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**PROGRAMA DE PÓS-GRADUAÇÃO EM ADMINISTRAÇÃO (PPGADM)**

LEANDRA VILELA RODRIGUES CHAVES

**GOVERNANCE PRACTICES IN JUDICIAL CONTEXT**

Goiânia - GO  
2026



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**PROGRAMA DE PÓS-GRADUAÇÃO EM ADMINISTRAÇÃO (PPGADM)**

LEANDRA VILELA RODRIGUES CHAVES

Tese de Doutorado apresentada ao Programa de Pós-Graduação em Administração da Universidade Federal de Goiás para obtenção do título de Doutora em Administração

**Área de concentração:** Administração de Organizações

**Linha de Pesquisa 2 (LP2):** Administração Pública e Políticas Públicas

**Tema:** Administração da Justiça

**Orientador:** Prof. Dr. Marcos de Moraes Sousa

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**ATA DE DEFESA DE TESE**

Ata nº **12/2025** da sessão de Defesa de Tese de **Leandra Vilela Rodrigues Chaves** que confere o título de Doutora em **Administração**, na área de concentração em **Administração de Organizações**.

Ao vinte e cinco dias do mês de novembro do ano de dois mil e vinte e cinco, a partir das quatorze horas, por meio de videoconferência ([meet.google.com/zkj-ejtv-zjr](https://meet.google.com/zkj-ejtv-zjr)), realizou-se a sessão pública de Defesa de Tese intitulada *Governance Practices in Judicial Context*. Os trabalhos foram instalados pelo Orientador, Professor Doutor Marcos de Moraes Sousa (Presidente/PPGADM/UFG), Membro Interno/Orientador, com a participação dos demais membros da banca examinadora: Professora Doutora Estela Najberg (PPGADM/UFG), Membro titular interna/Examinadora, Professor Doutor Vicente da Rocha Soares Ferreira (PPGADM/UFG)/Membro titular interno/Examinador, Professor Doutor Bernardo Oliveira Buta (FGV), Membro Titular Externo/Examinador e Professor Doutor Luiz Akutsu (TCU), Membro Titular Externo/Examinador. Durante a arguição os membros da banca não fizeram sugestão de alteração do título do trabalho. A Banca Examinadora reuniu-se em sessão secreta a fim de concluir o julgamento da Tese tendo sido a candidata aprovada pelos seus membros. Proclamados os resultados pelo Professor Doutor Marcos de Moraes Sousa, Presidente da Banca Examinadora, foram encerrados os trabalhos e, para constar, lavrou-se a presente ata que é assinada pelos Membros da Banca Examinadora, aos vinte e cinco dias do mês de novembro do ano de dois mil e vinte e cinco.

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*O correr da vida embrulha tudo, a vida é assim: esquenta e esfria, aperta e daí afrouxa, sossega e depois desinquieta. O que ela quer da gente é coragem.*

Guimarães Rosa

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## Acronyms

**JG** – Judicial Governance

**NCJ** – National Council of Justice

**TJGO** – Tribunal of the State of Goiás

**TJ** – Therapeutic Justice

**AI** – Artificial Intelligence

**RJ** – Restorative Justice

**STF** – Supreme Federal Court

**JGP** – Judicial Governance Practices

**CEP** – Ethics Council

**GDP** – Gross Domestic Product

**OECD** – Organization for Economic Co-operation and Development

**EJUG** – Judicial School of the Court of Justice of the State of Goiás

**CNPq** – National Council for Scientific and Technological Development

**IFGoiano** – Federal Institute of Goiás

**UFG-GO** – Federal University of Goiás

**AJUS-UFG** – Administration of Justice Study Group

**BRICS** – intergovernmental organization and economic bloc comprising Brazil, Russia, India, China, and South Africa

**RTA** – Reflexive Thematic Analysis



## Summary

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**Abstract**

The complexity and diversity of contemporary society significantly impact the delivery of public services. This requires managers to implement strategic solutions that prioritize technological resources in order to meet an ever-growing range of demands. To achieve these goals within this framework, governance and management are crucial instruments for transforming the public sector, including the judiciary. Institutional theory provides a comprehensive framework for analyzing this context, particularly with regard to structures, work processes, and managerial roles from a governance perspective. This framework can positively impact organizational performance, service delivery, and trust in the judiciary, an area that remains understudied. This thesis is organized into three articles: two theoretical and one empirical. It aims to elucidate aspects related to the management of the judicial system, judicial governance, and the interrelation between these constructs. Through interviews with judges and staff from the Court of Justice of Goiás (TJGO), it also seeks to identify judicial governance practices based on managers' perceptions. As a technical product of the thesis, a manual of governance practices for management was developed to help managers understand and carry out actions related to people management and work processes. According to judges and staff, the interviews provided valuable insights and theoretical contributions to the field, particularly in enhancing understanding of judicial governance and identifying related practices. However, this research has some limitations. First, there is potential for bias due to the predominance of positive evaluations of the TJGO. This could be linked to the interviewees' extensive experience in management positions, many of which they still occupy. Additionally, the absence of satisfaction research targeting the general public regarding the delivery of judicial services, coupled with the exclusive focus on internal staff in the interviews, may result in predominantly positive responses. Future research should further explore the new activities developed by the judiciary, particularly the definition and execution of public policies typically attributed to the executive branch. Comparative studies should apply the questionnaire to other courts. The implications of the constant demand for greater procedural speed on the health of judges and staff, as well as the impact of using technological tools in case adjudication, should be analyzed.

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**Keywords:** Public Sector Management. Judicial Governance. Court Administration.  
Judicial Governance Practices. Brazilian Judiciary.

## Resumo

A complexidade e a diversidade da sociedade contemporânea têm um impacto significativo na prestação de serviços públicos. Isso exige que os gestores implementem soluções estratégicas que priorizem os recursos tecnológicos, a fim de atender a uma gama cada vez maior de demandas. Para atingir esses objetivos dentro desse panorama, a governança e a gestão são instrumentos cruciais para transformar o setor público, incluindo o judiciário. A teoria institucional fornece uma estrutura abrangente para analisar esse contexto, particularmente no que diz respeito a estruturas, processos de trabalho e funções gerenciais a partir de uma perspectiva de governança. Essa estrutura pode impactar positivamente o desempenho organizacional, a prestação de serviços e a confiança no judiciário, uma área que ainda é pouco estudada. Esta tese está organizada em três artigos: dois teóricos e um empírico. Seu objetivo é elucidar aspectos relacionados à gestão do judiciário, à governança judicial e à inter-relação entre esses conceitos, propondo inclusive, uma abordagem que situa os dois construtos como sendo duas faces do mesmo fenômeno. Por meio de entrevistas com juízes e funcionários do Tribunal de Justiça de Goiás (TJGO), ela também busca identificar práticas de governança judicial com base nas percepções dos gestores. Como produto técnico da tese, foi desenvolvido um manual de práticas de governança para a gestão, a fim de ajudar os gestores a compreender e realizar ações relacionadas à gestão de pessoas e processos de trabalho. De acordo com juízes e funcionários, as entrevistas forneceram insights valiosos e contribuições teóricas para o campo, particularmente no aprimoramento da compreensão da governança judicial e na identificação de práticas relacionadas. No entanto, esta pesquisa tem algumas limitações. Primeiro, há potencial para viés devido à predominância de avaliações positivas do TJGO. Isso pode estar relacionado à vasta experiência dos entrevistados em cargos de gestão, muitos dos quais ainda ocupam. Além disso, a ausência de pesquisas de satisfação voltadas para o público em geral sobre a prestação de serviços judiciais, juntamente com o foco exclusivo nos funcionários internos nas entrevistas, pode resultar em respostas predominantemente

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positivas. Pesquisas futuras devem explorar mais a fundo as novas atividades desenvolvidas pelo judiciário, particularmente a definição e execução de políticas públicas normalmente atribuídas ao poder executivo. Estudos comparativos devem aplicar o questionário a outros tribunais. As implicações da demanda constante por maior rapidez processual na saúde dos juízes e funcionários, bem como o impacto do uso de ferramentas tecnológicas na adjudicação de casos, devem ser analisadas.

**Palavras-chave:** Gestão do Setor Público. Governança Judicial. Administração dos Tribunais. Práticas de Governança Judicial. Poder Judiciário Brasileiro.

## Chapter One

### 1 Introduction

The processes of democratization that have taken place worldwide since the late 1980s, in addition to financial and fiscal crises, have amplified the diversity of demands in contemporary society (Kalaoum & Trigo, 2021). Globalization has intensified social, economic, political, and technological transformations, which, alongside the 2008 economic crisis and the 2020 health crisis caused by the SARS-CoV-2 virus, have accelerated global growth rates. These developments have significantly impacted the environment and global security, prompting a shift from an interactionist context to economic protectionism and nationalism trends (Maurizio et al., 2025; Ansell et al., 2021).

Increasing turbulence and unpredictability are no longer exceptional circumstances. Instead, they have become structural features of public service delivery. This evolving context requires governance responses that integrate a holistic institutional perspective and strategic technology use. Embracing dynamic approaches that focus on innovation, anticipate problems, create effective solutions, and build trust-based relationships is essential in this context. These strategies are fundamental to ensuring public service delivery continuity and achieving institutional goals (Ansell et al., 2024).

To understand the historical evolution of demands related to the provision of public services, it is important to note that, starting in the 1970s, a management model characterized by the substantial influence of practices from the private sector became established in England (Denhardt & Catlaw, 2017). This approach operates according to a logic in which the efficiency of public service provision is based on the adoption of economic and market principles. It systematically promotes the incorporation of business management principles into public organizations (Osborne, 2006).

In contrast to the neoliberal proposal of New Public Management, the governance paradigm emerged in an attempt to serve a pluralistic society undergoing constant and rapid transformation. This paradigm focuses on intraorganizational

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relationships and takes a holistic approach considering the influences of the external environment and the importance of collaborative network activities (Osborne, 2006). In this sense, the organizational approach also aims to understand politics as a consequence of competing and shared rules and roles in administrative systems, which is fundamental to the study of public administration and governance in organized democracies (Kjønnda & Trondal, 2021).

Increasing turbulence and unpredictability are no longer exceptional circumstances. Instead, they have become structural features of public service delivery. This evolving context requires governance responses that integrate a holistic institutional perspective and strategic technology use. Embracing dynamic approaches that focus on innovation, anticipate problems, create effective solutions, and build trust-based relationships is essential in this context. These strategies are fundamental to ensuring public service delivery continuity and achieving institutional goals (Ansell et al., 2024).

Nevertheless, institutional theory has rarely been used to understand the structures of the judiciary and the organizational fields, despite providing a robust theoretical foundation for such analyses, particularly with regard to the constitutive elements that have promoted the stability and legitimization of these organizations over time (Guimarães et al., 2018).

Within the context of public administration, governance in the judiciary refers to a set of mechanisms involving leadership, strategy, and control of judicial management that aim to positively impact performance (Paula, 2022). Governance practices can be defined as the decisions, processes, actions, and behaviors adopted by a body to effectively resolve conflicts and administer justice (Akutsu & Guimarães, 2015).

Under these circumstances, judicial governance has a dual aspect. Initially, it is focused on promoting equal access to justice. Above this, good judicial governance contributes to good public governance and, consequently, to good global governance (Paula, 2022). In this context, understanding the administration of justice is particularly important. Despite its recognized relevance in maintaining social order, resolving conflicts, protecting constitutionally guaranteed rights, and ensuring compliance with

judicial norms and decisions, this topic has been little researched in public administration (Guimarães et al., 2018).

The concept of the administration of justice is multidisciplinary, drawing on theoretical references from fields such as philosophy, law, economics, and administration. Similarly, understanding the governance mechanisms that impact effective management is essential. These are the mechanisms that enable the best use of available resources to achieve established goals (Filho et al., 2022).

There are different levels of analysis. This study focuses on the organizational level, which centers on processes, structures, policies, practices, and resources. It also focuses on the operational level, which relates to the management of people, teams, and material and financial resources. According to these two assumptions, the administration of justice can be conceptualized as a set of concepts and methods applied to analyze management processes related to the administration of people, as well as material and financial resources, to obtain more effective results in terms of judicial services (Guimarães et al., 2018).

## **2 Justification and research objectives**

A comprehensive examination of governance's principal components and management objectives reveals its multifaceted nature. This understanding facilitates establishing the organizational structure and the interaction between these constructs as they collectively align with objectives set by senior management. While governance focuses on strategic direction, management is concerned with executing these strategies (Streit & Faria, 2020).

Management is recognized as both a process and a discipline that encompass the tasks of planning, organizing, leading, and controlling an organization's resources (Christopher, 2018; Alkhaldeh, 2022). In this context, governance practices are closely linked with management functions. Adherence to these frameworks can significantly impact organizational operations, improve service delivery, and foster trust in public institutions (Alkhaldeh, 2022).

Consequently, public management is defined as the application of various strategies and frameworks aimed at improving the performance, efficiency, and accountability of public institutions. Public value is recognized as a key management objective, suggesting that public managers play a vital role in identifying opportunities that align with public interests and democratic processes. Thus, creating public value is essential to contemporary public management (Moore, 2021).

On the other hand, research in the field of public management is recurrent in the literature, but there are few analyses concerning the correlation with governance practices, especially in the judiciary, which are still little explored compared to other research topics in the field of public administration (Akutsu & Guimarães, 2012).

Due to the variety and interdisciplinarity of the concept, the importance of governance is still underexplored. Governance is an emerging field with many possibilities that is still developing (Guimarães et al., 2018). In this context, it is important to understand how public managers define and interpret governance practices because this relationship significantly influences improvements in service delivery. This, in turn, fosters closer engagement with society and directly impacts the prompt and effective administration of justice (Silveira et al., 2020).

There is evidence of a certain conceptual inaccuracy in aspects related to judicial governance. For the most part, studies detail characteristics predominantly linked to magistrates' performance in processing and judging cases. However, they do not analyze aspects of courts management more precisely (Akutsu & Guimarães, 2012).

In this complex scenario, analyzing judicial governance and its specific characteristics and particularities, judicial demands, human resource management, and workload becomes more relevant than focusing on improving performance. This enables the development of specific solutions for the judiciary with a focus on resolving the growing, increasingly complex social conflicts of modern society efficiently and effectively (Guimarães et al., 2018).

The judicial system in Brazil is also strongly affected by legal, cultural, political, and social issues. This suggests that reforming procedural legislation alone is not enough to improve the courts' performance (Vasconcelos et al., 2023). Additionally,

formal and informal factors, as well as historical legacies, influence the operation and performance of judicial institutions (Ramos & Ríos Figueroa, 2024).

The Brazilian state justice system is organized into courts. The first level consists of judges who receive initial lawsuits, analyze evidence, and issue decisions on the merits of units called courts, tribunals, and appeal panels. These units are composed of offices, secretariats, and outposts. The second level consists of collegiate courts that review appeals of initial decisions and hear cases on specific matters through appellate or second-instance judges. In December 2024, Brazil had 80.6 million pending cases, with state courts accounting for 62.2 million cases, a 5.4% reduction from 2023. In 2024, the judiciary's productivity increased by 19% (Conselho Nacional de Justiça, 2025).

The judiciary state comprises 10,700 first and second instance courts, which correspond to 66.9% of the national total. Of these courts, 61.2% have male magistrates and 38.8% have female magistrates. This branch of the Brazilian justice system collects 56% of the revenue corresponding to expenses from court fees. In 2024, these expenses amounted to R\$ 91,669,955,794 (91.67 billion reais), corresponding to 62.6% of the national total and considering the significant social impact of the Judicial Branch on societal pacification, as well as the considerable expenditure on its infrastructure, which is partially financed by court fees, the data underscore the importance of research on this state entity (Conselho Nacional de Justiça, 2025).

This research is based on institutional theory, which provides a conceptual framework for understanding organizational phenomena by addressing the influence of structures and norms on the behavior of actors in organizational environments. This approach focuses on analyzing how practices, values, and norms are recognized and disseminated in specific organizational contexts. It considers external environmental pressures from society and internal factors related to organizational values and culture (Meyer & Rowan, 1977).

Recognizing that organizational success depends on both institutional legitimacy and technical efficiency implies that organizational leaders must develop institutional management capabilities to complement their traditional operational



management skills. These leaders must act as active agents who expand strategic action to institutional arenas (Meyer & Rowan, 1977). In the context of justice organizations specifically, this perspective is particularly relevant for understanding how public managers respond to multiple institutional pressures when implementing governance practices.

Furthermore, the analytical focus will be informed by classical institutionalism, which emphasizes the internal organizational processes of leadership and the various stakeholders involved in interpreting the values and commitments that are gradually internalized, thereby making the institution dynamic. This framework also takes into account creativity, informal dynamics, identity, and autonomy (Selznick, 1996).

On the other hand, it is important to consider that the judiciary is generally an uncomfortable and hostile environment for citizens. Public services are usually responsible for resolving issues in people's lives, such as sensitive family matters, property issues, and restrictions on freedom.

From this perspective, it is particularly relevant to understand the organizational context of the judicial system. First, there is a scarcity of academic studies dedicated to analyzing this state body. Its actions are indispensable for effectively protecting citizens' fundamental rights and ensuring the preservation of the established legal order. Additionally, analyzing elements associated with governance and management has the potential to develop appropriate solutions for the judiciary. Consequently, this could positively impact the effectiveness of the administration of justice. Ultimately, this would result in an adequate structure for providing quality, speedy services.

In this discussion, management is essential for any entity providing public services because it encompasses critical organizational elements, such as strategic planning, allocating material, immaterial, and human resources for service delivery, establishing an administrative framework, and acquiring the technological resources necessary to optimize justice system functioning. Similarly, judicial governance practices include the frameworks, principles, and management strategies used to effectively administer justice within judicial institutions. These practices integrate

organizational management, accountability mechanisms, transparency protocols, and resource allocation tailored to the judiciary's unique role and responsibilities.

When discussing the relationship between turbulence and robustness in governance, it is emphasized that public actors must recognize troubled scenarios as a permanent condition. This requires a flexible mindset oriented toward adaptability and innovation in order to confront political, social, and economic crises (Ansell et al., 2024).

Conceptually, judicial governance connects legal administration and public sector management. It emphasizes aligning judicial independence with operational efficiency and public trust. These conceptual structures facilitate decision-making processes that uphold the rule of law, enhancing institutional responsiveness and integrity. These interconnected governance practices have profound implications, directly influencing the timeliness, quality, and fairness of judicial outcomes.

This paper aims to contribute to theoretical advancements in the field by exploring the conceptual intricacies inherent in governance. Additionally, the paper explores the interrelations between these constructs and identifies judicial governance practices based on data collected from interviews with TJGO managers. The analysis is guided by institutional theory, emphasizing the importance of social relations and legal prescriptions as determinants of organizational behavior and participants' actions.

It seeks to elucidate the primary components of judicial governance and the principal practices employed, as well as to examine the correlation between these activities and the management of the judiciary. In this context, judicial management and administration of justice are regarded as synonymous terms.

To comprehend this dynamic, the following research questions have been formulated: **How do judicial governance and management interrelate within institutional contexts, and what governance practices emerge as significant in the Court of Justice of Goiás from the perspective of judicial managers?**

The following specific objectives were established under this framework:

1) Examine the main characteristics of governance and management in the public sector, as well as the relationship between these concepts.

2) Delineate international standards of judicial governance, acknowledging contemporary perspectives in the field and future challenges;

3) Conduct a comprehensive analysis of managers' perceptions of governance practices associated with management in the judiciary, focusing particularly on magistrates and civil servants of the Court of Justice of the State of Goiás;

4) Develop a manual to assist managers with their day-to-day activities.

### **3 Research Structure**

The thesis is organized as a collection of three articles written in American English. Two of the articles are theoretical, and one is empirical. In accordance with Resolution PPGADM n° 09/2021, these articles will be structured as interdependent and sequential chapters. Additionally, the thesis will present a manual, as technical product, entitled *Práticas de Governança Aplicadas à Gestão*.

After the general introduction, the first article is a revised and updated theoretical essay originally written for the doctoral program. It retains its primary objective of examining the relationships between management and governance in public administration.

The second article addresses contemporary challenges and perspectives in judicial governance and offers reflections on approaches developed in the thesis. An initial version of this article was accepted for presentation at the *Law and Society Annual Meeting* in Chicago, Illinois, in May 2025.

The third article is empirical in nature and was developed using a semi-structured interview script that was registered and approved by the Ethics Council of the Federal University of Goiás (CEP/UFG) under the reference number CAAE 83348624.0.0000.5083. The study included 31 participants, including magistrates and civil servants from the Court of Justice of the State of Goiás.

The thesis incorporates a scoping review entitled "Best Practices of Judicial Governance: A Scoping Review," which was recently published in the PLOS ONE

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journal. The scoping review protocol is a prerequisite for defending the thesis. The scoping review will be conducted after the thesis is finished.

The general structure of the thesis is summarized in the table below:

**Table 1 – A summary of the general thesis structure**



|   | <b>Product</b>                 | <b>Title</b>   | <b>Objectives</b>  | <b>Intention To Publish</b>  |
|---|--------------------------------|--|--|--|
| 1 | <b>Theoretical essay</b>       | Theoretical and empirical links between management and governance in public administration: points toward a theoretical contribution | Examining the interrelations between governance practices and management within public administration  | <i>The Journal of Contemporary Administration - RAC</i><br><a href="https://rac.anpad.org.br/">https://rac.anpad.org.br/</a>   |
| 2 | <b>Scoping review protocol</b> | Best practices of judicial governance: A scoping review protocol   | Method for identify, map, and synthesize evidence on practices in judicial governance, examining their relationship with the effective administration of justice | Accessed on<br><a href="https://journals.plos.org/plosone/article?id=10.1371/journal.pone.0329904">https://journals.plos.org/plosone/article?id=10.1371/journal.pone.0329904</a>                     |
| 3 | <b>*Scoping Review</b>         | Best practices of judicial governance: A review protocol   | Identify, map, and synthesize evidence on practices in judicial governance, examining their relationship with the effective administration of justice            | <i>Global Public Policy and Governance</i><br><a href="https://link.springer.com/journal/43508">https://link.springer.com/journal/43508</a>  |
| 4 | <b>Theoretical article</b>     | International standards of judicial governance (JG): contemporary perspectives and challenges  | Identify international standards of judicial governance, contemporary perspectives in the field, and future challenges   | <i>Canadian Public Administration</i><br><a href="https://onlinelibrary.wiley.com/journal/17547121">https://onlinelibrary.wiley.com/journal/17547121</a><br><br>Preliminary version presented at the |

|   |                          |  |   |   |
|---|--------------------------|--|---|---|
|   |                          |  |   | <i>Law and Society Association Annual Meeting (2025)</i>  |
| 5 | <b>Empirical article</b> | Judicial Governance Practices from a Managerial Perspective: The Brazilian judiciary context | Map and analyze how managers perceive governance practices in the context of judicial management. | Journal of Public Administration Research and Theory<br><a href="https://academic.oup.com/jpart">https://academic.oup.com/jpart</a> |
| 6 | <b>Manual</b>            | Práticas de governança aplicadas à gestão  | Develop a manual on governance practices applied to management                                    | Educapes<br><a href="https://educapes.capes.gov.br/">https://educapes.capes.gov.br/</a>   |

\* Development after the thesis is finished.

Source: author



## Chapter Two

### Article 1

#### **THEORETICAL AND EMPIRICAL LINKS BETWEEN MANAGEMENT AND GOVERNANCE IN PUBLIC ADMINISTRATION: POINTS TOWARD A THEORETICAL CONTRIBUTION**

##### **Abstract**

Public administration is a critical global framework responsible for delivering essential public services and addressing social conflicts. A comprehensive understanding of its organizational structure and how its key components interact holds the potential to devise solutions to the challenges encountered in a perpetually dynamic environment. The elements of public management and governance, as well as their interactions, are analyzed through theoretical and empirical studies. These studies contribute to the theoretical and conceptual advancement of public administration, management, and governance within state structures. Introducing novel theoretical perspectives may significantly advance the field, particularly with regard to the role of public managers.

**Keywords:** Public Administration. Public Governance. Public Management. State Structures.

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## **CONEXÕES TEÓRICAS E EMPÍRICAS ENTRE GESTÃO E GOVERNANÇA NA ADMINISTRAÇÃO PÚBLICA: PONTOS PARA UMA CONTRIBUIÇÃO TEÓRICA**

### **Resumo**

A administração pública é uma estrutura global crítica responsável pela prestação de serviços públicos essenciais e pela resolução de conflitos sociais. Uma compreensão abrangente de sua estrutura organizacional e de como seus principais componentes interagem tem o potencial de criar soluções para os desafios encontrados em um ambiente perpetuamente dinâmico. Os elementos da gestão pública e da governança, bem como suas interações, são analisados por meio de estudos teóricos e empíricos. Esses estudos contribuem para o avanço teórico e conceitual da administração pública, da gestão e da governança dentro das estruturas estatais. A introdução de novas perspectivas teóricas pode avançar significativamente o campo, particularmente no que diz respeito ao papel dos gestores públicos.

**Palavras-chave:** Administração Pública. Governança Pública. Gestão Pública. Estruturas Estatais.

## 1 Introduction

The public sector plays a strategic role in most countries, particularly in those with democratic traditions. It performs various functions, including the regulation of government activities ranging from politics and economics to education, health, and the environment (Ansell et al., 2024).

The global health crisis during the period of the pandemic has put public administration under great pressure, requiring governments to take agile steps to manage the complexity of this time of uncertainty and great challenges. Additionally, climate change, technological transformations, the refugee crisis, mass migration, rising inflation, and other phenomena have consequences for the state. From a governance perspective, these phenomena encourage disseminating academic knowledge to facilitate international exchanges that can greatly impact the theoretical evolution of the applied social sciences field (Liu et al., 2022; Aristovnik et al., 2022).

Another result of the pandemic has been the resurgence of public value, with a focus on public management and governance as priority areas, contextualized standards, and direct impacts on the definition of strategies, resources, competencies, and skills to address social issues, including, more recently, those outlined in the UN 2030 Agenda (Meuleman, 2021).

In this new environment, different strategies are being discussed to address the complexity of modern society, especially given the expectation that public administration will respond quickly and effectively to crises. Tools that facilitate cooperation and adaptation among managers, as well as preventive measures for risk assessment and preparation for managing and responding to turbulence, should be prioritized. Cooperation among stakeholders in assessing the external environment is also essential (Nolte & Lindenmeier, 2024).

Various attempts have been made in the literature to replace the New Public Management theoretical lens, which remains embedded in systems around the world. However, the influence and dominance of English doctrine and practice, developed by English authors, is observed, without an in-depth analysis of developments in Asia and Latin America (Liu et al., 2022).

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Public governance is a broad and complex concept, and academia recognizes that establishing good governance structures is essential for promoting Brazil's social, economic, political, and cultural development (Teixeira & Gomes, 2018). Governance moves easily through the theoretical matrix of public administration and the context of modern public management (Pyper, 2015).

From an organizational perspective, governance is the study of politics as a result of the rules and roles that are shared and competed over within administrative systems. This approach has become fundamental to the study of public administration and public governance in organized democracies (Kjønnda & Trondal, 2021).

Public administration is a crucial global framework responsible for delivering essential public services and addressing social conflicts. A comprehensive understanding of administrative structures has significant potential for devising solutions to challenges in environments characterized by constant turbulence. Analyzing diverse state realities and synthesizing their varying approaches and complexities can substantially contribute to the theoretical advancement of the field.

The aim of this work is to identify theoretical and empirical studies addressing the conceptual aspects and links between management and governance in public administration. This aim is based on the following research question: **How do theoretical and empirical studies in public administration conceptualize management and governance, and what frameworks emerge for understanding the relationship between these constructs?**

The work will be organized into three main sections, beginning with a presentation of the concepts and the theoretical and empirical articulation between public management and public governance. This will be followed by final reflections, contributions, and suggestions for the future agenda.

## **2 Theoretical Background**

To support the development of this work, the theoretical concepts of public management and public governance are addressed, followed by the articulation between the concepts.

## 2.1 Evolving public management

An analysis of the historical and evolutionary perspective of North American public management allows us to observe the succession of different movements that, although labeled new in the public context, actually represented the rereading of old concepts that have perpetuated their influence even in the paradigm of networked governance, whose first milestone is attributed to the decade from 2000 to the present (Kim, 2021).

The understanding of public management is strongly based on two important dimensions, the politics-administration dichotomy and market-oriented management, which are the two main management philosophies of North American administrative reforms. These two major areas include traditional public administration, new public administration, and new public management. On the other hand, it is undeniable that each of these paradigms has indeed made contributions to the field by introducing new elements that have permeated subsequent regimes in four main reform movements: entrepreneurial, political, ethical and historical (Kim, 2021).

The opening up of the public policy process, in terms of formulation and implementation, to different organizations and public actors represents one of the most important recent movements in the field of politics and public administration, in which the government is no longer the main actor. This change can be explained by several factors, including the lack of capacity of the political, governmental and market arenas to address the problems experienced by modern society, as well as the increase in contracting with private organizations and governmental associations to provide public services (Denhardt & Catlaw, 2017).

An analysis of the evolution of public management in China revealed that the historical and economic changes between 1998 and 2015, marked by the opening to the market economy and the resulting social problems, inequalities, and environmental degradation, led to the strengthening of academia as support for policymakers in a globalized context, fostering significant progress focused on problem-solving and optimizing national practices, despite its limited contribution to the global development of public management (Liu et al., 2022).

In New Public Management, which is of Anglo-Saxon origin, there is an attempt to reformulate the bureaucratic conceptions of public administration in general, bringing concepts then used in the private sector to manage the public machine, reducing jobs and adopting a managerial stance for the state; however, this approach takes into account the main and distinct focus of each of the sectors (Kalaoum & Trigo, 2021).

In the 1980s, the management movement was considered an innovative movement, and a paradigm called network governance is now emerging in academia, the main idea of which concerns building relationships that promote the formation of a culture of shared learning in the public interest (Kim, 2021).

The budget impasse in the state of Illinois in 2015--2017 and the COVID-19 pandemic are two situations in which U.S. public management has failed: the structures of both new public management and new public governance present polarized and opposing views on the performance of public administration, a circumstance that potentiates failures in public management, and both contexts minimize the relevance of the political influences exerted on the operations of management and administration (Young et al., 2020).

The movement raises theoretical problems for new public management with respect to government efficiency, and one of the most important implications is the way of thinking about public service, both from the perspective of those who provide and those who receive the services, given the complexity of the relationship with the "client" or even the greater skill and number of resources available to a certain group in presenting their own demands (Denhardt & Catlaw, 2017).

Information management is an important element to be observed in the public context, as managers' understanding of the relevance of a procedure that includes the prediction of indicators resulting from a continuous evaluation process are circumstances that, combined with the experience of the employees of a given institution, allow for the generation of new knowledge and management policies in which certain elements are considered a strategic basis for decision-making (Lobato et al., 2019).

In this sense, governance should not be understood as a management

model such as new public management but rather as a process that precisely opposes the neoliberal practice of the new public management movement, bringing elements of social and democratic participation from different social actors, such as the state itself, the market and organized civil society, in a true reconfiguration of the role of the contemporary state (Kalaoum & Trigo, 2021).

Future prospects point to pragmatic democracy as the inaugural element of a new management paradigm, as the COVID-19 pandemic has reinforced the awareness that the problems of modern society need to be understood, shared and addressed from a globalized perspective in a range of complexities (Kim, 2021).

## **2.2 Aspects related to governance in the public context**

The governance process concerns the way decisions are made and how citizens and groups engage in the formulation and implementation of public policies, with one of the most significant contemporary challenges being the reconciliation of the traditional hierarchical model of government with the demands of established horizontal networks (Denhardt & Catlaw, 2017). In the context of both new public management and new public governance, a good governance structure is required for the success of management structures (Young et al., 2020).

The need to adapt to profound social and political changes has led to the evolution of public governance models that include ideas and structures that sometimes coexist and conflict, resulting in the emergence of hybrid approaches to public governance (Ingrams et al., 2020). Three pillars can be observed in the evolution of the public governance model: traditional public administration, new public management and hybrid governance models, such as the neo-Weberian state, good governance, new public governance and governance of the digital age, with the latter stage being attributed to the strong vision of interinstitutional cooperation (Aristovnik et al., 2022).

The concept of governance is often used generically and marked by conceptual imprecision, with emphasis on social articulation in decision-making and in the formulation of public policies as an emerging approach to address the demands of

an increasingly plural and complex society (Kalaoum & Trigo, 2021).

The governance perspective encompasses three main dimensions: conceptual, measurable and democratic. In terms of conceptualization, it highlights elements such as stakeholder coordination, participation, government capacity and conditions and can be understood as the broad coordination of stakeholders, especially society in general, under the coordination of the state, to provide efficient and quality services, which are also subject to social control (Buta & Teixeira, 2020).

The concept of public governance developed by much of the foreign literature points to the articulation of administrative and political elements, involving broader and more comprehensive aspects related to management practices, organizational structures, and behavioral aspects, among others, different from the definition present in Brazilian regulations, which focus heavily on control and less on factors related to the structure of the state (Raschendorfer et al. 2023).

An alternative conception of managerialism, among which the new public governance stands out, has a certain focus on the breadth of stakeholder participation, although this option greatly limits the elements involved in governance, which, in a broader conception, is related to the actions responsible for the direction of society and the economy of a country, the guidelines, the main objectives, the aspirations conceived for this social environment and which are materialized through decision-making, with a prominent place for the conceptions of classical bureaucracy in the elaboration and implementation of public policies (Peters, 2017).

The so-called New Public Governance is consolidated such that the state becomes incapable of solving complex problems that cannot be solved by the managerial movement and the bureaucratic model, thus allowing horizontal coordination through interaction between public and private actors, taking into account a pluralistic state, where different interdependent actors contribute to the provision of public services, and a pluralistic state, where various processes and actors influence the public policy decision-making system (Pereira & Ckagnazaroff, 2021).

On the other hand, much of the work on the New Public Governance model addresses issues related to collaboration and the generation of public value in the external sphere of organizations, neglecting the analysis of the internal dimension in

terms of processes and structures and interpersonal relationships between organizational levels and administrative sectors, which can affect the development of reform tools such as decentralization, team management and public leadership (Krogh & Triantafillou, 2024).

The complexity of the public management sector implies the use of governance as a synonym for "government" in favor of less formality in hierarchical forms. While New Public Management has questioned the legitimacy of public policy in a public management context, New Public Governance emphasizes networking for the formulation of public policy as opposed to the traditional hierarchical model (Nils et al., 2020).

An effective public management and governance concept, understood as the ability to achieve planned objectives, constitutes an important strategic tool for organizations, and the implementation of the Sustainable Development Goals set out in the 2030 Agenda should guide current models of public administration, in contrast to the predominantly managerial focus on efficiency adopted in recent decades (Meuleman, 2021).

An analysis of the perceptions of members of a Brazilian army unit regarding public governance indicated that although its presence within the organization was acknowledged, difficulties emerged in recognizing effective practices. The principles of integrity and transparency were emphasized as strengths, whereas the main weaknesses identified included the absence of a governance-oriented culture, the lack of training initiatives, and a limited understanding of risk management (Souza & Pinto, 2019).

The ethical crisis in Brazil has deep historical roots, with repercussions across the economic and social spheres, particularly reflected in shortcomings or even the absence of effective public service delivery, which exposes the fragility of institutions in exercising control and reveals persistent challenges to governance. The development of codes of ethics and conduct, with a clear statement of the values that are important to the organization and the behavioral results expected from public agents, is a tool that can improve effective organizational results (Silva et al., 2021).

By depicting the complexity of the governance patterns of a nuclear

regulatory agency in Norway (DSA), it has become clear that organizational factors are determinant and significant to making agencies much more than neutral tools, balancing the behavioral logics of public governance in modern democratic countries and consolidating the organizational structure as a revealing and indispensable instrument for approaching governance in the public context (Kjønnda & Trondal, 2021).

When addressing the turbulence–robustness dynamic associated with governance, it is emphasized that public actors must recognize troubled scenarios as a permanent condition, demanding a flexible mindset oriented toward adaptability and innovation to confront political, social, and economic crises (Ansell et al., 2024).

Governance should be seen as a form of relationship established between different interest groups, all of which are mediated by the state, including civil society, politicians and market agents, reconfiguring the role of the state, especially with regard to the levels of hierarchy established by the Weberian bureaucracy (Kalaoum & Trigo, 2021).

Thus, the formulation and implementation of public policies are no longer under the control of governmental units but are taken over by complex governance networks formed by multiple actors, such as business and nonprofit organizations, cooperatives, service organizations, political parties, schools, charities, and professional associations, often extending to international borders, which is why it is increasingly justified to speak of governance rather than just government (Denhardt & Catlaw, 2017).

Robust public governance operates in a permanently turbulent and challenging environment. This requires public leaders to make skillful and proactive decisions to achieve effective and legitimate results. The context of events is often characterized by unpredictability and frequently requires rearticulation of the functions and values inherent to public sector characteristics (Ansell et al., 2024).

In Brazil, the period between 2014 and 2020 marked a strong performance of control bodies in terms of the development of aspects related to "good public governance", which were based on ethics, transparency, trust, control actions and the fight against corruption, and this influence has generated a limited contribution in terms of aspects of political-administrative effectiveness (Raschendorfer et al., 2023).

Despite the evolution observed with the managerial administration movement in the 1990s and the subsequent broadening of social participation with the incorporation of the principles of public governance, such as ethics and justice, there is much room for evolution, with slowness and low flexibility being noted as possible causes of the difficulty in implementing actions aimed at making governance effective (Correio, 2019).

The current challenges when thinking about the next stage in the evolution of public administration turn toward a perception of breadth that involves greater integration and coordination in the design of public policies to increase the effectiveness of the provision of public services in an increasingly aware and complex society in recurring scenarios of significant financial crises, which requires permanent reformulation of the way in which the state operates (Pyper, 2015).

In this context, the format of public governance requires an understanding of the specific social environment and state organization. In addition to depending on the degree of evolution of each society, it can simultaneously consider previous conceptions and can vary within the same government structure, with a particular focus on instruments to bring the state and civil society closer together (Pereira & Ckagnazaroff, 2021).

The following is the sum of prominent conceptions of public governance in the context of the world literature:

**Table 1 - Conceptual Approaches to Public Governance**

| Definition   | Author(s)     |
|--|---------------|
| Public governance involves managing society through policies with the participation of various actors, whose configuration and importance can vary according to the adopted conception. In this system, the bureaucracy plays a decisive role. | Peters (2017) |
| It relates to the participation of society in decision-making processes and the  |               |

|   |  |
|---|--|
| <p>coordination of public and private actors who collaborate to develop and implement public policies.</p>  | <p>Buta &amp; Teixeira (2020)</p>        |
| <p>The concept of governance is not limited to a theoretical approach to the relationship between the government and its stakeholders. Rather, it must be understood in the context of the analysis, taking into account the quality of the institutions and processes, as well as other organizational characteristics.</p>          | <p>Meuleman (2021)</p>                   |
| <p>It is a form of relationship established between different interest groups and mediated by the state. These groups include civil society, politicians, and market agents. This represents a real reconfiguration of the role of the state, especially with regard to the hierarchy levels established by Weberian bureaucracy.</p> | <p>Kalaoum &amp; Trigo (2021)</p>        |
| <p>Governance can be understood as a governmental structure in which citizens and the market actively participate in decision-making, thereby contributing to the development of a more inclusive democracy.</p>  | <p>Pereira &amp; Ckagnazaroff (2021)</p> |
| <p>The field of governance seeks to understand politics as a consequence of the competing and shared rules and roles within administrative systems. This approach has become fundamental to the study of public administration and governance in organized democracies.</p>   | <p>Kjønnda &amp; Trondal (2021)</p>      |
| <p>Public governance seeks to redefine the roles of the state, society, and the market. It emphasizes the importance of people and networks while continuing to pursue political and administrative efficiency.</p>   | <p>Raschendorfer et al. (2023)</p>       |

Source: Author, Peters (2017); Buta & Teixeira (2020); Meuleman (2021); Kalaoum & Trigo (2021); Kjønnda & Trondal (2021); Pereira & Ckagnazaroff (2021); Raschendorfer et al. (2023).

### 2.3 Interrelations of constructs

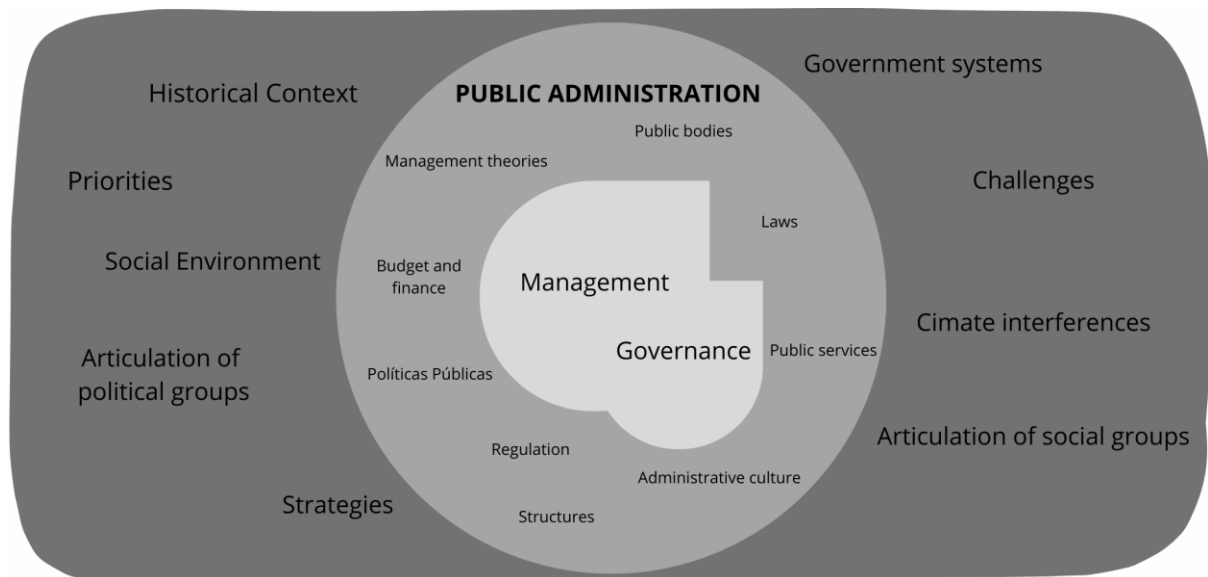
Despite evolving approaches throughout history, public administration remains a solid and broad paradigm for the organization of modern states, within which management and governance continue to evolve, introducing conceptual developments to understand the complexity of social relations, such as self-governance and the concept of public value (Pyper, 2015).

Some approaches focus on identifying milestones in the implementation of public governance and attribute an apparent decline to managerialist public administration. However, it is important to argue the opposite by analyzing this model's contributions to governance studies. These contributions include efficiency, performance management, and the decentralization of public service delivery (Peters, 2017).

The rapid development and effective mitigation of administrative malpractice depend on two critical factors: strong political and administrative commitment as well as a high standard of governance. In Sri Lanka, administrative and policy reforms alone are insufficient to improve governance quality. Instead, a synergistic approach is needed, combining firm political and bureaucratic dedication, systemic stability, and profound institutional transformations. Anti-corruption strategies based solely on principal-agent theory are unlikely to succeed in contexts where corruption is deeply entrenched and where cultural factors play a significant role. Understanding Sri Lanka's unique sociopolitical landscape—characterized by ethnicity, family ties, and religion—is essential for developing effective interventions (Ramasamy, 2020).

In this sense, it is proposed that the understanding of management and governance structures be based on the scenario presented in Figure 1:

#### **Figure 1 - Specificities and conjunctural influences on the structure of public administration as a state paradigm**



Source: Author

The prospects of uncertainties and major challenges, such as climate change, technological transformations and mass migration, are factors that exert strong pressure on governance systems around the world, especially after the COVID-19 pandemic, which has had a series of consequences on state structures around the world. In this context, governance and public management reflect the importance of disseminating academic knowledge to promote international exchanges, which can have a great impact on the theoretical evolution of the field, insofar as learning about other different systems that have developed away from the European and American tradition can help solve today's complex problems (Liu et al., 2022).

The paradigms of modern public administration, particularly in the postwar period, notably New Public Management and New Public Governance, positioned the United Kingdom as a leader in the theory and practice of public administration models, although the political scenario brought by Brexit in January 2020 raises reflections on its implications for global public administration, especially considering that the UK's administrative structures are complex, decentralized and fragmented structures, which may affect managerial training and alter its role in the field (Elliott et al., 2022).

To understand the relationship between governance and organizational management, it is important to take a broad view focused on the main elements and objects of management, which is why models are important tools for reducing the

complexity of the subject, facilitating the implementation of the organizational structure and the exchange between the two constructs, insofar as they represent the relevant elements of management and their relationship with the various objectives set by senior management. While governance is related to direction, management deals with execution (Streit & Faria, 2020).

The modernization of management practices in the Brazilian context requires the strengthening of models that incorporate democratic elements and the creation of public value, emphasizing collectivity and social participation and attributing to governance a hybrid character composed of subsystems grounded in management rules and guided by governance instruments (Raschendorfer et al., 2023). Networks are the main means of solving the complex problems faced by the public sector, and through a study of senior managers in Stockholm, Sweden, it was found that organizational legitimacy increases based on managers' ability to solve complex problems (Nils et al., 2020).

Despite the variety of governance and management models, proposals that consider both dimensions are rare, and by analyzing the specific situation of the Central Bank of Brazil, it has been possible to understand and identify several relevant aspects of the dynamics of public performance, such as the governance structure; the guidelines for organizational actions; the relationship with the external environment and between governance and management processes; the management cycle; the direction of organizational projects; and the role of the value chain, in addition to human resource management processes, culture and the organizational climate (Streit & Faria, 2020).

The characteristics of at least five different governance models can be identified in Slovenian public administration, although the structural basis is generally strongly influenced by elements of traditional public administration, such as hierarchy, professionalism and political neutrality, transparency in the dissemination of information, availability in modern digital media, and simultaneous structures of the managerial model and governance of the digital age (Aristovnik et al., 2022). On the other hand, an analysis of the evolution of Chinese public administration shows little progress in decentralization and network cooperation, although it is still a highly

centralized system of governance managed from the top down (Liu et al., 2022).

The style of governance adopted directly influences how management conducts its activities, and in Brazilian federal institutions with a high level of governance maturity, there is greater attention to the different stages of the work process rather than solely to the final result, as well as greater ease for managers in identifying and proposing improvements. In this context, it is essential that institutional governance policies be normatively established to delimit their own space, independent and autonomous from the managers who lead the institutions, since such measures ensure neutrality regarding political components and the prevalence of institutional interests, thereby mitigating potential effects on organizational stability and sustainability (Lobato et al., 2019).

The most important difference between managerial public management and governance is that the former is strongly focused on the internal workings of organizations, whereas governance takes a broad view of the public sector, politics, and governance itself. Although *new public management* was developed on the basis of earlier concepts of management by objectives or total quality management, it represented an innovation when it brought the aspect of efficiency to the public sector, in a compelling argument for enhancing governmental efficiency and reducing operational expenses (Peters, 2017).

Improving the performance and quality of public management and governance has a positive impact on poverty reduction in two ways: increasing incomes and reducing inequality. This finding suggests that the benefits are more pronounced in Vietnam's low-income provinces than in the wealthier provinces and affect not only income growth but also the distribution of wealth, reaching the poorest of the poor. Moreover, improving human capital is a channel through which governance and public management can affect poverty levels in Vietnam, with direct effects on increasing productivity, the quality of public services, and per capita income (Nguyen et al., 2019).

Similarly, the establishment of ethical conduct standards for public managers and the adoption of integrity principles in relation to the external environment, both aligned with the management model and supported by senior

management and leadership, constitute factors that sustain decision-making processes, strengthen good governance practices, and positively affect organizational contexts (Silva et al., 2021).

Despite the new approaches and concepts developed in the theoretical and practical fields of public administration, many elements related to *new public management* are still incorporated into organizations, perhaps owing to the conceptual clarity involved, and it is certain that the articulation between management and governance still has great room for development and the search for solutions to the increasingly complex problems presented by society (Peters, 2017).

### **3 Final Considerations**

The academic debate on the interactions between management and governance is extensive and presents diverse perspectives. Within modern public administration, their relationship should be understood as inherently interdependent rather than hierarchical or sequential, especially since traditional literature often frames them as alternative paradigms—management emphasizing operational efficiency and governance prioritizing stakeholder participation.

Public governance can be conceptualized as a contemporary management tool that emphasizes the importance of creating public value in service delivery and public managers' actions from a democratic, meaningful perspective for citizens. Recently, it has also come to encompass the challenges posed by societal complexity and unprecedented technological advancements.

However, contemporary analyses reveal that those dimensions complement each other. The democratic legitimacy provided by governance is essential for management to achieve meaningful outcomes. Conversely, the technical competence of management enables governance processes to generate genuine public value beyond mere symbolic participation. This novel approach signifies a departure from bureaucratic-hierarchical and purely managerialist models. Instead, it advocates dialectical integration, wherein the capacity for action within each dimension is defined by the other.

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Therefore, this reconceptualization reshapes key debates within the field. These debates concern the training of managers, who cannot be purely managerial; the design of institutions, which must be both competent and participatory; and the legitimacy of administration, which is essential for functional effectiveness. These findings emerge consistently from case analyses across various contexts, including Brazilian judicial administration, European Union reforms, and health systems. This indicates a general principle: sustainable effectiveness in public administration requires concurrent competent management and legitimate governance.

Crisis contexts intensify the need for coordination among stakeholders, which is a governance function, while also requiring a rapid operational response, which is a management function. Recent situational pressures on service delivery, including the pandemic and migratory crisis, have had profound repercussions, particularly in global public health.

These pressures have intensified demands on public administration, revealing a complex, persistent state of crisis. This state of crisis underscores modern states' inability to respond adequately to ever-increasing social demands for agility and effectiveness. Furthermore, factors such as the intricacy of human relationships and the effects of technology must be incorporated into this evolving landscape. It is currently untenable to formulate governance strategies for public management without accounting for these elements.

This perspective illustrates that public administration is a solid, broad paradigm within state structures. It includes management and governance aspects as part of this complex machinery. Another important consideration is how a foreign management model should be adopted, given each country's particular societal culture, regulatory system, and strong influence.

Most public management models integrate historical approaches such as bureaucracy, managerialism, and new public governance. These should be distinguished from the public governance framework. From a contemporary perspective, the primary objective of this integration is to align the emphasis on creating public value with the objectives of the UN 2030 Agenda.

Finally, it is important to underscore the necessity of redefining efficiency in

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the public sector beyond parameters associated with cost reduction, as these are often influenced by a managerial perspective. Rather, the focus should be on the effectiveness of services in fulfilling societal interests.

For future research purposes, we recommend analyzing governance systems within different state bodies, focusing on intraorganizational aspects. This could help identify new governance-related characteristics and phenomena, offering new analytical perspectives for management. Additionally, empirical studies based on public managers' perceptions of management and governance concepts and characteristics could inform the adaptation of management models.

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## Article 2

### **INTERNATIONAL STANDARDS OF JUDICIAL GOVERNANCE (JG): CONTEMPORARY PERSPECTIVES AND CHALLENGES**

#### **Abstract**

Contemporary society is characterized by persistent turbulence and unpredictability that affect various aspects of personal and organizational life around the world. The complexity of social relations and technological advancements significantly impact the delivery of public services by the judicial system. In liberal democracies, the judicial system plays a pivotal role in constraining governmental powers through a system of checks and balances, thereby ensuring the protection of fundamental rights. To address these challenges, managers must develop advanced skills and receive training to implement agile solutions within an ever-evolving technological landscape. Judicial governance (JG) has emerged as an important, autonomous field of study within the social sciences, intersecting with law, public administration, and political science. From a JG perspective, taking a comparative approach to understanding these systems' structures has the potential to enhance transparency and the effectiveness of justice, as well as provide solutions to similar problems. This study has two main purposes: first, to map and discuss global JG patterns; and second, to identify contemporary perspectives and analyze potential future challenges for justice systems.

**Keywords:** Judicial Governance. Comparative Judicial Systems. Judicial Effectiveness. Cross-National Analysis.

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## **PADRÕES INTERNACIONAIS DE GOVERNANÇA JUDICIAL (JG): PERSPECTIVAS E DESAFIOS CONTEMPORÂNEOS**

### **Resumo**

A sociedade contemporânea é caracterizada por turbulências e imprevisibilidades persistentes que afetam vários aspectos da vida pessoal e organizacional em todo o mundo. A complexidade das relações sociais e os avanços tecnológicos têm um impacto significativo na prestação de serviços públicos pelo sistema judicial. Nas democracias liberais, o sistema judicial desempenha um papel fundamental na restrição dos poderes governamentais por meio de um sistema de freios e contrapesos, garantindo assim a proteção dos direitos fundamentais. Para enfrentar esses desafios, os gestores devem desenvolver habilidades avançadas e receber treinamento para implementar soluções ágeis em um cenário tecnológico em constante evolução. A governança judicial (GJ) surgiu como um importante campo de estudo autônomo dentro das ciências sociais, intersectando-se com o direito, a administração pública e a ciência política. Do ponto de vista da JG, adotar uma abordagem comparativa para compreender as estruturas desses sistemas tem o potencial de aumentar a transparência e a efetividade da justiça, bem como fornecer soluções para problemas semelhantes. Este estudo tem dois objetivos principais: primeiro, mapear e discutir os padrões globais de GJ, e, segundo, identificar perspectivas contemporâneas e analisar possíveis desafios futuros para os sistemas judiciais.

**Palavras-chave:** Governança Judicial. Sistemas Judiciais Comparativos. Efetividade Judicial. Análise Transnacional.

## 1 Introduction

Increasing turbulence and unpredictability are no longer exceptional circumstances; they have become structural features of public service delivery. This evolving context calls for governance responses that integrate a holistic institutional perspective and the strategic use of technology. In this context, embracing dynamic approaches that focus on innovation, anticipate problems, create effective solutions, and build trust-based relationships is essential. These strategies are fundamental for ensuring public service delivery continuity and achieving institutional goals (Ansell et al., 2024).

The development of a governance model that addresses contemporary challenges also requires a strong emphasis on building collaborative capacity among state actors and institutions and should be based on available resources and supported by a logic of continuous adaptation that overcomes the limitations of established formal rules. This approach facilitates more flexible and responsive reactions to institutional change (Stoker, 2019).

Furthermore, addressing this scenario requires a strategic approach grounded in deliberate learning and the development of dynamic managerial capabilities. Public organizations that establish structured learning routines and standards in advance are better positioned to accelerate productivity improvements when digital technologies are adopted (Bjerke-Busch & Thorp, 2023).

Moreover, governance is also a significant field of analysis from the perspectives of accountability, accessibility, institutional independence, organizational structures, and the use of technology. These dimensions positively influence public managers' decision-making, particularly with respect to social responsiveness and administrative rationality. As a result, they have direct implications for quality-of-service delivery, promote sustainable development, and strengthen trust in the public sector (Sari et al., 2023).

From this perspective, judicial administration plays a crucial role in shaping social organization, and innovation has been promoted as a means to improve the quality and efficiency of judicial services in this regard. However, its implementation faces significant challenges, such as resistance to change within highly

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institutionalized environments, financial constraints, and deeply entrenched organizational cultures (Castro & Guimarães, 2020).

From this standpoint, court administration has emerged as a topic of growing academic and societal interest, particularly within the broader context of justice system studies. This interest stems from the recognition that an effective and efficient court system is one of the fundamental pillars of modern democracies and the rule of law (Llagami, 2024).

Concurrently, judicial governance has become a central dimension in the study of administration of justice, broadening the analytical focus beyond the traditional emphasis on judicial independence. This conceptual approach seeks to understand the judiciary as a decision-making body and a complex public organization embedded in diverse political systems and subject to multiple institutional arrangements (Ramos & Ríos Figueroa, 2024).

In this sense, a comprehensive understanding of judicial governance requires a multimethod approach that combines comparative institutional analysis, in-depth case studies, and quantitative techniques. This integrative perspective identifies contextual variations in the relationships among organizational architectures, political dynamics, and institutional outcomes, offering new insights for evidence-based judicial reform initiatives (Ramos & Ríos Figueroa, 2024).

Another important point concerns the central role of the judiciary in liberal democracies limiting the powers of other branches, which is based on the principles of separation of powers and the system of checks and balances, and in protecting and enforcing fundamental rights. For the legal system to fulfill these functions effectively, governance systems must ensure judicial independence and the proper functioning of the courts, as judicial governance bodies are essential components of political structures. Their performance is shaped by institutional arrangements and the prevailing level of democratic quality, although they directly affect a country's social and economic development (Castillo-Ortiz, 2023; Guimarães et al., 2018).

From this worldwide perspective, judicial governance can be understood as an institutional arrangement encompassing policies, processes, attitudes, and actions essential to judicial institutions' regular operation. It involves the internal administration

of the courts, judicial activity, and the judiciary's relationship with the other branches of government and society (Blisa et al., 2018).

It also corresponds to a structured arrangement of institutional coordination that regulates the courts' functions. It involves the functioning of institutions, the creation of norms, and the analysis of collectively binding practices that guide the actors and internal processes of the justice system, and in the administration of justice field, understanding the judiciary's institutional functioning requires an approach beyond the analysis of judicial decisions, including the mechanisms that guide its organization and functioning (Akutsu & Guimarães, 2015).

When undertaking a comparative analysis of judicial governance structures and the patterns adopted by different countries, aiming to contribute theoretically to judicial governance within social sciences and public administration, it is essential to formulate a research question beyond mere description. Such a question should enable the identification of institutional regularities, variations, and their effects. Therefore, and on these premises, the present study seeks to answer the following research question: **What analytical perspectives and challenges arise in improving judicial governance and its practices?**

To achieve this objective, the text begins by describing the dimensions and approaches of judicial governance. It will then examine governance patterns across different countries, providing a comparative understanding of institutional frameworks. Finally, the text will outline contemporary perspectives and the potential challenges to advancing judicial governance, proposing a future agenda.

## **2 Relevant dimensions and approaches**

Comparative analysis of justice systems allows the identification of institutional patterns and variations in judicial governance across countries. It is based on three structural elements: the organizational functions that constitute judicial governance, the institutions responsible for performing these functions, and the position of these institutions within the political system. By examining organizational functions, responsible institutions, and their position within the political system, this approach

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helps explain differences in impartiality and institutional efficiency (Ramos & Ríos Figueroa, 2024).

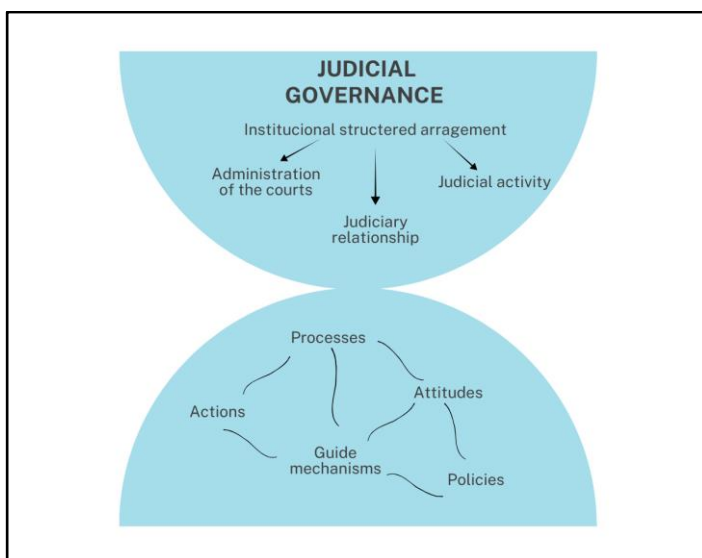
Judicial governance is a multidimensional construct that combines rules and practices to ensure the judiciary's effectiveness and legitimacy, integrates diverse actors into a system that regulates judicial activity, reveals how institutional models shape the autonomy and influence of magistrates in administration of justice and primarily involves the structural organization of the legal system and the management of judicial careers, including appointments, promotions, and disciplinary procedures (Šipulová et al., 2023; Hamřík, 2023).

In the administration of justice field, understanding the judiciary's institutional dynamics requires moving beyond the analysis of judicial rulings to encompass the mechanisms that shape its organization and operations. From this standpoint, judicial governance refers to a structured system of institutional coordination that regulates judicial functions. It encompasses the operation of institutions, the formulation of norms, and the analysis of collectively binding practices that guide both actors and internal processes within the justice system (Akutsu & Guimarães, 2015).

In this sense, judicial governance is the arrangement of processes and institutions responsible for managing the human, material, and organizational resources that make up the justice system. It refers to the mechanisms and structures that organize and regulate the judiciary's internal functioning to ensure its institutional functions' regular and effective performance (Ramos & Ríos Figueroa, 2024).

The analysis of judicial governance as a complex, dynamic, and multifaceted phenomenon encompassing both formal institutional arrangements and day-to-day practices demands a comprehensive understanding of the roles played by various actors, particularly court presidents, and the multiple contextual factors that shape their authority and influence within the justice system (Blisa & Kosař, 2018).

### **Figure 1 - Judicial governance framework**



Source: Author based in Blisa et al., 2018; Akutsu & Guimarães, 2015; Ramos & Ríos Figueroa, 2024 and Blisa & Kosař, 2018).

For a proper understanding, it is essential to recognize that the administration of justice encompasses two key dimensions: the first relates to managing judicial processes, which relies on adequate infrastructure and the effective use of technological resources, and the second concerns general institutional administration, including activities such as the selection and recruitment of qualified personnel, talent management, and performance evaluation on the basis of meritocratic principles. Judicial independence, transparency, accountability, professional ethics, and social participation are fundamental principles for effective judicial management and governance, and they directly impact the overall functioning of the judiciary (Sandrawati et al., 2024).

Traditional approaches to measuring and understanding judicial empowerment are overly simplistic, as this analysis involves considerable complexity. A more sophisticated analytical model for assessing judicial empowerment is based on three core dimensions: ex ante autonomy, ex post autonomy, and institutional authority. This model helps explain variations in the role and influence of constitutional courts, particularly in Latin America, and why some courts become independent and influential, whereas others remain subject to political control (Brinks & Blass, 2018).

### **3 Contemporary models of judicial governance in different countries**

The growing academic interest in the influence of judicial governance structures on the quality of contemporary European democracies highlights the complex interaction between institutional models and democratic performance. Comparative analyses of the three predominant models—ministerial, judicial services, and autonomous councils—show that judicial organizational design is a critical mediator between constitutional principles and practical outcomes. A central paradox emerges in the tension between institutional autonomy and accountability mechanisms: while justice ministries may enhance interbranch coordination, they increase the risk of political capture; conversely, independent judicial councils promote technical decision-making but face challenges in ensuring democratic oversight. This dilemma intensifies when the balance between the regulatory capacity of governance bodies and individual judicial independence is considered. Highly hierarchical models may restrict functional autonomy, whereas weak structures often fail to protect judges from external pressures (Ramos & Ríos Figueroa, 2024).

Analyzing judicial governance structures established in postwar Europe reveals the predominance of judicial councils implemented in varying institutional configurations. Although these bodies primarily aim to safeguard judicial independence, evidence suggests that their presence does not necessarily grant judges more power than models centered around Ministries of Justice. Such councils sometimes enable nepotism and corruption (Šipulová et al., 2023; Aarli & Sanders, 2023).

The Nordic countries — Denmark, Finland, Iceland, Norway, and Sweden — stand out for their consolidated constitutional democracies and high levels of judicial independence, supported by cultural traditions of transparency, cooperation, and institutional respect. These characteristics are reflected in the structure and functioning of their judicial councils, which are predominantly composed of judges and operate with considerable autonomy and legitimacy. This arrangement promotes balanced relations among branches of government and a model of judicial governance grounded in dialog and efficiency. Furthermore, these countries' legal and administrative

traditions emphasize technical, evidence-based solutions, which enhance the credibility of judicial decisions and the governance bodies themselves (Aarli & Sanders, 2023).

On the other hand, in Italy, the judicial council model, composed predominantly of judges, led to a credibility crisis within the judiciary. While the structure was adequate to ensure judicial independence, the high degree of autonomy compromised principles such as transparency and accountability (Benvenuti, 2023).

The same thing happens in Slovakia, where judicial councils have failed to establish genuinely democratic judicial governance, especially because the persistence of authoritarian legacies within the postcommunist legal culture has hindered the consolidation of core values such as independence, transparency, and legitimacy. Although the Slovak Judicial Council was intended to promote these principles, it ultimately concentrated power in the hands of court presidents, contributing to the politicization of higher judicial governance bodies, individual favoritism, and the erosion of judicial impartiality (Spáč et al., 2018).

One particular characteristic is that the authority of European court presidents is highly complex and context dependent, shaped by formal powers, institutional arrangements, and personal attributes. Their roles in judicial governance vary, ranging from agents of politicization to defenders of judicial independence. However, their influence emerges from the interplay between structural factors — institutional design, competing self-governing bodies, and information asymmetries — and individual traits such as reputation, leadership skills, and political proximity. Thus, formal powers alone do not guarantee influence, which remains contingent on specific institutional and contextual conditions (Blisa & Kosař, 2018).

Under the influence of *new public management* principles and practices, the Dutch judiciary implemented significant reforms in task distribution and the reorganization of its internal structures, which led to changes in management approaches, organizational control mechanisms, and the very configuration of judicial governance. This process shifted the judiciary from a model of absolute independence to one increasingly oriented toward delivering public services, altering its traditional governance model (Visser et al., 2019).

Similarly, most European experience demonstrates that judicial governance affects not only democratic quality but also procedural efficiency, anticorruption efforts, and the consistent application of the rule of law because consolidated democracies tend to adopt hybrid models that balance judicial independence with institutional oversight, whereas authoritarian regimes often subordinate the judiciary to state control. The effectiveness of these arrangements also depends on historical legacies, political dynamics, and bureaucratic capacity, underscoring the need for context-sensitive judicial reforms. Enhancing judicial governance is thus essential for democratic resilience, which requires adaptive solutions that balance autonomy, accountability, and institutional effectiveness (Ramos & Ríos Figueroa, 2024).

In civil law systems such as Brazil, these processes are formally regulated to ensure impartiality and judicial independence. In contrast, common law countries such as England and Ireland exhibit greater tolerance for informality, emphasizing practical experience and collegiality. In both systems, informal practices significantly transmit institutional value without compromising the judicial system's legitimacy or effectiveness (Hamřík, 2023).

Brazil's judiciary stands out globally for its high level of digitalization and institutional advancements, particularly following the establishment of the National Council of Justice (NCJ) in 2004. As the central body for judicial governance, the NCJ has implemented strategic planning, national targets, general guidelines, and performance indicators such as average case duration, the backlog rate, and judges' productivity (Castro & Guimarães, 2020).

According to data from 2023, Brazil recorded 35 million new cases, 83.8 million of which are pending. The judicial system employs 446,534 professionals across 15,646 judicial units. Judicial expenditures totaled approximately US\$ 23.683.424.000, equivalent to 1.2% of GDP—the gross domestic product—with 52% covered by self-generated revenues (Conselho Nacional de Justiça, 2025).

In this sense, a comparison between the European and Brazilian systems provides insights into these important legal systems, as shown in Table 1 below:

**Table 1 - A comparison of the structures of the European and Brazilian justice systems**

| <b>Indicator</b>               | <b>Europe</b> | <b>Brazil</b> |
|--------------------------------|---------------|---------------|
| New cases per 100 inhabitants  | 4,44          | 18,55         |
| Judges per 100,000 inhabitants | 18            | 9             |
| New cases per judge            | 249           | 2.103         |
| Pending cases per judge        | 145           | 4.300         |
| Cases filed by each judge      | 252           | 2.389         |

Source: Conselho Nacional de Justiça (2025).

African judicial governance is characterized by a complex structure of regional and international courts dedicated to protecting human rights, operating across multiple jurisdictional levels. While such a multilayered system is expected to enhance the rule of law and safeguard citizens' rights, it has yet to foster a consistent culture of respect for judicial independence. This limitation becomes particularly evident when judicial decisions diverge from prevailing political interests (Reinold, 2019).

The United States justice system is known for its complexity, decentralization, and central role in American society. Over time, judicial governance has undergone significant transformations, notably through the expansion of courts' autonomy in establishing their own rules and procedures and their increasing proactivity as institutional actors (Gardner, 2018).

Despite progress in certain areas, the system continues to face significant challenges, including unequal access to justice, racial and social disparities, and high incarceration rates. Recent reforms have aimed to increase fairness, efficiency, and accessibility. In the post pandemic context, data governance has become a central focus, assigning courts three key roles: as data users—to improve operations and develop tools—and as data providers—by establishing access and sharing rules—and

regulators—defining how and by whom technologies may be used within the legal ecosystem (Engstrom & Vogt, 2022).

#### **4 Perspectives on important issues related to governance practices in the judicial context**

Technology adoption in judicial systems has progressed rapidly, often outpacing corresponding legal regulations. Although still in its early stages, blockchain technology, a database capable of generating immutable transaction records, is considered promising for the judiciary because of its potential to enhance digital security, transparency, efficiency, and trust. However, several risks must be considered, including limited error correction, high energy consumption, transaction anonymity that may facilitate illicit activities, and regulatory challenges stemming from decentralization, which complicate governance and decision-making (Kumar et al., 2023).

In the post pandemic United States, there has been a significant push toward digitalizing the civil justice system, including the adoption of virtual hearings and online dispute resolution platforms. This shift presents a strategic opportunity to expand access to justice, reduce costs, and enhance the efficiency of judicial services. However, improper use of these technologies may lead to new forms of exclusion and deepen existing inequalities (Engstrom & Vogt, 2022).

Many advances and setbacks related to the rule of law are closely linked to a country's judicial governance structure. This debate should focus not only on the contribution of judicial governance bodies to democratic quality but also on the very concept of judicial governance, which does not always enhance democracy. Its influence extends to key values such as judicial independence, the rule of law, institutional efficiency, and anticorruption efforts (Castillo-Ortiz, 2023).

Institutional performance has become increasingly important in public sector management and, more recently, has gained ground within the judiciary despite the inherent challenges of performance measurement. Evaluating justice systems provides deeper insight into structural issues that directly affect the quality-of-service

delivery and the judiciary's ability to respond quickly and effectively to societal demands (Sátiro et al., 2024). Organizational variables—such as administrative decisions, internal hierarchies, and institutional cultures—have a decisive influence on institutional effectiveness, often exerting a greater impact than formal institutional designs do. Moreover, historical institutional legacies and informal power mechanisms shape the behavior of organizational actors and may undermine the actual autonomy of courts, both in consolidated democracies and in authoritarian regimes (Ramos & Ríos Figueroa, 2024).

Following broad support from the Dutch judiciary for reform initiatives, criticisms have emerged concerning increased pressure for speed and productivity, heavier workloads, and a perceived decline in the quality of judicial decisions—factors that may progressively undermine judicial independence. This paradox stems partly from the inherently complex and no standardized nature of judicial work, which hinders efficiency gains and, when combined with budgetary constraints, limits the resources necessary for proper judicial functioning (Visser et al., 2019).

Judicial innovation is relatively recent, yet various initiatives have been launched to promote innovative practices to enhance institutional performance. As performance improves, organizational support tends to increase. Key dimensions such as the institutional environment, leadership, organizational resources, formal and informal interorganizational cooperation, and innovative behavior significantly influence innovation in the courts—a process marked by its dynamic, complex, and nonlinear nature (Castro & Guimarães, 2020).

Informal institutions, including the judiciary, are also an established reality in public organizations. Recent scholarship has drawn attention to the role of less visible actors—often situated outside formal structures—who exert substantial influence over judicial decision-making. Informal practices may be driven by prestige, visibility, or popularity, but they also open space for clientelism, patronage, and corruption (Hamřík, 2023).

These dynamics manifest through judicial associations, administrative staff, and the election of court presidents, contributing to growing institutional corporatism rooted in loyalty, ideology, or clientelistic networks. External actors, particularly political

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parties, exploit legal loopholes, influencing judicial governance. In the Italian case, however, informal institutions have positively contributed to institutional independence in the post authoritarian context and the progressive construction of legitimacy in a deeply polarized society (Benvenuti, 2023).

Within this evolving scenario, the digital environment demands a reconfiguration of judicial governance on a global scale. The emergence of digital court platforms and artificial intelligence has substantial implications, potentially affecting the fairness of judicial processes in highly regulated systems. The judiciary's institutional specificities require ongoing alignment with legal and interpretive precedents, which may lead to normative conflict and competing regulatory tensions. In fact, managing the tensions between technology and legal principles is a matter of governance, not just a technical or project management issue (Reiling & Contini, 2022).

The analysis of Norwegian courts shows that overcoming the productivity paradox in the public sector, particularly in the context of digital transformation, requires the integration of deliberate learning and dynamic managerial capabilities. Merely acquiring new technologies does not ensure greater efficiency; public organizations must establish structured learning routines and develop managerial competencies to coordinate multiple stakeholders, foster continuous innovation, and adapt processes to evolving digital demands. Tangible productivity gains are achieved when technological innovations are accompanied by systematic learning practices and effective organizational capacity management (Bjerke-Busch & Thorp, 2023).

In addition to the traditional adversarial model, several interesting initiatives have emerged within the justice system. For example, judges have adopted innovative approaches focused on rehabilitation and reducing recidivism, such as initiatives such as therapeutic justice (TJ) and restorative justice (RJ), which promote fewer punitive solutions, emphasizing social well-being and reintegration (Traguetto & de Aquino Guimaraes, 2019).

## **5 Challenges to the effectiveness of judicial governance**

Despite their recognized importance, informal institutions within the judiciary remain underexplored in the literature. Often linked to negative phenomena such as corruption and clientelism, these institutions can also produce positive outcomes, particularly in European contexts, by enhancing efficiency, judicial independence, and public trust. The good governance narrative, while promoting transparency and formalization, may constrain the advantages of informality, including flexibility, experimentation, and contextual adaptation. In standard law systems, informal practices often complement formal rules by filling legal gaps and aligning norms with local realities. In some cases, these adaptive practices evolve into formal arrangements, highlighting the dynamic nature of judicial governance (Hamřík, 2023).

The long-term incongruence between formal rules and informal practices within the judicial system reveals a dual mechanism of democratic erosion. Informal networks, such as clientelism and patronage between judges and political actors, gradually undermine formal regulatory frameworks. Conversely, the progressive loss of positive informal institutions, such as constitutional conventions and democratic resilience practices, creates more opportunities for politicians to weaken democracy or initiate regime change. These dynamics can be as dangerous as direct attacks from the executive branch of the judiciary. Depending on how they interact with formal institutions, informality can either reinforce or undermine democracy (Šipulová & Kosař, 2023).

Court management in the European Union faces significant challenges, particularly due to the complexity of international standards. In this context, strong leadership—whether exercised by judges or court administrators, depending on each country's institutional framework—is essential. Such leadership influences not only the internal organization of the courts but also their relationships with external bodies. It is essential to ensure the effective functioning of the judiciary and the performance of judicial institutions (Llagami, 2024).

In the United States, the broad digitalization of civil justice services has introduced significant challenges, including system standardization and interoperability; the establishment of clear rules for data collection, use, and sharing;

the protection of privacy; the need to avoid excessive dependence on private technology vendors; and ensuring inclusivity (Engstrom & Vogt, 2022).

In this context, digitalization is being used to expedite judicial processes, improve information management, and develop more efficient service delivery models, such as online services, virtual hearings, and digital signatures. However, integrating digital technologies must be accompanied by efforts to strengthen institutional adaptability, ensuring that productivity and performance gains are sustainable and aligned with the public service principles of efficiency and accessibility (Bjerke-Busch & Thorp, 2023; Paudel, 2024).

Performance evaluation in public management is essential for evidence-based decision-making. It facilitates more effective resource allocation and highlights improvement opportunities, directly impacting transparency, accountability, and public trust in institutions. On the other hand, inadequate evaluation practices can obstruct a proper understanding of effective strategies, often leading to decisions on the basis of assumptions rather than data. Shared informal norms, court size, and organizational culture can influence the judiciary's response to performance measurement challenges. (Sátiro et al., 2024).

The main challenge of judicial governance, particularly in the Brazilian context, lies in the paradox of expanding access to justice while maintaining the quality, efficiency, and operational capacity of the judiciary amid a continuous increase in case volume (Guimarães et al., 2018). This exponential growth in judicial demand is a global phenomenon, and the adoption of artificial intelligence has emerged as a relevant strategy for managing caseloads and automating administrative routines, contributing to the modernization and efficiency of judicial systems (Llagami, 2024).

The escalating attacks on the rule of law at the international level have compelled European judges to take a stand through institutional resistance. They actively engage in international lobbying, establish a robust presence on social media, participate in public interviews, and mobilize public opinion. This proactive approach raises critical questions about the limits of judicial activism beyond formal adjudicative functions (Hamřík, 2023).

The rise of data science and AI technologies is driving a “third wave” of transformation in public governance, referred to as the digital governance era. This phase is marked by the capacity to process large volumes of data, generate detailed insights, integrate specialized knowledge, and expand the scope of personalized public services. It supports the increasing use of automation and robotics, fosters data sharing across institutions, and enhances policymaking through simulations and predictive modeling (Dunleavy & Margetts, 2023). Notably, these governance challenges will become even more critical with the advent of AI in judicial systems, which will require continuous human oversight to ensure fairness (Reiling & Contini, 2022).

Simultaneously, an emerging but still underdeveloped debate concerns the legal implications of errors produced by artificial intelligence systems. The absence of clearly defined responsibilities, oversight mechanisms, transparency protocols, and accountability frameworks underscores the urgent need for robust and adaptable regulatory frameworks to balance innovation with legal certainty and public trust in using AI in public administration (Al-Dulaimi & Mohammed, 2025).

The type of regime a country adopts also substantially impacts its judicial governance structure. Both democratic and authoritarian regimes face critical junctures that can challenge their governance capacity. Nevertheless, democracies, by promoting power-sharing and leadership turnover, tend to have more institutional corrective mechanisms, such as regular elections and accountability systems. Nevertheless, the mere existence of such mechanisms does not guarantee governance sustainability; it requires continuous adaptation and effective responses to societal demands to preserve resilience and legitimacy (Stoker, 2019).

In this context, the following are the most prominent contemporary perspectives and challenges of judicial governance in the context of the world literature:

**Table 2 - Perspectives and challenges of judicial governance**

| Perspectives | Challenges |
|--------------|------------|
|--------------|------------|

|  |   |
|--|---|
| Technology (Kumar et al., 2023; Reiling & Contini, 2022)   | Informal institutional arrangements (Hamřík, 2023; Šipulová & Kosař, 2023)                              |
| Legitimacy (Castillo-Ortiz, 2023; Sátiro et al., 2024)   | Inequalities in access to Justice (Guimarães et al., 2018)  |
| Public Trust (Kumar et al., 2023)  | Legitimacy crisis (Sátiro et al., 2024; Hamřík, 2023; Stoker, 2019)                                     |
| Democracy (Castillo-Ortiz, 2023)   | Artificial intelligence systems (Llagami, 2024; Al-Dulaimi & Mohammed, 2025; Dunleavy & Margetts, 2023) |
| Independency (Castillo-Ortiz, 2023; Visser et al., 2019)   | Judicial management (Llagami, 2024; Bjerke-Busch & Thorp, 2023; Paudel, 2024)                           |
| Relationship with society (Engstrom & Vogt, 2022)  | Strong leadership (Llagami, 2024)   |
| Informal arrangements (Ramos & Ríos Figueroa, 2024; Hamřík, 2023; Benvenuti, 2023)               | Technology (Engstrom & Vogt, 2022; Bjerke-Busch & Thorp, 2023; Paudel, 2024)                            |
| Judicial performance (Sátiro et al., 2024; Castro & Guimaraes, 2020; Bjerke-Busch & Thorp, 2023) | Increase in case volume (Guimarães et al., 2018; Llagami, 2024)   |
| Innovation (Castro & Guimaraes, 2020)  |   |

Source: Author

## 6 Next Steps

Despite the inherent complexity of JG, encompassing its various dimensions, theoretical frameworks, and organizational structures, a comprehensive, multisystemic analysis offers a profound understanding of its specific characteristics and aids in the formulation of targeted, contextually appropriate solutions to address intricate institutional challenges.

A pertinent concept for comprehending JG in the current context is to perceive it as a constellation of roles and functions that are fundamental to the judiciary's existence, structure, and operation. This definition includes the integrated management of human, material, and budgetary resources directed toward effective

justice, which is characterized by the provision of necessary resources for delivering tangible judicial services, namely, the enforcement of judicial decisions.

Justice systems across the globe exhibit significant diversity, reflecting varying levels of autonomy contingent upon their structural configurations. An examination of relevant studies indicates a predominance of centralized collegiate governance bodies that formulate regulations governing the judiciary's operations on a multitude of issues, encompassing both internal and external dimensions. These central entities establish formal, standardized guidelines that directly influence the functional performance of judges, whether by delineating criteria for career entry and advancement or by setting performance objectives.

Informal relationships possess substantial potential to affect the courts' functioning. For example, the authority of court presidents and the influential political role of higher bodies can sway the selection of court members in alignment with their interests, whether legitimate or otherwise. The interaction of leaders and collegiate bodies with decision-making authority significantly impacts judiciary dynamics. This constitutes another factor influencing the extent to which judges are perceived as legitimate within democratic systems.

In examining the patterns, perspectives, and challenges associated with judicial governance, several key points warrant particular attention. This is especially pertinent, as this comparative perspective aids in the development of a comprehensive analytical framework that can guide institutional diagnoses and propose enhancements to judicial structures across various national contexts. This represents a significant and practical contribution to the field.

First, technological advancements have the potential to increase the efficiency and speed of judicial services. While some countries, particularly in Europe, prioritize the digitization of processes, several nations, including Brazil, have already implemented artificial intelligence tools. This dissemination occurred prior to the establishment of institutional regulations governing their use, and it should be encouraged. Furthermore, the limitations should be reassessed, and the impacts of this new configuration on justice systems should be strategically planned. Although blockchain technology remains in its nascent stages and encounters its own

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challenges, it has the potential to render judicial systems more secure and integrated, even on a global scale.

The second point to consider in this discussion is the exponential increase in demand and the imperative for high productivity. Technological tools must be employed to address the substantial challenges confronting the contemporary judiciary. In this context, these tools should not dominate but rather be utilized to achieve outcomes guided by clear and accessible rules for members of the judicial system. The creativity and intelligence of magistrates and public officials should lead this ongoing and irreversible process. Organizations should prioritize the integrity and training of their employees in the use of artificial intelligence tools.

The third point is that technology is also essential for judicial effectiveness, as it can perform repetitive tasks, resulting in faster and fairer decisions, particularly in cases involving sensitive issues, such as restrictions on freedom. Similarly, the enforcement of decisions can be streamlined by automating repetitive actions, which enhances agility and significantly impacts citizens' lives.

Although the judiciary does not engage in universal suffrage for the selection of its members, it serves as the state authority responsible for safeguarding citizens' rights, addressing legislative omissions, rectifying errors of the executive branch, and ultimately ensuring the preservation of democracy. A greater societal understanding of this critical role within the state's framework enhances legitimacy and public trust, thereby stabilizing potential destabilizing forces within judicial systems globally. The judiciary plays a pivotal role in this process.

For future research agendas, we recommend investigating the relationships among democratic systems, judicial legitimacy, and effectiveness. Furthermore, we propose examining the impact of increased caseloads on the well-being of judges and public officials. Additionally, a more comprehensive comparative study of European autonomous councils and the NCJ model of judicial governance is suggested.

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**Article 3****JUDICIAL GOVERNANCE PRACTICES FROM A MANAGERIAL PERSPECTIVE:  
THE BRAZILIAN JUDICIARY CONTEXT****Abstract**

The judiciary plays a crucial role in maintaining social harmony and supporting democratic systems. However, scholarly research and comprehensive analysis of this institution are limited. To address this gap, we conducted semi-structured interviews with judges and civil servants to gain insight into the organization of the court system. Their experiences provided valuable information on the practical aspects of judicial governance and operations. This research yielded important theoretical insights, particularly regarding judicial governance practices (JGP). The practical implications are significant because they enhance our understanding of the Judicial Branch. This underscores the necessity of focused studies that consider the judiciary's distinctive features and offer a fresh perspective on the activism involved in developing unconventional public policies. For future research, we recommend investigating leadership dynamics within the legal system and the balance between transparency and the right to privacy of judges. Furthermore, exploring informal agreements and political influences affecting decision-making is essential to gaining a broader understanding of aspects related to judicial effectiveness and how this state structure functions.

**Keywords:** Judicial Governance Practices. Public Policy. Administration of Justice. Judicial System Organization. Judicial Effectiveness.

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## **PRÁTICAS DE GOVERNANÇA JUDICIAL SOB A PERSPECTIVA GERENCIAL: O CONTEXTO DO JUDICIÁRIO BRASILEIRO**

### **Resumo**

O poder judiciário desempenha um papel crucial na manutenção da harmonia social e no apoio aos sistemas democráticos. No entanto, as pesquisas acadêmicas e as análises abrangentes sobre essa instituição continuam limitadas. Para preencher essa lacuna, realizamos entrevistas semiestruturadas com juízes e servidores públicos para reunir informações sobre a organização do poder judiciário. Suas experiências forneceram informações valiosas sobre os aspectos práticos da governança e das operações judiciais. Esta pesquisa proporcionou importantes insights teóricos, particularmente no que diz respeito às práticas de governança judicial (JGP). As implicações práticas são significativas porque aumentam a compreensão do poder judiciário. Isso ressalta a necessidade de estudos focados que considerem as características distintivas do poder judiciário e ofereçam uma nova perspectiva sobre o ativismo envolvido no desenvolvimento de políticas públicas não convencionais. Para pesquisas futuras, sugerimos investigar a dinâmica da liderança dentro do Poder Judiciário e o equilíbrio entre a transparência e o direito dos juízes à privacidade. Além disso, é essencial explorar acordos informais e influências políticas que afetam a tomada de decisão para obter uma compreensão ampliada de aspectos relacionados à efetividade judicial e a respeito do funcionamento dessa estrutura de Estado.

**Palavras-Chave:** Práticas De Governança Judicial. Políticas Públicas. Administração Da Justiça. Organização do Poder Judiciário. Efetividade Judicial.

## 1 Introduction

Globalization has intensified social, economic, political, and technological transformations, which, alongside the 2008 economic crisis and the 2020 health crisis caused by the SARS-CoV-2 virus, have accelerated global growth rates. These developments have significantly impacted the environment and global security, prompting a shift from an interactionist context to economic protectionism and nationalism trends (Maurizio et al., 2025; Ansell et al., 2021). This turbulent scenario has a particularly strong impact on 21st-century public administration, where the exponential growth of complex problems and unpredictable events has established traditional bureaucracy as a centralized, highly technological decision-making system in great demand. This system operates with reduced staff and increases the outsourcing of public services (Kusumasari et al., 2023).

From this perspective, the complexity and multidimensional nature of organizational relationships, uncertainty, exposure to global crises, and increased technological dependence are circumstances that have come to significantly influence work and project execution in contemporary organizations. These circumstances require public officials to be highly flexible and agile in response to a constantly changing environment (Andreev et al., 2022).

These factors reinforce the idea that the new institutional context requires strategic solutions based on deliberate learning processes and strengthened dynamic management capacities. This enables public bodies to prepare for productivity gains by incorporating digital technologies through the early adoption of structured standards (Bjerke-Busch & Thorp, 2023).

This logic is reflected in the contemporary model of public administration, which is characterized by a hybrid configuration of traditional paradigmatic elements and innovations that are typical of a globalized, dynamic, and digitized context. Over the last few decades, this model has undergone continuous adaptation in response to social, economic, and political transformations. It incorporates diverse and often conflicting practices, structures, and principles, which underscore the complexity of public management (Kusumasari et al., 2023).

Over the last three decades, Brazilian public administration has undergone substantial transformation. Interactions with civil society have had a positive effect on increasing the efficiency in service delivery, transparency, and expanded accountability mechanisms. However, persistent patrimonialism traits and strong political influence on administrative decisions, which ultimately compromise the level of trust in society (De Oliveira, 2023).

The administration of justice remains an emerging field of research in public management in the process of consolidation, mainly because of its interdisciplinary nature and diverse concepts. Its relevance is widely recognized, given its direct link to the preservation of social order, conflict resolution, and the enforcement of constitutionally guaranteed rights (Guimarães et al., 2018; Akutsu & Guimarães, 2012).

In this context, management and governance complement each other. Management is guided by operational efficiency and administrative implementation, while governance focuses on the objectives and beneficiaries of public policies according to criteria of legitimacy and democratic quality. Therefore, governance reconfigures public management by integrating it with the political, social, and institutional conditions that shape the authority of the modern state according to parameters of citizen participation and transparency (Filgueiras, 2018).

In this sense, the administration of justice encompasses the management of decision-making processes and the establishment of institutional mechanisms for challenging those decisions. There are two approaches to this management: the first is governmental in nature and focuses on managing the volume of pending cases, as well as aspects relating to timing, cost-effectiveness, administrative organization, effective personnel management, and the production of high-quality decisions. The second approach is legal in nature and focuses on pursuing effective justice and ensuring fairness in the treatment of each case (Thomas & Tomlinson, 2017).

Modern society is characterized by a high level of complexity. An increasing number of cases are pressuring judges and courts to improve the performance and effectiveness of justice systems. This requires integrating digital technologies, such as digitization, real-time monitoring, predictive analysis, robotics, and artificial intelligence.

These technologies serve as tools for efficient court administration and positively impact access to justice (Bhatt et al., 2024).

Developing a governance model that addresses contemporary challenges requires a strong focus on building collaborative capacity between actors and state institutions under these circumstances. Additionally, it requires guidance on available resources based on a logic of continuous adaptation that transcends the limitations of formal rules. This enables more flexible and responsive reactions to institutional change (Stoker, 2019).

In this sense, effective governance is inherently connected to the practices that influence the performance of local governments. Recognized globally and often examined through the lens of ethics and moral responsibility, these governance practices play a pivotal role in enhancing the performance of county governments. They contribute significantly to the overall success of local administrations by fostering ethical standards and accountability in the provision of public services (Muthoka & Waswa, 2021). This framework provides a basis for analyzing governance practices within the judicial context, as there are no analytical frameworks designed specifically to identify such practices in the judiciary.

Understanding judicial governance, its characteristics, and its specificities is essential to developing solutions for the judiciary. Therefore, prioritizing the analysis of judicial demands, human resource management, and workload is as important as—if not more important than—focusing on developing performance indicators (Guimarães et al, 2018).

In the judicial context, governance refers to a set of leadership, strategy, and control mechanisms that aim to positively impact performance. This includes the decisions, processes, actions, and behaviors adopted by the institution to ensure effective justice, equal access for those involved, and conflict resolution (Paula, 2022; Akutsu & Guimarães, 2015).

Furthermore, governance is reflected in a leadership focus on innovation and collaboration for problem-solving and standardized service execution. These practices contribute to organizational culture transformation, reducing bureaucracy and

improving customer service and judicial service effectiveness (Silveira et al., 2020; Kusumasari et al., 2023).

Additionally, judicial governance is a fundamental pillar for the effectiveness and legitimacy of the justice system, directly influencing the quality of services provided to society. Understanding how internal actors experience governance in the day-to-day management of the judiciary, including aspects such as decision-making, transparency, leadership, working conditions, and technology usage, broadens knowledge about justice institutions and helps identify opportunities for improvement and good practices that positively impact the effectiveness of the justice system.

Brazil's judicial system comprises 91 distinct branches classified by subject matter and jurisdictional level. These courts include the ordinary justice courts, which are divided into state and federal courts, as well as the special justice courts, which comprise the electoral, labor, and military courts, along with the higher courts and the National Council of Justice (Conselho Nacional de Justiça, 2025).

State courts adjudicate the majority of pending cases within the nation, underscoring the importance of understanding the structure, management, and operations of this judicial branch. A prevalent classification system considers social and demographic indicators alongside regional characteristics specific to Brazil. This classification system is based on an index that evaluates variables relevant to the administrative and financial activities of the courts. It categorizes the courts by size and branch of justice. The TJGO, the focus of this study, is part of the state court system. It is classified as medium-sized alongside nine other courts in Santa Catarina, Pernambuco, the Federal District and Territories, Ceará, Mato Grosso, Pará, Maranhão, and Espírito Santo (Conselho Nacional de Justiça, 2025).

Overall, this reinforces the view that empirical studies analyzing judicial governance from a managerial perspective are uncommon in a context of conceptual and terminological diversity. Managers formulate public policies that guide judicial activity and are responsible for defining and executing management and governance practices within the judiciary's organizational structures.

To improve understanding of governance, it is important to examine its primary components. This analysis aims to discern how these components manifest

within the judiciary, thereby delineating an active and effective governance framework as evidenced by judicial governance practices. Governance practices are multifaceted and influence how institutions operate, make decisions, and interact with stakeholders.

Managers, including judges and civil servants, are responsible for defining and formulating guidelines that direct judicial activities and governance practices supporting this institutional design. In this context, empirical studies adopting a managerial perspective are notably limited. To understand this phenomenon, the following research question is proposed: **How do judges and civil servants, as judicial managers, define and operationalize governance practices that support institutional effectiveness?**

This research aims to explore how magistrates and civil servants perceive the interrelationship between judicial governance and management through the use of a semi-structured interview script. Focusing on the TJGO, the study seeks to contribute to theoretical advancements regarding the identified categories of analysis, as well as judicial governance practices—a category not yet recognized in the literature.

In addition to the introduction, the article includes sections on the theoretical framework and the methodological approach. These are followed by a discussion and analysis of the results and final considerations.

## **2 Theoretical Framework**

The theoretical framework seeks to describe the main aspects related to the objective of the thesis, which consists primarily of understanding the elements related to governance in the context of judicial management.

### **2.1 Management in the spotlight**

In the present context, public management, as a scientific field focused on administration, public policy planning, and the execution of programs, projects, and services for society, faces growing demands for standards of effectiveness and efficiency traditionally associated with the private sector. This pressure drives the incorporation of results-oriented management practices and the improvement of



internal processes to increase institutional performance and the quality of public services (Rijal, 2023).

This managerial movement has practical implications and theoretical problems for new public management, especially with respect to the conception of public service, according to the complex relationship established between those responsible for providing services and those who depend on them, involving the ability and quantity of resources available to meet growing demands (Denhardt & Catlaw, 2017). Organizational aspects are considered relevant elements for effective service delivery, but they are not decisive in regard to the quality and functioning of public administration since the formal political system and interaction with stakeholders are decisive in this context (De Oliveira, 2017).

The dynamics related to the political management of organizations often occur outside established formal plans, and it is essential to analyze the skills required to build interpersonal relationships, understand the organizational processes and informal behavior of individuals, and apply effective internal communication strategies (Lees-Marshment & Bendle, 2022). However, the importance of that configuration, in the United States, the inefficiency in providing services, given the fragmented response of the state to the crisis, evidenced by overcrowded hospitals, budgetary impasses, and informational ambiguity and asymmetry, where swift resolution could mean the difference between life and death for people, resulted in serious consequences for the general population during the COVID-19 pandemic (Young et al., 2020; Sátiro et. al., 2021).

This finding reinforces the idea that contemporary public administration must reconcile speed in responding to demands, strict observance of ethical standards, and coordinated integration of institutional, cultural, and technological elements, highlighting four structural characteristics: generation of public value; quality in service delivery; innovative leadership; and collaborative organization (Kusumasari et al., 2023).

Although both new public management and new public governance are based on the principle of political neutrality, both use the dichotomy between public administration and politics to explain the influence of political dynamics on

administrative management. However, there is significant tension between these two domains, since public administration, in pursuing its institutional objectives, is inevitably subject to political influence, manifested through direct interventions in democratic systems and the appointment of public officials (Young et al., 2020).

The evolution of public management in Brazil incorporates patrimonial, bureaucratic, and managerial elements as instruments of administrative rationalization, although these models do not fully support the democratic legitimacy of the Brazilian state. To advance this scenario, a model based on democratic governance is needed, understood from the perspective of the state's capacity to coordinate, implement, and legitimize public policies and services founded on democratic values, comprising a dual aspect: administrative action and political principles, with the goal of strengthening state legitimacy through social participation, transparency, and the effectiveness of public policies (Filgueiras, 2018).

In addition, and equally important to the analyses of public management, crucial issues arise when analyzing the impact of international political and economic alliances, such as BRICS, on public administration in relation to human rights, international terrorism, and climate change, especially when decision-making is linked to the rise of nationalism and, in contrast, the need to strengthen these institutions for a more effective response to global problems (De Oliveira, 2017).

## **2.2 Relevant aspects related to the administration of justice**

Despite the importance of the judiciary in protecting democracies and fundamental rights, there are few studies on the quality and efficiency of judicial organizations in the field of public management, and the research is generally based on statistical data, without considering interdisciplinary methodologies related to public administration and information management systems, techniques that can enable better monitoring of performance in different types of courts (Pernici et al., 2024). In this work, judicial activity is analyzed from the perspective of effectiveness, which is related to the production of concrete results of judicial services achieved through the enforcement of judgments, the satisfaction of litigants, and the realization of real

justice, rather than merely formal, involving the quality and speed of decisions (Lunardi, 2022).

Court management has a significant influence on the quality of judicial performance and acts as a mechanism for protecting the fundamental guarantees of magistrates, particularly independence and impartiality, which transcend the institutional sphere, impacting society's trust and effectively safeguarding the right to a fair trial (Šimonis, 2019). This is particularly relevant because the efficiency and effectiveness of judicial systems and the administration of justice are essential for institutional stability and trust, which in turn have an impact on the maintenance of a country's political system and democratic regime (Vasconcelos et al., 2023).

In summary, the administration of a judicial institution can be understood as the set of rules, constitutional powers, and measures that structure both the internal organization and the judicial system itself, a duality that simultaneously encompasses the management of judicial activity and administrative units and directly impacts institutional performance (Šimonis, 2019).

On the other hand, the technological revolution has reshaped the concept of administration of justice, sparking debates on controversial topics such as the collection and preservation of evidence; the use of robot judges for pretrial hearings and sentencing; and concerns regarding integrity, technological excess in the legal domain, privacy, and data leaks and interception. Moreover, it imposes an intelligent way of operating on the courts, promoting a scenario in which the symbiosis and complementarity between law and technology are widely encouraged (Bhatt et al., 2024).

The significant increase in cases submitted to courts represents a global challenge, requiring justice systems to make efforts to reduce trial times, since judicial efficiency and effectiveness are fundamental to institutional stability and public confidence. Although a large portion of the judiciary's resources are allocated toward hiring more civil servants, this does not necessarily result in greater productivity. This challenges the idea that allocating more resources guarantees better performance. It suggests that variables related to productivity are more important for increasing total

productivity. Additionally, a combination of administrative and technical measures is necessary to generate significant results (Vasconcelos et al., 2023).

Importantly, empirical evidence indicates that increased judicial demand improves the performance of magistrates up to a certain limit, beyond which negative effects on productivity occur. This factor should be considered in analyses, regardless of the technologies adopted, owing to its influence on the relationship between demand and performance (Manz & Sousa, 2021). In fact, the judiciary must be responsive to society's needs and be close to it, promoting accessible justice, diversifying the courts, and ensuring that technological innovations serve all groups, including the most vulnerable. In this sense, and following the global context, among the main challenges facing the Irish judiciary are increasing judicial demand, budget constraints, the need to modernize processes and technology, efficient workload management, and combating the backlog of cases (OECD, 2023).

The cultural factor is also a fundamental element in the judicial management approach, as seen in the context of Slovakia, where the legal culture, marked by remnants of communism, has hindered the adoption of democratic standards related to the independence, transparency, and legitimacy of the courts, resulting in low levels of public trust. Despite the existence of judicial councils with broad decision-making powers, this influence reinforces a perspective of judicial self-governance (JSG) coordinated with other branches of power to favor judges in personal gains, negatively impacting court decisions and perceptions of the real independence of the judiciary (Spáč et al., 2018). In the same vein, the Brazilian judicial system is also strongly impacted by legal, cultural, political, and social issues, leading to the conclusion that reforming procedural legislation alone is insufficient to generate significant impacts on the performance of the judicial system (Vasconcelos et al., 2023) and that formal and informal factors, as well as historical legacies, shape the functioning and performance of judicial institutions (Ramos & Figueroa, 2024).

Several factors are crucial in evaluating the effectiveness of the judiciary within the Brazilian context. These factors are directly associated with a higher GDP per capita, more efficient allocation of financial resources, an increase in the number of staff (including assistants and outsourced workers), and investments in human

capital and personnel expenses. Regions that are more developed and possess a robust administrative structure tend to exhibit improved judicial performance. Conversely, effectiveness is diminished when there is an increase in the number of judges on leave, high scores in the CNJ ranking (which may indicate potential complacency), an excess of judicial positions, inflated personnel expenses, excessive total spending, inadequate physical infrastructure, and an excessive number of permanent staff (Filho et al. 2022).

### **2.3 Judicial governance and its practices**

The concept of public governance is comprehensive in most references in the literature and encompasses administrative and political elements related to management practices, organizational structure, leadership, and political management, in addition to strongly considering innovation, knowledge, ethics, and control (Raschendorfer et al., 2022). Organizational architecture is a fundamental systemic capacity that can harmonize administrative routines of public servants with the dynamic and complex demands of the political and social environment, ensuring stable, adaptable, and robust public governance, with solid foundations in structures and functions, as well as resistance to external influences and internal tensions in public administration over time (Trondal, 2023).

Agency theory has been used to explain the principal–agent relationship and how institutions shape the behavior of these actors. On the other hand, informal bureaucratic relationships are important references for understanding organizational dynamics and how aspects of daily life and these arrangements impact the behavior of actors and even influence the performance of the judiciary itself (Ramos & Ríos Figueroa, 2024). In this sense, the assumption of transaction costs should also be considered in the analysis of governance practices, as they can be useful in assessing the efficiency of the judicial structures that make up a given judicial system in a scenario of scarce resources (Akutsu & Guimarães, 2015).

Among the governance practices highlighted is the decentralization of decision-making, which is established as a model shared among multiple actors within

a bottom-up perspective in the definition of institutionally adopted policies, in which there is great appreciation for the technical staff and new forms of coordination (Casula, 2017). Understanding the judiciary from a bureaucratic and organizational perspective broadens the debate on judicial governance, which can be understood as the set of processes and institutions responsible for the administration of human and material resources in the judicial system (Ramos & Ríos Figueroa, 2024).

Within the judiciary, organizational structures, governance models, and the behavior of public servants are relevant factors when analyzing the performance and effectiveness of judicial systems and the administration of justice. Clearly, defining the responsibilities of managers is essential for preventing overlapping functions and involves effective coordination and supervision mechanisms, such as monitoring daily operations, monitoring court performance, managing human and financial resources, and implementing policies to improve the efficiency of judicial processes (OECD, 2023).

Manager responsibility is also important for ensuring that human resources are aligned with needs and that administrative practices are modern and effective, contributing to a more accessible, efficient, and resilient justice system. In addition, managers must ensure that there is continuous and adequate training for the development of skills and adaptation of the workforce to address current technological and procedural demands, as well as ensuring an environment conducive to the achievement of institutional objectives. However, material resources, infrastructure deficiencies, the need to modernize case management systems, and the advancement of digitization, with a focus on improving access and efficiency, must respect the diversity of users and existing technological limitations (OECD, 2023).

It also involves the use of decision-making as a strategic tool within an institutional context. This includes multiple layers of governance, rules, consultations, and formal procedures that require considerable effort from public officials and are sometimes lengthy. The use of technologies has had a strong impact on organizations since the acceleration of the process after the onset of the pandemic, as it has great potential to improve and accelerate public decision-making, including through the automation of some processes (Rizk & Lindgren, 2024).

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From this perspective, institutional strategy, which is implemented in practical terms through decision-making, involves collaborative management to solve complex societal problems and requires the multiple actors involved to align their objectives, legitimacy, and political support, in addition to operational capabilities and integrative leadership for the effective generation of public value (Thabit et al., 2024).

The decision-making process in the public environment, in which the quality of the decision does not necessarily guarantee a good result, depends on continuous evaluation of the methodology and mechanisms involved in a scenario of complexity and relevance of professional expertise. Policy is identified as a critical element in guiding the decision-making process and promoting strategic governance aligned with institutional strategies. For the best results, management should not only identify problems and propose solutions but also professionally justify their decisions to ensure legitimacy and effectiveness (Altunyan, 2023).

This perspective underscores the necessity for a better understanding of judicial politics, advocating for empirical analyses of judicial behavior to inform governance practices. By examining how judicial entities allocate powers in contentious political scenarios, valuable insights into judicial governance can be obtained (Garoupa & Magalhães, 2020).

Similarly, strategic leadership and managerial responsibility are fundamental elements for the administration of the judiciary, as they act as structural components of the judicial process, ranging from human and technological resource management to organizational and transparency, with the potential to generate positive effects on efficiency and the promotion of the democratic rule of law. From this perspective, leadership involves proactivity, inclusion, adaptability, and collaboration, in addition to considering the social, institutional, and cultural context of judicial organizations (Llagami, 2024; OECD, 2023).

In a public context at all, leadership is characterized mainly by managerial responsibility, compliance with standards, political loyalty and the ability to collaborate, thereby improving effectiveness and service delivery. This type of leadership is guided by the public interest and ethics. Public leaders must be able to inspire, provide

direction and make firm decisions in uncertain and complex governance environments (Din et al., 2025).

Judicial governance refers to the format of the regulation and management of judicial systems and how functions and roles are distributed among the different actors and institutions of the justice system, involving the recruitment and application of disciplinary sanctions to judges and administrative and financial management, as well as covering judicial independence and systemic efficiency (Castillo-Ortiz, 2023). Based on this configuration, three fundamental elements of justice systems can be identified: organizational functions, the institutions responsible and their position in the political system, and how informal agreements and professionalism, understood as a system of shared beliefs that reinforces specialization through standardized selection and promotion criteria, shape institutional behavior, with professionalism. Within this structure, the notion of *pockets of efficiency* elucidates the emergence of highly effective units (Ramos & Ríos Figueroa, 2024).

In Brazil, magistrates have constitutional jurisdiction over judicial activities. Few empirical studies have examined judicial governance and the variables and dimensions surrounding the concept, particularly in the area of judicial management. Judicial management is responsible for developing command and control actions for judicial bodies, which have an extremely relevant impact on the functioning of the judicial system (Brasil, 1988; Silveira et al., 2020). However, reports on the particular characteristics of governance practiced in the Brazilian justice system, especially the leading role of the judiciary since the 1988 Federal Constitution in protecting the legal order, are still in their infancy (Akutsu & Gomes, 2014). NCJ acts as a central governance agent in Brazil (Filho et al., 2022).

This scenario of the state protagonist provides a new perspective on the effectiveness of the judiciary. It transcends mere procedural formality and achieves the effective realization of rights. This is embodied in the mechanisms available for qualified access to justice and the delivery of judicial decisions. It ensures adequate enforcement mechanisms and overcomes resistance to compliance with judicial decisions. It also provides instruments that ensure the effective realization of rights (Sadek, 2004).

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In the sphere of the judiciary, governance means a set of policies, processes, customs, attitudes, actions, behaviors, and decisions related to and necessary for the functioning and effectiveness of justice, which are based on socially legitimate rules, norms, and standards of conduct, which are embodied in the practices, actions, and behaviors of the various members of the justice system, pointing to six dimensions: performance of the judicial system; judicial independence; accountability, and strategic resources; and accessibility and structure (Akutsu & Guimarães, 2012). In addition, judicial governance condenses the mechanisms of leadership, strategy, and control of judicial management with the aim of positively impacting performance and serving the public interest (Paula, 2022).

The increase in the power of courts is an unprecedented phenomenon worldwide, with few studies addressing this issue from the perspective of administration of justice. In the European context, understanding the phenomenon goes beyond the self-governance embodied in judicial councils, requiring analysis of a complex network of actors and bodies within the justice system in their various configurations (Kosař, 2018). In this sense, research in the European context reveals that the influence of court presidents on judicial governance has been overlooked, despite the significant role of the president in defining judges' careers, including selection, promotion, and discipline; in budget management; in setting the court's agenda; and in defining the relationship with the media, allowing them to shape the public image of the judiciary and direct communication with society (Blisa & Kosař, 2018).

Judicial governance refers to the structural organization of the judiciary and the administration of judicial careers, encompassing procedures related to appointment, promotion, and discipline. Within civil law jurisdictions such as Brazil, these processes are characterized by formal regulation aimed at preserving impartiality and reinforcing judicial independence. Conversely, in common law systems such as those of England and Ireland, a greater degree of institutional informality prevails, privileging practical experience and collegial relations as mechanisms for transmitting professional values. In these contexts, informality functions as an essential means of

maintaining the legitimacy and effectiveness of the judiciary without undermining its autonomy (Hamřík, 2023).

The present moment is marked by a crisis in the management of work in the judiciary, characterized by the growing complexity of demands, an increase in the volume of cases, and high social expectations regarding the efficiency, accessibility, and quality of justice. In this context, the constant pressure to balance judicial independence with participation in the administrative management of the courts reinforces the need for formal and transparent structures of judicial governance, which are essential for maintaining public confidence and improving institutional performance. The importance of transparency in administrative decisions, the satisfaction of demands for efficient justice, the modernization of judicial processes, the adoption of management technologies, and improvements in measuring workload and productivity are also noteworthy (Bunjevaca, 2017).

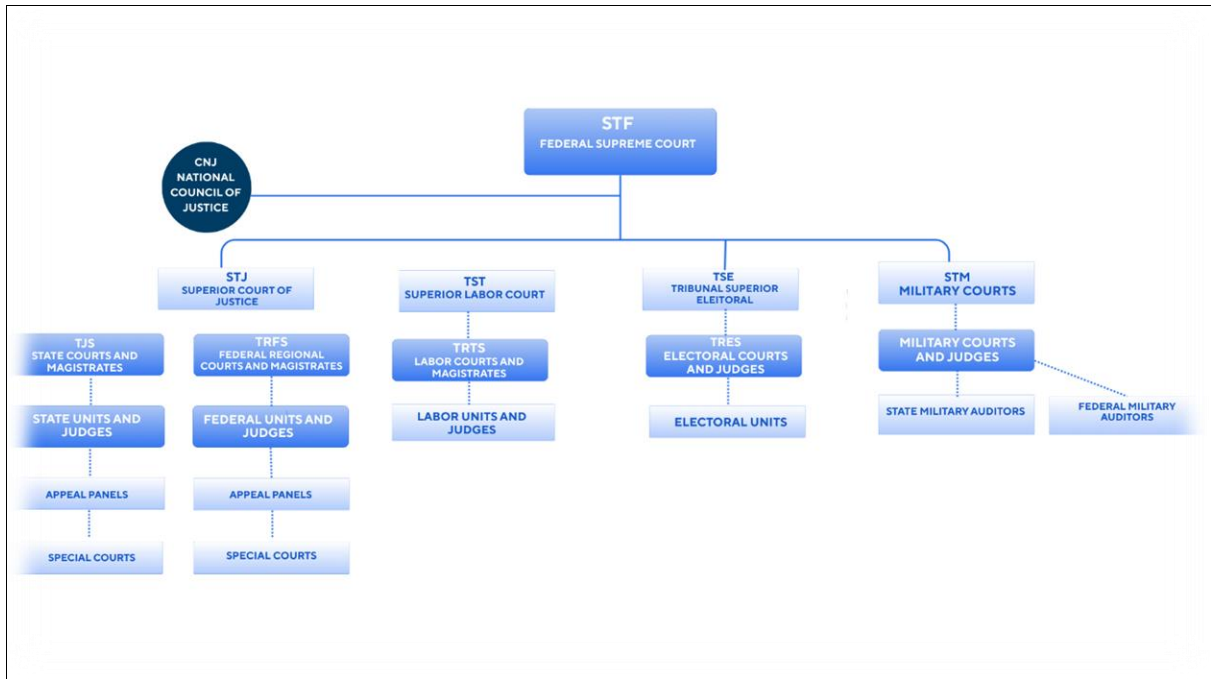
#### **2.4 The Brazilian judiciary context**

The role of the judiciary has been examined primarily from the perspective of democratic contexts, although autocratic structures have left significant legacies in the transition to democracy – as in the cases of Spain and Mexico – where persistent effects can still be observed, especially in the performance of judicial institutions (Ramos & Ríos Figueroa, 2024).

Brazilian courts have specific characteristics that distinguish them from other public organizations. Notably, judges act before multiple stakeholders, manage often conflicting interests, and hold a monopoly on state judicial action (Guimarães et al., 2020). Following the predominant European model, the Brazilian judiciary has a central governance body: the National Council of Justice (NCJ). Through indicators, the NCJ summarizes and highlights the challenges characteristic of judicial management. The NCJ also promotes the adoption of standardized, integrated solutions between law and public administration at the national level. This is especially important considering the judiciary's overlapping roles and the accumulation of

jurisdictional and administrative functions (Negri & Rodrigues, 2018). The Brazilian judiciary is structured as follows:

**Figure 1 – The structure of the Brazilian justice system**



Source: Conselho Nacional de Justiça (2025); Brasil (1988).

The Brazilian justice system is structured into a total of 91 bodies distributed across five segments: State, Federal, Labor, Electoral, and Military. The state and federal courts, which comprise the common courts, have residual jurisdiction over matters not covered by special courts. The structure also includes higher courts: the Supreme Federal Court, the Superior Court of Justice, the Superior Military Court, the Superior Electoral Court, the Superior Labor Court, and the National Council of Justice (Conselho Nacional de Justiça, 2025).

In December 2024, there were 80.6 million pending cases in Brazil. It was also the year with the largest reduction in the historical series, with 3.5 million fewer cases. The state courts accounted for the largest volume in the country with 62.2 million cases, a 5.4% reduction compared to 2023. Productivity in the judiciary increased by 19% in 2024 (Conselho Nacional de Justiça, 2025).

The Brazilian state justice system is organized into courts. The first level consists of judges who receive initial lawsuits, analyze evidence, and issue decisions on the merits of units called courts, tribunals, and appeal panels. These units are composed of offices, secretariats, and outposts. The second level consists of collegiate courts that analyze appeals against decisions handed down in the first instance and judge cases on specific matters through the work of appellate or second-instance judges (Conselho Nacional de Justiça, 2025).

The judiciary state comprises 10,700 first and second instance courts, which correspond to 66.9% of the national total. Of these courts, 61.2% have male magistrates and 38.8% have female magistrates. This branch of the Brazilian justice system collected 56% of the court fee revenue corresponding to expenses in 2024. These expenses amounted to R\$ 91,669,955,794 (91.67 billion reais), corresponding to 62.6% of the national total (Conselho Nacional de Justiça, 2025).

According to the National Judiciary Database (Conselho Nacional de Justiça, n.d.), the administrative organization and expenses of the Court of Justice of the State of Goiás (TJGO), a judicial body in the Brazilian system, were evaluated in 2023. The primary indicators for this evaluation are presented in Table 1.

**Table 1 – TJGO’s indicators**

| <b>Indicator</b>  | <b>Values and Numbers</b>  |
|-------------------|--|
| Total expenditure | R\$ 2,916,475,414 (two billion, nine hundred sixteen million, four hundred seventy-five thousand, four hundred fourteen reais) |
| Number of servers | 7.179  |
| Outsourced        | 3.913  |
| Interns           | 1856   |
| Conciliators      | 966  |
| Lay judges        | 93   |

|                                     |        |
|-------------------------------------|--------|
| Volunteers                          | 258    |
| Total workforce                     | 14.789 |
| Existing magistrate positions       | 605    |
| Positions filled                    | 451    |
| Vague charges                       | 154    |
| In action                           | 437    |
| Magistrates per 100,000 inhabitants | 6,39   |

Source: Conselho Nacional de Justiça n.d.

### 3 Method

This qualitative study was conducted at TJGO, a judicial body within the Brazilian justice system. Classified as medium-sized, in 2024 it had 163.8 new cases per thousand inhabitants, with a productivity rate of 3,212 cases per magistrate (Conselho Nacional de Justiça, 2025).

The initial analytical codes were constructed based on the referenced dimensions, elements, practices, and structures associated with the terms "judicial governance" AND "management." These codes formed the foundation for developing the semi-structured interview script. At this stage, the approach was deductive because a predefined structure informed by the elements and dimensions described in the literature was used to generate the codes that formed the questions in the semi-structured interview script.

**Table 2 – The categories that guided the development of the semi-structured interview script**

|   |  |  |
|---|--|--|
| 1 | The ability to resolve complex situations quickly                    | (Ingrans, 2017; Streit & Faria, 2020; Ansell et al., 2021) |
| 2 | Alignment between governance processes and organizational management | (Kjøndal & Trondal, 2021; Reiling & Contini, 2022)         |

|    |  |   |
|----|--|---|
| 3  | Management and service delivery models and models of governance and more effective public management | (Souza & Pinto, 2019)   |
| 4  | Relationship with society  | (Engstrom & Vogt, 2022)   |
| 5  | Impact of politics on management and governance  | (Ramasamy, 2020)  |
| 6  | Strategic decision-making  | (Rizk & Lindgren, 2024; Thabit et al., 2024; Altunyan, 2023)                |
| 7  | Technology   | (Rizk & Lindgren, 2024; Kumar et al., 2023; Reiling & Contini, 2022)        |
| 8  | Informal arrangements  | (Ramos & Ríos Figueroa, 2024; Hamřík, 2023; Benvenuti, 2023)                |
| 9  | Effectiveness  | (Sadek, 2004).  |
| 10 | Leadership   | (Din et al., 2025; Llagami, 2024; OECD, 2023)                               |
| 11 | Judicial performance   | (Sátiro et al., 2024; Castro & Guimarães, 2020; Bjerke-Busch & Thorp, 2023) |

Source: Author.

The data collection instrument was formulated based on the reference categories delineated in Table 2. The summary of this analysis, which informed the development of the questions, is presented in the subsequent figure:

**Figure 2 - Themes resulting from the interrelation between judicial governance and management**



Source: Theoretical framework

The script was previously submitted for evaluation by three TJGO civil servants, who assessed criteria such as clarity, appropriateness of the sequence of questions, compliance with standard language, and assertiveness. All suggestions for improvement were accepted (Oliveira et al., 2023). The script was then submitted to the Research Ethics Council of the UFG-GO, registered under number CAAE nº 83348624.0.0000.5083, and approved by means of Substantiated Opinion nº 7.214.288, dated November 8, 2024.

Respondents for the semi-structured interviews were chosen based on their experience in management positions. During each interview, the respondents were asked to recommend other potential candidates with similar profiles. This resulted in a total of 31 respondents, including magistrates and civil servants from the TJGO in the state of Goiás.

The interviewees were informed about the interview script, its approximate duration, and the terms of the TCLA. The full document can be found in **Appendix A**. They signed the TCLA immediately or sent a scanned copy later. All participants were informed of their rights, agreed to the recording of the interviews, and signed a written consent form. Then, they answered questions about demographic data related to

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ADMINISTRAÇÃO

**FACE**

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CIÊNCIAS ECONÔMICAS



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gender, age, level of education, length of service in the judiciary, and performance of managerial functions. During this phase, each interviewee was asked questions according to the predetermined script. The full semi-structured interview script is included in **Appendix B**.

Next, the audio and video recordings were transcribed using the TurboScribe application (available at <https://turboscribe.ai/>). After transcription, the texts were reviewed, and specific corrections were made when textual inconsistencies were identified. To mitigate potential research bias, the participants in the study were anonymized by being assigned numerical identifiers instead of being referred to by name.

Upon initial reading of the texts, significant elements that could answer the research question were identified, prioritizing a broad understanding of the organizational environment and the full range of meanings provided by the interviewees. The interview texts enabled the creation, recombination, aggregation, and exclusion of codes, themes, and subthemes, as well as the formation of categories within the NVivo software environment. Additionally, insights extracted from the interviewees' contributions were incorporated.

This study applied Reflexive Thematic Analysis (RTA), a contemporary approach to thematic analysis that evolved from the initial studies by Braun and Clarke in 2006. This method emphasizes the active and interpretive role of the researcher, as well as subjectivity and creativity, as the basis for a continuous flow of knowledge construction that encompasses multiple valid interpretations.

The research sample consisted of 31 magistrates and civil servants and was considered sufficient and relevant for developing and refining the theme related to the research question. This is because thematic analysis does not set a strict sample size; rather, it prioritizes the relevance and richness of the patterns identified in the interviews (Braun & Clarke, 2022). The following table describes the five stages of the analysis:

**Table 3 - Stages of data analysis according to RTA**

| Stage |                                 | Description  |
|-------|---------------------------------|--|
| 1     | Familiarization with data       | Reading of interviews with possible listening in the event of textual inconsistencies; removal of interviewees' names to reduce possible research bias.  |
| 2     | Code generation                 | The codes were predefined based on the literature identified on judicial governance and management and served as the basis for the development of the semi-structured interview script.  |
| 3     | Search and review of topics     | The initial codes were reviewed and reformulated, resulting in the identification of themes that emerged from the respondents' answers, thus characterizing the inductive approach in the research made possible by RTA.             |
| 4     | Definition and naming of themes | The analysis of the interviews enabled the recombination of themes and subthemes, as well as the exclusion of some of them, in addition to the description of categories of analysis in the final evaluation of the interview texts. |
| 5     | Report production               | The report with the description and analysis of the data is described in the methods and discussion, and data analysis section of this article.  |

Source: Prepared by the author based on Braun & Clarke (2022).

The data were analyzed to identify and group categories and patterns in the respondents' answers. To avoid making the questionnaire too long by including numerous open-ended questions, two questions were formulated using a Likert scale to evaluate respondents' agreement with specific topics. One question pertained to the extent of magistrates' and managers' understanding of management principles, and the other addressed the judiciary's proximity to societal concerns.

The following summarizes the structural design of the identified themes and subthemes, as well as the final design resulting from the thematic analysis of the interview texts. At this stage, inductive analysis was employed to identify new analytical categories by examining patterns and regularities in the respondents' discourse as observed through interview contributions. This analysis resulted in the extraction of categories and subcategories during the research.

**Table 4 - Analytical themes, categories, and subcategories identified**

| Themes extracted from the literature of judicial governance and management for the interview questions | Analytical categories and subcategories identified after interviews analysis (JGP)   |
|--|--|
| 1. Strategic decision  | 1. Strategic decision-making <ul style="list-style-type: none"> <li>1.1. Information management as a basis for decision-making</li> <li>1.2. Guided decision-making</li> <li>1.3. Decision-making process flow</li> <li>1.4. Decentralization</li> <li>1.5. Enforcer of social policies</li> </ul>   |
| 2. Transparency  | 2. Transparency <ul style="list-style-type: none"> <li>2.1. Perception influenced by awards</li> </ul>   |
| 3. Proximity to society  | 3. Proximity of the judiciary to society <ul style="list-style-type: none"> <li>3.1. Internal and external dimensions</li> </ul>   |
| 4. National Council of Justice   | 4. Vision regarding the NCJ  |
| 5. Roles and responsibilities of managers  | 5. Governance <ul style="list-style-type: none"> <li>5.1. Roles and responsibilities of managers</li> <li>5.2. Effectiveness of Justice</li> <li>5.3. Best practices</li> <li>5.4. Leadership                             <ul style="list-style-type: none"> <li>5.4.1. Visibility</li> <li>5.4.2. Leader's example</li> </ul> </li> <li>5.5. Informal arrangements</li> <li>5.6. Knowledge</li> </ul>   |
| 6. Governance  | 6. Administrative structure <ul style="list-style-type: none"> <li>6.1. Technology                             <ul style="list-style-type: none"> <li>6.1.1. Information security</li> <li>6.1.2. Less complex activities</li> <li>6.2.3. The judge's indispensable role</li> </ul> </li> <li>6.2. Knowledge about management</li> <li>6.3. Working conditions                             <ul style="list-style-type: none"> <li>6.3.1. Training</li> <li>6.3.2. Ability to perform duties</li> </ul> </li> </ul> |
| 7. Leadership  | 7. Challenges  |

|  |  |
|--|--|
| 8. Training                              |  |
| 9. Administrative structure              |  |
| 10. Working conditions<br>11.1 Challenge |  |
| 11. Effectiveness                        |  |
| 12. Best practices                       |  |
| 13. Technology                           |  |
| 14. Challenge                            |  |

Source: Prepared by the author.

After the process was completed, the information was described and interpreted and compared with the bibliographic references included in the study. The entire process was recorded and culminated in a presentation of the results regarding managers' perceptions of governance practices and management-related in the context of the TJGO.

This work did not use artificial intelligence (AI) tools to create the text. The following artificial intelligence tools were used for review and improvement: PaperPal ([paperpal.com](http://paperpal.com)), TurboScrib ([turboscribe.ai](http://turboscribe.ai)), Scispace ([scispace.com](http://scispace.com)), DeepL ([deepl.com](http://deepl.com)), Perplexity ([perplexity.ai](http://perplexity.ai)), Scite ([scite.ai](http://scite.ai)), NVivo ([lumivero.com/product/nvivo](http://lumivero.com/product/nvivo)), and Consensus ([consensus.app](http://consensus.app)).

#### 4 Results

The interviews were conducted in person or via online call between November 12, 2024, and February 17, 2025. A planned sequence of 17 questions was designed to address the issues raised and obtain the necessary information. Each interview lasted between 20 and 60 minutes, and the dates were set according to each interviewee's availability. Face-to-face interviews were recorded via cell phone, while

remote interviews were recorded via the Zoom videoconferencing application, available at zoom.com.br.

The profile of the interviewees is presented according to age, gender, position in the institution, length of service in the judiciary, and length of experience in management positions:

**Table 5 - Profile of the interviewees**

| <b>Characteristics</b>     | <b>% and sample<br/>(N = 31)</b> |
|----------------------------|----------------------------------|
| <b>Position</b>            |                                  |
| Appeal court judge         | 16,1% (5)                        |
| Trial judge                | 22,6% (7)                        |
| Public Servant             | 61,3% (19)                       |
| <b>Gender</b>              |                                  |
| Female                     | 58,1% (18)                       |
| Male                       | 41,9% (13)                       |
| <b>Age group</b>           |                                  |
| 30 - 40 Y                  | 19,4% (6)                        |
| 40 - 50 Y                  | 38,7% (12)                       |
| More than de 50 Y          | 41,9% (13)                       |
| <b>Judges (N = 12)</b>     |                                  |
| <b>Academic background</b> |                                  |
| Undergraduate              | 8,3% (1)                         |
| Postgraduate studies       | 41,7% (5)                        |
| Master's degree            | 41,7% (5)                        |
| PhD                        | -                                |

|  |           |
|--|-----------|
| Not reported                                       | 8,3% (1)  |
| <b>Years of experience in the judiciary</b>        |           |
| Less than 2 years                                  | 8,3% (1)  |
| 5 - 10 Y   | -         |
| 10 - 20 Y  | 41,7% (5) |
| More than 20 Y                                     | 50% (6)   |
| <b>Years of experience in management positions</b> |           |
| Less than 5 Y                                      | 16,7% (2) |
| 5 - 10 Y   | 25,0% (3) |
| More than 10 years                                 | 50% (6)   |
| Not informed                                       | 8,3% (1)  |
| <b>Public Servants (N = 19)</b>                    |           |
| <b>Academic background</b>                         |           |
| Undergraduate                                      | 10,5% (2) |
| Postgraduate studies                               | 42,1% (8) |
| Master's degree                                    | 31,6% (6) |
| PhD  | 15,8% (3) |
| <b>Years of experience in the judiciary</b>        |           |
| 5 - 10 Y   | 26,3% (5) |
| 10 - 20 Y  | 47,4% (9) |
| More than 20 Y                                     | 26,3% (5) |
| <b>Years of experience in management positions</b> |           |
| Less than 5 Y                                      | 26,3% (5) |
| 5 - 10 Y   | 26,3% (5) |
| More than 10 years                                 | 47,4% (9) |

Source: Survey data.

Two questions used a 5-point Likert scale to evaluate two analytical categories: the knowledge level of magistrates and civil servants regarding management, and the proximity of the judiciary to society. The scale ranged from 0 to 5, with 0 indicating a very poor assessment and 5 indicating an excellent one.

## **5 Discussion**

The sample comprises 31 participants: 22.6% first-instance judges, 16.1% second-instance judges, and 61.3% TJGO employees. Of those interviewed, the majority are female, representing 58% of the total sample of magistrates and civil servants.

The age distribution among magistrates and civil servants is primarily composed of managers over 50 years of age, followed by those between 40 and 50 years of age. Finally, those between 30 and 40 years of age represent 19.4% of the sample, which shows that most have long career spans.

The level of education was analyzed separately. Both magistrates and civil servants only have undergraduate degrees. Civil servants were the only group observed to have completed doctoral coursework. Considering postgraduate degrees (master's and doctoral) as the highest level of education, it's clear that civil servants are more educated. This disparity may be partially attributed to factors beyond mere knowledge acquisition and could be linked to career incentives, which differ from those in the magistrate profession.

When initially queried about the knowledge of magistrates and civil servants concerning the management of the judiciary, specifically regarding task organization, manager responsibilities, and budget and personnel allocation, an average score of 3.46 was recorded on the Likert scale. This indicates the need for continued improvement in disseminating knowledge about this aspect of judicial governance.

Despite receiving an average rating of 3.77 on a scale from 0 to 5 regarding the judiciary's proximity to society, this score is justified from the perspective of a significant portion of the population. According to some interviewees, the negative

perception held by some in the population is due to the adversarial nature of the justice system, which is fundamentally oriented toward problem resolution:

*(17) There's no doubt that whoever comes here doesn't feel good. People don't come here because they want to. They come here to solve a problem. Everyone who has a problem feels like there's a sword hanging over their head. Therefore, no one comes here thinking it's the best thing in the world. It's a money issue, a matter of freedom, a family matter, a problem with your ex-husband or child. Therefore, it's extremely distressing.*

*(28) We are not a likable institution. In fact, we're not supposed to be. That's our role. We are an institution with a heavy burden.*

The majority of managers identified the judiciary's closeness to society, the main recipient of public services, through its actions and programs, which are recognized as "good practices" and a characteristic that has gradually increased over time. However, they also acknowledged the challenges the population faces in accessing new technologies and the alternative access methods provided, such as digital inclusion points in small, inland cities.

Examples of this closeness include the ombudsman's role in connecting with society and programs such as "Plain Language," which uses simpler terms to explain court rulings; "Conviver," which supports people with disabilities, especially those with Down syndrome; "Projeto Raízes Kalunga," which supports quilombola communities in the state; "Amparando Filhos," which promotes regular, humane visits by children and adolescents to their incarcerated mothers, fostering family and social ties as well as parental involvement; "Pai Presente," which encourages recognizing children on birth certificates; "PopRua," which supports people experiencing homelessness; and initiatives against domestic violence and community weddings, including the first same-sex marriage in 2025.

In this new context, the concept of judicial representativeness is redefined to extend beyond the conventional perception of the district judge and encompass an image associated with the administration of the TJGO (Engström & Vogt, 2022; Castillo-Ortiz, 2023; Sátiro et al., 2024). The president is responsible for implementing and promoting these programs and is typically accountable for strategic decision-making concerning their implementation (Rizk & Lindgren, 2024; Thabit et al., 2024;

Altunyan, 2023). The president also represents the impact of political decisions on management and governance (Ramasamy, 2020).

The projects, which are primarily social in nature, have been promoted by the policies of the National Council of Justice (NCJ), the central governing body of the Brazilian judiciary (Conselho Nacional de Justiça, 2025). This development is a new form of judicial activism that was previously limited to judicial decisions. Consequently, this approach diverges from the original constitutional framework, resembling public policies typically managed by the executive branch (Brasil, 1988). In this context, a minority of interviewees expressed significant criticism of this new configuration of the judiciary, which has also been implemented in the TJGO:

**(28)** I think it's a mistake to engage in activities as if they were public policies. We are not a state institution that develops public policy. I think it diverts resources and time from our true role. Additionally, institutional marketing has gone overboard. The judiciary only has one form of marketing. I make judgments swiftly and fairly. We are not here to develop other activities.

Importantly, the evaluation of societal engagement is based solely on the perspective of internal personnel. Nearly all of the interviewees indicated a lack of awareness regarding whether TJGO conducts satisfaction surveys pertaining to the services offered. Furthermore, upon examining the institutional website, no section for such evaluations was found, as the majority of interviewees noted:

**(17)** *I don't know anything about this, but I think it would be great if it existed. It's one thing to have someone else's view of the service we provide. We think we're providing an excellent service. We focus on being quick, but maybe our clients or users don't care about that. They measure the quality of our service differently.*

Although this formal evaluation process does not exist, a party's failure to prevail in court may negatively impact perceptions of service delivery, particularly regarding infrastructure, efficiency, and human resources, as Engström & Vogt (2022) have noted. As one interviewee noted, "There is a real tendency for the losing party not to praise the service provided." This view was reinforced by arguments about the futility of satisfaction surveys in the face of a campaign to discredit the judiciary. Nevertheless:

**(28)** The outcome will either upset or please people. Half of the population will be satisfied, while the other half will be dissatisfied.

Contrary to the prevailing view, three interviewees indicated that the current level of closeness is suboptimal and could be improved. Some respondents discussed the judiciary's proximity to society in relation to specific areas of justice, highlighting a direct correlation between proximity to the first and second instance judiciaries and their perceived connection to societal needs (Engström & Vogt, 2022). Conversely, higher courts are often seen as distant from social realities and societal demands. Additionally, the implementation of technology has been identified as a factor that exacerbates the disconnect between judges and the social contexts in which they operate:

**(20)** Yes, there's a lot of closeness here. Then, there's a gap, and there are the gods of Olympus. They are ministers who do not live in the same country as us. I think the court system is experiencing dissonance today. There's an extreme closeness at the first level and a high degree of closeness at the second level. Then, there's a gap, a rupture, and a break. You think about the STF and STJ. They're the gods of Olympus and don't experience the reality of the court at the first and second levels. There are different realities. Although it's all the judiciary, we have several judiciaries within the judiciary. That's the reality.

**(23)** *I am not against technology. However, I am against the algorithmization of justice. We need to find a balance. Technological innovation has come to improve judicial services. We must make use of it because it is inevitable and necessary. However, I am concerned about the increasing distance between judges and society due to this relationship between the judiciary and society. After all, it is the very society over which they exercise their jurisdiction. This is a problem that must be addressed. Judges have to understand the needs of the social environment to which they belong. The judge is part of that social environment.*

In assessing knowledge of judicial administration, several judges reported advancements in direct management participation through involvement in committees and working groups. The significant contributions of assistant judges in the presidency and the Office of the General Inspector were also acknowledged. These contributions were crucial in supporting the TJGO leadership and facilitating a paradigm shift. This shift expanded perspectives on the institution's macro-level issues and challenges, as referred to in the works of Kjøndal & Trondal (2021) and Reiling & Contini (2022). Customized management courses were emphasized as essential for achieving more effective institutional outcomes.

Additionally, a significant relationship exists between management and productivity, predominantly emphasizing target achievement and recognition, as discussed in the works of Sátiro et al. (2024), Castro & Guimarães (2020), and Bjerke-Busch & Thorp (2023). However, there is an emerging trend toward a more comprehensive understanding of this relationship. Disseminating management-related information has been identified as a way to enhance engagement. Conversely, a lack of interest has been cited as a primary cause of the knowledge gap regarding TJGOs' operations.

The centralization of support structures for judicial activities, emphasizing specialization and document issuance, has been identified as a beneficial practice that positively impacts work routines. This finding was referenced in the work of Sátiro et al. (2024), Castro & Guimarães (2020), and Bjerke-Busch & Thorp (2023). This strategy has substantially improved the agility and productivity of executing judicial decisions, thereby enhancing the judiciary's effectiveness (Sadek, 2004). The following statements were made in this context:

*(17) Recently, we have developed extremely innovative and centralized processes. Instead of letting processes related to popular topics run separately, we have decided to centralize them. This allows us to have judges and staff who are specialists in these mass topics. Each center handles approximately 20,000 cases.*

The establishment and development of the Judicial School of the Court of Justice of the State of Goiás (EJUG) have represented substantial advancements in training initiatives. Investment in training aimed at improving working conditions for judges and staff has generally received positive assessments. However, certain deficiencies have been identified, such as the need for specialized administrative management training for judges and a broader emphasis on technology. These deficiencies align with the institutional strategic plan (Din et al., 2025; Llagami, 2024; OECD, 2023). The challenges encountered have been reported from the following perspective:

*(14) I think we still need to invest more in management itself. Leading and managing are very difficult. In fact, I was talking with a colleague this week, and he said it's a very lonely place. You have to make decisions. We have this common understanding among*

*managers that they need to be liked. Because of that, you often end up failing. Sometimes, you don't address an issue when you should. You also don't know how or when to praise or encourage someone on your team who stands out, or when to call your team together and say, "Guys, let's rethink this path." Therefore, I think we still need to work on training and developing these leaders.*

Within the framework of the TJGO, the implementation of business intelligence (BI) panels has been recognized as an essential management tool for organizations that conduct all processes electronically (Kumar et al., 2023; Reiling & Contini, 2022). There is a clear necessity for a focused effort to enhance the acquisition and training of available technological solutions to optimize work processes and continuously to assess data related to electronic judicial processes continuously, with the aim of facilitating expedited service delivery.

However, the rapid advancement of technology poses a considerable challenge to the timely integration of state-of-the-art innovations. In the judicial context, artificial intelligence is considered as a well-established and irreversible technology that requires increased financial investment to improve the efficiency of repetitive tasks. Concerns about technological security and data misuse are prevalent among most interviewees. These concerns are addressed in the works of Rizk & Lindgreen (2024), Thabit et al. (2024), Altunyan (2023), Kumar et al. (2023) and Reiling & Contini (2022).

Upon analyzing the interviews, the theme of "strategic decision" was categorized as "strategic decision-making." Most respondents identified this practice as centralized in the institution's top representative: the president. References were also made to the general inspector and the general director. Consequently, there is a strong perception that decision-making is centralized in the president, which aligns with Blisa and Kosař (2018) reference to the power of these agents within justice structures, a factor that is often overlooked in analyses.

Several respondents attributed decision-making responsibilities to managers who function as advisors to both the president and the general inspector, as well as to staff members who assist the institution's general director. Additionally, some interviewees cited the organization's strategic planning and the NCJ guidelines as frameworks that guide decision-making. These perspectives align with the institution's governance structure, which recognizes the president as the highest representative of

the TJGO and acknowledges the general inspector and general director as key figures who share certain aspects of strategic decision-making (Rizk & Lindgreen, 2024; Thabit et al., 2024; Altunyan, 2023).

A frequently mentioned and highly pertinent subcategory, consistent with effective management and governance practices, was utilizing information derived from data, research, and studies to support decision-making. This approach aligns decisions with technical expertise, signifying progress in the professionalization of administration. It serves as a significant counterpoint to clientelism, which is still commonly referenced and present in Brazilian public management.

Informal arrangements have been identified as structures that can significantly influence the decision-making process, particularly with regard to the concentration of power in the institution's leader. This phenomenon has been observed globally across various judicial governance structures, corroborating the findings of Ramos & Ríos Figueroa (2024), Hamřík (2023), and Benvenuti (2023). Two interviewees described this phenomenon:

*(20) Therefore, we saw a lot of distortion. For example, a colleague would go to court to ask for a server or an extra assistant. Additionally, his colleague next to him had three. Why? Because he went to court, they found a position for him in the district and he had one more position. This is because of the absence of close interpersonal relationships between judges, managers, or whoever is in charge. Now, when we talk about internal transparency of decisions, right? No matter how transparent the court's decisions may seem, I believe that the decision has already been made and is just a way to validate a position.*

*(21) I am completely averse to the request, whether it's from one colleague or another. I attend to the lawyers because it is my job, but I do not attend to requests from colleagues or friends. I make a point of making that very clear.*

Conversely, a substantial volume of data has been identified alongside a notable segmentation of information into "silos," which poses a challenge to effective data correlation. Knowledge is therefore critical to informed decision-making (Kjøndal & Trondal, 2021; Reiling & Contini, 2022). This underscores the necessity of understanding the organization itself, its objectives, and its institutional mission. It also highlights the need for reliable, high-quality information based on statistical data to support the development of actions, projects, and public policies. Interviewee 18 stated the following:

*"I see that our court has reached a high level of professionalism and specialization, enabling us to provide managers with high-quality information. Unlike in the past, I notice that managers no longer make decisions based on personal ideas or opinions, sometimes relying on their experience as judges. Not anymore. Now, managers have access to quality information and base their decisions on it."*

Three additional subcategories were identified during the interviews within this theme. The first, "guided decision-making," emphasizes the importance of studying, planning, and multisectoral involvement in supporting strategic-level decisions, which are considered centralized in the Office of the President. Magistrates replicate strategic decisions within their jurisdictions and judicial units to achieve management objectives based on alignments established by senior leadership, including the president and director general. This process begins at the macro level, where agendas, policies, and programs are formulated. These are then narrowed down to execution units, which are administrative structures concerning staff (Rizk & Lindgreen, 2024; Thabit et al., 2024; Altunyan, 2023).

Although decision-making is primarily regarded as centralized, references to the Special Body's decentralization of this process exist. The Special Body is a collegiate entity responsible for administrative decisions within the TJGO. However, while certain strategic issues are presented to the group of judges, legal authority and competence over administrative decisions remain centralized with the President.

Most interviewees confirmed the TJGO's transparency, referencing passive transparency through information available on the Transparency Portal and publications on the institutional website, which align with CNJ requirements that advocate for and monitor court transparency. Active transparency was also observed in the public accessibility of all non-sensitive TJGO data, which is facilitated by the Center for Social Communication. This administrative unit disseminates actions and activities on the institutional website and social media platforms, particularly Instagram. Transparency is directly linked to the legitimacy of the judiciary (Castillo-Ortiz, 2023; Sátiro et al., 2024).

Despite this recognition, some magistrates expressed concerns about the security of the available data, pointing out vulnerabilities and overexposure due to live session broadcasts. Judges perceive these broadcasts as highly risky. This is particularly pertinent given that, under Brazilian law, trials are limited to those directly

involved. Additionally, the public's lack of specialized technical knowledge may lead to misinterpretation of published financial data. These issues raise questions about the limitations of transparency in relation to the right to privacy and the parameters for disclosing information about public officials:

*(14) Financial matters can expose the institution to some extent because people from the outside may interpret things without the necessary technical understanding, which can slightly damage the institution's image. Nevertheless, it's the law and must be published, which we have been doing. Despite these downsides, it has to be followed because it is the law.*

*(20) I don't think it should be that much. If you visit the Supreme Federal Court's Transparency Portal, you can see exactly how much a justice earns. Our names and CPF numbers are listed there. Once your name and CPF are listed, you are exposed. In addition, we are already politically exposed. Currently, there are many maliciencies. I think transparency has its limits. In this sense, transparency exists, but it can also be harmful.*

Mentions of transparency are often associated with the mandates of the NCJ and the courts of auditors, as well as with the achievement of awards. This has resulted in the identification of a subcategory in this context because this situation directly affects perceptions of the body's transparency. This situation was only observed in specific responses, particularly from interviewees 19 and 30:

*(19) I believe it's transparent because currently it's truly hard for you to win three awards, for example, from the CNJ, three diamond awards, without being transparent.*

*(30) We're doing well with the awards.*

Another factor that negatively affects how society perceives transparency is the media's predominantly negative news coverage, as emphasized by interviewees 13 and 20:

*(13) There are always complaints. In addition, I think it's a very negative point for us because what gets reported and becomes news is what didn't work out. It's the things that went wrong that bring visibility. Furthermore, with this information, litigants or the general public may sometimes believe that there isn't enough transparency (...).*

*(20) The media is running a campaign to discredit the judiciary. People only see judges as "marajás," who earn a lot and do nothing. So, it's useless; you can do whatever you want.*

In the field of governance, concepts such as strategic alignment, conceptual breadth, relationships with management, transparency, leadership, command, and

long-term control are integral and pervasive throughout the institution. The following table presents the managers' perceptions of governance and their own concept of it, as well as the correlation with the categories delineated in this study:

**Table 6 – Judicial managers' perspective on governance and their relationships with the main identified categories**

| <b>Interviewees</b> | <b>Respondent definition</b>   | <b>Main approach</b>                 |
|---------------------|--|--------------------------------------|
| <b>(2)</b>          | Governance involves alignment according to principles established by top management, as defined and preestablished roles dictate.  | Leadership                           |
| <b>(3)</b>          | Governance brings the idea of organization, of having defined methods and processes to know what to do and how to do it.   | Roles and responsibility of managers |
| <b>(6)</b>          | From a practical standpoint, it is related to solving problems that interfere with management and hinder the achievement of organizational objectives, as well as to the proposal of solutions.  | Strategic decision-making            |
| <b>(7)</b>          | It is associated with the primary objective of the institution, providing the appropriate mechanisms to deliver to society a prompt, streamlined, and efficient judicial service.  | Proximity to society                 |
| <b>(11)</b>         | Strategic alignment with the purpose of achieving the objective of the judiciary.  | Strategic decision-making            |
| <b>(12)</b>         | Governance is broader and encompasses issues beyond management, focusing on projections of what the TJGO will or intends to accomplish according to the availability of material and immaterial resources, aligned with the concept of transparency, and reaching all spheres. | Transparency                         |

|             |   |   |
|-------------|---|---|
| <b>(13)</b> | Governance refers to a set of concepts that are interrelated in a systemic and aligned vision among the sectors of administration. The sense of governance is a systemic sentiment in which each person, according to their role—whether it is minor or more prominent—is important in forming a cohesive mechanism.  | Ability to perform duties   |
| <b>(15)</b> | It concerns routines and the flow of decisions in the management process, in accordance with the respective guidelines.   | Strategic decision-making   |
| <b>(16)</b> | The correlation with the term governance involves two domains: one focused on the management of financial resources and personnel from the perspective of the judiciary as a manager of public resources and provider of services, and the other focused on the internal structure, in terms of establishing how to provide public services in a more dynamic and qualified manner. | Effectiveness of TJGO   |
| <b>(17)</b> | It is related to a set of organizational measures that will guide and direct management.  | Guided decision-making  |
| <b>(18)</b> | Governance is a broader concept that goes beyond efficient business management of the judiciary, encompassing a macro perspective of planning and compliance.   | Strategic decision-making   |
| <b>(19)</b> | Governance plays a very important role for the TJGO and can be understood as the act of directing, monitoring, organizing, planning, governing with awareness and good judgment, and involves building strategies to support decision-making.   | Strategic decision-making<br>Roles and responsibility of managers |
|             | It involves the function of leadership, command, and guidance at the  |   |

|             |  |                           |
|-------------|--|---------------------------|
| <b>(22)</b> | strategic level in accordance with the planning and guidelines established by management and the definition of long-term actions.  | Leadership                |
| <b>(26)</b> | Governance is characterized by plans and projects on a macro level through goal planning, objectives, identification of bottlenecks, and determining what needs to be improved.  | Strategic decision-making |
| <b>(28)</b> | It involves defining and understanding the institutional strategic objectives and the role of each person within this context.   | Working conditions        |
| <b>(29)</b> | It is related to management and the way of dealing with processes and people, in addition to involving the decision-making process to fulfill the mission of the Court of Justice, which is to serve society with justice. | Ability to perform duties |
| <b>(30)</b> | Governance brings a paradigm shift from hierarchical verticalization to horizontality, where the greatest benefit lies in dealing directly with the operational aspects of the institution.                                | Best practices            |
| <b>(31)</b> | Governance involves leadership, strategy, and control, and affects the entire institutional framework.   | Leadership                |

Source: Author, based on interviews.

When asked about their understanding of managerial roles and responsibilities, most interviewees mentioned two main points. First, they mentioned the definition of duties and responsibilities through normative acts, laws, or judicial decrees. Second, they referenced regulatory acts under the authority of the President of the TJGO. They also emphasized the importance of practical experience. Furthermore, they acknowledged the necessity of assessing the qualifications required for a specific position. However, this criterion remains somewhat ambiguous and unclear to some (Llagami, 2024; Bjerke-Busch & Thorp, 2023; Paudel, 2024).

Concerning judges, a notable deficiency has been identified: a lack of increasingly rigorous management training, which is not a prerequisite for entry into the judiciary. In this context, Interviewees 20 and 28 stated the following:

**(20)** Before, judges were not managers. They were on the front lines. From the judge's perspective, they were there to analyze and study cases and apply the law. But that changed because today, I believe that even the jurisdictional function is compromised since judges also became managers of their units. The director of the court manages the district, and this director operates under the guidelines of the Court of Justice. Thus, there are several levels of management.

**(28)** We are trained in law. Management enters our lives late, and we receive no training for it.

During the interviews, the participants were asked about a specific attribute of the TJGO related to its effectiveness. High productivity and speed are often emphasized as essential components of judicial effectiveness, and are directly linked to significant stress experienced by judges and staff (Sátiro et al., 2024; Castro & Guimarães, 2020; Bjerke-Busch & Thorp, 2023). Two primary consequences of these institutional characteristics, which are currently recognized as defining features of the TJGO, have been identified: a decline in the quality of judicial sentences and an insufficient number of personnel to effectively implement these decisions. In this context:

**(17)** *We deliver extremely fast in some places. We are fast. Our speed is effective.*

**(18)** *I would use a word that our president often uses: speed. He demands it and lives it.*

**(20)** *I think about the end result. There's no point in doing all this if we can't make quick decisions, because then everyone will be dissatisfied and speak negatively about us.*

**(28)** *The culture of effectiveness is a culture of delivery. I think that's present here. We must provide a response. It's a cultural aspect that has a negative side: too much pressure. The two are two sides of the same coin.*

Conversely, some argue that the TJGO demonstrates a high level of reliability. They attribute this to continuous and adequate training, efficient technological infrastructure, reduced bureaucracy, proactivity, transparency, and motivation, which they consider to be key factors that enhance the effectiveness of judicial service delivery (Sousa & Pinto, 2019). However, it is important to acknowledge

that internal perceptions of reliability can differ greatly from societal evaluations of service provision.

During the discussion, the interviewees were asked to suggest best practices for improving management and governance. In this study, these practices are identified as "judicial governance practices" because they are tangible measures that effectively configure the organization. The following are some of the recommendations mentioned throughout the study.

**Table 7 – Judicial Governance Practices from the Perspective of Judicial Managers**

|   |   |
|---|---|
| 1 | Actions to promote quality of life  |
| 2 | Hold annual planning meetings for activities, alignment, and feedback                             |
| 3 | Use of technology to improve work processes   |
| 4 | Court directors and top management meet to understand challenges and share successful initiatives |
| 5 | Clear and direct communication  |
| 6 | Encouraging the presentation of good practices to the innovation laboratory                       |
| 7 | Sharing information to support state public policies with executive branch.                       |
| 8 | Promote collaborative work between units.   |

Source: Author.

On the other hand, participants were asked about the most significant challenges facing the TJGO. The most notable responses are listed in the table below:

**Table 8 - The TJGO's challenges from a manager's perspective**

|   |   |
|---|---|
| 1 | Disseminate the concept of governance                             |
| 2 | Prepare to use technology and recognize its importance            |
| 3 | Align staff with the objectives established by the administration |
| 4 | Recognize the necessity of ongoing investment in technology and   |

|   |  |
|---|--|
|   | management of non-delegable actions  |
| 5 | Address the disappointment experienced by those who were unsuccessful in legal proceedings                     |
| 6 | Maintain the progress and service standards achieved over the past four years                                  |
| 7 | Manage limited resources while handling a steady stream of cases   |
| 8 | Manage human resources in an environment characterized by constant pressure and challenges to service delivery |
| 9 | Restore the quality of judicial decisions  |

Source: Author.

The interviewees' perceptions of these challenges primarily focus on two areas: applying technology to manage the substantial workload and maintaining the high standard of service delivery. This standard has been recognized and internalized in recent years, as evidenced by the maximum award, the Diamond Seal from the NCJ, which was conferred for three consecutive years.

Most managers regard addressing leadership as essential across multiple dimensions, including expertise, emotional intelligence, team engagement, practicality, the ability to inspire motivation, appreciation of interpersonal relationships, the capacity to establish clear priorities for team members, and adherence to legal standards. This concept is referenced in the works of Din et al. (2025), Llagami (2024) and OECD (2023). The importance of setting an example as a fundamental leadership characteristic was emphasized, particularly the significance of the leader's visibility, as elucidated below:

*(18) I would use a word that our president often uses: speed. He demands it and lives by it.*

*(23) Importantly, leadership is visible in every area of administration. I believe every administration needs someone to provide direction, even if that direction is discussed collectively. An administration cannot move forward when there is timidity or a lack of clarity about what is being proposed or what is being sought. Someone needs to take the lead, and leadership must be visible for guidance to exist. This is important in every type of management.*

The importance of the leadership role is emphasized, especially regarding the need to manage a significant workload and take primary responsibility for achieving desired outcomes. This is evident in the following statements:

**(8)** Today, I think a leader is very different from a boss. I think we're transitioning from a "boss" structure to a leadership structure. Leaders motivate, encourage, work collaboratively, listen, address issues, and care.

**(9)** Currently, the most important quality in a leader is emotional intelligence, even more so than IQ or technical qualifications.

**(10)** Today, leadership must have this perspective and vision to achieve the necessary results. Why is that? I am speaking here about the judiciary because the number of cases doubles or triples every day. If we do not have a methodology or an approach to minimize the impact on employees, the situation will become unsustainable.

**(17)** No matter how much effort we put in, we would never reach our objective. Therefore, I believe leadership's role is to provide direction. We can have a highly skilled and committed team, but without direction, guidance, and clear goals from the leader, we won't succeed.

**(24)** Sometimes you have excellent employees and civil servants, but without good leadership, you cannot maximize their capabilities. In other words, you "kill" that employee.

**(26)** Leadership alone does nothing.

**(30)** A leader's profile sets the tone for the entire workplace.

Leadership is recognized as fundamental to achieving organizational effectiveness. It is characterized by the ability to guide teams and the managerial responsibility of allocating employees appropriately based on their technical and personal competencies, as referred to by Ingrans (2017 and Streit & Faria (2020), and Ansell et al. (2021). Institutionalism supports this perspective, as leaders are expected to transcend the rationality mandated by legal requirements for specific functions and incorporate the legitimacy of social norms to ensure organizational stability (Selznick, 1996). However, it continues to pose a challenge for managerial leaders because numerous expectations are concentrated on this role.

It is also important to note that the NCJ was frequently mentioned during the interviews, sometimes as a supportive entity responsible for national guidelines and other times as a supervisory body that exceeds constitutionally established duties. As a central governance body within the Brazilian context, the Council is closely

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associated with issuing regulations—also perceived as a form of support—and overseeing the courts.

Many respondents also highlighted actions that extend beyond legally established boundaries, particularly with regard to the exercise of atypical legislative powers through regulations. There was a strong emphasis on the need to expand communication and listening channels, as well as to guide the standardization of administrative and financial management procedures within the TJGO.

## **6 Conclusions and Future Research**

This study evaluated governance practices related to management within the TJGO by capturing and analyzing the perceptions of judges and civil servants. The results offer a dual perspective on how governance is implemented and experienced at various levels of the institution. This approach provides a comprehensive understanding of the organizational dynamics and decision-making processes influencing judicial management and highlights areas of convergence and divergence between these professional groups.

Insights derived from this evaluation contribute to the theoretical discourse on judicial governance by offering empirical data grounded in the TJGO context. These contributions clarify the practical implications of governance models in judicial settings and inform future policymaking and administrative reforms. Furthermore, the study's findings can serve as a basis for comparative analyses with other courts, potentially guiding improvements in management practices to enhance institutional performance.

Despite the conventional distinction between governance and management, these theoretical constructs exhibit a rich interplay and relationship, particularly with regard to the implementation of actions in managers' daily operations. This suggests that aspects of governance are inseparably complementary, particularly with reference to the effectiveness of judicial management.

Although management within the judiciary is grounded in the theoretical foundations of contemporary public management, it has specific characteristics that distinguish it from general public guidelines. Magistrates have the typical competence

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to issue judicial decisions and, for structural and legitimacy reasons, also assume managerial functions as state agents.

Judicial employees differ from judges in this particular condition, especially as the TJGO has observed a growing interest in and need for the technical and personal development of its staff. The goal is to meet the demands of contemporary society, where complexity and unpredictability have become integrated into the routine of courts in general.

This research also presented significant conceptual contributions to the concept of judicial governance and its practices. From a managerial oversight perspective, judicial governance can be conceptualized as the implementation of organizational strategies from a macro level. This involves formulating strategic directives under the leadership of the judiciary's head and establishing protocols for action and execution to fulfill the judiciary's institutional objectives, specifically the effective administration of justice.

In this sense, Judicial Governance Practices (JGP) provide an important theoretical contribution to judiciary studies. JGP can be defined as effective and necessary actions linked to management and execution. These actions aim to implement governance institutionally. Examples include technological tools for repetitive actions, training initiatives for technical and functional enhancement, modern technological equipment and programs for operating computerized systems, leadership actions among judges and civil servants, data-based strategic decision-making, clearly defined roles and responsibilities of managers through regulations, and the implementation of public policies through programs developed within the scope of the TJGO.

Similarly, the demand for speed increases the pressure on managers to deliver judicial decisions and the necessary organizational support, a responsibility shared by judges and civil servants in the decision-making process. This directly impacts the mental health of these individuals. In the Brazilian governance system, the different composition and entry methods between the first and second levels of jurisdiction (judges and appellate judges) and the higher courts – especially the STF,

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whose leader chairs the NJC – can distort society's understanding of the judiciary's role.

This phenomenon occurs irrespective of political or partisan affiliations because constitutionally defined responsibilities are distinct. Effective justice with significant social impact, concerning common issues such as family, property, and crime, is administered in the courts of first and second instance. The Supreme Federal Court (STF), on the other hand, addresses predominantly interpretative and integrative issues, such as the decriminalization of abortion up to 12 weeks of pregnancy (STF, 2017).

Although the essential role of technological resources in enhancing the effectiveness of justice is recognized, the substantial volume of information presented a management challenge for the TJGO. While most respondents acknowledge the indispensable role of technological tools for repetitive tasks due to their significant impact on efficiency, the indispensable role of magistrates in making final decisions is also acknowledged. This partially addresses conjectures about artificial intelligence replacing judges.

Another important, yet still underexplored, aspect is the judiciary's role in formulating social public policies that provide human and material resources. The Raízes Kalunga Project is an example of this role. It supports quilombola communities in the northern region of the state of Goiás. This role, identified in the formulation and execution of public policies aimed at social welfare and the protection of minorities, is a significant contribution of the study. It suggests an expansion of jurisdictional functions as outlined in the current constitutional framework, which could affect typical judicial action. Research should also explore the judiciary's role in formulating public policy and its broader implications for institutional performance.

In conclusion, it is important to recognize that the evaluation of transparency, particularly regarding the judiciary's interaction with society, was somewhat limited due to its reliance on internal stakeholders' perspectives. This limitation is further exacerbated by the absence of a direct mechanism by which the public can assess the TJGO's service provision.

The practical implications are significant, especially in broadening our understanding of the judiciary. This underscores the necessity of targeted studies that consider the judiciary's unique characteristics, offering a novel perspective on the activism evident in the unconventional formulation of public policies.

However, this study has several limitations that should be acknowledged. First, despite efforts to mitigate interviewer bias by excluding respondent data from the responses, the responses and interpretation of the data may still have been influenced. It is also important to note the difficulty in generalizing the results. Although a substantial amount of data was collected, the sample may not be representative of all magistrates and civil servants in the TJGO. Furthermore, respondents' comprehension of the questions and their ability to articulate their ideas may be limited, which could affect how they express their thoughts and feelings. Furthermore, there is potential for bias in the responses because some participants held management positions for extended periods, which may have influenced their ability to provide critical analysis given the prevalence of positive assessments.

Future research should explore the intricacies of leadership dynamics within the judiciary, particularly the multifaceted roles judges perform. Judges preside over court proceedings, deliver judgments, and manage administrative responsibilities related to court operations. This dual role presents unique leadership challenges that merit investigation to understand how judicial leaders balance these competing demands while maintaining judicial independence and effectiveness. Investigating leadership styles, decision-making processes, and organizational behavior within judicial settings will provide valuable insights into improving court performance and governance. One interesting topic to explore is the relationship between transparency and judges' right to privacy.

Additionally, it is crucial to examine the informal agreements and political influences that shape judicial decision-making for a holistic understanding of how the judiciary functions. Informal norms and political contexts can significantly affect judicial behavior, potentially impacting the impartiality and effectiveness of courts.

Subsequent research endeavors may delve into the impact of technological advancements on judicial processes and leadership by assessing how digital tools and

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automation influence decision-making efficiency, transparency, and access to justice. Investigating how courts adapt to technological advancements and the leadership strategies that facilitate or impede this adaptation would provide valuable insights for modernizing judicial systems.

Another promising area of research involves studying the interaction between judicial ethics and leadership. Specifically, it examines how leaders within the judiciary uphold ethical standards while navigating political pressures and administrative demands.

Additionally, comparative research across different jurisdictions can reveal how distinct legal traditions and institutional structures influence judicial leadership, decision-making, and policy involvement. These cross-national examinations are essential for identifying best practices and contextual factors that contribute to judicial effectiveness.

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## **Final Considerations**

This thesis is organized as a series of articles that aim to elucidate the interconnections between governance and management aspects within the judiciary. Through two theoretical articles and one empirical article, the thesis identifies judicial governance practices based on the perceptions of TJGO managers. An additional practical contribution is the development of a technical product, the Manual of Governance Practices for Management.

The first article explores the primary characteristics of public management and governance and their relationship. This is particularly important given the multifaceted approaches within this framework. The analysis begins with research on the evolution of historical theories of public administration and their positioning in the contemporary social context, which is significantly influenced by complexity, unpredictability, and rapid technological advances. These elements are essential for redefining the role of public managers in the governance and management of organizations, particularly in generating public value effectively.

In this context, public management is redefined as a complex set of processes aimed at improving organizational performance through planning, leadership, and resource control. These mechanisms are strongly influenced by governance practices and require adaptability to evolving environments with an emphasis on organizational strategic objectives.

These dimensions complement each other in this sense. Democratic legitimacy, provided by governance, is essential for management to achieve meaningful results.

On the other hand, management's technical competence enables governance processes to create genuine public value beyond mere symbolic participation. This new approach differs from bureaucratic-hierarchical and purely managerial models. Instead, it advocates dialectical integration, in which the capacity for action in one area is defined by the capacity in another area.

Additionally, crisis contexts intensify the need for coordination among stakeholders, a governance function, while also requiring a rapid operational response, a management function. Situational pressures on service delivery, including the pandemic, the migration crisis, the complexity of human relations, and the effects of technology, have profoundly impacted modern public administration. These factors must be incorporated into this evolving scenario. It is currently unsustainable to formulate governance strategies for public management without considering these elements.

The second paper examines international standards of judicial governance to assess current perspectives and identify future challenges. Examining comparative systems can provide insight into similar issues in different judicial systems. In this context, the second article primarily clarifies the concept of judicial governance, which is often characterized by significant conceptual ambiguity. Thus, JG is considered a set of roles and functions essential to the judiciary's existence, structure, and operations. JG involves the coordinated management of human, material, and financial resources to achieve effective justice. Effective justice is defined as allocating the necessary resources to provide concrete judicial services.

Technological advances have the potential to make judicial services more efficient and faster. The impact of this new configuration on judicial systems must be strategically planned and discussed, with a focus on prioritizing the integrity and training of public officials.

Similarly, the exponential increase in demand is a global phenomenon that poses significant challenges to judicial administrators. Administrators must balance social demands with capacity constraints. This contemporary situation raises questions about the legitimacy of the judiciary since its members are not subject to the electoral criteria of modern democracies. Consequently, a joint effort is necessary to address the frequent attacks on the judiciary, which are occurring with increasing regularity.

Judicial systems around the world vary significantly, reflecting different levels of autonomy depending on their structural configurations. An analysis of relevant studies indicates a predominance of centralized collegial governance bodies that formulate regulations governing the judiciary's operations on a multitude of issues,

covering internal and external dimensions. These central entities establish formal, standardized guidelines that directly influence judges' performance. Informal relationships substantially affect the functioning of courts. The interaction between leaders and collegiate bodies with decision-making authority significantly impacts the judiciary's dynamics. This is another factor influencing how judges are perceived as legitimate in democratic systems.

However, it is important to note the indispensable role of the judiciary in safeguarding citizens' rights, filling legislative gaps, and correcting errors of the executive branch. Thus, the judiciary acts as a guarantor of democratic systems.

This understanding increases legitimacy and public trust, thereby stabilizing potentially destabilizing forces within judicial systems around the world. Contemporary perspectives and challenges of the judiciary include technological advances that could increase the efficiency and speed of judicial services amid growing demand.

However, magistrates and public officials must lead this continuous and irreversible process with creativity and intelligence. Organizations must prioritize the integrity and training of their employees in the responsible use of artificial intelligence tools. Any impact on the mental health of civil servants and magistrates due to high workloads should not be overlooked.

The third study aimed to analyze magistrates' and public officials' understanding of management practices within the TJGO. To this end, the study interviewed 31 magistrates and public officials from the TJGO, revealing significant insights into their understanding of management components and identifying judicial governance practices. Some of these insights will be highlighted.

First, the empirical research highlights the complex relationship between governance and management within the judiciary, offering a new analytical perspective. Traditionally, these concepts have been considered entirely distinct. However, most interviewees emphasized the interaction between these concepts, particularly with regard to oversight actions typically associated with management, such as organizing an administrative or judicial unit within the governance structure. This perspective is advantageous for the field because it can help identify effective solutions to challenges within the judicial context, regardless of their location.

Second, although judicial management is based on the principles of modern public management, it has unique characteristics that distinguish it from general public management practices. Magistrates, who are state representatives, have the authority to issue judicial decisions and assume managerial functions due to structural and legitimacy considerations. Thus, Judicial Governance Practices (JGP) significantly contribute to the study of the judiciary because no similar concept was identified in the bibliographic research conducted for this study.

Third, JGP involves all necessary measures aligned with institutional strategic objectives to achieve effective judicial outcomes. These measures include acquiring equipment, training civil servants, constructing adequate facilities, and disseminating information to the public, among other considerations. The interviewees also provided important additional information about judicial governance, contributing to the theoretical advancement of the field.

A fourth noteworthy point is the recent role of the Judiciary, particularly the TJGO, in formulating public policies, including those related to social assistance. This aspect deserves attention. This aspect is significant because it is an area that has been little explored in the literature. Although these activities are based on NCJ policies and incentives, they demonstrate this state entity's involvement in atypical activities. This evidence presents a substantial opportunity for further exploration to understand the impact of these policies on the Judiciary's traditional role in dispute resolution. It is also crucial to examine whether formulating these policies is a new way for judicial leaders to increase their authority, considering that executing the projects is linked to their responsibilities.

Fifth, magistrates raised a significant issue regarding excessive transparency, particularly with regard to broadcasting trials and publicly disclosing personal data. This situation sparks a significant debate about the limits of privacy and how to balance protecting privacy with promoting transparency.

Another important consideration is the global phenomenon of exponential case growth. To alleviate the impact of work overload on the mental health of magistrates and civil servants, it is necessary to integrate available technological

resources. Furthermore, more research is needed to fully understand these occurrences.

Additionally, judicial effectiveness is often measured by high productivity and speed. However, these factors are closely associated with the significant stress faced by judges and their staff. In this context, respondents identified a decline in the quality of judicial decisions, which could affect the legitimacy of the judiciary.

Finally, although this is academic research, a user-friendly manual for managers was developed that addresses practical work issues and offers recommendations. The technical document, *Governance Practices Applied to Management*, is intended primarily for judicial managers but may also be useful in other professional environments. It addresses issues related to the governance structure of the Brazilian judicial system, people management, communication, work processes, and the use of technology.

It is important to note that this thesis resulted in the publication of a scientific article entitled "Best Practices in Judicial Governance: A Scope Review Protocol." The full text is available at

<https://journals.plos.org/plosone/article?id=10.1371/journal.pone.0329904>.

This research has limitations. Due to familiarity with the work environment, researcher bias is a potential issue. To mitigate this potential issue, the transcripts were anonymized by removing names and assigning numerical identifiers to the interviewees. Additionally, the predominance of positive responses regarding the analysis of management and governance at the TJGO is due to several factors: several managers have held management positions for an average amount of time, and most civil servants are part of the current management team.

Future research should delve deeper into the judiciary's unconventional role in public policy formulation. Specifically, researchers should explore how judicial decisions influence broader social and political outcomes beyond legal interpretation. Studies could analyze the mechanisms by which courts assert their influence in political arenas and the conditions that facilitate or constrain judicial activism, especially in the field of public policy formulation.

**PPGADM**

PROGRAMA DE PÓS-GRADUAÇÃO EM  
ADMINISTRAÇÃO

**FACE**

FACULDADE DE  
ADMINISTRAÇÃO, CIÊNCIAS CONTÁBEIS E  
CIÊNCIAS ECONÔMICAS



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Furthermore, investigating the impact of the growing demand for expedited court proceedings is crucial to assessing the well-being and performance of judges and public officials. This line of inquiry should consider how workload pressures affect mental health, job satisfaction, and decision-making quality within the judicial system. Additionally, researching the strategic implementation of technological tools offers promising solutions to these challenges. Examining how innovations such as case management systems, artificial intelligence, and digital workflows can optimize effectiveness without compromising judicial integrity is important. This will be essential for developing sustainable solutions to the substantial workload of the judiciary.

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## Appendix

## Appendix A: Termo de Consentimento Livre e Assistido - TCLE

Universidade Federal de Goiás  
Faculdade de Administração, Ciências Contábeis e Ciências Econômicas  
Programa de Pós-Graduação em Administração

**TERMO DE CONSENTIMENTO LIVRE E ESCLARECIDO - TCLE**

Você está sendo convidado (a) a participar, como voluntário (a), da pesquisa intitulada ***Práticas de governança aplicadas à gestão no contexto do Poder Judiciário***. Meu nome é Leandra Vilela Rodrigues Chaves, sou a pesquisadora responsável e minha área de atuação é Administração Pública e Judiciário. Após receber os esclarecimentos e as informações a seguir, se você aceitar fazer parte do estudo, assine ao final deste documento, que está impresso em duas vias, sendo que uma delas é sua e a outra ficará comigo. Esclareço que em caso de recusa na participação, em qualquer etapa da pesquisa, você não será penalizado (a) de forma alguma. Mas se aceitar participar, as dúvidas sobre a pesquisa poderão ser esclarecidas pela pesquisadora responsável, via e-mail [levila40@gmail.com](mailto:levila40@gmail.com) e por meio do seguinte contato telefônico que também é aplicativo de mensagem (Whatsapp): 62996528037, inclusive com a possibilidade de ligação a cobrar. Ao persistirem as dúvidas sobre os seus direitos como participante desta pesquisa, você também poderá fazer contato com o Comitê de Ética em Pesquisa da Universidade Federal de Goiás - CEP-UFG, pelo telefone (62)3521-1215, que a instância responsável por dirimir as dúvidas relacionadas ao caráter ético da pesquisa. O CEP-UFG é independente, com função pública, de caráter consultivo, educativo e deliberativo, criado para proteger o bem-estar dos/das participantes da pesquisa, em sua integridade e dignidade, visando contribuir no desenvolvimento da pesquisa dentro de padrões éticos vigentes.

A presente entrevista teve seu roteiro registrado e aprovado pelo CEP-UFG (CAAE 83348624.0.0000.5083). O objetivo geral da pesquisa é identificar e compreender as práticas de governança no contexto do Poder Judiciário e sua aplicação na administração da Justiça. Você será entrevistado e, para isso, deverá reservar um período de **15 (quinze) minutos**. Você tem direito ao ressarcimento das despesas decorrentes da cooperação com a pesquisa, inclusive transporte e alimentação, se for o caso, bem como a eventual indenização na hipótese de dano, conforme previsto em Lei.

Se você não quiser que seu nome seja divulgado, está garantido o sigilo que assegure a privacidade e o anonimato. As informações desta pesquisa serão confidenciais e serão divulgadas apenas em eventos ou publicações científicas. O participante deve estar ciente de que a entrevista pode eventualmente causar exposição a riscos e danos tais como constrangimento, cansaço e tensões emocionais, razão pela qual me comprometo a mitigá-los com uma condução responsável e limitada ao que ora me proponho, haja vista a relevância da sua participação na pesquisa especialmente em razão da expectativa de que os resultados possam contribuir com uma melhor compreensão acerca das estruturas e processos relacionados à gestão do Poder Judiciário. Eventual ocorrência relacionada a algum dano ou risco será levada ao conhecimento do Programa de Pós-Graduação em Administração – PPGADM/UFG ao



qual estou vinculada, bem como ao meu orientador, Professor Doutor Marcos de Moraes Sousa.

Durante todo o período da pesquisa e na divulgação dos resultados, sua privacidade será respeitada, ou seja, seu nome ou qualquer outro dado ou elemento que possa, de alguma forma, identificá-lo, será mantido em sigilo. Todo material ficará sob minha guarda por um período mínimo de cinco anos e os resultados da pesquisa serão tornados públicos, sejam eles favoráveis ou não.

1. Para a condução da entrevista é necessário o seu consentimento a respeito de alguns pontos:  
 Permito a utilização de gravador durante a entrevista.  
 Não permito a utilização de gravador durante a entrevista.
  
2. Pode haver também a necessidade de utilizarmos sua opinião em publicações, de forma sigilosa.  
 Permito a divulgação da minha opinião nos resultados publicados da pesquisa.  
 Não permito a divulgação da minha opinião nos resultados publicados da pesquisa.
  
3. Pode haver necessidade de dados coletados em pesquisas futuras, desde que seja feita nova avaliação pelo CEP/UFG.  
 Permito utilizar esses dados para pesquisas futuras.  
 Não permito utilizar esses dados para pesquisas futuras.

### Consentimento da Participação na Pesquisa

Eu, \_\_\_\_\_, abaixo assinado, concordo em participar do estudo intitulado **Práticas de governança aplicadas à gestão no contexto do Poder Judiciário**. Informo ter mais de 18 anos de idade e destaco que minha participação nesta pesquisa é de caráter voluntário. Fui devidamente informado(a) e esclarecido(a) pela pesquisadora responsável, Leandra Vilela Rodrigues Chaves, sobre a pesquisa, os procedimentos e métodos envolvidos, assim como os possíveis riscos e benefícios decorrentes de minha participação no estudo. Foi-me garantido que posso retirar meu consentimento a qualquer momento, sem que isso leve a qualquer penalidade. Declaro, portanto, que concordo com a minha participação no projeto de pesquisa acima descrito.

Goiânia, \_\_\_ de \_\_\_\_\_ de 2025.

\_\_\_\_\_  
Assinatura por extenso do(a) participante

\_\_\_\_\_  
Assinatura por extenso da pesquisadora responsável

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### Perfil do(a) Entrevistado(a)

**1. Qual a sua faixa etária?**

entre 30 anos e 40 anos  entre 41 e 50 anos  acima de 50 anos

**2. Você se identifica com qual dessas opções?**

sexo feminino  sexo masculino  prefiro não declarar

**3. Qual a sua formação acadêmica?**

Graduação  Pós-graduação  Mestrado  Doutorado

**4. Quanto tempo de serviço você tem no Poder Judiciário?**

5 a 10 anos  acima de 10 e até 20 anos  mais de 20 anos

**5. Por quanto tempo você ocupa ou ocupou algum cargo ou função relacionada à gestão?**

menos de 5 anos  entre 5 e 10 anos  mais de 10 anos

**6. Você é:**

servidor  magistrado de primeiro grau  magistrado de 2º grau

## Appendix B: Roteiro de Entrevista Semi-Estruturada

Universidade Federal de Goiás  
Faculdade de Administração, Ciências Contábeis e Ciências Econômicas  
Programa de Pós-Graduação em Administração



**PODER JUDICIÁRIO**  
Tribunal de Justiça do Estado de Goiás



### Roteiro de entrevista

#### **Práticas de governança aplicadas à gestão no contexto do Poder Judiciário**

##### **1. Primeira etapa – Introdução**

- 1.1. Apresentação e contextualização a respeito da pesquisa com exposição do objetivo do trabalho. Tempo estimado: 15 minutos.
- 1.2. Esclarecimentos sobre a confidencialidade dos dados coletados na entrevista e a importância da participação ativa do entrevistado.
- 1.3. Descrição a respeito de como a pesquisa será conduzida.
- 1.4. Explicação a respeito do termo de consentimento livre e assistido, tempo para leitura e eventuais perguntas do entrevistado a respeito.
- 1.5. Assinatura do TCLA

##### **2. Segunda Etapa - Percepção a respeito das práticas de governança e da gestão do Tribunal de Justiça do Estado de Goiás - TJGO**

- 2.1. De acordo com seu conhecimento, como são tomadas as decisões estratégicas no TJGO e quem são os principais envolvidos nesse processo?
- 2.2. Você tem conhecimento de como são definidos os papéis e responsabilidades dos gestores no âmbito do TJGO? Poderia esclarecer?
- 2.3. De acordo com sua experiência, qual(is) aspecto(s) são importantes quando se fala de governança no contexto do TJGO?
- 2.4. De acordo com a sua percepção, qual o papel das lideranças na melhoria do desempenho institucional?
- 2.5. Em um nível de 0 a 5, em que 0 significa muito ruim e 5 muito bom, como você avalia o nível de conhecimento em geral dos servidores e magistrados a respeito da gestão do Tribunal de Justiça?
- 2.6. Os servidores do Tribunal de Justiça possuem capacidade e conhecimento adequados para o desempenho de suas atribuições? Em caso positivo, cite um exemplo que corrobora essa afirmativa. Em caso negativo, qual seria um aspecto a ser melhorado?



Universidade Federal de Goiás  
Faculdade de Administração, Ciências Contábeis e Ciências Econômicas  
Programa de Pós-Graduação em Administração



**PODER JUDICIÁRIO**  
Tribunal de Justiça do Estado de Goiás



- 2.7. O TJGO tem investido adequadamente na capacitação dos servidores e magistrados com atuação na área da gestão administrativa? Em caso negativo, quais temáticas demandariam maior foco para investimento?
- 2.8. Na sua percepção, o TJGO possui uma estrutura administrativa adequada para dar apoio à prestação jurisdicional? Qual seria um ponto passível de melhoria?
- 2.9. O TJGO oferece condições de trabalho adequadas (recursos humanos e materiais) aos servidores e magistrados? Qual seria um ponto passível de melhoria?
- 2.10. De acordo com a sua percepção, enumere uma característica do TJGO que está diretamente ligada à efetividade do Judiciário (capacidade de alcançar objetivos).
- 2.11. O TJGO é um órgão transparente? Por quê?
- 2.12. Numa escala de 0 a 5, em que 0 significa muito distante e 5, muito próximo, qual a sua percepção a respeito da proximidade do Judiciário com a sociedade e como o TJGO avalia a satisfação dos usuários em relação aos serviços prestados?
- 2.13. Segundo a sua percepção, o Conselho Nacional de Justiça, como órgão central de governança do Judiciário, tem cumprido seu papel constitucional de dar apoio e orientação adequados ao TJGO no que diz respeito à gestão administrativa e financeira?
- 2.14. Quais medidas ou boas práticas você poderia sugerir para melhoria da gestão e da governança no âmbito do TJGO?
- 2.15. Como a tecnologia está sendo utilizada para aprimorar a governança no TJGO?
- 2.16. Na sua opinião, qual o principal desafio enfrentado pelo TJGO na atualidade? Qual(is) ação(ões) poderia(m) ser implementada(s) para mitigá-lo(s)?
- 2.17. Você gostaria de contribuir com mais algum ponto de vista específico ou uma observação a respeito dos pontos levantados nesta entrevista?

### 3. Agradecimentos e encerramento da entrevista

**PPGADM**  
PROGRAMA DE PÓS-GRADUAÇÃO EM  
ADMINISTRAÇÃO

**FACE**  
FACULDADE DE  
ADMINISTRAÇÃO, CIÊNCIAS CONTÁBEIS E  
CIÊNCIAS ECONÔMICAS



Appendix C: Manual de Práticas de Governança aplicadas à Gestão

# MANUAL

## Práticas de Governança aplicadas à Gestão



2026



Versão 2.0



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***Leandra Vilela Rodrigues Chaves***

Doutora em Administração PPGADM-UFG

***Marcos Moraes de Sousa***

Doutor em Administração UNB

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# Apresentação



A governança é um termo plural utilizado em distintos contextos. No ambiente público não está limitada a aspectos formais ou burocráticos. Ao contrário, se faz presente no dia a dia da gestão, na definição de objetivos, nos processos de trabalho e nas relações interpessoais.

Talvez seja difícil visualizar concretamente as práticas que envolvem a governança na rotina de trabalho, especialmente porque a abordagem geralmente é multidisciplinar e relativamente confusa.

Este manual foi pensado para trazer uma utilidade prática ao gestor público do Judiciário e da Administração Pública em geral, visando auxiliá-lo na compreensão de aspectos relacionados à governança. É, também, um produto técnico resultado da Tese de Doutorado intitulada ***Governance Practices in Judicial Context***, desenvolvida junto ao Programa de Pós-Graduação em Administração da Universidade Federal de Goiás, concluída em 2026.

Assim, o foco principal não é trabalhar com conceitos, mas sugerir ações práticas para facilitar a organização da rotina e dos processos de trabalho, além de fornecer dicas para tratar das relações interpessoais em um ambiente desafiador e fortemente influenciado pelo acelerado e permanente avanço tecnológico. Por fim, o objetivo também é contribuir para resultados mais assertivos na prestação de serviços e que atendam às expectativas dos cidadãos.

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Doutor em Administração (UNB)

# Governança e Gestão

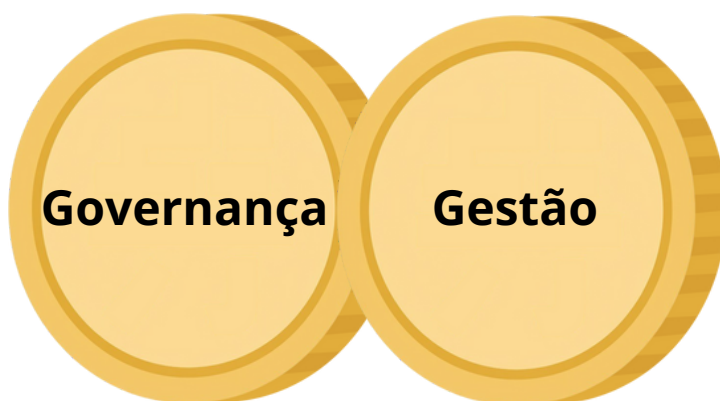
O exercício da gestão pública contemporânea exige do gestor uma compreensão integrada entre governança e gestão, não como campos dissociados, mas como dimensões complementares e indissociáveis da mesma realidade administrativa. Se a governança estabelece direcionamento, princípios, controles e responsabilidades, a gestão materializa esse direcionamento por meio de decisões, rotinas, processos e relações humanas no cotidiano da organização, visando à entrega de resultados concretos à sociedade.

Nesse sentido, a implementação efetiva desse binômio demanda engajamento de todos os atores institucionais, desde magistrados em funções administrativas até servidores em atividades operacionais, com cada profissional desempenhando papel relevante ao executar atribuições com profissionalismo, ética, transparência e orientação para resultados (Kjøndal, K., & Trondal, 2021; Reiling & Contini, 2022).

**Governança** e **gestão** estão em momentos diferentes, um sucede o outro, são complementares e intercambiáveis

**Governança** envolve avaliar, direcionar e monitorar a atuação da **gestão** e por isso são indissociáveis

**Representam duas faces da mesma moeda**



# Governança e Gestão

## GOVERNANÇA

O que fazer?  
Por quê fazer?

Efetividade  
institucional

Legitimidade das  
decisões

Avaliação do  
ambiente e de  
cenários

Estratégia

Liderança

Controle

## GESTÃO

Como fazer?

Ações concretas

Execução operacional

Alocação eficiente  
de recursos

Coordenação de recursos  
humanos

Eficiência operacional  
Cumprimento de Metas

Processos e  
procedimentos

# Governança e Gestão

Ao compreender governança e gestão como dimensões integradas, o gestor amplia sua capacidade de liderança, fortalece a institucionalidade e contribui para uma administração pública mais estável, eficiente e confiável.

## Princípios-chave e aplicações práticas no dia a dia

### **Planejamento estratégico**

Traduzir o plano institucional do tribunal em metas locais (ex: metas de produtividade, prazos médios, satisfação do usuário).

### **Gestão de riscos**

**Mapear gargalos processuais** (ex: acúmulo em cartórios, atrasos em perícias) e adotar planos de mitigação antes de crises.

### **Transparência e ética**

Manter comunicação clara de decisões administrativas, uso de recursos e critérios de priorização de processos.

### **Accountability (prestação de contas)**

Implementar relatórios mensais de desempenho, reuniões de acompanhamento e dashboards acessíveis.

### **Gestão participativa**

Envolver servidores, magistrados e partes interessadas em diagnósticos e propostas de melhoria.

### **Inovação e tecnologia**

Promover cultura de melhoria contínua e uso de ferramentas digitais (BI, automação processual, inteligência artificial).



# Governança Judicial



A governança judicial é hoje uma pauta central na administração da Justiça, sobretudo diante da necessidade de aumentar eficiência, transparência e *accountability* no Judiciário.

Em termos simples: é “governar para julgar melhor”, ou seja, criar condições estruturais e administrativas para que a atividade-fim — a prestação jurisdicional — seja célere, justa e de qualidade.

Apesar de uma certa imprecisão conceitual em aspectos relacionados à governança judicial, a maioria dos estudos relacionados à temática detalham características predominantemente ligadas ao desempenho dos magistrados no processamento e julgamento de casos, sem analisar aspectos da gestão dos tribunais com mais precisão (Akutsu & Guimarães, 2012).

A governança judicial representa o sistema de direção e controle que define os rumos institucionais, estabelecendo mecanismos de liderança, estratégia, controle interno, gestão de riscos e transparência que asseguram decisões adequadas, legítimas e orientadas ao interesse público. Suas funções essenciais compreendem avaliar o ambiente, cenários, desempenho e resultados; direcionar e orientar políticas e planos, alinhando as funções organizacionais às necessidades das partes interessadas e monitorar resultados, confrontando-os com metas estabelecidas e expectativas sociais (Egstrom & Vogt, 2022).

Governança Judicial refere-se, portanto, a um conjunto de mecanismos de liderança, estratégia e controle que visam impactar positivamente o desempenho. Isso inclui as decisões, processos, ações e comportamentos adotados pela instituição para garantir a justiça eficaz, o acesso igualitário para os envolvidos e a resolução de conflitos (Paula, 2022; Akutsu & Guimarães, 2015).

# Governança Judicial

No âmbito do Poder Judiciário, a governança manifesta-se por meio de diretrizes institucionais, políticas internas, normas administrativas e mecanismos de controle, enquanto a gestão se expressa na organização do trabalho, na condução de equipes e na execução dos processos administrativos.

O gestor judicial atua como elo entre a estratégia institucional e a execução cotidiana, sendo responsável por traduzir diretrizes superiores em práticas concretas, observando os princípios da administração pública, a autonomia funcional da magistratura e a centralidade do interesse público.

Compreender a governança judicial é importante para a manutenção de um sistema responsável pela preservação da ordem social, a resolução de conflitos e a aplicação dos direitos garantidos constitucionalmente (Guimarães et al., 2018; Akutsu & Guimarães, 2012).

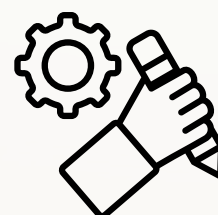
Sob uma perspectiva de efetividade, as práticas de governança podem ser definidas como as decisões, processos, ações e comportamentos adotados por um órgão para resolver conflitos e administrar a justiça de forma eficaz (Akutsu & Guimarães, 2015).

A governança judicial eficaz se constrói no cotidiano, não em documentos formais. O gestor que pratica governança é aquele que planeja com clareza, comunica com transparência, mede com rigor e corrige com agilidade.

Mais do que seguir normas do CNJ, trata-se de cultivar uma cultura institucional voltada para resultados e confiança pública.

## Orientação prática

Antes de decidir ou alterar rotinas, o gestor deve sempre se perguntar:  
**Esta decisão está alinhada às diretrizes institucionais e fortalece a segurança, a continuidade e a credibilidade do Judiciário?**



# Estrutura da Governança no Judiciário



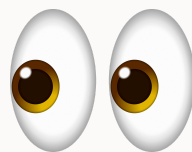
Agora que estamos mais familiarizados com os conceitos de governança e gestão é importante entender como essas estruturas estão organizadas no Judiciário. Basicamente, a estrutura de governança organiza-se em três níveis hierárquicos complementares:

O **nível estratégico** compreende o Conselho Nacional de Justiça, tribunais superiores e órgãos especiais, responsáveis por estabelecer políticas judiciárias, editar resoluções normativas, monitorar desempenho dos tribunais e definir missão, visão e objetivos estratégicos de longo prazo.

O **nível tático** inclui presidências, vice-presidências, corregedorias, comissões temáticas e núcleos de gestão estratégica, que traduzem diretrizes estratégicas em planos operacionais, coordenam implementação de programas e projetos, monitoram indicadores e promovem ajustes necessários para alcance das metas.

O **nível operacional** abrange juízos de primeira instância, secretarias, cartórios judiciais e unidades administrativas de apoio, responsáveis pela execução direta de atividades jurisdicionais e administrativas, aplicação de normas processuais e interação cotidiana com jurisdicionados.

## Fique de olho



A efetividade da governança depende da atuação coordenada de magistrados, que além das funções jurisdicionais exercem papéis de gestão estabelecendo diretrizes e coordenando equipes; servidores, que executam políticas institucionais e implementam projetos de modernização e instâncias de controle como auditorias internas, controladorias, Tribunais de Contas, Ministério Público e ouvidorias, que asseguram *accountability* e participação social.

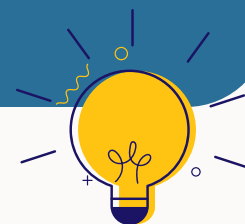
# Gestão administrativa

A gestão administrativa é o eixo operacional da governança judicial, traduzindo diretrizes estratégicas em resultados concretos. Compreende o conjunto de atividades voltadas à organização, coordenação e otimização dos recursos humanos, materiais, financeiros e tecnológicos necessários à consecução da missão constitucional do Judiciário, que diz respeito à garantia de acesso à justiça e à efetividade da prestação jurisdicional.

Diferentemente da atividade jurisdicional (julgar processos), a gestão administrativa cuida da infraestrutura, dos processos de apoio e dos serviços que viabilizam a prestação jurisdicional.



# Erros mais comuns e sugestões de como evitá-los



No dia a dia do trabalho, muitas vezes prazos curtos para o cumprimento de tarefas e o volume de serviço impedem a adoção de práticas fundamentais para o bom desempenho das nossas atividades. Não caia nessa armadilha! Fazendo o trabalho corretamente você terá maior chances de que o tempo das entregas seja otimizado! No começo demanda um certo tempo, depois vira rotina! Aqui vão algumas dicas:

| <b>Erro comum</b>          | <b>Consequência</b>       | <b>Como evitar</b>                     |
|----------------------------|---------------------------|--|
| Não documentar decisões    | Falta de rastreabilidade  | Registre tudo em sistemas oficiais     |
| Ignorar indicadores        | Gestão às cegas           | Monitore semanalmente                  |
| Centralizar excessivamente | Sobrecarga e ineficiência | Delegue com clareza                    |
| Não comunicar mudanças     | Resistência da equipe     | Comunique antes, durante e depois      |
| Não avaliar riscos         | Surpresas negativas       | Faça análise de riscos trimestralmente |

# Gestão de Pessoas

A gestão de pessoas é certamente uma das atividades mais importantes da administração, na medida em que é por meio de sua execução que cuidamos do que há de mais importante nas organizações: o capital humano.

É um dos pilares centrais da governança, pois nenhum processo, sistema ou estrutura institucional funciona sem pessoas motivadas, capacitadas e comprometidas com os valores e objetivos da Justiça.

Nesse sentido, ela abrange o ciclo completo desde o planejamento da força de trabalho, que dimensiona necessidades, considerando:

1. o volume de demandas e aposentadorias previstas;
2. a atração mediante concursos públicos transparentes;
3. a integração promovendo ambientação e treinamento inicial, políticas de bem-estar, valorização e equilíbrio entre trabalho e vida pessoal.;
4. o desenvolvimento oferecendo capacitação contínua e avaliação de desempenho;
5. a retenção mediante a motivação e gestão de carreiras;
6. o tratamento das aposentadorias e da gestão do conhecimento acumulado.

**O servidor é o principal ativo institucional. A boa governança começa por reconhecer e desenvolver o potencial humano.**



# Gestão de Pessoas

No Poder Judiciário, a gestão de pessoas deve ser exercida com equilíbrio institucional, respeito hierárquico e sensibilidade funcional. O gestor não atua apenas como organizador do trabalho, mas como referência de conduta, responsável por promover um ambiente de respeito, cooperação e profissionalismo.

A boa governança depende de relações interpessoais saudáveis, baseadas em comunicação clara, escuta responsável e tratamento impessoal, prevenindo conflitos e assegurando a estabilidade organizacional.

## Boas práticas

Como devemos agir quando acontece:

|                           |   |   |
|---------------------------|---|---|
| Conflito entre servidores | ➔ | Atuação imparcial e mediadora             |
| Falha recorrente          | ➔ | Orientação clara antes de medidas formais |
| Divergência de opiniões   | ➔ | Escuta respeitosa e decisão fundamentada  |
| Mudanças de rotina        | ➔ | Comunicação prévia e justificada          |



# Por que entender a cultura e o clima é importante?

Enquanto a governança define as diretrizes e o propósito, a gestão de pessoas viabiliza a execução eficaz dessas diretrizes, garantindo que a instituição tenha as pessoas certas, nas funções certas, no momento certo e em um ambiente saudável.

A cultura organizacional compreende valores, crenças, pressupostos e práticas compartilhadas que orientam comportamentos e influenciam como o trabalho é realizado, caracterizando-se positivamente pelo compromisso com excelência, valorização da ética e integridade, orientação para resultados socialmente relevantes, respeito à diversidade, colaboração entre equipes e incentivo à inovação.

A transformação cultural constitui processo complexo e prolongado que exige liderança exemplar, comunicação clara e consistente de valores, alinhamento de políticas de gestão de pessoas aos comportamentos desejados e reconhecimento de atitudes coerentes com a cultura pretendida.

O clima organizacional representa percepções compartilhadas sobre ambiente de trabalho em determinado momento, incluindo qualidade da liderança, efetividade da comunicação, relacionamento interpessoal, reconhecimento, condições físicas e oportunidades de desenvolvimento. Indicadores de clima monitorados incluem taxa de absenteísmo, taxa de rotatividade, reclamações trabalhistas, resultados de pesquisas de satisfação e conflitos internos.

Ações práticas de melhoria compreendem pesquisas anuais estruturadas, reuniões periódicas facilitando comunicação, canais abertos acessíveis, reconhecimento público de bons desempenhos, resolução rápida de conflitos e atividades de integração entre áreas.

# Gestão de Pessoas na prática



**Boas práticas** - o dia a dia de trabalho demanda muito planejamento e estratégia quando se chefia uma equipe, independente do quantitativos de pessoas que a integram. Algumas boas práticas podem auxiliar os processos de trabalho:

## 1. Planeje a força de trabalho

- Mapeie competências necessárias
- Identifique lacunas na equipe
- Solicite concursos ou redistribuições com antecedência

## 2. Invista continuamente em capacitação

- Levante necessidades de treinamento
- Priorize capacitações alinhadas aos objetivos estratégicos
- Acompanhe aplicação do conhecimento adquirido

## 3. Avalie o desempenho com objetividade

- Estabeleça metas claras e mensuráveis
- Forneça *feedback* constante
- Reconheça bons desempenhos
- Corrija desvios prontamente, inclusive realocando pessoas, se necessário

## 4. Cuide do clima organizacional

- Realize pesquisas de clima periodicamente
- Atue sobre os problemas identificados
- Promova ambiente colaborativo
- Organize confraternizações periódicas
- Envie mensagens de incentivo, lembre datas importantes
- Valorize a diversidade

# Gestão de Pessoas: capacitação

Manter o corpo funcional atualizado (competência técnica) e motivado (competência emocional) é um desafio de responsabilidade do gestor da unidade, considerando que a motivação é uma característica intrínseca do ser humano.

Assim, é importante planejar com eficiência as ações de capacitação, a fim de que se possa ter o êxito esperado, impactando positivamente a entrega da prestação de serviços à sociedade (Barbosa & Faria, 2018; Souza & Pinto, 2019).

Para atender esse objetivo sugere-se:

## 1. Fazer o levantamento das necessidades:

- Identifique lacunas de competências
- Consulte as avaliações de desempenho
- Ouça as demandas dos servidores
- Alinhe com os objetivos estratégicos

## 2. Efetuar o planejamento anual das ações de capacitação

- Priorize capacitações obrigatórias (ex: ética, segurança da informação)
- Inclua capacitações técnicas específicas
- Reserve orçamento adequado
- Diversifique modalidades (presencial, EAD, híbrido)
- Formalize por meio da apresentação das demandas à unidade de gestão de pessoas ou pela elaboração de um instrumento chamado *Plano Anual de Capacitação*, dependendo da competência da unidade quanto à autorização das ações.

## 3. Executar

- Divulgue oportunidades com antecedência
- Incentive a participação fazendo sugestões ou recrutamento
- Garanta acessibilidade para todos
- Acompanhe frequência e aproveitamento

## 4. Avaliar

- Aplique avaliação de reação
- Verifique aplicação prática do aprendizado
- Mensure impacto no desempenho

# A importância de cultivar boas relações de trabalho

As relações de trabalho são fundamentais para o sucesso organizacional e para a implementação eficiente de práticas de governança. Um ambiente de trabalho pautado em relações saudáveis promove a colaboração, o respeito mútuo, a comunicação clara e a confiança entre gestores e equipes.

Essas relações contribuem diretamente para a motivação dos servidores e do quadro de colaboradores em geral, impactando positivamente na resolução eficaz de conflitos e no aumento da produtividade. Além disso, um bom relacionamento interpessoal favorece a retenção de talentos e a construção de um clima organizacional positivo, que reflete na qualidade do serviço prestado.

Para os gestores, cultivar relações de trabalho harmoniosas é essencial para garantir a estabilidade, a transparência e o alinhamento dos objetivos organizacionais, pilares básicos para uma governança eficaz. Portanto, investir na gestão das relações humanas no ambiente de trabalho é uma prática estratégica que fortalece a organização como um todo.

## **Ações para a boa gestão de pessoas na prática**

### **Meritocracia e valorização profissional**

Reconhecer e recompensar o desempenho, com base em critérios objetivos e transparentes.

### **Desenvolvimento contínuo**

Estimular a aprendizagem organizacional e o aperfeiçoamento técnico e comportamental.

### **Humanização das relações de trabalho**

Cultivar ambiente saudável, ético e colaborativo.

### **Gestão por competências**

Mapear, desenvolver e alocar servidores conforme suas habilidades e o perfil das funções.

### **Participação e engajamento**

Envolver as equipes em processos de decisão, inovação e melhoria institucional.

### **Equidade e inclusão**

Assegurar igualdade de oportunidades, respeito à diversidade e combate a discriminações.

# A importância de cultivar boas relações de trabalho



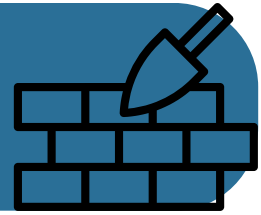
## Liderança que faz a diferença!

A gestão de equipes exige atenção às questões pessoais que podem influenciar no desempenho no trabalho. É fundamental reconhecer que a vida pessoal afeta diretamente as atividades profissionais, e o gestor deve considerar essa realidade com sensibilidade. Isso inclui a possibilidade de flexibilizar regras para alguns membros da equipe, de forma justa e equitativa. Adotar essa postura pode fortalecer, a médio prazo, o relacionamento entre líder e liderado, criando um ambiente de maior confiança e colaboração (Ramasamy, 2020).

### Haja com transparência e clareza, evitando interpretações erradas!

- **Prática: *Utilize linguagem clara e acessível.***
  - Ação do Servidor: Na comunicação com o público (balcão, telefone, e-mail) e na redação de documentos internos (despachos, certidões), encontre o equilíbrio entre a linguagem técnica jurídica e a simplificação textual (Linguagem Simples), promovendo a clareza e o entendimento.
- **Prática: *Mantenha os registros organizados.***
  - Ação do Servidor: Garanta que os dados e informações que você gera (em sistemas, documentos) sejam precisos, íntegros e tempestivos, pois eles serão a base para a prestação de contas e relatórios institucionais, além de auxiliar da preservação da memória institucional.
- **Prática: *Siga o Código de Ética e Conduta.***
  - Ação do Servidor: Tome decisões e execute suas tarefas com imparcialidade e isenção, evitando situações de conflito de interesses (reais ou aparentes). Não divulgue informações ou conversas de terceiros sem que seja expressamente autorizado
- **Prática: *Zelo e Responsabilidade.***
  - Ação do Servidor: Use os recursos públicos (material de expediente, equipamentos, tempo de trabalho) de forma responsável e econômica, evitando desperdícios e desvios.

# A Comunicação

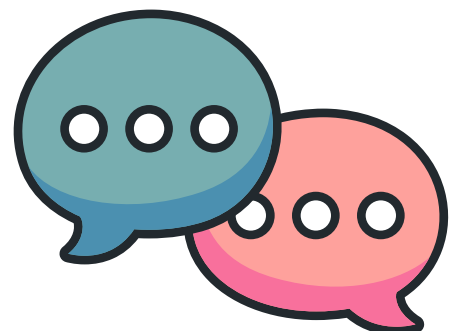


A comunicação constitui alicerce fundamental para construir confiança, compartilhar informações estratégicas, alinhar expectativas, resolver conflitos e mobilizar esforços coletivos. A comunicação eficaz proporciona clareza nos objetivos, alinhamento de expectativas, redução de conflitos, agilidade na resolução de problemas, fortalecimento do clima organizacional, engajamento das equipes, disseminação do conhecimento e estímulo à inovação.

A comunicação deficiente gera ambiguidade, erros operacionais, conflitos interpessoais, boatos, desmotivação, perda de informações críticas, resistência a mudanças e baixa produtividade. Os princípios comunicacionais essenciais incluem clareza e objetividade formulando mensagens simples e compreensíveis; completude assegurando todas as informações necessárias; oportunidade transmitindo no momento adequado; adequação do canal selecionando meios apropriados como presencial para feedback sensível, reuniões para decisões coletivas, e-mail para comunicações formais; e feedback com escuta ativa demonstrando interesse genuíno pelas perspectivas dos colaboradores.

Os fluxos organizacionais desenvolvem-se em comunicação descendente transmitindo objetivos, delegando tarefas e fornecendo feedback; comunicação ascendente mediante relatórios, identificação de problemas e sugestões; e comunicação horizontal promovendo coordenação entre áreas e compartilhamento de conhecimentos.

A gestão eficaz de equipes exige compreensão das particularidades do serviço público, equilíbrio entre autoridade formal e liderança legítima, comunicação clara, sensibilidade para conflitos e compromisso com desenvolvimento contínuo dos colaboradores.



# A Comunicação eficaz



O gestor deve atuar no sentido de maximizar uma comunicação clara e direta com os membros da equipe, prezando sempre pela transparência das ações, que funciona como uma verdadeira bússola na definição das estratégias de comunicação.

*Problemas de comunicação afetam o desenvolvimento e aperfeiçoamento das rotinas de trabalho, geralmente em razão dos ruídos de comunicação.*



## O que são ruídos de comunicação?

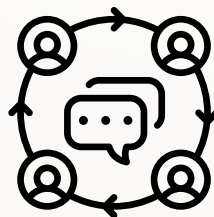
Ruídos de comunicação são quaisquer interferências, distorções ou obstáculos que impedem que uma mensagem seja transmitida, recebida ou interpretada com clareza entre emissor e receptor.



Eles podem ser internos (emoções, distrações, preconceitos, interpretação equivocada, problemas psicológicos ou fisiológicos) ou externos (barulho ambiental, tecnologia inadequada, falhas no canal, ambiguidades linguísticas, diferenças culturais ou físicas).

O resultado dos ruídos é a dificuldade de compreensão, mal-entendidos, conflitos ou falhas na execução das ações pretendidas. Reconhecer e gerenciar esses ruídos é essencial para garantir uma comunicação eficiente em qualquer ambiente ou organização.

Fonte: <https://www.approach.com.br/blog/ruídos-na-comunicacao/>



# A tecnologia como aliada



A utilização de ferramentas tecnológicas no ambiente de trabalho é sempre bem vinda, a exemplo do *Whatsapp*; painéis de BI - *Business Intelligence*; aplicativos de transcrição de reuniões e geração automática de atas, dentre outros (Rizk & Lindgren, 2025; Kumar et. al., 2024; Reiling & Contini, 2022).

Todavia, a conectividade permanente às vezes dificulta a interlocução quanto aos limites relacionados à utilização dessas facilitadores da comunicação, que são uma realidade no dia a dia do trabalho.

Assim, é necessário ter alguns cuidados para evitar ultrapassar as regras da boa vizinhança quando o objetivo é uma comunicação efetiva e fluida.

Por isso fique atento:

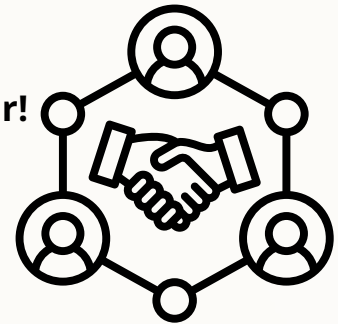
1. Verifique se a pessoa a quem se quer enviar um áudio te deu liberdade para essa ação, caso contrário, prefira escrever;
2. As pessoas são muito atarefadas e, se você quer ter êxito em obter uma pronta resposta para sua demanda, sugere-se que antes de enviar um áudio seja feita uma síntese mental do que se pretende comunicar, a fim de que não se gaste mais do que 30 segundos;
3. Documentos escritos devem priorizar o uso da norma culta. Aqui não há espaço para a informalidade!
4. Estabeleça modelos de documentos padrão e, a cada atualização, indique o número da nova versão. Essa prática facilita o histórico dos registros e auxilia os novos membros a conhecer o trabalho da equipe, auxiliando na gestão do conhecimento institucional.
5. Se você tem dificuldade com o português, cogite fazer a assinatura de aplicações de inteligência artificial, a exemplo do ChatGPT; CLAUDE ou GEMINI e procure se inteirar a respeito das regras básicas de utilização do seu órgão.

# Colaboração é a nova trend

## Você não está sozinho!

Quando as áreas se conectam e trocam informações de forma aberta, os processos ficam mais ágeis e evitam retrabalhos. Além disso, a colaboração torna o ambiente de trabalho mais positivo, onde as pessoas se sentem valorizadas e motivadas a contribuir. Para o gestor, incentivar essa troca é fundamental para alinhar objetivos, melhorar a comunicação e garantir que toda a organização trabalhe em harmonia rumo ao sucesso comum (Rizk & Lindgren, 2025; Thabit et al., 2024; Altunyan, 2023).

**Há espaço para todos que esteja dispostos a trabalhar!**



### **Vantagens de atuar em colaboração:**

1. **Maior produtividade:** O trabalho conjunto permite soluções mais rápidas e eficientes para os desafios enfrentados, aproveitando o conhecimento coletivo.
2. **Desenvolvimento de habilidades:** A colaboração incentiva a troca de experiências e o aprimoramento de competências interpessoais e técnicas.
3. **Estímulo à criatividade e inovação:** O ambiente colaborativo promove ideias novas e soluções inovadoras por meio da interação entre pessoas com diferentes perspectivas.
4. **Fortalecimento dos relacionamentos:** Trabalhar em conjunto cria confiança, respeito e uma atmosfera positiva entre os membros da equipe.
5. **Melhoria na tomada de decisões:** A diversidade de opiniões e conhecimentos contribui para decisões mais embasadas e eficazes.
6. **Redução de retrabalho e aumento da eficiência:** Compartilhar informações e recursos evita duplicidade de esforços e otimiza processos.
7. **Maior satisfação e engajamento:** A colaboração gera um ambiente de trabalho mais motivador e satisfatório, impactando positivamente o desempenho da equipe e da organização.

# Gestão de processos e melhoria contínua

A gestão de processos é essencial para garantir padronização, rastreabilidade, continuidade e redução de riscos. Processos bem definidos protegem a instituição contra improvisações e asseguram que o serviço público não dependa exclusivamente de pessoas, mas de rotinas institucionalizadas. Envolve mapeamento, padronização, otimização e monitoramento de fluxos de trabalho para eliminar desperdícios, reduzir retrabalho e aumentar produtividade.

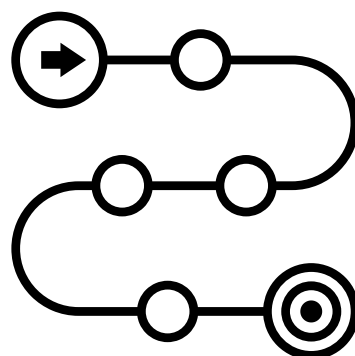
O mapeamento justifica-se para identificar gargalos, possibilitar padronização, facilitar treinamento, reduzir erros e aumentar eficiência.

A metodologia desenvolve-se identificando principais processos da unidade; descrevendo detalhadamente atividades, responsáveis, insumos, produtos e prazos; analisando criticamente para identificar problemas, redundâncias e oportunidades de automação; melhorando mediante propostas que eliminem desperdícios e simplifiquem fluxos e padronizando por meio de manuais, fluxogramas e checklists.

A metodologia 5W2H para elaboração de planos de ação respondendo o quê, por quê, quem, quando, onde, como e quanto é muito utilizada na gestão de processos.

## Por Que Mapear Processos?

- Identificar gargalos e desperdícios
- Padronizar atividades
- Facilitar treinamento de novos servidores
- Reduzir erros e retrabalho
- Aumentar produtividade
- Transformar rotinas de trabalho



# Mapeamento de processos

O mapeamento de processos é uma técnica de gestão que consiste em representar visualmente, por meio de diagramas, fluxogramas ou mapas, a sequência lógica das atividades, decisões, atores envolvidos, entradas e saídas de um processo organizacional. Seu objetivo é proporcionar uma compreensão clara de como o trabalho é realizado, identificar oportunidades de melhoria, padronizar procedimentos, otimizar recursos e facilitar a comunicação entre equipes e áreas.

Fonte: <https://www.ibm.com/br-pt/think/topics/process-mapping>

## Checklist prático

### ETAPA 1: IDENTIFICAR



Listar principais processos da unidade  
(ex: parecer jurídico, compra de material, ações de capacitação)

### ETAPA 2: DESCRIVER



Documentar passo a passo cada atividade, sem excessos  
O processo atende à normas internas e externas vigentes?

### ETAPA 3: ANALISAR



Identificar problemas, gargalos, redundâncias, identificar os responsáveis por cada fase

### ETAPA 4: MELHORAR



Propor e implementar melhorias

### ETAPA 5: PADRONIZAR

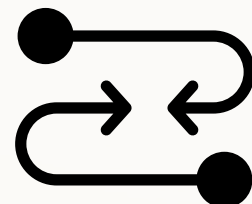


Criar manuais de procedimentos

### ETAPA 6: REVISAR



Revise peirodicamente,  
evitando mudanças constantes sem justificativa



# Gestão de riscos na rotina administrativa

A gestão de riscos é um componente essencial da boa governança administrativa, especialmente no contexto do Poder Judiciário, no qual a responsabilidade pública, a transparência e a previsibilidade das ações são fundamentais. Ela não se limita a instrumentos formais, mas deve estar incorporada ao modo de pensar e decidir do gestor. **Risco, nesse contexto, significa qualquer evento que possa comprometer a legalidade, a continuidade, a imagem ou os resultados institucionais.**



## Por que fazer?

### Gerir riscos é proteger a missão institucional

**A gestão de riscos é instrumento de boa governança, pois reforça a integridade, transparência e responsabilidade na utilização dos recursos públicos.**

- Aumentar a confiabilidade institucional, reduzindo falhas operacionais e administrativas;
- Evitar desperdícios de recursos financeiros e humanos;
- Garantir a continuidade dos serviços essenciais, mesmo em situações adversas;
- Apoiar a tomada de decisões baseada em evidências, priorizando recursos e ações conforme o grau de risco;
- Promover cultura de prevenção, em vez de uma cultura reativa de correção.

### Checklist prático – Visão de risco

- ✓ A atividade envolve recursos públicos relevantes?
- ✓ Há dependência excessiva de uma única pessoa?
- ✓ O processo está documentado?
- ✓ Existe histórico de falhas ou questionamentos?
- ✓ Há controles proporcionais ao risco envolvido?



### Orientação prática

Diante de dúvida relevante, o gestor deve privilegiar a prudência administrativa, o registro formal e a consulta às áreas técnicas competentes.

# Checklist do Gestor Efetivo

## Diariamente

- Monitore indicadores críticos de sua unidade
- Resolva problemas urgentes com priorização adequada
- Comunique-se claramente com sua equipe
- Revise processos decisórios importantes

## Semanalmente

- Analise relatórios de produtividade
- Realize reuniões de alinhamento com a equipe
- Identifique gargalos e obstáculos
- Reconheça bons desempenhos



## Mensalmente

- Avalie indicadores estratégicos
- Revise riscos e controles internos
- Analise execução orçamentária
  - Produza relatório gerencial
  - Ajuste planos de ação quando necessário



## Trimestralmente

- Realize avaliação de desempenho da equipe
- Revise o planejamento estratégico
- Promova ações de capacitação
- Atualize análise de riscos
- Apresente resultados às instâncias superiores

## Anualmente

- Elabore planejamento anual
- Realize pesquisa de clima organizacional
- Faça balanço completo de resultados
- Preste contas formalmente
- Revise processos e procedimentos

# Encerramento

A governança judicial é mais do que um conjunto de normas, estruturas e processos — é uma forma de pensar e agir que transforma a gestão pública em um instrumento efetivo de entrega de valor à sociedade.

Este Manual de Práticas de Governança foi elaborado para orientar gestores, magistrados e servidores na construção de uma administração pública moderna, ética e eficiente, alicerçada em princípios de planejamento, transparência, integridade, responsabilidade e resultados.

Ao longo de suas seções, reafirma-se que a boa governança se concretiza no cotidiano, nas decisões de gestão de pessoas, no uso racional de recursos, no controle de riscos, na inovação tecnológica e na promoção de um ambiente institucional participativo e sustentável.

O verdadeiro sentido da governança judicial é fortalecer a confiança da sociedade na Justiça — confiança essa que se constrói pela coerência entre o discurso e a prática, pela prestação de contas transparente e pelo comprometimento contínuo com a melhoria dos serviços públicos.

Assim, este manual não se encerra em si mesmo. Ele deve ser instrumento vivo, passível de atualização, reflexão e aprimoramento constante, acompanhando as transformações do ambiente institucional e as demandas sociais que se renovam.

Cada ato administrativo responsável, cada decisão planejada e cada processo aperfeiçoado representa um passo rumo a um Poder Judiciário mais eficiente, justo e humano.

Com essa visão, reafirma-se o compromisso do Judiciário com uma gestão pública orientada por resultados, sustentada por valores éticos e guiada pelo interesse público — pilares indispensáveis para o fortalecimento do Estado Democrático de Direito.



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