



ISSN: 2237-1427

v. 9, n. 2, 2019

EDITORIAL - LEADERSHIP AND GENERATIONS

The difficult understanding of generational differences has made any and all leadership process even more complex. The behavioral distances found in the working world between the generations of baby boomers, X, Y and Z have made research on the coexistence of generations more and more urgent. Organizational behavior, worldview, perspectives, and attitudes have earned serious distinctions among companies between different ages.

In this context, to better understand how the idea of leadership needed new cycles of adaptation in the face of diverse generational expectations, the relationship between leadership and generation was chosen as the thematic axis of the second issue of Volume 9 of the Journal of Careers and People.

The effectiveness of internship programs is still significant discussion in the processes of entry into the world of work. For this reason, the opening article of this edition of ReCaPe, "Alpha S / A Company's Internship Program: A Case Study on the Transform Program" deepens this debate with quantitative research with trainees enrolled in the program quoted in the company defined as Alpha which is, in fact, an organization founded in 1942, as a public company in the area of minerals, privatized in 1997, based in Brazil, operating in 38 countries, employing 126 thousand people. The objective of the article, by the professor of the Postgraduate Center of the University of the Amazon and professor of the State University of Maranhão, Carlos Antonio Furtado Dutra and the researcher Sâmmya Garcia Camelo, also of the State University of Maranhão, aims to verify the perception of the trainees in relation to professional growth, as well as to identify limitations in relation to this development, to evaluate the correspondence between theory and practice, and also to analyze the effective use of these companies' functional framework.

The result of the quantitative research with all members of the company's Transform Program showed that only a third of trainees recognize that the program helps to recognize problems and find

solutions, only 36.3% of these trainees acknowledge that they develop expressions compatible with future professional practice, only 30.2% acknowledge the acquired capacity to transfer knowledge to the work environment and only 43.3% of them point out an effective development of technical knowledge. Even more consistent are the results of professional orientation: only 20% acknowledge that the supervisor “scores”, only 30% consider the stage “really useful” for the organization and only 26.8% “Motivator for my development”.

The second article in this issue, “Do the new generations have no commitment? Differences in organizational commitment along the generational groups”, by Lígia Abreu Cruz, a researcher at the University Center for Higher Education in Brasília, the professor at the Federal University of Uberlândia, Ligia Carolina Oliveira Silva and the researcher Cibele Dayana de Souza Werneck Leite. as well as to investigate differences in terms of organizational commitment, to identify different practices in human resources based on generational groups. The quantitative research applied to the public at a private higher education institution in Brasília used the validated Organizational Commitment Scale Questionnaire (EBACO) with results submitted to the Exploratory Factor Analysis, seeking a general average of organizational commitment for each generation group. The results showed that the main objective of seeking empirical evidence on the difference in organizational commitment of different generations, as already found in the international literature on the subject, may not be applicable in Brazilian reality.

The article “The importance of succession of leadership in cooperatives”, third text of this edition, by Professors Silvio Roberto Stefano and Zoraide de Fonseca Costa, of the Graduate Program in Administration of the State University of the Center-West (UNICENTRO) and researchers Ana Paula Rios and Marcia Aparecida Zampier, both from UNICENTRO, have as main objective to understand the complex process of succession in a cooperative. The qualitative research, using interviews with semi-structured script, aimed to identify the degree of perception of the employees regarding the elaboration of a “succession plan”, as well as the relevance of this plan for the expansion of results in the Cooperativa Agroindustrial do Oeste of Paraná. The survey results showed both the low perception of the succession plan’s significance and a significant importance for employees in the “annual evaluations” processes, which the respondents recognized as “essential for growth within the company.” Most of the employees did not assimilate, as evidenced in the research links between succession plan and career development.

The analysis of stressors in the work environment reveals significant surprises, with different generational impacts. The fourth article of this edition of ReCaPe, by the researcher of the Federal University of Ceará, Antonio Wanderson Lima, professor of the Post - Graduate Program in Administration and Controlling of the Federal University of Ceará, Diego de Queiroz Machado and of the

Faculty of Economics and Azevedo de Macedo, “Stressors and symptoms of occupational stress in banking professionals: a study in a public bank agency”, has the main objective of identifying stressors in a well-defined operational reality. The quantitative profile survey used a well validated questionnaire (Stress Symptom Inventory, ISSL, from Lipp) to enable a more accurate diagnosis of stress phases. The non-probabilistic sample interviewed all levels of employees, managers, cashiers and attendants. Results showed that the most stressful factors were customer complaints (93.1%), physical conditions in the work environment (75%), and the least stressful were: cohabitation with colleagues (10.3%), meetings (20.7%) and cohabitation with the immediate boss (37.9%). These stressors, in this proportion, led to the diagnosis that all employees presented signs of stress in the work environment.

The leadership profile in public institutions also presents significant specificities. The fifth article in this issue, by researchers from the University of Araraquara, Regilene Inácio Vieira and Geralda Cristina de Freitas Ramalheiro and the professor of the Postgraduate Program in Biotechnology also from the University of Araraquara, “Leadership in public institutions: a case study at the Federal University of São Carlos “, has as main objective to identify characteristics, motivations and dynamics of leaders and led in a well defined context. In a case study format, with quantitative and qualitative research, the study analyzes the role of these leaderships recognizing ambiguous, multiple and conflicting aspects. The interviews were applied to the different degrees of leadership of the institution including vice-rectorship, pro-rectors and course coordinators, as well as teachers. The results of the research suggest a very different view from the conventional one since the positions of leadership “in the majority, are not attractive”, sometimes not to add financial advantage, sometimes to be seen “culturally” like obligation imposed by system of rotation.

The observation of the effective follow-up of the evolution of people management as a “strategic sector” of companies is the theme of the sixth article of this edition of ReCaPe, “The multiple roles of HR in companies in the Alto Paraopeba / MG microregion” of researchers Francis Marcean Resende Barros, Andressa Carolina Silva and AnaFlavia Lopes de Paula Gomes, all from the Federal Institute of Minas Gerais and the professors Pedro Xavier Penha and Cleiton Martins Duarte Silva, also from the Federal Institute of Minas Gerais - Campus Ouro Branco. The objective of this article is to test and analyze the model and Ulrich referring to the multiple roles of the Human Resources area applied to strategic level and tactical level managers. The quantitative profile research presented consistent results revealing a balance between the tactical and strategic in the roles of strategic partner, administrative specialist, employee advocate or change agent.

The article that closes this edition of ReCaPe, “Organizational culture and practices of quality of life at work: a multiple case study on organizational stages of restaurants in Recife”, the researcher of

the Professional Master in Business Management of the Faculty of Boa Viagem (FBV), Marise Leal Maranhão, and the teacher of the Professional Master's Program of the FBV, Maria Auxiliadora Diniz de Sá, aims to investigate how organizational culture guides quality of life practices at work in different organizational contexts. In qualitative format, with semistructured interviews and observation, the research results identified specific cultural elements orienting quality of life practices in the organization of work, building different management styles, well defined, with well differentiated productivity references.

Good reading!

Leonardo Trevisan, Elza Veloso and Joel Dutra

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