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**THE CHALLENGES  
OF THE NEW  
ADMINISTRATOR:  
UNDERSTANDING  
THE MARKET AND  
SEEKING CONSTANT  
KNOWLEDGE**

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**Abstract:** This article explores the challenges faced by administrators in the contemporary scenario. Through the analysis of Maslow's pyramid of needs and the new management approaches, we discuss their applicability in the current market, as well as the necessary skills for the new administrator. With the change of designation to "manager", diversified opportunities arise, organized by areas of activity in companies of different sizes. The importance of the constant search for knowledge and adaptation to new areas of knowledge is emphasized. This article also investigates how academic managers face this dynamic, what they seek to improve their skills and how they face the new professional cycle, in addition to exploring perspectives for future markets and the transmission of knowledge to new generations.

**Keywords:** Employability; Knowledge; Academic Vision; Maslow.

## INTRODUCTION

This article proposes an analysis of the contemporary challenges faced by administrators and how they are adapting to the current changing scenario. One of the biggest challenges is the constant search for learning, since the modern administrator must be an eternal learner to bring innovation to the organizational environment. The learning process also plays a fundamental role in guiding actions, evolving into a comprehensive philosophy of life. Companies transform themselves into learning organizations to survive the mutations of the corporate environment, where intellectual capital stands out as a crucial factor for success, with management responsibility being the responsibility of managers.

Businesses must become learning organizations, and generate and share the knowledge needed to help them continually transform and survive changes in the corporate

environment. In this context, intellectual capital emerges as the primary factor that leads to success, and the responsibility for managing it falls on the manager. To carry out such management, it is imperative to redefine the profile of this professional, who, in addition to having a solid technical-scientific base, must cultivate a humanistic, interdisciplinary and systemic approach. This way, the dissemination of learning permeates all strata of the organization, converting information into wisdom. This process requires the establishment of a new managerial vision in organizations.

The Administrator must be aware of this process, which is slow and gradual, but which in the future can transform him into the main agent of transformation of the organization, and if this conception of organization is successfully introduced, it will provoke a change of mentality in all the actors organizations, and these new values and attitudes go beyond the boundaries of the organization, reaching the homes of these people, which can change an entire society. It is a new type of social responsibility that is in the hands of the great leaders of organizations: their de facto and de jure administrators.

There are those who argue that a manager's triumph is linked to their academic training focused on more practical than theoretical approaches, while others maintain that success in administration derives from an academic base more focused on practical application. In essence, we are not seeking to assign responsibilities, but rather to encourage reflection on how administrators acquire their skills to lead both public and private organizations.

Knowledge acquisition is intrinsically linked to the learner's motivation to achieve a specific goal, often delineated as obtaining new knowledge or a previously non-existent skill before the start of the learning process.

## **ADAPTATION AND SKILLS OF THE NEW ADMINISTRATOR**

With the change of the title “administrator” to “manager”, there is an expanded scope of opportunities divided by specific areas of activity. This diversification boosts employability, however, it requires a methodical, organized and constantly qualified professional. The new manager must not only have a solid technical-scientific base, but also adopt a humanistic, interdisciplinary and systemic approach. This enables the dissemination of learning at all organizational levels, transforming information into knowledge.

## **THEORETICAL REFERENCE**

According to Maximiano (2006), administration is defined as an art, covering both the professional aspect and the sphere of human choices. However, the performance of any manager depends on his skills and abilities. These competences come from the time dedicated to work and study, these competences cannot be acquired only with speculations, it is necessary to be in the corporate environment, experiencing everyday practices and for that, the internship is the first step, and not the only one, but it is necessary that in the course of the work the skills are developed and that one takes a liking for what one proposes to do (MAXIMIANO, 2006).

According to the view of Bateman and Snell (1999), Skills are specific knowledge focused on obtaining understanding, information, practice and competence. As for administrators the need to have individual skills, scholars still highlight three categories for these: technical, interpersonal and communication, conceptual and decision skills. Interpersonal skills are fundamental, as it is the people who make the management process flow; the concepts already analyzed

and reformulated help in decision-making; and technical skills are encouraged to reinvent themselves and improve with each challenge. Thus, the administrator can guide and balance the entire process according to the organizational challenges (SNELL, 1999).

According to George Terry (1962), the concept of management is intrinsically linked to a process aimed at achieving specific goals: Management is a distinctive process that encompasses planning, organizing, executing and controlling, with the purpose of defining and achieving the organization's objectives through the use of human and material resources. Law 4769, responsible for regulating the profession, was only put into effect on September 9, 1965. This date is officially celebrated as Administrator's Day, a tribute that dates back to the government of President Castelo Branco. With the development of the country and the need to have qualified professionals in administration, it became essential, because until that moment, business was only carried out by members of the same family and close friends, so the process of doing administration had a predominantly family culture, and over the generations many businesses became extinct, or, with luck, were passed on to another familiar niche (TERRY, 1962).

Chiavenato, the great scholar with regard to administration, defends that people are the most important assets of the organization. No investment can be larger and more concentrated than those directed at them. Bearing in mind the concept of people, we perceive the plurality of human beings engaged in organizations. Thus, the vision is the image that the organization has about itself and the future. It represents the dream of the future reality of an organization that serves as a guide (CHIAVENATO, 1999 p.51). With that, we have the administration as a transmitting vehicle of information. This

way, the desired result of the Administration is a firm and engaged Manager, aware that the market is sensitive and unstable and that it depends on the administrative agent to perceive and calculate the risks.

Due to changes in the administrative process, the knowledge of administrative theories such as: (scientific, classical, human relations theory, structuralist theory, neoclassical theory, behavioral theory and contingency theory), all very well reviewed by Chiavenato, Maximiano, among many other researchers of that science. Even so, such studies can and must be explored and improved within the business environment.

## **USING MASLOW'S PYRAMID TO SUPPORT THE SEARCH FOR KNOWLEDGE**

Maslow's Pyramid theory, which explores human needs hierarchically, can be effectively applied to encourage and direct the pursuit of knowledge. Through this approach, individuals can find internal motivation to acquire new knowledge and skills, allowing constant personal and professional growth. In figure 1, you can see Maslow's Pyramid of Needs.

Maslow's Pyramid is a theory proposed by psychologist Abraham Maslow in 1943, which divides human needs into five hierarchical levels. According to this theory, physiological and safety needs are the most basic and must be met before individuals can pursue their more complex needs, such as love, belonging, esteem and self-actualization. Maslow's Pyramid is often used in areas such as psychology, marketing and people management to understand and meet people's needs and motivations (MASLOW, 1998).

Maslow's pyramid is a theory of psychology that describes basic human needs and their hierarchy. Business administration can benefit from this theory to understand the emotional

and motivational needs of employees, helping to create a better and more productive work environment. The application of Maslow's theory in companies can help to establish incentive policies and performance recognition, quality of life policies in the work environment, valuing teamwork and other policies related to employee satisfaction, which can directly affect quality. and the productivity of work in the company (MASLOW, 1998).

The role of the manager and Maslow's pyramid are directly related, as Maslow's pyramid is a theory of psychology applied to management, which helps to understand the needs and motivations of employees.

Maslow's pyramid, created by psychologist Abraham Maslow, is composed of five hierarchical levels of needs that every human being seeks to satisfy:

- Physiological needs (food, water, health);
- Security needs (shelter, financial stability);
- Social needs (affection, love, acceptance);
- Self-esteem needs (recognition, respect, prestige);
- Self-realization needs (personal fulfillment, talent development) (MASLOW,1998).

The administrator has a key role in ensuring that the needs of employees are met, creating a work environment that enables the development of human potential, making employees feel valued and respected in their needs (MASLOW, 1998).

To use this base as a stimulus to the pursuit of knowledge, it is essential to ensure that basic needs are met, creating an environment conducive to learning. When core concerns are reduced, individuals can devote more time and energy to intellectual exploration.

## Pyramid of Needs – Maslow

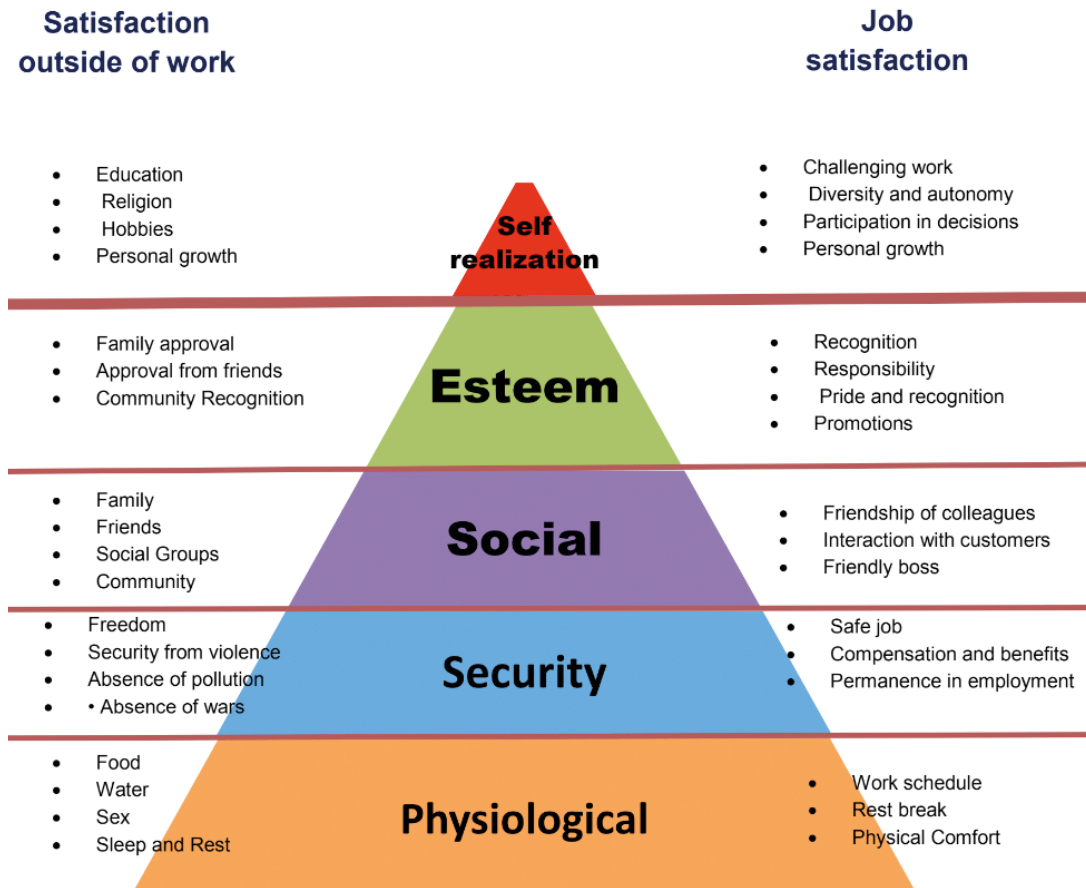


Figure 1 – Maslow's Pyramid of Needs

Source: (PERIARD, 2018)

## METHODOLOGY

The methodology used in the elaboration of this article was based on a bibliographical research, aiming to provide a theoretical foundation for the approach of the addressed themes. The main objective of this approach was to investigate and analyze the challenges faced by the new administrator, considering both past experiences and current trends.

## FINAL CONSIDERATIONS

The new administrator, now a manager, faces a series of challenges in the contemporary business environment. The search for knowledge, adapting to changes, understanding the needs of employees and transmitting academic knowledge are crucial aspects to face this dynamic in constant evolution. The modern manager needs to adopt a constant learner mentality, as this is the only way to lead organizations towards success in constantly changing markets.

The present work is based on the principle that education transforms and enriches all human beings, with regard

to the administrator, as it is still a career under construction, we set out in search of knowledge and concern with the realities of each professional, taking into account given the growing wave of “financial failure” of many large companies and that small companies in Brazil do not manage to go beyond the first five years, our research seeks to remedy this problem, seeking what a good resource, which would be in our analysis the formation of administrators. We rely on what has already been investigated previously by renowned researchers in the area, however, what stands out is the knowledge of the new administrator, which practices this professional seeks to adapt to the new reality of the market. With regard to the administrative focus, what to look for so that the company, whether public or private, is increasingly competitive and is always on top of the wave. Where it is possible

to change the culture and establish new ideas, bring knowledge to keep up to date.

The challenges are immense, so it is up to the administrator to look for new knowledge and skills, to know that the difficulties can be solved and that the human potential can still be explored, but with adequate tools for each task, the objectives can be achieved and the disposition for work, with an attentive and determined professional.

Maslow’s Pyramid offers a valuable framework for understanding human motivations and can be applied as a guide to furthering the quest for knowledge. By aligning knowledge acquisition with human needs, it is possible to create a lasting intrinsic motivation to learn and grow. Through this alignment, individuals can reap the benefits of a constant learning journey, driving their personal and professional evolution.

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