

## Editorial - Performance and Job Satisfaction

Corporate reality coexists with many new tensions. The arrival of the digital world has generated transformations in all aspects in the context of organizations. No exceptions. The algorithm invaded the entire decision-making process. Even among those who imagine keeping “their world” away from the digital order, for the simple reason that their competitor has already done so. All professional choices, including career expectations, already keep all their attention focused on the “data message”. This scenario of constant “boiling” generated other dimensions for the job satisfaction construct. Other metrics to measure performance coexist with new tools, including gamification, which define different designs for the professional environment, from recruitment and selection to, for example, performance evaluation. In this trajectory of complete innovation, other motivational tools have redefined the traditional logic implicit in the idea of job satisfaction. In this process, the perception of what organizational support is also gained another representation and another structure.

It is in this context, in which the expectations of sharing and mutual benefit between the individual and the organization gained another matrix of knowledge defined by the algorithm, that the theme performance and satisfaction at work became the thematic axis of the articles that make up the second issue of the Volume 12 of the Careers and People Journal.

The article that opens this issue of ReCaPe, “Training and development with a focus on gamification: a view of the process from Brazilian consultancies, by researcher Daniel Hank Miri, researcher at the University of Caxias do Sul, by Luana Folchini da Costa, professor at this university and Bruna Silva Grabowski and Débora Kaiser Bragé, also researchers at the University of Caxias do Sul, aims to analyze the process of insertion of gamification practices in Brazilian training and development consulting companies. Also part of the objectives of the study, to identify and describe the stages and difficulties, as well as opportunities and threats of the use of gamification.

The research, with a qualitative profile, separated a sample of Brazilian training and development consultancies that were selected based on their performance with gamification and availability of participation. The collection of primary and secondary data involved both interviews followed by documental analysis and activities, as well as direct observation of the tools used in the practices.

The research results were integrated to the content analysis used, with open, axial and selective coding, with a significant distinction of the interviewees between the terms “gamification” and “serious games” for the training of consultants.

The second text of this edition, “Benchmarking of internal recruitment: a study in a company in the automotive sector in the ABC region of São Paulo”, by professors Maria Laura Ferranty MacLennan and Patrícia Mari Matsuda, from the Fundação Educacional Inaciana (FEI) Padre Sabóia de Medeiros and the researchers Tomazzo Antonioli and Gabriela Devicaro Tedeschi also from this institution aims to analyze the process of improving the internal recruitment process as well as the vision of employees on this process. And as a specific objective, the study of the change in the flow of job approval and the weight of organizational cultures throughout the process. The research, with a qualitative profile, sought practices used in internal recruitment processes in companies of different niches, identifying the influences that each culture can exert in these processes. The survey results showed. For example, the relevance of leadership development to people management.

The article “Transformational leadership and well-being at work in educational institutions: a theoretical-methodological proposal and reflections for a research agenda” third text of this edition aims to analyze the impact of the Transformational Leadership concept on the Job Satisfaction of teachers, from the dual mediating role played by Prosperity at Work and Burnout. The research, with a bibliometric profile, with a sample collected on the Web of Science and Periódicos CAPES research platforms, prioritizing journals with an impact factor greater than 1. The keywords were combined with each other with the different constructs. The results obtained indicate that the indirect effect of Transformational Leadership on Burnout, through Prosperity at Work, occurs when there is high Openness to Experiences and can result in a higher rate of Job Satisfaction.

The fourth article in this issue, “Performance evaluation in the public sector: the perspective of civil servants in a federal institution,” by researcher at the University of Pernambuco, Mayza Nazareth Silva de Andrade, and professor Adriana Tenório Cordeiro, also at the University of Pernambuco, aims to analyze the perception of public servants regarding the applicability of performance evaluation in a unit of the Federal Institute of Pernambuco. Applied in a survey format, the research with a case study profile, carried out first in-depth interviews with key actors, while the quantitative research underwent statistical analysis including means and frequency distribution. The results of the study showed that the performance evaluation interferes in performance, identifying several dysfunctions in the process, both in the probationary period and after it, highlighting the generic and subjective processes, the absence of impersonality and justice in the processes and the absence of frequent follow-up.

In the world of work, the determinants of workers’ health consist of social, economic, technological and organizational aspects. Based on this finding, the fifth article in this issue, “Organizational

Support and Work-Related Damages: A correlational study with Brazilian workers”, by professors Nilton Soares Formiga and Alda Karoline Lima Silva, from Universidade Potiguar and researcher Natália Holanda Mendes Maia Paula , also from this institution, aims to verify the relationship between the organizational support perceived by workers and the assessment of work-related damage. The quantitative profile survey used the Perception of Organizational Support Scale (EPSO) and the Work-Related Harm Assessment Scale (ADRT). The results obtained showed reliable psychometric indicators and based on a Pearson correlation, organizational support was negatively and significantly correlated with EADRT and its respective dimensions (physical, psychological and social). Significantly, the research showed that in the conception of workers, the greater the support (support) offered by the organization, the less chance that professionals will present more serious illnesses in the work environment.

The sixth article in this issue, “Endomarketing, organizational culture and job satisfaction: a study in Professional Councils in Mato Grosso”, by researcher Eduardo José de Santana Caldas from the Federal University of Mato Grosso do Sul and professors Francisco Mirialdo Chaves Trigueiro from the Universidade Federal de Mato Grosso. Federal de Mato Grosso and Fernando Thiago from Universidade Federal de Mato Grosso do Sul, aims to analyze the influence of internal marketing on perceptions of culture and job satisfaction in a defined environment, the professional councils of the state of Mato Grosso. With a quantitative profile, the research in a survey format, with a non-probabilistic sample, but selected for convenience. The measurement of organizational culture was adapted from questions taken from the satisfaction and well-being factor of the Brazilian Instrument for the Assessment of Organizational Culture – IBACO. The survey results showed partial confirmation of the hypothesis that the existence of internal marketing practices in professional councils increases job satisfaction, since the factors generating information and disseminating information proved to be capable of being predictors of increased satisfaction. The hypothesis that the existence of internal marketing practices positively influences the perceptions about the organizational culture in these organizations can be partially confirmed, since the dissemination factors and managerial responses were confirmed as predictors of the dependent variable.

Understanding the process that leads employees to remain in organizations has multiple relevance, the greatest of which is to avoid the loss of intellectual capital. The theme is the subject of the seventh article of this issue, “Building a multi-attribute scale to assess the factors that make up job embeddedness in Brazil” by Professor Juliana Carvalho de Sousa, from the University of the State of Rio Grande do Rio Grande do Norte, by researchers Joyce Silva Soares de Lima and Aline Francilurdes Nery do Vale, both from the Universidade Federal Rural do Semi-Árido and researcher Ahiram Bruni Cartaxo de Castro from the Federal Institute of Education, Science and Technology of Rio Grande do Norte. The objective of the study is both to statistically test a multi-attribute scale to assess the factors that make up the Job Embeddedness in the country, and to assess the degree of maturation of the construct in the Brazilian literature. With a quantitative profile, with a non-probabilistic approach, the research was applied in the Jaguaribe Valley / CE in an economy

focused on agriculture, public administration, manufacturing industry and commerce. The research results showed that the variables associated with values, visibility of opinions, salary and benefits and attachment to friends had a greater decision-making impact on the analyzed scale.

The article that closes this edition of Recape, “Analysis of scientific production on organizational culture in the period from 1969 to 2019” by professors Gustavo Yuho Endo and Érika Mayumi Kato-Cruz both from Business School UNOESTE and Eric Vinicius Lucion from União Educacional de Cascavel – UNIVEL and the researchers Ítalo de Paula Casemiro from the Federal University of Rio de Janeiro and Luana Pereira de França from the Universidade Estadual do Oeste do Paraná has as main objective to isolate scientific publications related to organizational culture in the Web of Science databases in the period of 1969 to 2019. And as complementary objectives to survey the main journals that publish on organizational culture to identify the 20 articles with the most citations and analyze what was studied in the 20 articles with the most citations on the Web of Science. With a qualitative profile, the research used a model for the tabulation of data that developed a specific tool in Microsoft Excel for the systematization and automation of bibliometric studies. Using this tool, the 20 articles with the most citations on the subject were selected and analyzed. The 16 journals with the highest incidences were selected. The research results showed a word cloud, making it possible to identify the words that stand out the most, as well as verifying that such words are aligned with the focus of the research. And the theme of each most cited article was identified and analyzed.

**Good reading!**

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