

## Editorial - Profiles and Problems of “Invisible” Careers

The debate about careers in Brazil is still very much influenced by organizational institutions. Most of the studies in our academic universe focus on formal work, despite the fact – which has persisted for decades – that more than half of the workforce maintains informal occupations, recognized and analyzed even by our official institutes. data and research. This majority of forgotten people, surrounded by the lowest qualifications, preserve their “discontinuous trajectories” in search of some social validation, including as a career.

The need for this topic, that of invisible careers, to receive greater attention from academic studies is reasonably urgent. What are the “career profiles” of this majority of informal workers? How much longer before we start thinking about an index of “precariousness” of work in Brazil? What about women’s careers, limited by the “disorienting dilemmas” that begin in the daily journey with many other functions? When will the gender issue be accepted by “employer brands”? Are there differences in these “limits” between the public and private sectors? What about the “first job” dilemmas and the difficult reality of work mediated by applications? Why does the concept of “subjective well-being”, with few exceptions, remain little mentioned in organizational climate studies?

It is in this context, one in which career logic remains restricted to the field of organizational institutionality, that the debate on Profiles and problems of “invisible” careers became the thematic axis of the articles that make up the second issue of volume 14 of the Revista de Carreiras e Pessoas.

The article that opens this edition of ReCaPe, “Career patterns in contemporary times: articulating international literature with the narrative of Brazilian workers” by professor Marcelo Afonso Ribeiro, from the Postgraduate Program in Social Psychology at the Institute of Psychology from the University of São Paulo, its main objective is to present the reconstruction of the trajectory of studies on career patterns, synthesizing the current nature of the main ones of these patterns and, also, based on fieldwork, to construct contemporary narrative patterns of career construction for a diverse set of workers in Brazil. The theoretical assumptions of the article start from the definition

of career patterns as “clusters of similar sequences of individuals’ work experiences over time”, advancing from field research work, to the concept of narrative patterns of career construction defined as central social discourses about career constructions, the product of personal narratives, discourses and social practices of each worker.

The text makes a relevant warning that only some work trajectories are recognized as careers, almost always linked to formal organizational and institutional contexts, with greater social recognition. However, most work trajectories, as the text points out, are not socially validated as a career, especially those that perform low-skilled, low-paid and informal work, but which constitute the majority of the Brazilian workforce. The literature review showed a tendency to study highly qualified professionals, proposing career patterns based on this profile. However, this is not the predominant composition of the world of work in Brazil, marked by “informality, low qualifications and discontinuous trajectories”, generating a significant research question for the article: the world of work in Brazil produces different career patterns in relation to that summarized by international literature?

The methodological procedure adopted in this article, with a qualitative profile, aimed to build ‘stories in a relational way” with participants, followed by taxonomies into categories based on common elements of the narratives, understood as central social discourses of the participants about the construction of their careers. These participants were intentionally recruited from a university career guidance and counseling service in the city of São Paulo with basic criteria: having a formal or informal job and a career of at least 15 years to evaluate experiences of change and continuity. The research results found, on the one hand, similarity in relation to the narrative patterns of nostalgia (organizational career), closure (professional career) and instrumentality (transitional career), mainly among participants with a university degree who resemble the average population of the countries therefore, more universal career construction processes were developed, despite socioeconomic and cultural differences.

On the other hand, the research also found narrative patterns more characteristic of developing countries, such as the occupational career (narrative pattern of closure), informal career (narrative pattern of possibility) and liminal career (narrative pattern of instrumentality), mainly due to the presence of participants without higher education, from less favored social classes. In these patterns, low qualification only allows people to have occupations, not professions (occupational career), to build more appropriate careers informally, despite the precariousness and heteronomy of this pattern (informal career), and instability constitutes a permanent pattern, causing flexibility to become precarious and leave people in precarious conditions due to circumstances and suffering resulting from this situation (liminal career).

The second article in this edition of ReCaPe, “Careers of women entrepreneurs in light of a sustainable career perspective”, by researchers Laís Vieira Trevisan and Patrícia Böck Bandeira,

both from the Federal University of Rio Grande do Sul (UFRGS) and professor Eliane Alves da Silva from the State University of Mato Grosso (UNEMAT), aims to analyze how the careers of women entrepreneurs are built based on the Sustainable Career construct. Using a qualitative-based theoretical procedure, in a life story format, the article identified “disorienting dilemmas” including motherhood or rejection of corporate models, in addition to long daily working hours, with different functions. The research results, however, demonstrated that the concept of sustainability also appears as a central element, both in their careers and in their entrepreneurial attitude, as a strong differentiator from other individualistic forms of insertion in the world of work, considering the significant appreciation of correlated action to collective well-being.

The third article in this edition. “Employer brand and gender equity: a necessary relationship” by researchers Isadora Ronchi Gonçalves de Freitas and Ricardo de Oliveira Silveira, both from the Federal University of Paraná and professors Simone Cristina Ramos and Germano Glufke Reis, both also from the Federal University of Paraná, aims to understand the perception of HR professionals about how these themes, brand and gender, are linked or separated. With a qualitative profile, using the content analysis method, the study presents a consistent theoretical justification for the two constructs in question. The interview prioritized identifying the perception of the meaning of the employer brand, diversity management, the importance of gender equity and the impact of the pandemic. The results achieved in the research highlighted gender biases in the organizational environment and difficulties imposed on women by different social roles, a factor that greatly influences women’s career decisions. The study also demonstrated that the relationship between employer brand and gender will be beneficial for the organization if greater investments are implemented.

The article “Organizational climate in a hospital organization”, the fourth text in this edition, by researcher Alcides Alves Rodrigues Júnior from Centro Universitário Santo Agostinho – UNIFSA and professor Rhubens Ewald Moura Ribeiro, also from UNIFSA, aims to identify and evaluate the organizational climate in a healthcare environment, based on the profile of employees and the internal and external variables that affect this professional context. Using a quantitative methodological procedure, based on a descriptive profile, the research evaluated leadership, motivation, influence of positions and salaries and, notably, quality of life at work, to define degrees of incidence, favorable or not, in the construction of the organizational climate construct. The research results demonstrated levels of motivation as essential for building quality of life in this professional environment, recognizing pressure, workload and opportunities for promotion as factors.

How companies “understand” young workers, the theme of the fifth article in this edition, “Perspectives on the Insertion of young people in the job market” by Priscila Cembranel, Professor of the Postgraduate Program at the University of Contestado (UNC) and researchers Claudete Correa dos Santos (UNIVALE), Carla Limberger and Ana Claudia Macedo, both from UNISOCIESC,

Jaraguá do Sul/SC, aims to understand what companies are looking for and how recruitment and selection processes are perceived by young people. The relevance of the study lies in the discussion of the perspective of young people who wish to be absorbed by the market and the perspective of companies. The methodological procedure adopted, qualitative and quantitative, allowed exposure of “behaviors” of contractors and contractors. The survey results showed that young people massively highlight the lack of feedback after the recruitment and selection process and companies, also absolutely, demand that young people demonstrate their skills and competencies in the recruitment and selection process. The study confirms the misalignment between the perception of companies and that of young candidates. On the one hand, young people do not receive an adequate response when they are not hired. Hence the “consolidated” belief in young people that experience is fundamental. On the other hand, the company selects young people only for positions compatible with their level of education, as long as they demonstrate interest and alignment with the organization’s values.

The sixth article in this edition “He left for delivery”: pleasure and suffering in the work of app-based delivery drivers” by Marcos Vinícius Martins Maciel, researcher at the Federal University of Ceará, by Tereza Cristina Batista de Lima, professor of the Postgraduate Program in Administration and Controllershship of the Federal University of Ceará and researchers, also from this institution, Luis Eduardo Brandão Paiva and Rafaela de Almeida Araújo, aim to investigate the causes of “pleasure and suffering” of these professional service providers. With a qualitative methodological profile, the research adopted a semi-structured interview, with a script prioritizing the inventory on work and risks of illness. The research results showed a strong duality between effective choice for this activity and awareness of physical and emotional damage. The interviews suggest that the choice for the activity is motivated both by “survival” and by the possibility of working “without bureaucracy”, especially to “get the job”. The study also demonstrated that the construct of suffering includes “emotional cost” and “crises of motivation” that include “loneliness and the desire to give up”.

The theme of empathy, the basis of the seventh article in this edition, “Organizational spirituality and subjective well-being in the context of Covid-19” by professors Antonella Maria das Chagas Sousa, professor at the Federal University of Piauí, Edson Keyso de Miranda Kubo, from the Program Postgraduate Program in Administration - Master’s and Doctorate from the Municipal University of São Caetano do Sul (PPGA-USCS), Almir Martins Vieira, from the Postgraduate Program in Administration (PPGA) from Universidade Presbiteriana Mackenzie, Eduardo de Camargo Oliva and Raquel da Silva Pereira, both also from the Postgraduate Program in Administration at the Municipal University of São Caetano do Sul, aims to evaluate how “conceptual dimensions of organizational spirituality” contribute to the subjective well-being of employees under pandemic conditions. The study, with a qualitative profile, defined categories based on the content analysis method and obtained as a basic result that organizational spirituality is still not a characteristic feature of either the actions of HR managers or employees without a management position. However, the research also identified significant behavioral trends such as a sense of community, alignment

of values, in addition to empathy, gratitude and solidarity, engagement; emotional balance and inner peace. Although this set of trends does not reveal objective commitment to the conceptual foundations of organizational spirituality. The study also demonstrated that empathy, as a sense of community, was recognized and highlighted as a relevant subjective concept by most respondents.

The theme that closes this edition, “Quality of life at work according to the perceptions of public employees at a Basic Health Unit (UBS)” by researchers Lucas Alves de Oliveira Lima and Laura Lima Silva, both from the Federal Rural University of Rio de Janeiro (UFRRJ) and professor Paulo Lourenço Domingues Júnior, from the Postgraduate Master’s Program in Management and Strategy at UFRRJ, aims to analyze the main perceptions of health professionals in a basic health unit (UBS) in the municipality of Três Rios /RJ on the topic of Quality of Life at Work. With a qualitative approach, the study adopted, in methodological terms, content analysis for reading and categorizing the semi-structured interviews carried out. The research results indicate that employees’ main perceptions of quality of life at work are associated more with the concept of job satisfaction. The most constant factor in the speech of these professionals is the link between quality of life at work and interpersonal relationships between employees, while the most mentioned harmful factors are correlated to inadequate physical working conditions and lack of materials.

**Good reading!**

Leonardo Trevisan, Joel Dutra and Elza Veloso  
Publishers