# Chapter 66

# Online Organization:
## A Flexible, Agile and Adaptable Organizational Instrument

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## ABSTRACT

*Competitiveness has forced organizations to improve and adapt faster allowing the most capable individuals to fulfil organizational positions. Despite the need to overcome difficulties in resource management, the Portuguese Air Force still uses a method centered in hierarchical structure and career progress. Competencies within job positions are not yet typified, meaning that the individual that occupies a certain job position may not be the most capable. To solve this problem, this article studies an online organization model that represents the concepts of organizational entities, job positions, resource management and human resource management through competency management. The model describes each concept individually and the relationships between components. If validated and implemented, the model will allow an improvement in human resource management effectiveness, and efficiency.*

## INTRODUCTION

*Change is the law of life and those who look only to the past or present are certain to miss the future. (John F. Kennedy)*

Tribolet and Magalhães (2007) affirm that the challenges that an organization faces at each moment in history determine its survival, according to its capacity to respond, adapt and change.

In the current organizational context, technological, political, economic, social and cultural changes are an unavoidable reality (Ceitil, 2010). Likewise, increasing competitiveness among organizations contributes to the need for organizational change, ensuring the organization's survival.

According to Quintas (2016), "Transversal competence consists of an observable behavior associated with every individual belonging to the Organization, intrinsic or developed in various organizational contexts and useful to the Portuguese Air Force (PtAF). "Such competences assume an extremely important role for the rotation between organizational positions, allowing the organization to engage the most capable individual to perform a given Organizational Position…" (Quintas, 2016; Telha et al., 2016).

It is crucial to effectively manage people in accordance with their competencies in order to continuously improve its organizational performance. Therefore, dematerialized repositories for people and organization must co-exist.

## IMPORTANCE OF THE STUDY

The problem can be stated as: within the PtAF, there is no dematerialized system that represents and manages individuals by competencies. The problem can be characterized through the following topics:

- A methodology for defining military attributes has not been defined;
- No profiles are defined for an Organizational Position (OP), which include the requirements in terms of skills and professional profile.

Associated with the problem found the following research question was developed:

- Is there a need to create a dematerialized model for the management of human and material resources in PtAF?

## OBJECTIVE, SCOPE AND RESEARCH METHODOLOGY

This paper intends to create a PtAF Online Organization model (OOm), as opposed to the role that can be implemented in the organization, allowing a better management of human resources based on skills as well as material resources.

The scope of this work is within the PtAF organization, applying to it all relevant concepts of Organizational Engineering, as well as the revised literature, in order to create a model that fits correctly.

The methodology proposed by Quivy & Campenhoudt (2005) was adopted in this research. According to the authors the scientific process is divided into three acts: "Rupture", "Construction" and "Verification". Each act is divided into several stages (Quivy & Campenhoudt, 2005).

Rupture is intended to allow the researcher not to be inspired by "immediate appearances or partial positions", thus avoiding being caught by prior knowledge. The construction allows the creation of an "organized conceptual system." Finally, verification allows the propositions validation (Quivy & Campenhoudt, 2005).

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