Editorial – New Tensions and Labor Relations

Organizational environments also include a known and underrated dark angle. It is not just the economic, financial, or market-specific crises – not forgetting those for health reasons – that concern or directly affect career expectations. Human relationships, always they, also represent significant barriers for mere professional projections to happen. Without forgetting, obviously, that the human aspect in any environment can contain "toxic components" that act as a strong inhibitor of the necessary dose of job satisfaction.

This scenario of tensions, effectively human, seems not to have been contained even by the accelerated technological evolution. As a matter of fact, as recent times have indicated, in the most diverse professional contexts, it is not just the physical presence that drives these tensions. There are a series of components that make up a kind of "tension basket" recognized in different organizational environments.

The leadership format building situations of emotional exhaustion, the abandonment of subjectivity that eliminates the exercise of values, the ever-present generational conflicts, the non-use of competences and, above all, the "feeling of justice" are part of this basket. Although they are not the only ones.

In this context, first recognizing the limits to understanding the complex world of human relationships and, taking into account the possibility that academic research will face the topic, the difficult reality involving new tensions and labor relations has become the thematic axis of the articles that make up the third issue of Volume 11 of Revista de Carreira e Pessoa.

The article that opens this issue of ReCaPe, "An analysis of abusive supervision, emotional exhaustion and intention to abandon the organization" by the professor at the Federal University of Ouro Preto, Harrison Bachion Ceribeli and the researchers Thamiris Corradi Aguiar, also from this institution and Gustavo Nunes Maciel from the Federal University of Lavras explores the concept of abusive supervision and its "perverse and unwanted" effects, especially in the leadership formats employed. The objective of the article is to analyze the relationship of this type of supervision

with emotional crises in the work environment, as well as to stimulate both self-criticism of this behavior and the initiation of new processes of leadership formation.

This survey, with a quantitative profile, reached 342 respondents in two cities in Minas Gerais. The definition of the sample followed the professional data of the respondents, with 32.2% working in micro or small companies; 30.1% in medium-sized companies; and 37.7% in large companies. As a sectorial division, 22.7% worked in commerce, 15.3% in industry, 35% in the services sector and 27% in the public sector. To measure the emotional exhaustion of individuals in the organizational environment, questions taken from the Maslach Burnout Inventory – General Survey were used, while the measure of abusive supervision was elaborated from questions proposed by Tepper. The survey results showed the negative effects of typical conducts of abusive supervision with a well-defined impact on dissatisfaction at work, labor suffering and definite loss of productivity. The resulting emotional exhaustion is the product of habits and leadership formats well delineated by the research that reach organizational commitment to a very high degree.

The second article in this issue "The kidnapping of subjectivity in workers in a commercial public bank", by researcher Ana Paula Gonçalves Doro from the Federal University of Juiz de Fora, Aretha Henrique Martins Salomão, professor at the Educational Foundation Machado Sobrinho, Victor Cláudio Paradela Ferreira , professor of the Academic Master's Degree in Administration at the Federal University of Juiz de Fora and Ana Cristina Ribeiro de Souza Reis, a researcher at this institution, aims to investigate the perception of professionals in the banking sector regarding the concept of "hijacking subjectivity" as well as identifying infused values and organizational practices that drive this loss of subjectivity. With a qualitative profile, with a methodological procedure characterized by "content analysis", this research showed, first, the pressures for the identification of the worker with the company and, later, the engagement in the corporate culture from a significant uncritical internalization of organizational values. The survey results also revealed the acceptance of the company's goals as "so necessary" that they even justify the distancing from personal values and the assimilation of behaviors that, in other contexts, the individual would not accept.

The generational difference has recognized relevance in the organizational environment. The article "Contributions of generational diversity to organizational learning", the third in this edition, by researcher Daniela Siqueira Collet and professor Anelise Rebelato Mozzato, both from the University of Passo Fundo in Rio Grande do Sul, opens an interesting debate on the role of generations in the organizational learning process that not only transfers "competencies, but also changes the organizational culture" by developing an environment conducive to the acceptance of mistakes, changing the sense of leadership by creating a possible environment for effective interaction. The qualitative profile research, in the format of a multiple case study, had as participants workers from the young and adult generations who were part of different sectors and hierarchical positions in the companies, with ages varying between 19 and 53 years old. The research results revealed that it is in the daily work practices that learning takes place through social relationships and

interactions. In a procedural relationship, the transfer, sharing, creation and reconstruction of knowledge takes place, which results in an intergenerational learning process with strong effects on the organization's environment.

The tensions between the reuse of skills and the organizational environment also appear in a well-characterized way at the time of repatriation of expatriate employees due to the company's interest or need. The fourth article in this issue of ReCaPe, "Repatriation, the difficult return home", by professor Fábio Verruck, from the University of Caxias do Sul, by professor Roberto Birch Gonçalves, Graduate Program in Administration at the University of Caxias do Sul and do researcher Teilor Junior Magrin, from the same institution, aims to identify the determining factors for the effectiveness of the process and the greatest difficulties in re-adapting this professional at the time of return. The survey results indicated both the difficulty of "reverse culture shock", perceived through feelings such as isolation and forgetfulness, making it difficult for the person to readaptation, as well as the inefficiency in valuing the knowledge and skills obtained by the professional during the external experience. . The survey demonstrated the returnee's frustration due to the reduction of responsibilities and challenges, the resulting lack of motivation and the repeated loss of this professional to competing companies.

Does the feeling of fair treatment, the clear perception of fairness, change how the organizational environment changes? The theme of the fifth article in this issue, "Relationships between perception of Justice, organizational support, image defense and rotation intention", by Professor Alexandre Cappellozza of the Professional Master's Degree in Development Administration at Universidade Presbiteriana Mackenzie, by Ingrid Aparecida Siqueira Crispim – Researcher from Faculdade Metropolitana Unidas, by professor Luciano Venelli-Costa, also at Universidade Presbiteriana Mackenzie and by professor José Alberto Carvalho dos Santos Claro, at Federal University of São Paulo, aims to verify whether this perception of distributive justice influences organizational support as much, as the decision-making process to change professional activity, even reaching the dissemination of the company's image.

In terms of theoretical framework, the essential construct of this article is that of organizational citizenship, composed of three dimensions: actions that contain innovative proposals for the organization (creative suggestions); actions in the external environment that publicize the organization's qualities (disclosure of the organizational image); and actions to support co-workers in the organization (cooperation with colleagues). The quantitative profile research with 300 respondents, in a survey format, established four basic hypotheses. The survey results showed that organizational support is directly linked to "feeling that there is no justice in your rewards" and that distributive justice is "more associated with the direct boss than the organization".

The sixth article in this issue of ReCaPe, "People management in the military health service of the Angolan armed forces" by Professor Júlio César dos Santos Faial Ferreira, from the Lusíada

University of Angola in Luanda and by Thiago Soares Nunes, Professor of the Professional Master's Degree in Administration from Centro Universitário UMA, in Minas Gerais, aims to analyze a management model of people "applicable to the military doctrine", specifically on the Management of Personnel and Staff for the Health Service of the Angolan Armed Forces. In a case study format, the qualitative profile research, also supported by primary documentation of these Armed Forces, had as its main objective to subsidize the formulation of a "model" proposal to be adopted in a military corporation.

The research results demonstrated the possibility of building an organizational model for these armed forces, with a decrease in turnover and absenteeism, provided for the execution of tasks within the established deadline, with greater job satisfaction as a result of the alignment of human resources policies with the organizational strategy. From an individual point of view, the remuneration and development of people is meritocratic and there is transparency in work relations and in the evaluation of promotions.

The article "People Management Models", the seventh text in this edition, by researcher Giorgia Chimara Varzoni, from the Faculty of Economics and Administration of the University of São Paulo and by professor Wilson Aparecido Amorim, also from the Faculty of Economics and Administration of the University of São Paulo , historically discusses the evolution of the "model" concept to increase work efficiency and better achieve organizational goals. The main objective of the study was to present the adequacy of "people management" to the different configurations of productive structures. The survey result showed the relevance of a classification of these models with a focus more focused on managing people in an integrated manner with the strategic definitions of the business. This classification advanced to the political discussion, which values the negotiation between the parties seeking a balance of interests. This classification achieves the construction of a competitive model based on the development of human competences adapted to the search for competitive advantage for the organization.

The article that closes this issue of ReCaPe faces the difficult issue of bullying in the organizational environment. The text "Moral harassment in labor relations: the case of a teacher at a private institution of private higher education" by researcher Nelton José Araújo Ferreira from Centro Universitário Unihorizontes and professor Luciano Pereira Zille from the Faculty's Specialization Course in Occupational Medicine of Medical Sciences of Minas Gerais had as objective to describe and analyze judicial decisions related to a process referring to the occurrence of bullying. The approach was qualitative in nature, noting as its main characteristic the fact that it did not seek to objectively enumerate and/or measure the events studied, but rather "to examine and reflect perceptions to obtain an understanding of social and human activities". The categories used in content analysis were classified into harasser strategies; perception of the harassed person in relation to the harasser's behavior; physical and psychological manifestations resulting from

harassment; defense strategies for the harassed and court decisions relevant to the specific case study of bullying in an educational institution.