analysis on the issue of research, fundamental purpose of the strategy for employment in particular, because the question of research is focused on "how” and "why", focusing on contemporary events does not require control over behavioral events (Yin, 2007). Considering the above, this work falls in the category of exploratory research, because it involves a literature search in order to expand knowledge where they are correlated with the observation in the practical field with data collected in the field of manufacturing of a specific production
team at the factory floor. It is important to emphasize that the company name will be omitted in this work for reasons of market strategy practiced by the company.

3. Bibliographic references

The theoretical framework provides the basis for the construction of scientific work, allow the understanding of phenomena and help to establish a connection between theory and reality (Eisenhardt, 1989).

3.1 Management operations

The administration of operations is a matter of practical and they are real problems. The function of production is not the only one in the organization and can be treated as a core function representing the reunion of resources for the production of goods and services (Slack et al, 2002). The approach and concepts involving the functional area for the strategic performance of the business have been reshaped. The term production or manufacturing gained wider going to be treated by "operations". The operations, in addition to production, involve other activities such as transportation, supplies and services. Using this approach in order to manage all the resources of production is identified as "management of operations." This activity is dealing with the management of scarce resources, such as: human resources, technological, and informational materials. Moreover, the management of operations interacts with the processes that produce and deliver goods or services to its customers, whose expectations are: needs, desires for quality, time and cost. The researchers claim that the entire organization is in itself a function of operations that generates a package of value to its customers including some for this consists of products and services. (Cavenaghi, 2001; Corrêa and Corrêa, 2006).
There are three issues whose importance was the change in the scope of government operations and have been applied by companies in recent years, working in markets they are (Evans, 1997; Cavenaghi, 2001):

1. Changes in the cost and efficiency to the value from the perspective of customers through quality, products adapted to market needs, speed of response and lower prices.

2. Development of the system of mass production for an interdependent system of production, called "lean production".

3. Evolution of the focus on technology for the manufacturing of information technology, to customer satisfaction according to the speed of response.

As indicated above, administration of production has become integrated into an operational role requiring operational support systems to be exercised. (Corrêa et al, 2007) generally deal with the administration systems of production, information and support in decision making. They claim that, regardless of the logic employed production systems to fulfill their roles to support the achievement of strategic goals of the organization should be able to support decision making logistics.

The authors support the decision-making involves the planning and programming issues, such as:

- Planning the future needs of productive capacity.
- Plan purchases and stocks of materials.
- Scheduling the activities of production, positive involvement of resources.
- Learn to inform the current status of resources: people, equipment, facilities, materials, production orders and purchasing.
- be able to promise less time to customers.
- Being able to react effectively.
The administration of operations has evolved alongside the evolution of organizations and their environments. This evolution has been presented as a new proposal for the management of manufacturing.

3.2 The management of operations and people

The skills required for managers of operations to achieve the goals of the organization were classified into two categories: the first is related to technical competence, ability on the decisions about the activities that other people run, so, managers of operations, require basic knowledge of the technology employed by the system of operations and tasks that must be administered. The second ability is the power of behavior related to the way that the operations manager is working with other people, since the systems of operations do not include their activities in an isolated manner, having an interdependent relationship of integrated actions (Dilworth, 1996).

Front of this model is that the manager must understand the needs of operations and aspects of human behavior and social interaction, in the work environment to develop the team with a view to mutual benefit between the employees and the company. In this way the sense of mutual benefit is in line with the concept of a psychological contract perceived as the expectations of a person on what will be the organization and in return it received as part of employment relationships. Therefore the ideal situation of the work it is that where there is a balance between the motivations of individuals and contributions offered by them. These contributions are those that make the individual a desirable feature for the organization (Schermherhorn, 1996). Figure 1 show the cycle of inducers and taxpayers of a psychological contract.
Thus, people are treated by the science of business management and human resources that equip the organization for the actions required in the completion of your order. In today's consensus is that human resources are one of the main pillars of support of an organization. The fact that organizations are formed by people, and have your success depends directly of how they act and behave is reinforce the previous statement (Meirelles, 2006).

The study of human relationship has developed and became part of the administration theories, from the classical model of government, whose pillars were: task, structure and
authority. This movement was a combination of theoretical and practical efforts of the season, to make managers more sensitive to the needs of employees. With this the scholars wish to prove that the productivity of individuals depend on the treatment given to them. One of the aspects studied by humanism was the relationship of the various theories in the field of motivation, seeking to define the process of leadership and the types of forces involved (Silva, 2001).

The study of motivation provides basically the understanding of why people behave a certain way (Mitchell, 1982). This researcher concluded the work of revision of the theory of motivation, where they identified four specific characteristics providing the basis for defining the process of motivation, they are:

1. Motivation is defined as an individual phenomenon - each person is unique and all the major theories so construed.
2. Motivation is described usually as intentional - it is that is under the control of the worker, being influenced by the behavior and motivation is seen as choices of action.
3. Motivation is multifaceted - the factors of greatest importance are the choice of stimuli and behavior.
4. The purpose of the theories of motivation is to predict the behavior - the motivation refers to the action and the internal and external forces that influence the choice behavior.

Based on the foregoing operations manager must develop an understanding of the motivation that determines the pattern of behavior.

Table 1 lists the most motivational theories explored in the environmental management of operations together with their authors.
Table 1 – Implications of the main theories of motivation.

<table>
<thead>
<tr>
<th>LINE</th>
<th>THEORY</th>
<th>IMPLICATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Content</td>
<td>Hierarchy of needs</td>
<td>The needs of employees and managers may vary motivate them to achieve those</td>
</tr>
<tr>
<td></td>
<td>Maslow</td>
<td>needs.</td>
</tr>
<tr>
<td>Content</td>
<td>Need for Life, Relationships Growth – ERC</td>
<td>The needs of lower levels can be activated when those of higher levels can not be</td>
</tr>
<tr>
<td></td>
<td>Alderfer</td>
<td>met, more of a need can be activated at the same time.</td>
</tr>
<tr>
<td>Content</td>
<td>Of the two factors</td>
<td>Compensation, reasonable working conditions and policies does not necessarily</td>
</tr>
<tr>
<td></td>
<td>Herzberg</td>
<td>ensure satisfaction at work, but can prevent dissatisfaction, other factors</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(responsibilities, for example) may be necessary to motivate employees.</td>
</tr>
<tr>
<td>Content</td>
<td>Needs acquired</td>
<td>The needs of employees are acquired over time depending on the experience of</td>
</tr>
<tr>
<td></td>
<td>McClelland</td>
<td>life, which requires that managers learn to identify them and create work</td>
</tr>
<tr>
<td></td>
<td></td>
<td>environments that are responsive to their needs profiles.</td>
</tr>
<tr>
<td>Process</td>
<td>Expectation</td>
<td>Employees are motivated by the potential rewards are high performance are</td>
</tr>
<tr>
<td></td>
<td>Vrom</td>
<td>desirable and achievable.</td>
</tr>
<tr>
<td>Process</td>
<td>Fairness</td>
<td>Employees are motivated and are compensated according to their perceived</td>
</tr>
<tr>
<td></td>
<td>Stacy Adams</td>
<td>contributions to the organization.</td>
</tr>
<tr>
<td>Reinforcement</td>
<td>Reinforcement</td>
<td>Good behavior should be positively reinforced behavior and poor must be</td>
</tr>
<tr>
<td></td>
<td>Skinner</td>
<td>negatively reinforced for future motivation of employees.</td>
</tr>
</tbody>
</table>

Source: Author by Silva, 2001.

As the previous approach can be observed that the theories mentioned in its general form will endeavor to explain about what happens to human behavior and change it as the most appropriate, to the extent that with positive results in operational in organizations.

3.3 The process axiological and satisfaction at work

In the 90s the international scientific literature in the area of values showed a significant growth by establishing a clear link between the priorities of the individual values of people and their behavior (Schwartz, 1996; Sagiv and Schwartz, 1995). anyway, there are still few published studies of relevance linking the priorities of the individual variables relevant to the work. It is in Brazil in accordance with (Tamayo et al, 1998) the relationship between the axiological priority of the individual and organizational citizenship behavior.
The values are important elements of attitudes before labor and organizational behavior (Ravlin and Meglino, 1989; Tamayo, 2000).

The figures carry important role in the attitudes of workers to the tasks ahead in organizations in any way the values of its individual members can be ignored in the administration and management of people. The study of the figures is due several factors:

• Determine the behavior and performance of employees;
• influencing the view that employees have the organization, their colleagues and their managers;
• Determine the assessment of organizational behavior and situations;
• maintain the attitudes.

The definition of satisfaction at work is organized in two approaches, the unidimensional and multidimensional. The first considers the overall satisfaction as an attitude, and her emotional or affective labor. The second is considered by many researchers that the employee's attitude is not only to the work itself but to the work and the various aspects related to it. The most cited are: salary, colleagues, supervision, career growth, benefits, working conditions, personal development and amount of work (Tamayo, 2000).

3.4 The leadership in the management operations

The process used in organizations as the design adopted by the leadership to encourage the organizations, to think and rethink their models in light of the many requirements for the performance of managers in the factory floor. Currently the study of leadership ability is treated as a function of direction that administrators must perform.

The process of knowing the individual values share the organizational values and inspire people to work hard to perform important tasks, is part of the context of the
functions of management: planning, organization, direction and control, Figure 2 (Schermerhorn, 1996). In the diagram above, the plan indicates the direction and goals, the organization employs the resources to turn plans into actions, the leadership creates incentives for people to make plans and control ensures that the goals are being conducted into the plan.

Figure 2 - The leadership in relation to other management functions.

Source: Schermerhorn, 1996.

3.4.1 Leadership Styles

Authors such as McGregor, Likert, Blake, Mouton, Hersey and Blanchard, from the 60s to 90s, sought to explore the issue of style of leadership through different viewpoints, defines various models to achieve the objectives planned within the aspects of employee satisfaction. The purpose of this chapter in this work is certainly at the evolution and characteristics of some models, considered important in the history of schools of administration. Thus, Table 2 presents a summary of the contexts of leadership and their characteristics.
Table 2 - Main types of management

<table>
<thead>
<tr>
<th>THEORIES</th>
<th>DESCRIPTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>X e Y McGregor</td>
<td>All the administrative decision has consequences on administrative behavior. There mechanistic details between theory and style participatory democracy. Served as incentive for various other ideas in the theoretical and applied vision.</td>
</tr>
<tr>
<td>Behavior of leadership</td>
<td>Studied as the effectiveness of the groups varied depending on the behavior of leaders. Developed two lines centered on the behavior and the work task. Established a matrix with four styles of leadership: authoritarian coercive, authoritarian benevolent, consultative and participatory.</td>
</tr>
<tr>
<td>Likert</td>
<td>The study was based on the theory of Likert, and is presented to managers with a direct procedure for organizational improvement, based on apparently self-evident propositions of good sense, is a classification of styles of management based on two variables. The variables are arranged in a Cartesian chart that ranges from 1 to 9 points in both the abscissa, which represents the behavior related to people, and in order, which represents the behavior for the production. The closer the coordinated (1,1) is the poorest outcome and the closer of (9,9) is the most effective result.</td>
</tr>
<tr>
<td>The grid of leadership</td>
<td>This is a model of leadership contingencial based on the life cycle, the proposed effective style is based on the maturity of subordinates.</td>
</tr>
<tr>
<td>Blake and Mouton</td>
<td>The model is a Cartesian graph of four equal quarters. In abscissa is the origin in a forward direction of behavior toward the task against the maturity of subordinates. In order from the origin to the relationship behavior.</td>
</tr>
<tr>
<td>Hersey and Blanchard</td>
<td>E1 - Determine; high emphasis on task and low in the relationship indicates low maturity of the subordinates. People have no desire and no ability to take responsibility.</td>
</tr>
<tr>
<td>Situational Leadership</td>
<td>E2 - Persuading; high emphasis on task and in relationships, maturity, low to moderate. People are not trained, but have confidence in taking responsibility.</td>
</tr>
<tr>
<td></td>
<td>E3 - Share; Low emphasis on task and high emphasis on relationships, maturity, high to moderate. People are not willing to follow the lead you have problems with motivation.</td>
</tr>
<tr>
<td></td>
<td>E4 - Delegate, low emphasis on work and relationships, high maturity of subordinates. People have skills and are willing to take responsibility.</td>
</tr>
</tbody>
</table>

Source: Author by Silva, 2001.

3.5 The agreement and the business line management

In terms of competitiveness many companies in Brazil, are using new strategies of production. One of them is lean manufacturing or agile manufacturing. At this point companies should reconsider their internal structure, policies and culture and so on. Some authors call this process of corporate pact or agreement the business. The agile manufacturing is a modern concept of manufacturing that incorporates several ideas. The importance of the role played by people in agile manufacturing is emphatic. Anyway, that explains the process of agile manufacturing is not played by a set of organizational techniques, but is related to a range of human skills developed to this (Kidd, 1994). The author explains that the conceptual model of agile manufacturing involves four key concepts in their core, they are:
1. The agile manufacturing as a strategy of the organization.

2. The strategy as important to complete a competitive advantage.

3. The organization integrating people and technology in a coordinated and interdependent developed as competitive weapon.

4. The interdisciplinarity of a methodology designed to complete the integration in the organization between people and technology.

When studying the process of implementation of lean production, it is observed that the workforce should be considered as a critical factor (Humphrey, 1994). According to the researcher the premises for the establishment of the lean production, still produces a relationship of five factors that will transform the nature of work and changing labor relations:

1. The largest number of tasks and responsibilities are transferred to those that add value.

2. Discipline of stocks.

3. Detection of problems.

4. Information system for quick answers to all the company needed.

5. None of this is possible, unless the work force is organized into groups trained to operate the production process in your area.

The empowerment and involvement of employees is one of the weapons to compete (Contador, 1996). The researcher explained that when the Japanese established to invest in productivity and quality, made by investing in skills and training of the workforce. He concludes that there is a strong correlation between competitiveness and school staff.

As the process of participatory management in the company's net results (Campos, 1992), explains that the bonds purchased during the distribution of the share of net
profit agreed between company and workers, there is no prize. Rather, it states that there must be a commitment to a plan of targets caused by the strategic planning process and that the plan must be measured and scored on the scope of each goal. The aggregate amount distributed to the teams is the result produced by that culture.

4. Productivity

At the turn of the nineteenth century to the twentieth century the productivity was seen as an object of study by engineers and economists. However today, no longer an object of study and become a broad concern of leaders of nations, politicians, businessmen, workers, ultimately, society as a whole. The manufacturing process will behave as the core of the company stating that to establish a competitive advantage, first of all, we must think strategically about the operational side of business. It is the recognition of the way in which an organization manages its operations from manufacturing, assuming a significant effect on its ability to provide things that become successful in the market. The operation for manufacturing of success is based on bringing the plant into a mindset that considers both the consumer as the competitor, so the advantage in manufacturing means “do better”. In turn, "do better" means: making sure, do quickly; do occasionally, be able to change what is being done and done cheaply (Slack et al, 2002). This is all translated, according to the author, the development of competitive advantages, considering five aspects: quality, speed, reliability, flexibility and cost. The author stresses that there is a harmonious trio in this process that must be interconnected and the company, they are: marketing, product development and manufacturing. Furthermore, it provides a metric to ensure the client's posture and expression as objectives evaluation of performance. Within that category there will be a degree of importance for analysis from an objective and another. To facilitate the understanding
of the outcome, the author has created a scale called: scale of nine points. The scale of nine points is built on three important steps:

1. Establishment of the goals of manufacturing.
2. Trial of the achievement of performance.
3. Prioritization of the gap between importance and performance.

The procedure takes into account the relationship of performance goals (goals of requests winners, qualifiers and minor), linking them in a matrix according to the scores of one to nine, on the questions: price / cost, quality of product and engineering, time for consultation and engineering, reliability in delivery, flexibility in the design, delivery and product.

The author's proposal is closed after the establishment of a strategic plan of action, where various performance metrics can be used together with the achievement of goals. Difficult goals, when accepted by the team, resulting in better performance than easy goals, if imposed. So the goals should be challenging but achievable. When there is maturity in the organization targets should be established with the participation of employees, because of the performance by the team is best to achieve them (Oliveira et al, 2006; Casado, 2002).

Productivity has become the watchword for a no-number of problems faced by organizations in order to survive (Moreira, 1993). In this case the productivity implies a greater use of resources, where the increase in profitability provides new opportunity for investment. Figure 3, according to the author, shows the mechanism of influence of productivity, taking into account the occurrence of a cycle of events.
There are signs of new patterns of production towards the new paradigm of change. Companies are changing their mode of operation during the last three decades, according to the evolution of the world and in economic contexts, social and political. This phenomenon is global projection but not a format and not all companies involved, it is a basic process for responding to change (Martins, 1999). Finally, the role of production including the development of organizations to transform needs into goods or services is a network of operations, involving the development of products, quality, strategy and decision making (Corrêa and Corrêa, 2006). In this case you can not ignore the involvement of people because they are integral parts of this whole process.

5 - Brief of the company

The company's case study belongs to the segment of the industry known as metal-metal mechanics. The company did not have the name and its products or disclosed for reasons of information security, as it has this as standard for protection of their domestic products. At the time of the observations were the company had an approximate number
of employees around 900 people, distributed in several areas. The degree of education required for employees of the factory floor is the proof of completion of the second degree or a diploma in technical college. The age range in ninety percent of employees is distributed between 22 to 30 years approximately. Most employees are single.

5.1 The productivity as a source of case

In the last three years the direction of the company's event started a process of understanding and strengthening the organizational culture by investing in training with the objective to improve productivity to become more competitive, since the process is total dependence on manufacturing operations order manual. In this process it was clear that people are part of the factors critical to the success of the company. So there was a need to understand the values that form the internal culture of the organization and degree of satisfaction of its employees to be working on it.

Since then the company started to conduct research in climate, in order to understand the degree of satisfaction of its employees and the return process, it has taken corrective actions demonstrating to employees that the process would trigger the degree of confidence appropriate, the ethics, morals and commitment without retaliation.

5.2 The composition of the degree of satisfaction

Consulting firms were hired and the questionnaires were formed by a number not less than 60 points. The analysis of these questionnaires revealed implemented as multidimensional characteristics of the factors used by the vision of the work, as mentioned earlier moreover, we find also that the issues take into account the hierarchy of needs Maslow.

The way to answer the questions given the opportunity to understand the manifestation of the degree of satisfaction as follows: dissatisfied, somewhat dissatisfied, neutral, somewhat satisfied and happy.
5. 3 The results of the first search

The result of the first survey showed a satisfaction level of less than fifty percent. In Brazil, for this year in particular best practices indicated a degree of satisfaction greater than seventy-five per cent.

The most striking responses to the direction of the company pointed to the following:

- Discomfort with the lack of challenges the company;
- Lack of prospects for professional growth;
- Lack of clarity in the process of internal communication;
- Discomfort with immediate supervision;
- Lack of clarity in the discourse of domestic politics;
- inequities in promotions;
- Low salaries for technical requirements of the career;
- Discomfort in the fulfillment of deadlines and actions;
- High recovery for results, little delegation;
- Difficulties in meeting the internal processes;
- fear manifest itself in contrast to leadership;
- Discount on the exploitation of the potential of each employee.

Initially, the direction of the company did not expect results so far from best practice, however it is positioned so as to initiate the recovery of your most important asset, the trust of its employees.

The leadership was very poorly evaluated in terms of acceptance, confidence, coordination of efforts and involvement in the training of persons entitled to the process, evaluation and feedback of results to employees. Finally, it was highlighted that the teams were dissatisfied with the manner of treatment and consideration of their...
potential was being treated, so they were not satisfied with the company so multidimensional.

To begin the solution of this issue, an action plan was devised and implemented with the deadline for a new evaluation. This period was set at one year.

The actions and decisions implemented, most important were:

5.3.1 - How the policies of Human Resources:

- Disclose the policy on internal joint action between the supervisory and the department of human resources, and clearly aims to clarify the doubts;
- Review the plans of posts and salaries, with the participation of working groups including employees of the factory floor;
- Improve the system of individual assessment of people within more open process of dialogue involving the leadership of the company;
- Identify and correct the distortions pay them;
- Boost programs for the training of people even turned the operational expertise, given the care of needs raised by the line of supervision;
- Construction of a training center for training and training and further training of professionals;
- Stimulation of the system for internal use to develop opportunities for internal growth in the company;
- Increase the supply of hospital medical benefits to employees.

5.3.2 - On leadership

- Continue the program of improving the leadership started months before the first search;
• Continue the program of training of new leaders, with emphasis on learning about the skills of the business of the company and also the aspects of interpersonal communication;

• Establish and train leaders to focus on management skills than technical knowledge;

• Establishment of regular meetings between leaders and led, with the aim of improving the process of communication between people;

• Assessment of the relationship in accordance with an evaluation system of 360 degrees, whose focus is the organizational climate, annually.

5.3.3 - The internal processes to work

• Review the rules and administrative procedures with the focus of developing the maturity of the people involved in the process of manufacturing, increase the responsibility and avoiding the embarrassment in the performance of tasks.

The action plan was completed in its entirety and the search revealed a value year on year increasing the degree of satisfaction. The company experienced in the last two years in addition to improving the degree of satisfaction, two consecutive records attributed to increased productivity. The points are best highlighted in the last two surveys were:

• Acceptance and satisfaction of more than seventy-five percent of the immediate supervision;

• Participation in training and implementation of goals and scope of production between the leadership and leadership;

• Total change in behavior regarding the treatment of employees by the leadership;

• Increased confidence in the actions and decisions of the company;
• Recognition of increased participation of employees in the understanding of the company;
• Increased maturity developed by the team according to the coordination of immediate supervision;
• Greater involvement in improving the quality of product and labor depending on the training started;
• Satisfaction over seventy percent to the salary policy, benefits, career plan and organizational structure;
• Recognition over seventy percent of the region as the best company to work for.

6. Conclusion

Establish a direct relationship between productivity and the role of leadership exercised in organizations in general should not be taken as a general rule. Furthermore, it was shown both in the theoretical framework as the description of the case, which in practical environment studied, there was a correlation of the vision of the work so translated in multidimensional values perceived and accepted by the employees. It was also shown that, in addition to the factor structure of communication must be clear and objective so that everyone involved in this process have the political understanding that permeates the work process. In this context the leadership was highlighted, as are the supervisors responsible for hiring, training, development, coordination and training of professionals as the characteristics required to perform the function. Another thing that should be taken into account was the response of the company against the negative results of the first search, because it was in line with the increased confidence of employees in the process. One factor that should be mentioned was the indisputable contribution on improving productivity and achievement of the goals achieved by the
teams, because even where to monitor, much of this event was related to the change in behavior by the immediate supervision. The behavior made directly focused on influencing perceptions of employees in the increase of confidence in the leader immediately, in addition to its recognition within the expectations of value understood by employees, which in many cases the leadership is now imitated in attitudes and skills among employees, according with Table 1, in sequence, you can get an idea of the evolution of the index of acceptance of the leadership and the evolution of the index of productivity.

Table 1 Changes in the rate of satisfaction with the leadership and development of productivity

<table>
<thead>
<tr>
<th>YEAR</th>
<th>LEADERSHIP SATISFACTION INDEX</th>
<th>PRODUCTIVE INDEX NUMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>45 % ACCEPTANCE</td>
<td>1.00</td>
</tr>
<tr>
<td>2007</td>
<td>64 % ACCEPTANCE</td>
<td>1.36</td>
</tr>
<tr>
<td>2008</td>
<td>76 % ACCEPTANCE</td>
<td>1.74</td>
</tr>
</tbody>
</table>


In response to question of search of work, where we tried to respond, as the role of leadership is related to the increase of productivity in the factory floors, it was concluded that:

• The confidence of the teams in the company should be demonstrated in examples of behavior by the leadership;

• The behavior of leadership reflected in the actions of the leadership;

• The relationship between leader and led to be exercised with clarity, objectivity and respect;

• The belief that all people are capable of performing the work must be the worship leaders;

• Errors should serve as lessons to be learned and not as fact to punishment;

1 The index of satisfaction with the leadership takes into account the percentage of points obtained in the search for the numbers quoted reflect an average figure.
2 The index number of hurts productivity obtained considering the unit produced in 2006 as a pure number equal to 1, then the rest shows the evolution.
• Training is essential and is the basis for the development of skills;

• The leaders must share more and share less, listen more and speak with understanding.

Finally, within this context proposed by the work means that the subject was explored in accordance with statement of initial research, but this work is not the intention to close the matter, but contribute information relevant to future research, since the explored field is wide and fertile.
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