ABSTRACT

Objective: Its general objective is to analyze the behavioral types detected in employees of a construction company located in Araguaína-TO and how they can affect the quality of the services provided.

Theoretical reference: A literature review was carried out from the perspective of evaluation performed through the DISC theory. In total there are four types: dominant, influential, stable and conforming. The main authors studied are: Idalberto Chiavenato; William Moulton Marston, DISC theory writer; in addition to Paulo Vieira and Deibson Silva, demonstrating the application of the DISC theory in an contemporary language.

Methods: It was a case study, being an exploratory research in relation to the objectives, with tabulation of data through a table and graph, and having been configured as a qualitative research regarding the approach to the problem.

Results and conclusions: Through behavioral assessment, with the DISC tool, assessing the predominant behavioral type on the part of each employee. Of the total number of employees who took part in the survey, it was found, through the online test, that 40% are influential, 20% stable, 40% dominant and 0% compliant.

Implications of research: The research reveals that there was clarification regarding the ideal way to perform the analysis of behavioral types, which should be performed using the DISC tool.

Originality/value: The study demonstrates that it is possible to identify behavioral trends in advance, which can be: conforming, stable, influential or dominant. For the time being, it is possible to identify aptitudes or inaptitudes for certain functions, strengths and transitions, enhancing the already existing qualities and focusing on the requirements that need to be met precisely.

Keywords: People Management, Behavioral Profile, DISC Methodology, Training Development.
são: Idalberto Chiavenato; William Moulton Marston, literato da teoria sobre a ferramenta DISC; além de Paulo Vieira e Deibson Silva, demonstrando a aplicação da teoria DISC em uma linguagem atualizada.

Método: Tratou-se de um estudo de caso, sendo uma pesquisa exploratória em relação aos objetivos, com tabulação dos dados através de tabela e gráfico, e tendo se configurado como uma pesquisa qualitativa quanto à abordagem do problema.

Resultados e conclusões: Por intermédio da avaliação comportamental, com a ferramenta DISC, avaliando o tipo comportamental predominante por parte de cada colaborador. Do total dos colaboradores que fizeram parte da pesquisa, foi constatado, por meio do teste on-line, que 40% são influentes, 20% estáveis, 40% dominantes e 0% conformes.

Implicações da pesquisa: A pesquisa revela que houve um esclarecimento em relação ao modo ideal de se realizar a análise dos tipos comportamentais, que deve ser realizado através da ferramenta DISC.

Originalidade/valor: O estudo demonstra que é possível identificar tendências comportamentais com antecedência, podendo ser: conforme, estável, influente ou dominante. Porquanto, é possível identificar aptidões ou inaptidões a determinadas funções, pontos fortes e fracos, potencializando as qualidades já existentes e focar nos quesitos que precisam ser desenvolvidos com precisão.

Palavras-chave: Gestão de Pessoas, Perfil Comportamental, Metodologia DISC, Treinamento e Desenvolvimento.

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1 INTRODUCTION

Profitability is a key factor in sustaining an organisation in the market. With the spread of globalisation, the increasing technological advances, the demands of constant productivity and the search for innovations, are necessary for the companies that seek this feat. Investments in the aforementioned areas alone, however, are not enough to subsidise the stability and success that we want.

In the light of the above, managing people is vital to achieving satisfactory performance. With a view to the continuous development of people, the organisation must contribute to the increase of knowledge, the development of skills and competencies, as well as taking into consideration the personality of each of the talents that act in partnership with the company towards success. Therefore, for "the objectives of people management to be achieved, it is necessary that people be treated as a basic element for organisational effectiveness" (CHIAVENATO, 2008).

Because of the current scenario, the differential is permeated in the self-knowledge of the organisation as a whole, in particular of the intangible assets that are the members active in the coordination, supervision, control and execution of its organisational assignments. Thus, it becomes indispensable to analyse the behavioural profile that promotes the understanding of the behavioural types of each individual, and with this data act strategically, so that effectively assertive decisions can be promoted.

For this to be effective, the DISK tool is ideal, since each person has different professional skills. Using the tool in question, it is possible to identify behavioural trends in advance. It is a test carried out by means of a questionnaire so that one can arrive at the final result about the behavioural profiles of the individual, whether it be compliant, stable, influential or dominant. Through the result it is possible to identify skills or inabilities to certain
functions, strengths and weaknesses, leveraging the already existing qualities and evolving with the requirements to improve being worked with precision.

Within this context, the present study seeks to make a contribution in the area of people management. The object of the present study is a construction company located in the municipality of Araguaína-TO, an institution that was founded in 2015, aimed at the infrastructure sector.

For a long time, the importance of managing people in organisations was not known. Until then, so-called employees were paid to be strictly plastered and fulfil their activities according to their contracts and institution rules. However, this working model was unsuccessful, and then there was conflagration on the part of the working class. The development in the history of the area of people management began in the Industrial Revolution through trade union associations that strived for better working conditions (LACOMBE, 2006).

With the emergence of the schools of human relations from the evolutions and changes concerning the social and economic context that took place in the twentieth century, assertions aimed at the individual's commitment to the organisation began to gain importance in the institutions (LACOMBE, 2006). In the midst of these great transformations, the then employees started to have their added value, being considered as a differential in competitive advantage in the face of the competition.

According to Almeida (2015), it is worth emphasising that companies need people to function and achieve their goals, and they deserve to be studied, since they manage to excel in the market through individuals with the necessary skills to reach the goals established in their strategic plans.

Methods used to support development assessment have proven to be indispensable. In particular, DISK Theory stands out, which acts by performing a clear behavioural evaluation, which reveals qualities and points to be improved. "One of the factors that impact the employee's commitment is the perception that the company is investing in him, betting on his professional and personal development" (CHIAVENATO, 2013).

Considering that organisations want quality in the services provided, but that this requires high-performing employees evaluating individual skills and abilities, we come to the following question: What are the behavioural types of the employees of the organisation and how they can affect the quality of the services provided by the construction company located in Araguaína-TO?

People management is geared towards valuing professionals and the human being through a broad concept of applications. Therefore, it is necessary to understand the individualities according to each profile, by which the employees will be accompanied in a peculiar way, collaborating in the definition of who will do best in activities pertinent to their skills, implying in the results achieved. In this context, it is important to analyse the behavioural types detected in the employees of a construction company located in Araguaína-TO, and the way in which they can affect the quality of the services provided.

This research is justified both in terms of its theoretical contribution and in relation to its practical contribution. From the theoretical point of view, it is hoped to contribute to the advance and development of knowledge in an area still little structured theoretically, which is the analysis of behavioural types through the DISK tool. From a practical point of view, it is expected to be able to contribute with the organisation's managers promoting useful information for improvements or corrections to the organisation's policies and guidelines.

The study has as its general objective: to analyse the behavioural types detected in the employees of a construction company located in Araguaína-TO, and how they can affect the quality of the services provided. And as specific objectives: (OE1) identify the predominant behavioural types of each of the employees of the organisation; (OE2) examine how the behavioural type of each employee affects his/her development in the work environment; (OE3)
report how the use of the analysis of behavioural types through the DISK tool can help the manager in the elaboration of development plans and training really effective.

2 THEORETICAL REFERENCE

People Management is focused on the development of the main differential of any organisation, which are the individuals who make up the company, aiming the evolution of the two strands in question, by broadening the vision on all contexts situated and also the strategic relations according to the current framework of the company. For Chiavenato (2014), "the general context of People Management is that it is formed by people and organisations in an incredible and lasting interdependence".

Malafaia (2011) states that in a highly competitive environment people who until then were considered irrelevant, losing place to financial assets, started to be considered as a differential asset, adding value to the institution. Since money alone does not support any company, there is a need for knowledge and people, so that other people are properly served according to their needs and so organisations exercise their roles.

According to Sovienski and Stigar (2008), with the new view that human behaviour and its capabilities are seen as competitive factors in the midst of globalisation, the success of modern organisations requires investment in people, with the identification, utilisation and development of intellectual capital, which implies the need not only for the manager to invest in his skills and competencies, but also for the employees to dedicate themselves to reach their best performance.

According to Chiavenato (2014) the role of People Management is expanding day by day, also increasing its importance in the light of the above. Exceptional projects are not suspended because of lack of financial capital, but in cases of lack of intellectual capital, yes, and this is the great watershed that makes more and more organisations seek to invest in their collaborators, thus contributing to organisational effectiveness, through the construction of talents by means of processes to form a solid intellectual base.

For Silva et al. (2020), the management of people is configured in a set of practices, policies, methods and orders carried out by the manager after detailed analysis within an organisation, where the same aims to administer and strengthen the human and labour relationship, attentive to the profile of the employees with the necessary measures to be adopted to reach excellent results.

2.1 Behavioural Analysis

As far as behavioural analysis is concerned, the theme is directed towards particular characteristics of the individuals, the way they react to external stimuli, like their experiences and internal stimuli, besides the way of acting in the face of varied situations. "Knowing behaviour means meeting, without any mask, the temperament, responsible for defining individuality" (MATOS, 2008).

Deviney, Mills, and Gelich (2009) point out that understanding yourself, your functioning, and how people around you work, is understood as a tool for success. Generally speaking, knowing how people feel, knowing how they seek to achieve their goals and being able to predict their reactions is a way to find a balanced working environment that is consistent with their own goals and ways of achieving them.

In conjunction with the previous ideas, possible behavioural reactions in the face of stimuli or social situations are valued, since the working relationships are permeated with social relations that should flow adequately to reach the maximum potential.
Behaviour Analysis is an approach created by behaviourist B. F. Skinner, who sought to investigate the behaviour of individuals through studies with objective methods and experimental rigour. In the research, Skinner was concerned with focusing on individual characteristics rather than generalised group trends (HALL, LINDZEY & CAMPBELL, 2000).

In the light of the foregoing, the two views of the aforementioned authors are in agreement. Behavioural analysis has as its bias studies directed at behaviours in their individuality, investigating the inner self as a whole in search of the desired equilibrium through early predictions.

This theme is highly relevant, since, according to Matos (2008), each person brings with him behaviours and a type of intelligence (mathematical, investigative, social, artistic, etc.), which, if properly developed and directed towards similar functions, will produce, often, above expectations.

For Vieira e Silva (2018), "our biggest challenge is to establish harmonious relationships with others, understanding their behaviours and helping them find space and opportunities to grow and develop." Although the world is the same for everyone, each individual thinks and observes it in a unique and specific way, according to their own interests and paradigms, and there is a certain degree of difficulty, because we have to join the differences preserving the individuality of each one without losing sight of the common good.

A profile assessment avoids future problems within a company, whether in recruiting and selecting, relocating jobs, or even choosing a leadership job. Evaluating the importance of this analysis, researchers developed tools to inventory the types of behaviour that exist, seeking to increase the quality of the management of people in organisations. Through attributes aimed at objectivity and functionality, the DISK Theory was then developed (MATOS, 2008).

2.2 DISK Tool

About the analysis of behavioural types through the DISK tool, the content is guided to seek to diagnose and examine behavioural tendencies characteristic of each person in order to favour the understanding of himself and others, improving the ability of individuals faced with different situations to modify. In the 1920s, William Moulton Marston, a graduate of Harvard University, from the United States, developed a theory to explain people's emotional responses (MATOS, 2008).

His conceptions went on to understand the interaction between people and their environments. With this, he elaborated two assertions explained in the work *Emotion of Normal People*, one of them biosecular, related to the interdependence of emotions, actions and environments, and the other, referring to the diverse mechanisms used by people in the hunt for harmony and pleasure (DUARTE, 2006).

Along with the earlier statements, to gauge his theories, Marston needed to measure the behavioural styles he tried to portray. The definitions of these two perceptions formed the basis of the DISK, the Emotional Profile and the Adaptive Profile. Marston then developed his own technique. Among the factors, he chose four (Figure 1) that gave rise to the acronym DISK: Dominance, Influence, Stability and Compliance - *Dominance, Influence, Steadiness and Conscientiousness* (MARSTON, 1928).
Behavioural profile mapping promotes self-knowledge, which overshadows its relevance, allowing limitations to be developed and strengths to be stepped up through the development of emotional intelligence, and "this is because the skills of emotional intelligence how well we manage our life and our relationships are skills that distinguish those with exceptional performance" (GOLEMAN, 2015).

People's contact with your profile promotes self-knowledge that uncomplicates the process of capturing training content, brings sensitivity and openness necessary to personal and professional development. For Matos (2008), the recognition of one's own potentials and limitations favours the commitment of each individual to the changes to be carried out.

The collaborators working in functions that are not suitable for their behavioural types generate a self-deception of themselves, where one can even demonstrate a certain knowledge and skill of the function exercised, but which in truth makes the person live with feelings of doubt, existential concern, other possibilities. Making up a distorted view of one's own self (PEREIRA & DE ÁVILA, 2022), besides the fact that resulting in great difficulties in learning new activities and work skills also generate certain cognitive stress, which may result in Burnout (SALEH; HASAN & JAWAD, 2023).

2.2.1 Dominance, Influence, Steadiness and Conscientiousness - DISK

The dominant individuals, called Alto D, have peculiarities, being holders of a profile of visionary people, with a tendency to see the future and to break external limits, for appreciating challenges. They are perceptive and ambitious, always attentive to opportunities, tend to be quite competitive. They focus on results, they don't admit failure, they make decisions quickly, which leads them to take power and dictate orders. However, all these adjectives can cause imbalance, if not harmonious. They are seen as arrogant, centralising and competitive people, which makes them accustomed to running over other people. For this reason, they need to polish these destructive adjectives, putting into practice patience, decentralisation, interdependence and altruism (MARSTON, 1928).

In relation to influential individuals, called Alto I, they are optimistic, empathetic, skilful, extroverted and friendly, always open to new relationships because they are very social, which may give the impression of being superficial and complacent too much, as well as being out of memory, impulsive and irrational. They are always seeking recognition, they like to work...
having contact with other people in jobs that can promote a feeling of satisfaction, because they appreciate interactions, although they can be inconvenient (MARSTON, 1928).

As far as the stable ones, called Alto S, are concerned, they are patient people. They don’t like to take risks, they are serious, good listeners in a considerate way and always willing to collaborate. They appreciate feelings and relationships with others with whom they have trusted ties, expressing loyalty and sympathy. In the work, they value the monotony in predictable and constant planning activities, with vast information before reaching final decisions. They have as fragility the fact that they are easily hurt, spiteful, temperamental, afraid of changes and strategic positions (MARSTON, 1928).

In short, the last profile is the conformal one, called High C. They are individuals directed by rules and procedures, since they seek accuracy. They are passive and only manifest their lines when invited, they like to be controllers through rules, in order to achieve results. At work, they don’t like pressure and tend to be evasive when this happens, extending the solutions to the setbacks. For lack of altruism, they have difficulty seeing others and socialising. They prefer to work alone and make no point in living with other people (MARSTON, 1928).

Table 1 below provides a better analysis of the behavioural aspects related to each of the profiles.

<table>
<thead>
<tr>
<th>Table 1 - Aspects of behavioural profiles</th>
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<tbody>
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<td>DISK</td>
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<td><strong>Aspects to be assessed</strong></td>
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<td>Value for Organisation</td>
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<td>Decision making</td>
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Source: Adapted from Vieira e Silva (2018).

According to data presented in Table 1, it is possible that investigations will be observed regarding the common aspects to be evaluated in relation to each of the profiles individually, since each one will present different data from each other according to the predominant profile.

### 2.3 Organizational Climate

The organizational climate provides an increase in motivation among employees, favoring professional relationships permeated by behavioral patterns that are already embedded in individuals in the organization and that can be worked on through the DISC tool. According to Chiavenato (2004), “The climate represents the psychological and social environment that exists in an organization and that conditions the behavior of its members”.
For Chiavenato (2014), the organizational climate was originated to portray personal convictions and emotions considering organizational structures, processes and patterns of conduct leading to meaning through interactions, which highlights the importance of understanding the real meaning so that there is an alignment of the ideal climate and, thus, employees feel motivated and the organization can intensely bear fruit.

The concept of organizational climate is understood as perception, whether formally or informally, of the company’s procedures, this factor being a strong aggravating factor in the quality of results, since, when there is awareness of the real situation and the climate is balanced, there is greater engagement and consequently assertive result on the part of the working class (SANTOS & PARANHOS, 2017).

Bispo (2006) assures that investigations into the organizational climate are of great value, as they provide security. Assessments and diagnoses act as an indispensable instrument in quality improvement projects, internal policies and productivity in search of flaws in People Management, so that resolutions can be found, as a balanced organizational climate shines in the company, employees and satisfied customers. Otherwise, with unfavorable weather, everyone leaves unsatisfied.

In this context, for Chiavenato (2014), all processes have a common objective, which is to provide an environment permeated by the constant search for building an affable organizational climate, in which individuals feel good, both producing and happy with the work that they receive in return from organizations. Thus, they will have a pleasant physical, psychological and social sphere, aiming to execute organizational objectives and ensuring associations with unions.

3 METHODOLOGY

The methodology studies research methods aimed at truth and reality, through systematic processes. From the primary definitions of the work to its completion, it aims to maintain the defined standards. “In science, Method is the way, it is the form that the scientist chooses to expand knowledge about a certain object, fact or phenomenon. It is a series of intellectual and technical procedures adopted to achieve certain knowledge” (ZANELLA, 2011).

3.1 Research Methodology

Methodologically, this research is classified according to the instruments used to obtain understanding from the perspective of the object of study, aiming to fulfill the objectives necessary for the production of knowledge, which are mentioned below.

The approach method is deductive, starting from the general to the specific. Andrade (2009) defines that, “according to this method, starting from theories and general laws, it is possible to determine or predict particular phenomena”.

From the point of view of its nature, it is considered applied research. According to Barros and Lehfeld (2000), applied research is driven by the need to generate knowledge for the application of its results, with the aim of “contributing to practical purposes, aiming at a more or less immediate solution to the problem encountered in reality”.

In relation to the approach to the problem, it is configured as qualitative. For Gil (1999), the use of this approach provides a deeper investigation of issues related to the phenomenon under study and its relationships, through valuing contact without deviations with the situation studied, seeking what was common, but remaining open, to perceive individuality and multiple meanings.
Regarding its objectives, it is considered exploratory research. For Mattar (2001), the methods used by exploratory research are broad and versatile. When used, they include surveys of secondary sources, surveys of experiences, selected case studies and informal observation.

### 3.2 Methodological Procedures

Regarding methodological procedures, this article used as technical procedures extensive direct documentation carried out through a questionnaire, which was online, with multiple choice questions that provided the final result with the predominant behavioral type in the employees of the organization that was the subject of the study. In indirect documentation, documentary research was carried out in private archives and bibliographical research in scientific journals, books and monographs. We chose observational research, evaluating the occurrence of noticeable behaviors, and monographic research, analyzing people in a particular case study carried out in a specific institution.

For Marconi and Lakatos (2003), research involves collecting data from various sources related to the object of interest, and can be carried out through direct documentation, which is information collected in the very place where the facts occur, and indirect documentation, in documentary research, in primary sources, and bibliographic research, which are secondary sources.

### 4 RESULTS AND DISCUSSIONS

#### 4.1 Identification of Personal, Professional Data and Behavioral Percentile

To identify the behavioral types of employees at a construction company located in Araguaína-TO, and how they can affect the quality of services provided, a survey was undertaken that began on May 29th and ended on June 5th, 2023, carried out with 5 employees of the organization, who agreed to participate in the research carried out through an online questionnaire, which was chosen due to the fact that it was appropriate to protect the privacy of personal data and rapid formulation of the final result. The instrument was applied using a smartphone with internet access. Everyone can access this online platform free of charge using any smartphone or computer with internet via the link: https://www.nosce.me/.

Before all employees completed the questionnaire, they were instructed individually about the DISC theory and the purpose of the questions, being guided on the relevance of the topic and maintaining the privacy of the data provided, in addition to informing that for an assertive result it was essential to respond according to truthfulness, according to each person's current reality, and not with information regarding what they would like to be.

To carry out the test, there is no need to register on the online platform, just click on “Do Auto-DISC”. The user is then redirected to the questions, which total ten. With the question “How would you define yourself?”, when choosing the adjectives with which each person most identifies, simply click on the option until you finish the ten questions. At the end, the platform will give the result in column chart format, with the percentage of each of the behavioral types and the predominant profile that stood out with the highest percentage among all four listed.

In this section, all the data collected in the survey carried out with employees is exposed. For a better understanding and analysis of the results presented in the objectives of the article, they will be presented through a table. In Table 2, investigations are observed in relation to personal and professional data and the percentage in relation to each of the behavioral types and the predominant profile:
According to the database presented in Table 1, the first specific objective of the article is answered, which is to identify the predominant behavioral types of each of the organization’s employees. Then, through this result, it was possible to reach the second specific objective, aimed at examining how the behavioral type of each employee affects their ease in the work environment.

The result of the predominant profile of the administrative assistant called Maria and the general helper called Roberto was High D, called dominance, which, according to the writer Marston (1928), due to this profile they are likely to demonstrate as positive characteristics the fact of being direct, objective and quick reasoning, which provides Maria and Roberto, in their roles, with agile and precise administrative and general services. However, on the other hand, they also show angry behavior when faced with setbacks, which can lead to out-of-control behavior when faced with problems that they will need to resolve. Furthermore, they are ambitious, which means they always want new opportunities and a competitive spirit is generated that leads them to aspire to positions of power through which they can dictate orders, and they can also demonstrate arrogance too much.

The result of the predominant profile of the heavy machinery operator named Antonio and the general helper named Geraldo was High I, called influence, whose profile, according to the theorist Marston (1928), is likely to demonstrate the fact of being optimistic as positive characteristics. Skilled and able to make decisions quickly, which for Antonio is excellent for the job he performs, operating machinery to control traction and brake speeds, moving various loads, leveling land, among other relevant activities. These characteristics also bring a difference to Geraldo’s position, which provides immediate assistance in various functions. However, on the other hand, they present as negative characteristics the fact that they can go overboard and become inconvenient in their interactions, in addition to acting impulsively, which can cause losses for the organization.

The result of the predominant profile of the driver named José was the High S, called stability, which for the author Marston (1928), through this profile, is likely to present as positive characteristics the fact of being empathetic, loyal, patient and valuing safety. Which cooperates a lot with his role as a driver, transporting cargo and machinery. However, in its negative characteristics it can be temperamental, spiteful and does not appreciate changes or more strategic positions, choosing to let fear take over its actions. Therefore, people with this profile opt for monotony and predictable actions, which currently does not sound good, as organizations need employees who are always looking for developments that demand new actions.

4.2 Use of Behavioral Profile Analysis

As proposed in the study theme, the third and final specific objective is to report how the use of the analysis of behavioral types through the DISC tool can help the manager in creating truly effective development and training plans. The contextualization will begin through Graph 1, in which the percentage of behavioral types can be observed in their entirety within the organization and some significant analyzes can be carried out.
It can be seen, from the data presented in Graph 1, that of the total number of employees who took part in the research, it was found, through the online test, that 40% are influential, 20% stable, 40% dominant and, as not There were none with this profile, 0% are compliant. With this information, the manager can apply training to promote effective development in his team, as highlighted by authors Deviney, Mills and Gelich (2009), all taking into account the predominant behavioral type and its particularities, such as the type of communication, which type of motivator they react, how they work when making decisions, the difference they naturally provide, all of which each person can promote individually.

With these congruent investigations, the manager can propose accurate training programs in aspects to improve in his employees, as he will already be aware of the difficulties of each one individually. Effective improvement makes a total difference to the real evolution of the workforce, since applying preparation for something that none of the members have difficulty with will not improve the final results. The opposite will bring quality, both for the team that has developed – and what was a problem, which previously would have caused concern, will be transformed into motivation and satisfaction as a barrier overcome –, and for the company that will offer quality services to customers. returning the much-desired loyalty, which promotes an excellent organizational climate, in line with Chiavenato's theory (2014), which highlights how significant this alignment is.

According to Vieira e Silva (2018), for high performance it is necessary to know and decipher people. For this reason, the behavioral approach is of great value in organizations, as the behavior of members is reflected in all processes and directly impacts the results. Therefore, if the organizational objective is excellence, it is necessary to understand what governs behaviors and how they can be shaped, strengthening strengths and developing areas for improvement, but always highlighting that the difference between each employee is what will provide the necessary balance, as each complements the other with their own talents, the manager simply needs to recognize their skills and competencies by working individually.

5 FINAL CONSIDERATIONS

The analysis of behavioral types is extremely important in relationships to achieve a balance between individuals and objectives determined by the organization. In this sense, the DISC tool works by carrying out the analysis to arrive at the predominant profile that directly influences the type of behavior on the part of each individual. Considering the importance of
this study, the general objective of this article was established, which was expressed as analyzing the behavioral types detected in employees of a construction company located in Araguaína-TO, and how they can affect the quality of services provided. All of them were fully completed, both the general objective and the specific objectives, despite obstacles in the elaboration of the theoretical framework, due to the scarcity of works with current data. The expansion and intensification of research procedures, however, made it possible to reach the desired results.

5.1 Dissertation Contributions

When advancing with the research, it was found that there was a clarification regarding the ideal way to carry out the analysis of behavioral types, which should be carried out using the DISC tool. The solutions found in this study provide a solid basis for application to managers who want to leave the ordinary and move towards exceptional results. It is noteworthy that this work is relevant to the organization that is the subject of the study. With the knowledge generated, it will be able to put very specific strategies into practice, through training and staff development. It is also worth highlighting that this is an academic production that could contribute scientifically and inspire future studies.

5.2 Future Work

We highlight the importance of future work on this theory, so that a solid theoretical contribution can be built using new forms of application not only in organizations, for training and development plans, but also for resolving direct conflicts. Furthermore, one can also continue the research and evaluate whether the application of this knowledge generated satisfactory results and, if so, in which period it became noticeable, or even if there were no significant changes.

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