



ISSN: 2237-1427

v. 10, n. 1, 2020

## EDITORIAL - DIVERSITY AND ORGANIZATION

The organizational environment, whatever the sector of activity, can no longer do without the dynamics generated by the wide acceptance of diversity practices. The amalgam of disparate ideas, diverse cultures, expectations, and essentially different individual choices creates “new knowledge,” the biggest driver of productivity, in a globalized competition market. And it does so first because it reconstructs a scenario that mirrors a multiple society. In all senses.

In this context, to better understand how healthy coexistence between differences - individual and worldview - generate sustainable cycles of expansion, the obligatory interaction between diversity and organization has become the thematic axis of the first issue of Volume 10 of the Journal of Careers and People. The article that opens this issue of ReCaPe, “Engagement at Work: Analysis of the Engagement of State Public Servants of a Higher Education Institution”, by researcher Marilene Kobernovicz of the Midwest State University (Unicentro) and the Professional Master’s teacher Sílvio Roberto Stefano, also from Unicentro, aims to analyze and identify the levels of engagement of these servers. The article presents as a theoretical definition the perception that engagement is influenced by “individual differences measured by the self-referential evaluations construct”.

The quantitative research, based on the application of a questionnaire investigating three measurable dimensions of the engagement concept - vigor, dedication and absorption - among effective employees, with at least five years of exercise, identified “high” levels of engagement in the three dimensions. , with the variable “vigor” with the highest incidence. In the research results presented, “meaning and purpose” of the work achieved the highest results, followed by “persistence and resilience” in solving everyday problems in job performance.

The second text of this issue, “Saturated, matured or rising? By which way permeate the bibliometrics in the area of people management ”, by professors Gilmara Aparecida de Freitas Dias, from the Montes Claros State University, André Luiz Mendes Athayde, from the Federal University of Minas Gerais, Montes Claros Campus, from Gisela Demo, from the Graduate Program in Administration at the University of

Brasilia and researcher Ana Carolina Rezende Costa, also from the University of Brasilia, aims to analyze the bibliometrics of the area of People Management identifying elements of demography, themes, social relations and methodology.

The methodological course of the article, with a quantitative profile, sought systematic investigation in Qualis / CAPES System journals, with strata greater than B2. From this criterion selected 32 journals selecting 75 articles for data collection. The results showed a significant concentration of the themes Quality of life at work, People Management, Human Resources Management and People Management Policies. The article considers that the four most addressed themes reveal “inclination towards more strategic people management”, seeking competences to support the “globalization of markets”.

“Pillars of Diversity and Inclusion in a Multinational”, third article in this issue of ReCaPe, by FIA School of Business Researcher Juliana Tavares Silva and teachers Ivete Rodrigues, Gleriani Torres Carbone Ferreira and Maurício Jucá de Queiroz, all teachers Faculty of Business and Administration, aims to understand how the Brazilian unit of a multinational company implemented inclusion and diversity program relating it to the 17 United Nations (UN) Sustainable Development Goals (SDGs) defined in 2015. In Case study format, with qualitative profile methodological procedures, the research data were collected from two questionnaires and two semi-structured scripts used in the interviews of “key individuals” who composed two groups of collaborators who received different questionnaires, featuring intentional sample, with proce triangulation method for competent validation. The survey results evidenced the company’s strategy, first, with the formation of a Diversity Committee. The company walked in the early stages of the diversity cycle (awareness and education) with the greatest impact of achieving SDGs 5 and 8, which deal respectively with gender equality and equal opportunity at work.

The fourth article of this edition, “Culture Analysis established in the process of drug certification in Brazilian certification laboratories” by Professor Celso Machado Júnior, from the University of São Caetano do Sul and Universidade Paulista, by researcher Alex Amancio da Silva, also from United Metropolitan College and the Professor of the Graduate Studies in Business Administration Program at Mackenzie Presbyterian University, aims to analyze the cultural environments, internal and external when the product certification process in the area of drugs.

The influence of national culture in the strategic decision making processes of investment is present in the objectives of the study, as well as the demands of the foreign market for competitiveness composing a picture of extreme diversity of pressures in this decision making process. The qualitative profile research, with multiple case study format, was conducted from interviews with executives responsible for strategic decisions of the company. First, the survey results demonstrated the differences in organizational culture between the official regulatory body and the different companies involved in the certification process, as well as the serious difficulty of competition between Brazilian and foreign laboratories in this certification process.

The fifth article in this issue of the *Careers and People Magazine*, “Succession process and the link with organizational strategy - a multiple case study”, by Professor Tatiana Almendra Dutra of Strong ESAGS of Getúlio Vargas Foundation, researcher Monica Bose of the University of São Paulo, Professor Fernando Nascimento, Sebrae-SP Superior School of Entrepreneurship and Gabriela Rodrigues Salomão, professor at the Paulista School of Informatics and Administration, aims to verify the alignment between succession process and strategic definitions, as well as to evaluate the Advantages and disadvantages of choices around succession planning.

In theoretical terms about succession process, the study highlighted three approaches, replacement succession planning, development-focused planning, and strategic-focused planning. The methodological procedures favored the multiple case study in two mining companies, both privately held, the first one implementing a succession process in 2008 and the other in 2011. The research used the semi-structured interview technique, with categorization of data defined by analysis of content. The research results showed that in both cases there is no link with the medium and long term organizational strategy. However, it was found the definition and implementation of stages of development of the succession process in the two cases analyzed located the greatest deficiency due to the absence of risk management arising from the gaps in the succession map of these companies.

“The role of climate leadership influence for restaurant services”, the sixth article of this issue, by researcher André Luiz Costa of Anhembi Morumbi University and Professional Master’s Professor Rodrigo Cunha da Silva, also from Anhembi Morumbi University, aims to analyze the role and influence of “contemporary” leaders in the organizational climate in the restaurant service sector. This segment in the service area has as its recognized characteristic both the lower qualification profile of the workforce and the higher pressure for results. These are correlated to “services received and perceived by the customer”. This intangible factor, with a strong diversity profile, is especially relevant throughout the restaurant management process.

The article focuses on emerging leadership theories in a quantitative study in an exploratory approach using a questionnaire investigating the perception of empowering leadership, directive leadership, and engagement and climate. The technique of structural equation modeling based on variance calculated the correlations between the constructs and their variables. The results presented, based on selected hypotheses, demonstrated that empowered leadership is favorably related to employee engagement in restaurants, but less than that of management leadership. In turn, the hypothesis of increased engagement favorably influencing the organizational climate in restaurants has also been confirmed.

The seventh article in this issue, “Professional Planning: Graduates’ Perception of Graduates,” by researcher Viviane Celita Crescela of the University of Western Santa Catarina and Professor Michele Gaboardi Lucas, also from the University of Western Santa Catarina, presents as The objective is to analyze how undergraduate students plan their future career, identifying their expectations of insertion in

the job market and, eventually, career planning strategies. The research, with quantitative and qualitative profile, applied 137 questionnaires of intentional sampling in the courses of Administration, Law Psychology and Physical Education, with an incidence of 64% of female respondents. The survey results showed that 61% of respondents already work in areas linked to their undergraduate degree. However, this adherence to the area does not mean expectations of “direct insertion into the job market of the chosen profession”: only 10 out of 137 respondents expressed this expectation. The result regarding career planning is no different: 82% of respondents said they know what career planning is, but only 41% acknowledge that they ‘develop some career planning’. Qualitative research also revealed a strong “individualist” perspective for professional development and insertion in the labor market.

The article that closes this issue of the Careers and People Magazine, “Professional qualification in public administration: an analysis of the perception of administrative technicians at the Federal University of Campina Grande”, by UFCG researcher Maria do Carmo Rodrigues Freitas and professor Marcleide Maria Pederneiras, from the Federal University of Paraíba, aims to identify how university employees perceive qualification as a focus in the search for efficiency in the public service. The methodological procedure of the research, with quantitative and qualitative profile, used a questionnaire and semi-structured interviews with 69 employees from 21 university administrative units. The study results showed that only 37.2% of respondents had access to “training events”. Among those who had access to these events, 72.1% recognized “profile improvement” after training activities. However, 44.2% of respondents pointed out that “postgraduate improvement” achieves better results. It is worth noting that 28.1% of respondents do not consider the lack of training courses as a hindrance to the development of the administrative server.

Good reading!

***Leonardo Trevisan, Elza Veloso and Joel Dutra***

Publishers