

Editorial - Productivity and Performance Assessment

The debate on productivity at work is a topic that still needs greater consolidation in Brazil. It is a fact that the discussion about the factors that create advances in productivity rarely involves an organizational environment. The search for efficiency in working hours undoubtedly begins in the educational process, continues with technological evolution, embraces the role of the State, but also essentially occurs in the institutional setting of the company. The frequently repeated fact that the Brazilian worker has much lower productivity than his American or European competitor, not to mention the Asian one, rarely includes in his justifications the intramural context of the organization, its diffuse institutionality, built more by routine than for innovation.

In this aspect of the debate on productivity at work, the organizational one, an equally worrying question emerges: what is the metric, institutionally recognized in that environment to “evaluate performance”? What is the corporate structure, based on what conceptual assimilation, that defines (and welcomes!) innovative behavior in the reality of that corporate structure? What is the quantum of institutional responsibility for “continuous learning” to occur despite pressure for market competition? In digitalized production, which efficiency indicators deserve more attention? What is the leadership profile required when the performance metric prioritizes the strategic and not the cyclical, just because the “market has changed”? Each of these themes is present in this edition of ReCaPe.

It is in this context, one in which the organizational “logic of productivity” is confronted with so many metrics about what efficiency is, that the debate on Productivity and Performance Assessment became the thematic axis of the articles that make up the first issue of volume 14 of Careers and People Magazine.

The article that opens this edition of ReCaPe, “Evaluation of the impacts of corporate education on routines and process innovations: proposal for a conceptual model” by Priscila Carvalho Rosa, researcher at PUC-MG and professors Rodrigo Baroni Carvalho and Simone Costa Nunes, both from the Postgraduate Program in Administration, also from PUC-MG and from Marta DeMattos and Roberta Campana Rodrigues Foureux, both researchers at Fundação Dom Cabral, aims to understand how Corporate Education can be evaluated through routine improvements organizational processes and the generation of process innovations. As a methodological procedure, the research has a qualitative profile, descriptive and exploratory in nature, with content analysis obtained through a bibliographic survey of scientific publications.

The starting point was the observation, supported by consistent research literature, highlighting that the context of investments in Training and Development (T&D) in the country no longer fluctuates so easily with the economy. Companies, as shown by different studies presented, have matured in the understanding that people development is strategic, and must be a continuous project and applied assertively. However, it is important to note that analyzing the dimension of individual learning alone or measuring isolated development actions falls short of what is expected as an assessment of Corporate Education. The essential thing is to understand that what is taught needs to be measured and that the complexity of the metrics demands the use of an indicator that brings results generated by Corporate Education closer to organizational performance. It is in this context that the theoretical essay also aims to search for a conceptual model to evaluate Corporate Education actions through their consequences in routine improvements and process innovations.

The second article in this edition of ReCaPe “Multicriteria decision model for employment performance evaluation” by professors Thiago Magalhães Amaral, Ana Cristina Gonçalves Castro Silva, Fernanda Magalhães Amaral, all from the Federal University of Vale do São Francisco and researcher Janyne Alves Miranda, also from this institution, aims to develop a multi-criteria model for evaluating employee performance based on the AHP and TOPSIS methods. In methodological terms, it is applied and descriptive research, with a qualitative-quantitative approach. The study adopted the multi-criteria model to evaluate the performance of employees at a beverage distribution company. This model uses the AHP and TOPSIS methods, the first to define the weight of the criteria and the second to order the alternatives. The comparison between the common performance evaluation method and the proposed model indicated that the use of the multi-criteria model was more assertive, which allows the decision maker to more easily identify areas for improvement for employees and the sector. With the model it is possible to promote training and direct actions to improve productivity and skills. With the results presented and identified in the research, the Multicriteria Decision Analysis methods reveal efficiency when used to evaluate performance.

The third article in this edition “Antecedents of individual work performance in a Brazilian food company: the role of entrepreneurial and organizational aspects”, by Alex Eckert, professor of Undergraduate, Postgraduate, Master’s and Doctoral courses at the University of Caxias do Sul (UCS), Rodrigo Luiz Corso, researcher at the University of Caxias do Sul, Luciene Eberle - Professor and researcher at UNISC, Gabriel Sperandio Milan, professor of Undergraduate and Postgraduate, Master’s and Doctorate degrees, at Unisinos and Gobinda Roy – Professor at the International Management Institute (Kolkata – India) aims to analyze the relationship between entrepreneurial leadership, entrepreneurial orientation, organizational learning, work environment and individual performance at work. The structural equation modeling technique was used to analyze data collected in quantitative research with hundreds of respondents from two food company manufacturing units. The results presented indicate that the proposed hypotheses have been confirmed: entrepreneurial leadership, entrepreneurial orientation and organizational learning positively affect work performance. One result of the research is surprising and significant: the work environment does not affect job performance. However, the study demonstrates that entrepreneurial leadership positively affects entrepreneurial orientation, and this positively affects organizational learning and this, in turn, positively affects the work environment.

The demand for competitive advantage requires investment in leadership training. The theme of the fourth article in this edition “The development of the coach from the perspective of professional socialization” by

Adely Ribeiro Meira Corrêa and Ana Paula de Oliveira Medeiros, both researchers at the Federal University of Ceará and professor Jardênia de Souza Fernandes, from the Federal Institute of Education, Science and Technology of Piauí, aims to investigate professional identity and the coach's socialization process. The text presents the coaching process as a "strategic response" to deal with organizational challenges, such as obtaining organizational value addition, in addition to valuing and training people, without forgetting the gains from interaction, team building, with "stages" of socialization. The research, with a qualitative profile, based on semi-structured interviews, suggests as results that career development occurs through professional experiences, but also through personal characteristics. It is worth highlighting the research's perception that professional identity is constructed through self-recognition, third-party recognition or non-recognition. And, also, professional integration occurs through acceptance and interaction in physical and virtual communities.

The fifth article in this edition of ReCaPe, "Career assessments: the Accounting Sufficiency Exam and the contents with the lowest success rates" by Patricia Barbosa da Silva Researcher at the Pontifical Catholic University of São Paulo (PUC-SP), Fernando de Almeida Santos – Professor and Coordinator of the Professional Master's Degree in Accounting Sciences, Controllershship and Finance at PUC-SP, Eloir Trindade Vasques Vieira Professor at the Catholic University Dom Bosco and Windsor Espenser Veiga Professor at PUC-SP, aims, first, to identify the content of the exam, comparing it o with the curriculum required for approval and, also, map the results of the exams in the periods from 2018 to 2021, by the number of those approved and the regions with the highest incidence of approval and highest failure compared to the number of participants. With a quantitative profile, the results of the study indicated that all states generally improved their performance in relation to the edition of the previous sufficiency exam, maintaining the ranking balanced in their positions. It was also observed that the best results reached 48% of those present and the worst results between 4% and 8%. It was identified that the contents that predominated in 66% of the 50 questions presented were divided into 4 themes. The highest error rate was from Accounting Principles and NBC – Brazilian Accounting Standards with 131,164 valid responses, with an error rate of 85.2%. An important fact was that Portuguese with 87,589 valid questions presented an error rate of 73.5%. The research established links between career development and the formulation of public educational policies that deserve significant attention.

The sixth article in this edition of ReCaPe, "Spot mentoring: advantages, disadvantages and operationalization", by Roderta Sodrê Costa Leite, Researcher at Faculdade Campo Limpo Paulista, and professors Patrícia Viveiros de Castro Krakauer, from the master's and doctoral programs at Centro Universitário Campo Limpo Paulista (UNIFACCAMP) and Marcello Vinícius Dória Calvosa, Associate Professor in the Business Administration course Federal Rural University of Rio de Janeiro, aims to present the conceptualization of spot mentoring, identifying its advantages and disadvantages, in addition to its operationalization through a framework. In methodological terms, it is an exploratory, qualitative research, with semi-structured interviews with mentors and mentees. The investigation progressed based on the perception of deficiencies in mentoring rounds in incubator programs in the state of São Paulo, both in the operationalization of mentoring and in the theoretical gap regarding the construct of spot mentoring, commonly offered by actors in the entrepreneurial ecosystem for startups. The results of the study indicated that spot mentoring can be used as an effective tool in training and development programs, but there are still uncertainties in some of its central aspects, such as the empirical investigation into its conceptualization and the evaluation of its process. . In particular, in practice, regarding its operationalization.

Is the future issue present in performance evaluation in the corporate environment? The seventh article in this edition “This may not be enough – I(P)NSS: reflections on retirement, work and financial planning of students at the Federal University of Pampa” by Viviane Areva Rodrigues, researcher at the Federal University of Pampa (UNIPAMPA), and by professors Carolina Freddo Fleck and Vanessa Rabelo Dutra, both also from UNIPAMPA, aims to analyze the expectation for retirement, in light of the pension reform, and the relationship established based on this expectation with work and financial planning among university students. The descriptive-exploratory profile research with a quantitative approach in a survey format in several university courses, presented as a result the possible identification that expectations with the profession and planning for retirement influence expectations for retirement. Employability and success in the profession do not only depend on the choice of profession. The “reward logic” is present throughout the process, as the research results suggest. And, the perspective of the future is already present in the career decisions of young people, also constructed by the constant changes in the Brazilian social security system.

The article that closes this edition, “Attributes of relational leadership in the context of an institution in the financial sector”, by Luis Guilherme Moreira Kantovitz, researcher at Fundação Getúlio Vargas (EAESP), São Paulo, Anderson de Souza Sant’Anna, Adjunct professor at the Department of General Administration and Human Resources at FGV EAESP. Daniela Martins Diniz, Associate Professor at the Federal University of São João Del Rei, aims to measure the degree of relational leadership attributes in an institution in the financial sector, according to the perception of participants in the innovation program of the researched company. In methodological terms, the study has a quantitative profile, with the application of a questionnaire, in survey format, in a large banking institution with more than ninety thousand employees and eight thousand branches. The research results revealed a high level of the “relational leadership” construct. The study highlights three dimensions of this construct as most relevant: recognizing contributions, constructive relationship between individual and organization and support between peers to achieve objectives. The results also suggest that the sample size used, members of innovation programs, facilitates the use of typical characteristics of these sharing environments that strengthen relational bonds. The research suggests expansion routes to other spaces within the institution, breaking the barriers of the typical context of innovation environments

Good reading!

Leonardo Trevisan, Joel Dutra and Elza Veloso

Publishers