

Intellectual Capital and the Perception About Self

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Abstract: The value of a company is not only measured by the value of its shares in the financial market, but also by its influence in the media and by how it impacts people's lives. Therefore, you have the value of that brand, its name, and its owner. Although this value speaks very loudly in a society, capitalist or not, there is another value that is not measurable and has a high impact on the external value of a company. It is the value that a company has for its employees and aggregate workers. This is a value that can be measured in the evasion of its staff. However, there is still one more value. Having valuable employees is not a gift; it's an achievement. Getting employees who work for years in the company and have high performance, engagement, and motivation, is more than professionalism. It's affection. And work with affection is not a characteristic of all people. This employee-company relationship requires commitment from both parties. A company, like a tree, is more than it appears to be. Likewise, a person is also more than appears to be. In this context, this article aims to address these intricacies of business-employee relationships, so that self-perception is the basis of a lasting and healthy relationship. The methodology of this work, in addition to long bibliographical research, is research that addresses several issues related to this context and the results are surprising. Thus, more so than professional development, it is necessary to invest in a high-value asset: awareness of yourself. Searching for your value within yourself is a great journey, which must be carefully instigated, in order to promote evolution and well-being within the company. More than professionals, people of character and commitment are needed, and these are also characteristics that must be sought in its employees. This is so the company has a long and healthy life, and the employee feels motivated to grow as a person and as a professional.

Keywords: Intellectual capital, Affection company, Professionalism and self-awareness, Intrinsic quality, Character and evolution, Intrinsic professionalism

1. Introduction

A company is more than meets the eye. A good physical facility: something pleasing to the eye is of great importance. Something that fills the employee's eyes and heart, a place he feels proud to go to work in the morning. A concierge and a reception that makes you want to go to work well dressed. A place that, at the end of the afternoon, he is proud to leave and desires for someone to see him leaving there. Yes, it may not seem like it, but it exists. The pride of working somewhere. Clean, clear, organized environment. An efficient, pleasant entry-exit system and a corridor or garden that leads you to the final working environment that you like. A coffee space that is pleasant and informative. Coffee talks can be technical, informative, and solve many work problems. Clean and tidy bathrooms. Clean and organized kitchen and dining room and a balanced, varied, and nutritious menu. A human resources environment with pleasant staff and a system that allows flexibility in special situations that the employee faces but is simultaneously efficient in regulating rules and procedures that the employee and third parties must follow (Alkmin, 2022). Remembering that the value of a company is its book value added to its intellectual capital value. Book value is related to physical capital and monetary capital. Thus, the location of the company has its value here. The value of the building, the price per square meter, the city, in short, all the effort in location, building design, decoration, is found here. It is visible and it is tangible. The size of the building, the type of building, its location, and what that building holds inside, whether it's jewellery, cars, electronic components, or clothing, is part of its physical capital. Monetary capital, measured in figures, whether by the amount in cash or shares or even by the value of its shares on the stock exchange, is a direct and tangible measure of value. In addition to its visible heritage, however, there is the invisible heritage, but of undeniable existence (Bond *et al.*, 2000; Kayo and Famá, 2003; Berzkalnea and Zelgalve, 2013).

Like a tree, according to the analogy of Edvinsson and Malone (1997), the health of a company begins with its foundations, with the land where it is planted, which is the environment in which it operates. And that goes through the place where the company is installed. Therefore, a company will only be prosperous if it is located properly. Its roots will only develop if they are in the proper soil, as acidic soils burn the developing roots. Thus, companies located in inappropriate locations do not prosper. There are also suitable customers for that company, that is, the market/product segment to be reached must be studied. Customers must be studied, in order to know their taste, preferences and needs, so that they can be served in the best way. Customer feedback,

if utilised in a healthy way, will be part of your fertilizer that will nourish your company, as well as your payment. Not forgetting that bad, demanding, and non-paying customers spoil the company's soil and consume its nutrition. Wrong partnerships and dubious suppliers, also interpreted as parasites and humidity, contribute to fungus undermining the strength of companies. The innovations necessary for products and processes, in order to improve the cost/benefit/quality ratio, contribute as the necessary fertilizer for the trunk to become stronger and the branches to reach new heights.

The value of a company can be calculated by the value of its shares and their quantity in the financial market. Even if you have to subtract the value of debts, taxes, depreciation and amortization, what would be the value of your company if all your employees resigned at the same time? Scary situation? Perhaps. However, this hypothetical situation serves to realize that a company has an added value inherent to the people who make up its staff. And that many times you don't stop to think. In the same way that many people only think about the leaves that fall on the sidewalks and blame the trees, without looking at the engineering work that composes them, in the same way, many times, the people who compose the functional framework are not observed from the point of view of the knowledge engineering work they carry, but only as a registration number, which can be dispensed with (Edvinsson and Malone, 1997; Sullivan, 1998).

However, this organizational culture that “no one is irreplaceable” has meant that companies are always starting over and not being able to take off in their success, as expected. The greatest intellectual capital of a company is still what is in a person's brain, even if that company is composed only by its owner. Even if all laptops and clouds are lost, still, a person's brain is capable of recreating this company. However, the opposite is not true. People carry with them ideas, motivations, dreams, aspirations, neurolinguistics, and neuroscience that changes and creates new synapses with each experience, no matter how small. A new smell, new colours, a new dawn, a new perception, and that's it, here comes an innovation, a new product, a refining process. And so on (Edvinsson and Sullivan, 1996; Edvinsson and Malone, 1997; Sullivan, 1998).

As with the company analogy, it is also possible to analyse a person or company employee, like a tree (figure 1). Their way of dressing, way of speaking, of doing their day-to-day tasks, and the way they interact with the team, is what is visible and is what is easy to evaluate. But behind this image, there is the work of an entire brain, and why not say, the entire body, which acts and reacts to situations, praise, criticism (constructive or not) and management. In his invisible form, there is the way he assimilated his childhood experiences, his day-to-day internal life, the experiences of his previous job, what he studied at school, the languages he speaks. All this and much more, works as fertilizer or as parasites, within you, supplying or stealing energy from your being. However, this is a human being, it is the human capital and the greatest intellectual capital of a company, which lives and pulsates with new ideas, new solutions, or unfortunately, new problems. This perception is very important. When the intellectual capital starts to give problems in a company, there is a need to look for the parasites, for the missing nutrients, for the place where that person is “planted”. That perception, that analysis, is an art of management. It's something profound, not just theoretical. For this, it is necessary that the perception of the self-first occurs (Fineman, 1997; Luthans and Youssef, 2004; Nobre and Valentini, 2019).

This self-perception starts with the entrepreneur. It is important that he knows himself and that he has the notion of how important it is that both he and his employees are well situated within the company. There is nothing worse than discovering that your employee is there, lost, without knowing why he came to work that day. It's frustrating. A businessman who knows himself well will be better able to hire the right people to be with him and help him manage his company, complementing the qualities he lacks, as if they were extensions of his arms; strengthening his own qualities and as if they were extensions of his legs; making him reach farther. This makes him have a complete team, a team that complements each other and not a team of gaps and friction generation (Gallois, Callan and Palmer, 1992; Luthans and Youssef, 2004; Meireles and Camargo, 2014; Valença, 2020).

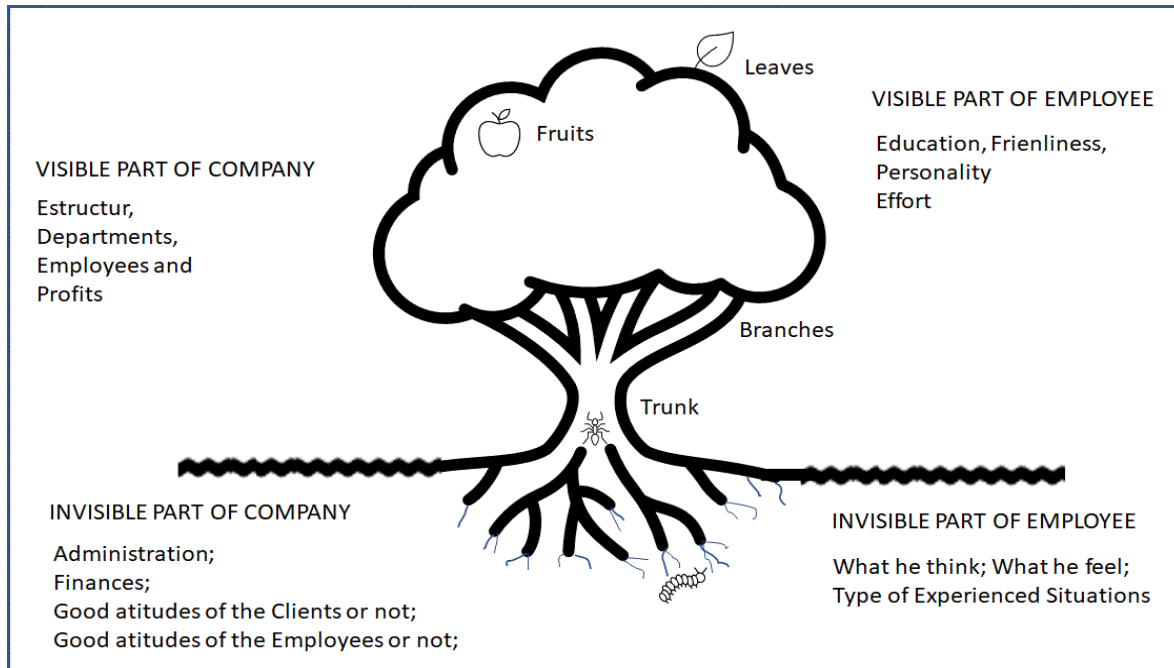


Figure 1: Tree of the Comparison Between Company and Employee

2. Motivation

The motivation for this work came from the observation carried out in the classroom about the most frequent complaints of students who attend classes, and several "brain storms" in relation to motivation, appreciation and perspectives as employees and in relation to companies for the who work or have worked.

3. Methodology.

The methodology for this work was divided into three stages, the first being a bibliographical research carried out using the following descriptors: "intellectual capital", "intellectual value", "human capital", "organizational climate", "business affectivity", "company affection". The research was carried out in the World Wide Web database in Portuguese and English. The selected articles can be found in the bibliography of this work. In the second stage, a survey was carried out through the application of an open questionnaire, answered manually, composed of 5 questions related to what you like the most (liked), what you like the least (liked), the reasons for leaving that job, if you would return working there and the memories they kept of the companies they worked for. The questionnaire was carried out openly, so that there was no bias in the answers. The questionnaire was provided to the participant on a sheet of paper and the participant was asked not to identify himself and that the companies' codification was numerical, in order to preserve the identity and privacy of the participant and the companies. Participants were asked to be sincere in their responses. The questionnaire response time was around 30 minutes. In the third stage, the data were measured in an Excel table and are presented as a percentage in the graphs.

4. Results

It is noticed that the intellectual capital of a company goes beyond the information and patents of its product or documentation of its manufacturing processes. There is still more to be known in this area, which offers constant challenges to managers and entrepreneurs around the world. Yes, because human beings change every morning. After each night of sleep and the somatization of lived experiences, cognitions provide changes in behaviour. However, what happens is that the greatest intellectual capital is still with them: people. Be it in your creativity, be it in your reaction to challenges, be it in your resilience. And these changes occur every moment. There is still no system that surpasses human resilience or creativity in problem solving. However, people need something very important: motivation. Systems don't need motivation. And motivation is something personal and non-transferable. What motivates one employee may not appeal to another. And this is still an unknown for many managers and companies. The opportunity for professional and personal growth of an employee in a company brings motivation. Normally, after reaching the growth stage within a company, it can happen that they become demotivated, if the company or the activities they perform are not offering challenges. They can also become

demotivated if the challenges offered by their activities are too unpleasant. However, a healthy human brain likes to overcome challenges every day, as it is part of its nature of cognitive evolution (Goldstein and Ford, 2002; Kays, Hurley, and Taber, 2012).

The research, carried out through an open questionnaire containing 5 questions: what you like (or liked) most about the company; what you like least (or liked) about the company; the reason for leaving the company; whether you would work for that company again and what is your best memory(s), was carried out with two groups of students from the professional technical course in Technology in Telecommunications Systems at the Federal Technological University of Paraná, in the first semester of 2023. Thirty-two fully completed questionnaires were obtained, from people aged between 20 and 45 years and with a number of jobs ranging from 1 to 7, with an average of 2.75 jobs per person.

The first question of the questionnaire: what they like (or liked) most about the companies they worked for or still work for, were cited: learning opportunities, with 16%; organizational climate / welcome / treatment, with 9%, feeling of being employed or active, with 8%; friendships, with 8%; professional growth with 7%; activities carried out, with 7%; contact with different people, 6%; freedom to work, with 5%; mobile time, with 5%; high salary, with 4%; company status, with 4%; benefits, work team, deposited trust and working hours reduced to 6 hours a day, with 3% each; organization and management, with 2% each; quality food, stewardship, communication, professional recognition and business trips, with 1% each. The result can be seen in figure 2.

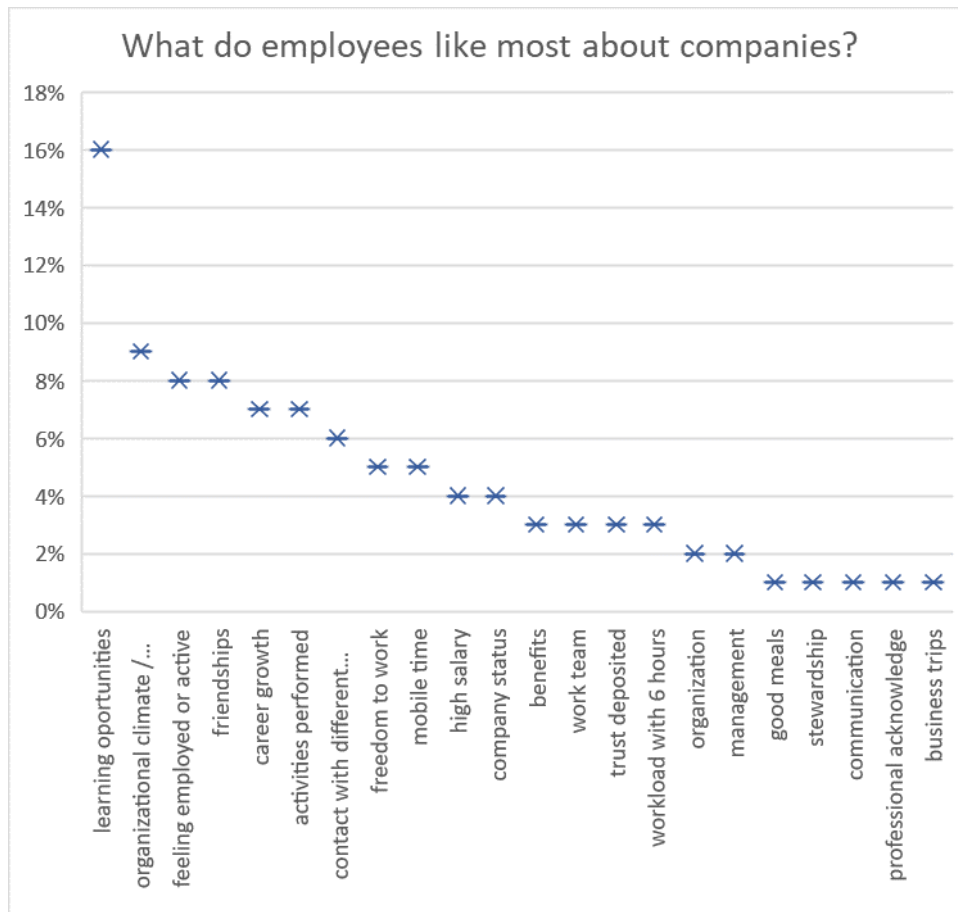


Figure 2: Comparison Chart of What Employees Like Most About the Company

The second question of the questionnaire, what they like the least. The reasons are described below: type of activity, 9.17%; pace of work/excess tasks, 6.42%; pressure for results, 5.5%; boss treatment, 5.5%; communication failures between sectors, low salary and organizational climate, with 3.66% each; workplace, relationship with management, company disorganization, working on days off/holidays and short working hours, short contract, with 2.75% each; commuting time, bureaucracy, company politics, rigid schedule, many trips, low salary, colleagues' character, lack of training, lack of presence of the superior / incompetence or nothing to complain about, 1.83%; treatment of employees, perception of favouritism, incompetence of leadership, lack of activities, activities outside their area, lack of character of owners and managers, lack of privacy, lack of

opportunity, dirty work place, lack of recognition, lack of benefits , salary injustice or late salary, with 0.91% each. The result can be seen in figure 3.

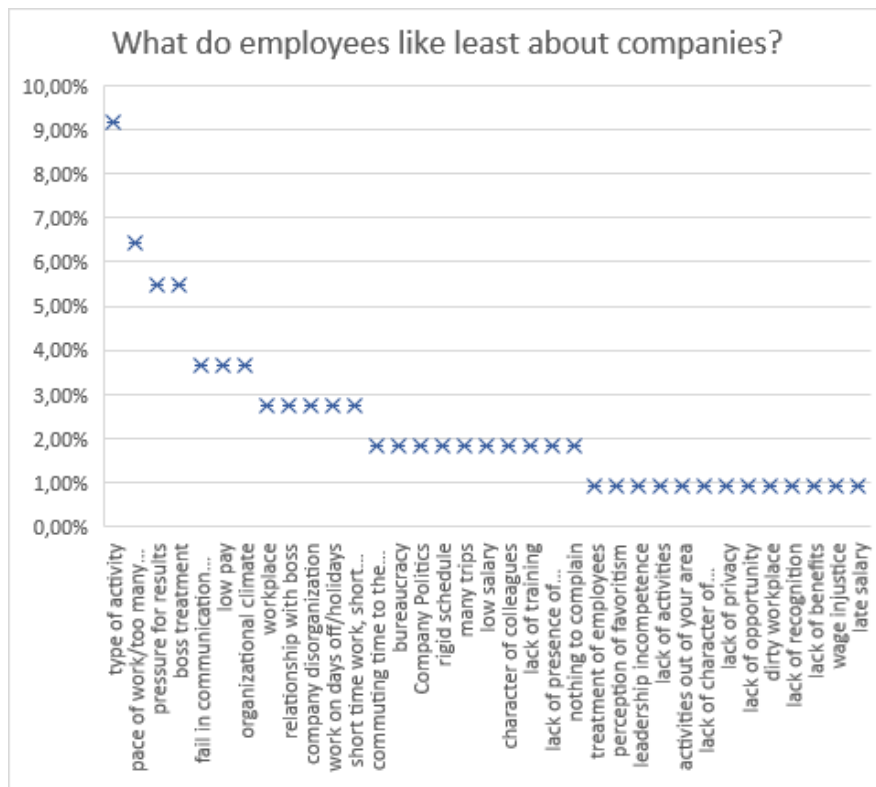


Figure 3: Comparison Chart of What Employees Least Like (Liked) in the Company

The third question in the questionnaire, the reasons that led you to leave the company(ies), are: change of job to better places, 27.63%; finalization of contract, 17.10%; staff reduction, 10.52%; low salary, 6.57%; company bankruptcy, 5.26%; did not like the activity, pressure and fights with colleagues, 3.94% each; bad relationship with superiors and felt devalued, 2.63%; change of state, lack of payment, did not like the workplace, stagnation, limitation of work, to study, disorganization, bad management, organizational environment, change of professional area, lack of appreciation, loss of health, with 1.31% each one of the evaluated items. The result can be seen in figure 4.

The fourth question in the questionnaire, regarding the decision to go back to work in the companies they have already worked for, 47.87% answered yes and 52.12% answered no.

The fifth question in the questionnaire, about the best memories: friendships, with 20.76%; technical learning, with 13.84%; companionship of work teams, with 13.07%; moments and festivities, with 10.76%; recognition and good management, 10.00%; business trips / external training / training abroad, with 7.69%; organizational climate, 3.07%; customer recognition, 3.07%; meet new people, 2.3%; organized work, 2.3%; type of activity, 2.3%; discovering your worth as a person, 1.53%; freedom from work, 1.53%; benefits, 1.53%; and other good memories, such as always being on the move, the company's history, knowing good people, stewardship, high salary, active participation in company changes, partnerships and mobile working hours, divide the rest of the percentage, being 0.76% for each of these items. The result can be seen in figure 5.

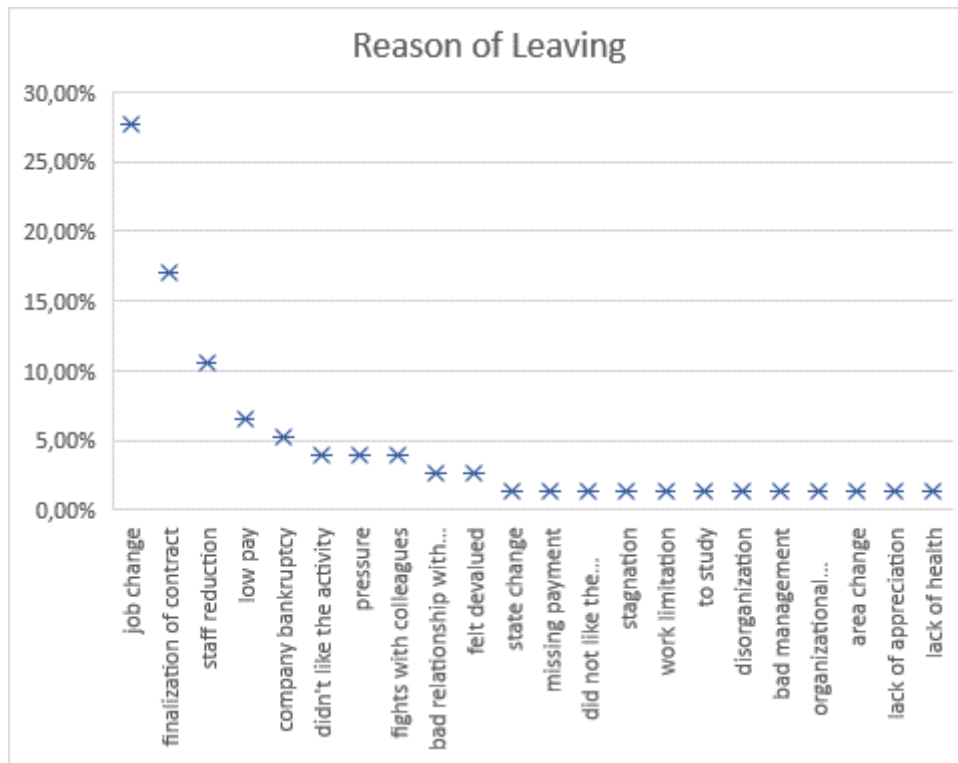


Figure 4: Graph Comparing the Reasons That led Employees to Leave the Company

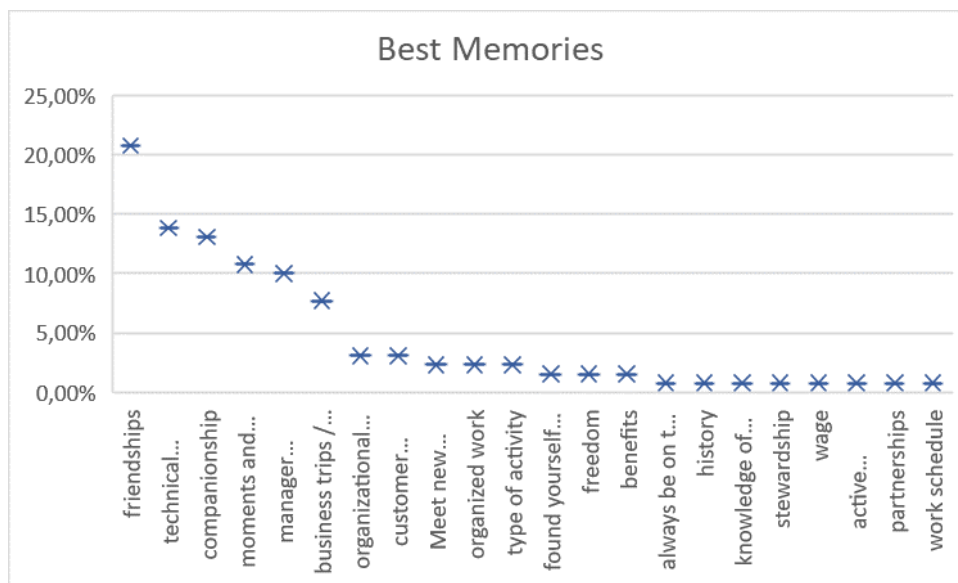


Figure 5: Comparison Chart Of Employees' Best Memories of the Company

5. Discussions

There are factors that shape employees' perception of their worth within a company and this perception influences their motivation and commitment. When a person starts working, there are expectations: salary, professional growth and growth as a person, activities to be carried out and management. Expectations are, in large part, a reflection of the values that came from the cradle and the formation of their personality and character over time, such as ambition or greed, capacity for effort or comfort zone, healthy or harmful competitiveness, ability to cooperate or not, or others. Expectation and return are comparison factors that tend to drive motivation and commitment. Unmatched expectations generate frustration and demotivation, resulting in a lack of commitment. How to work these factors within a company or team is a challenge to be overcome by each entrepreneur or team leader. Managers encounter many challenges when trying to understand and effectively use their employees' intellectual capital, and thus, the biggest challenge is to assess the employee's

reality, understand their strengths/weaknesses in knowledge and as a person, and understand the behaviour of the team and your own behaviour. Having the ability to listen and recognize talent within your team and bring together different people and different views are part of this communication, as well as giving feedback to your superiors and subordinates for improvements in the company. Another great challenge for the manager is to overcome his own fear when realizing that his employee has more competence than he does. And so, instead of persecuting them and sending them away, give them better technical or management or training opportunities within the company and thus not lose this intellectual capital. How to make this professional maturity possible?

6. Conclusions

What makes a person work for many years in a company, even knowing that there are better places to occupy their talent? What makes a person work for many years in the same place, without at least looking for other options? There is more behind an employee's behaviour than meets the eye. Yes, as much as one constantly thinks about professionalism and intellectual and technical growth, there is more. There is something intangible behind the indexes in a company and the performance of its employees, be it technical, administrative, or personal performance (Stewart and Ruckdeschel, 1998; Sullivan, 2000).

It was observed, in the analysed group, what they like (or liked) most about the company they work or worked for, the taste for learning, the feeling of belonging and the appreciation of friendships in the workplace. Feeling important and seeing the company you work for progressing, gives the feeling of life flowing and belonging to a world that evolves in the right direction. Interesting activities, balanced teams and competent management remain in the hearts of former employees. The employee's interest in remaining in a company goes beyond appearances. Often, friendships and companionship in activities, a work team that makes you feel confident and important, contribute to your staying in that place longer. Human beings still have the need to belong, so when they feel welcomed by a certain group, they feel comfortable and stay there longer. Even though the pandemic has brought withdrawal and seclusion, and thus, much of this need and sense of belonging has been lost, still, companionship contributes to staying in a workplace that is not so pleasant. Therefore, affectivity brings with it this attachment to the company (Britto and Elias, 2009; Squire, 2009; Giuliani *et al.*, 2011). A company's culture and organizational environment influence employee motivation and engagement, and these two factors have a strong influence on employee behaviour. Motivation and engagement increase productivity, improve relationships between teams and the will to make it work, in addition to reducing stoppages or rework. When the employee comes from another company and from an environment without perspective and hostile, in a short time he will realize that this motivation is changing his behaviour in the way he sees his professional life, with greater perspectives, new horizons and a new destination for his future. What seemed obscure and without definition, now begins to gain new colours. The most common consequence in unmotivated and non-engaged employees is low productivity, inattention, rework and indifference with their team, non-compliance with company goals, absences from work, excess medical certificates, and idle time.

When there is incompatibility between the company's culture and the needs or expectations of employees, there is a need to review the mission, vision, and values, for both. And this evaluation can be carried out through double-blind research and evaluated by a neutral and specialized company. But even so, it can be done in a direct and simple way, when the owners or managers go visit the factory floor and talk with their subordinates, in a friendly but also investigative way, for example, where is the weak point of your process, points of improvement, weaknesses and others. Many of the answers managers look for in business meetings can be on the hands of their simplest employee. Many answers come from observation and evaluation.

Agreeing with the company's mission, vision and values are essential components for a healthy and lasting relationship between employee and company, because without agreement there is no healthy relationship. Even in the Holy Bible it is written ("Can two people walk together, if they are not agreed?" Amos 3:3). Of course, after the agreement comes the will. Therefore, the employee tends to act in such a way that the company is satisfied with his work and the company tends to study ways to value this employee.

Feeling well managed, without injustice and with recognition of the good work done, strengthens the employee's sense of well-being, making him feel motivated through positive affirmation, to always work well and better. Injured employees, poorly recognized for their efforts, become average and lose motivation for evolution. Low wages, not liking the activity they perform and suffering constant pressure for results are among the first causes of resignation in the analysed group. Likewise, the type of activity, overwork, pressure, and the way it is managed are among the first things that employees least like (or liked) in the companies they work or

have worked for. Thus, it can be inferred that the type of activity is decisive for the employee's dismissal. Therefore, care in hiring is essential so that the employee stays longer in that service station and the company does not waste resources with training in that position and never have a well-trained employee in that position. Therefore, it is important to be very clear about the activities that the employee must carry out, the study of the temperament profile for each function of the company. Because it's no use, a person who doesn't have patience, to deal with a customer or to resolve minutiae of a manufacturing process, as the probability of having temper tantrums will be high. This is an assessment that needs to be verified, so that customers are not lost, and unnecessary friction does not occur in a production line, causing even greater damage (Stewart and Ruckdeschel, 1998). There are strategies and practices that companies can adopt to increase their employees' perception of value and appreciation. Training is one of them. The perception of oneself and the other is also training. There are companies that provide this training service in this area, either through lectures, theatre performances about awareness, targeted questionnaires, differentiated teamwork. Providing this type of training is valuing the employee. Each company belongs to an area or branch, be it textiles, automobiles, cosmetics, medical, or others, and it is up to each company to study its customer, study its employee, train its employees to meet customer expectations, so that employees receive a good evaluation from the customer and can discuss improvements in the process, product, or service. However, the goals achieved must also be valued by its employees, such as gifts, such as dinner, travel, cash value, tour, share in the profit's company or company shares, for example. How to know what rewards your collaborator or your team the most?

Likewise, people with focus and attention problems have difficulty performing tasks that require concentration or high-risk tasks. Each person has a coefficient of capacity for innovation, which involves imagination, creativity, taste for research, attraction for attempts, disposition, among other qualities; a coefficient of capacity for managing people, which involves affection, patience, character, loyalty, knack for dealing with people, among other qualities; a coefficient of ability to carry out projects, which involves planning, patience, analysis of details, analysis of logistics, persistence, resilience, among other qualities; and a coefficient of ability to pay attention to rules and methods, which involves attention to quality standards, discipline, obedience, among other qualities. All these capabilities must be carefully studied so that this person can be allocated to the correct place within a company, in order to make the most of their potential and minimize interferences with their management. (5) Self-perception and self-knowledge are fundamental for more assertive professional development and also for the well-being of a company's employees, as they direct the best choices, according to their expertise, increasing their chances of success in the company and in the life. Self-perception makes people aware of their environment, their relationship with the world and their place in the world. Self-knowledge makes the person aware of his possibilities for growth, his talents, and his intuitions. This makes a person realize their best place in the world and thus overcome themselves, strengthening their knowledge and skills at each stage of their life.

Individuals are unique in their temperaments, perspectives, dreams, personalities, and character, among other characteristics. Thus, individuals respond differently to various motivational factors. Therefore, companies can direct their strategies to a certain group and thus increase employee motivation based on individual differences. Sellers, research agents, technicians, engineers, and many other professions have very different profiles. Companies often need to hire companies that specialize in behavioural and neuroscience studies and do research around it. In this way, investments will be more assertive.

The intellectual capital of a company has a direct and indirect impact on its tangible and intangible value, as the success of a company is also monetary (tangible value). The value of the character of the company's employees is an intellectual capital of intangible value, which can be measured by the company's reputation. Intelligence and character are highly important factors for the continued success of a company.

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