

## **EDITORIAL - COMMITMENT AND PRODUCTIVITY**

The economic crisis has opened an interesting debate in the world of work on efficient resource management. In different senses, especially in the productivity item. Without exception, every sector of activity, private or public, has faced, in recent quarters, serious dilemmas about how to optimize resources and increase production capacity. It should be borne in mind that decisions on staff reductions have raised increasingly substantial concerns about the issue of commitment.

In this way, the complex relationship between commitment and productivity constitutes the thematic axis of edition V.8, no. 1 of the Journal of Careers and People. It is also noticeable that career design in the context of the post-economic crisis in Brazil will find in these two concepts - productivity and commitment - very relevant aspects.

The article that opens this edition of ReCaPe, "Intervening Dimensions in productivity and workforce planning of a Brazilian state court of Justice", by Leandro Trigueiro-Fernandes, José Antonio Monteiro Hipólito and Miguel Eduardo Moreno Añez proposes an interesting discussion of the relationship between commitment and productivity in a sensitive and complex area of the public sector, as is the case of a Court of Justice. With possible important comparisons with other sectors of activity.

The main objective of the text is the discussion of human resource planning and management when different factors do not respond to the direct influence of management. Among these factors are micro and macroeconomic uncertainties, new technologies and unreliable instruments to measure professional performance. This scenario is common to the public or private sector. The article sought to identify the dimensions involved in productivity and workforce planning, to find factors capable of optimizing the results of the professionals' performance, fundamentally in a context with a significant scarcity of resources.

As a methodological procedure, the study is exploratory, in a case study profile, with a simple random sample questionnaire with servers and secretarial heads and has obtained 1,072 valid observations after data processing out of a total of approximately 1,650 servers. The results pointed to the existence of four intervening dimensions in productivity: server performance, use of IT systems, infrastructure and seasonality of activities. When evidencing these factors, it is believed that it will be possible to guide actions that increase productivity and promote adjustments in the distribution of work to its servers, to optimize the results from the allocated resources.

The second article in this edition, "Career choice and commitment: perception of professionals from X and Y Generations", by Ana Paula de Moura da Silva, Luis Felipe Dias

Lopes, Liane Beatriz Rotilli and Adriana Fabricio aims to identify differences between generations surrounding reasons of choice and career commitment. The research involved professionals from the industrial and commercial sectors, from the city of Ijuí in Rio Grande do Sul, with a qualitative and quantitative approach, and used two validated research instruments. The first investigated the choice process and the second analyzed the commitment / involvement with the career evolution, keeping a comparative basis, between the X and Y generations. The results showed that, for the sample selected, both the reasons for career choice and career commitment, in both generations were the same, when considered personal vocation, interests and abilities.

The perception of coaches on the techniques of career coaching as support for the professional transition is the main objective of the third article of this issue of the Journal of Careers and People, "The career coaching as a facilitation resource of the professional transition process" by Fabio Loli and Marcelo Antonio Treff. The research, with a qualitative profile, sought, from semi-structured interviews with participants of coaching programs, to describe the reflection process in search of self-knowledge that promotes career transitions. The content analysis technique defined four categories as a result of the research: it favors the reflexive process, aids in the definition of professional goals, helps in the "coexistence" with the typical barriers of the professional transition, and, finally, it helps the construction of an "agenda learning" in the direction of the new area of activity. The support of the construct "career anchors" was pointed out by most interviewees as important in the perception of the "motivations" for the professional transition. Aspects of professional satisfaction and dissatisfaction were understood as a "resource of support" in the coaching process. The biggest barrier in the process of professional change, pointed out by all interviewees, was the absence of "self-efficacy" in the career transition.

The fourth article in this edition "Identity, planning and resilience: a study on career commitment in undergraduate students in Business Administration", by Franciele Martins Pichini Correio, Lucas Charão Brito Correio and Adriana Porto Correio aims to analyze career commitment in employed undergraduate students. The research used a quantitative method, with a descriptive character, with variables on the concept of commitment, analyzing motivational link from three components: identity (emotional bond), planning (goals and objectives) and resilience (career obstinacy). The results of the research showed that in questions related to situations of abandonment of affective connection with organizations, a dubiousness in answers has been identified, which makes it possible to infer that professionals of this generation / young people (Y) are less attached to the organization, even though they show identification indicators to the companies they are employed by.

Does the public or private origin of an employee interfere with his performance in public office? This is the starting point of the fifth article of this edition of ReCaPe, "The influence of professional origin in the performance of strategic public positions", by Nathália Oliveira Martins and Kamila Pagel de Oliveira, whose objective is to evaluate the performance of professionals in public positions. Using a case study methodology, the research conducted performance evaluation interviews based on a specific differentiation: the performance of the insider (public entrepreneur recruited internally in the State) and the outsider (public entrepreneur recruited in the market) within the public administration of the state of Minas Gerais. The results of the research showed that there are coexisting advantages and disadvantages attributed to the profile and the performance of the public entrepreneur due to their professional origin, to be analyzed in each case, not having a more advantageous determinant professional origin.

The sixth article in this issue, "Stressors: A Study with Law Students from a Faculty of Paraná," by Patricia Inez da Silva Machado, Erivelton Fontana de Laat e Marcos Roberto Kuhl, , aims to identify the stressors in employed students. The interest lies in linking stress to factors that hinder commitment. The research, of quantitative profile, opted for intentional sampling by choice. The questionnaire, already validated, was chosen because it is believed that the domains contained in the instrument, such as time and environment management, are also present in students' daily lives. The results of the research showed that the average values found in each of the six domains indicated that the average of the environmental domain indicates a high level of stress, while the average of the other domains indicated a medium level of stress. Another relevant result of the study is that in all domains, the average level of female stress has been presented as a higher value of stress.

The article "Strategic management and human capital management - a case study", seventh article in this issue, by Uniran Lemos da Cruz and Eduardo Felicissimo Lyrio, aims to analyze the human resources management and the degree of satisfaction with administrative techniques in a service environment such as that of a language school. The "intellectual capital" construct constitutes the theoretical basis of the research, with a qualitative profile, based on semi-structured interviews. The research results revealed the importance of interaction in the company's macro-environment, to identify strategic information that creates competitive differentials. The research with the students showed that the degree of satisfaction is dependent on the qualification of the contracted human material. The study also revealed that the franchise system used has an impact on the degree of customer satisfaction and the level of professional commitment of the teacher.

The Mindfulness technique favors the individual to move away from acting automatically, producing mindfulness in the present moment. This technique is the theme of the article that concludes this edition of Recape, "Mindfulness and coaching: alternatives to the human development" by Maria Lucia Torresan, Fernando Pessotto and Cintia Heloína Bueno, whose objective is to verify the efficiency of the practice of mindfulness in a process of group coaching of interviewees. The research evaluated eight personal aspects of career and work. The group participated in weekly meetings using the technique. After these meetings, a new evaluation was carried out, configuring pre and post-test measures. The results showed a high correlation between the post-test and the performance in the coaching process, and has found a 55% variance in relation to the goal proposed by the research, with a significant impact on the process of career structure and work of the participants.

Good reading!

Leonardo Trevisan, Joel Dutra and Elza Veloso

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