Editorial – Organizational Culture and New Behaviors

The corporate environment is experiencing undeniable behavioral changes. With different profiles, along with a new universe of attitudes, these changes cause significant impacts that reach the entire professional environment. It is a fact that the most visible part of this incessant change in the business context seems to be limited to generational conflicts. These differences, sometimes imposed by the "Generation Z way", are not restricted to the new mandatory dynamics of the recruitment and selection area, far from it. There are new variables in the world of work that demand careful and much broader understanding for a new behavioral framework.

The traditional "normative factors" that served as pillars of strong organizational cultures are facing significant discussion and review. Retaining talent has also come to depend on offering an environment adapted to cultural practices that not only accept, but also make room for different changes in corporate behavior. In fact, there is a bias towards preserving competitiveness in this perception. The market, regardless of the sector of activity, not only welcomes but also makes a point of communicating that its brand protects and encourages new behaviors in the world of work driven by greater transparency, greater support for diversity, and a different institutionally defined "knowledge management."

It is in this context, where behavioral changes reach the space of corporate institutionality, that the debate on Organizational culture and new behaviors has become the thematic axis of the articles that make up the third issue of volume 14 of the Revista de Carreiras e Pessoas.

The article that opens this edition of ReCaPe, "Organizational culture, perception of support and knowledge management among Brazilian workers," by Professor Nilton Soares Formiga and researchers Gisele de Ávila Soares Marques and André J. P. Santos, all from Universidade Potiguar (UNP), and Professor Layze Amanda Leal Almeida, from Universidade Paulista-UNIP, aims to evaluate the influence of organizational culture on the perception of organizational support and knowledge management, as well as personal relationships between employees, both in the public and private sectors. Using a quantitative, descriptive, exploratory and correlational methodological

procedure, the research involved workers from Brazilian public and private organizations in the city of Natal (RN). The study aimed to observe and analyze human figuration in the work system and dynamics, as well as the social interaction experienced by employees and their managers or direct management regarding functional demands in the work environment. The research also aimed to evaluate norms and beliefs, produced in the organization, systematic pillars of the work environment capable of influencing the way in which employees perceive the quality of the organizational system.

The results of the research highlighted, first, the positive association that generates a more understandable labor normative system, regarding both ideal norms and the way to manage them, based on the knowledge existing in the work process. The study also concluded that there are differences between the constructs depending on the type of organization (public or private), highlighting the significant results for the organizational culture (total score), the dimension of organizational values, the perception of organizational support and the competitive orientation of knowledge management, for which the highest scores were for professionals from the private organization. The research also highlighted the importance of the relationship between organizational culture and the work system, making the worker, upon assimilating the culture, capable of not only engaging in socially desirable behaviors in his/her organization, but also with the management of normative practices that build better interpersonal relationships inside and outside the organization. The study points out that adherence to institutional management policies for productivity and functional quality requires the implementation of "organizational education" that generates training, development and maintenance of talents in organizations, but also generates satisfaction in the work environment.

The second article in this edition of ReCaPe, "The influence of leader behavior and gender on the quality of the leader-led relationship and job satisfaction," by Lucia Oliveira, a professor at FGV/EBAPE in São Paulo, aims to evaluate the influence of leader behavior and gender (of the leader, the led, and the dyad) on the quality of the leader-led relationship and the job satisfaction of the led, two aspects that are known to impact organizational results. The study points out that in Brazil, no quantitative studies were found on the influence of leader behavior on the attitudes of the led. With a quantitative profile, the research had a sample of 441 respondents. The data were analyzed through analysis of variance and linear regression, with the support of specific software. The results of the study demonstrated that the leader's gender, when analyzed in isolation, has no impact on the quality of the leader-led relationship, nor on job satisfaction. It also demonstrated that the possible interference of gender stereotypes in the expectations of subordinates regarding the behavior of their leaders had no empirical support.

The third article in this issue, "Impact of leadership on psychological safety in organizations: Scoping review," by researchers Mônica de Oliveira Rocha, Edson Roberto De Paula, and professors João Carlos Caselli Messias, Rodolfo Augusto Matteo Ambiel, all from the Pontifical Catholic University

of Campinas, PUC Campinas, and João Massuda Junior, Professor at the Federal Institute of Education, Science, and Technology of Mato Grosso do Sul, aims to map the available scientific evidence on the impact of leadership on psychological safety in the organizational context of work. The scoping review followed guidelines from the Joanna Briggs Institute. The Web of Science, Scopus, and PsycINFO databases were consulted. The final corpus consisted of 17 articles. The results of the study demonstrated the crucial role of leadership in the psychological safety of teams, which emerged sometimes as an antecedent and sometimes as a mediator of phenomena such as promoting or prohibiting voice, sharing or hiding knowledge, creativity and innovation, teamwork, and learning from mistakes. The study highlights the relevance of the psychological safety construct, based on the seminal work of Schein and Bennis (1965) on organizational change, which considers the extent to which individuals feel confident and secure in their ability to manage change.

The article "Socioemotional perspectives in the succession process in family-owned rural production companies", the fourth text in this edition, by researcher Aline Basani from the School of Economics and Administration of the University of São Paulo (FEA-USP) and professor Marco Antonio da Costa Sabino from the Brazilian Institute of Capital Markets (IBMEC) and researcher Siméia de Azevedo Santos from the Mackenzie Presbyterian University, aims to identify how socioemotional aspects influence the succession process in family businesses. With a qualitative profile, the study was conducted based on in-depth interviews and content analysis by coding subcategories with experts mapped in the consulting and support market for the succession of top executives in family businesses. The results of the research highlighted 18 subcategories with greater frequency in the coding of data, classified as positive, negative and neutral influence. The data also showed that there is a greater positive influence of socioemotional aspects in the case of succession carried out in a planned and structured manner. The study also revealed generational aspects. New generations generally arrive in the business with a vision of expansion, bringing technology, valuing sustainability and with new purposes, brought about by leadership with greater strategic content.

International comparisons between cultures are the theme of the fifth article in this issue, "The importance given to work: a comparison between Brazil and the United States" by researcher Sony Franthiesco Caldeira and professor André Luiz Athayde, both from the Federal University of Minas Gerais (UFMG), and aims to analyze differences between Brazilians and Americans regarding the importance given to work in light of the national culture of the countries being compared. The research established hypotheses based on five variables: importance given to work; (2) importance of encouraging hard work in children; work should always come first; in the future, less importance will be given to work; and the main way to achieve success: hard work vs. luck. The research, with a quantitative profile, reached 2,596 Americans and 1,762 Brazilians who were analyzed through statistical tests comparing means. The results of the research identified a statistically significant difference between the two countries for four of the five variables used in the study to represent the importance given by the respondents to work. When comparing the tables, the results indicate

that, regarding the variable "Importance", Brazilians attribute greater importance to work than Americans. Furthermore, in the midst of a scenario of uncertainty, individuals from countries with higher scores in the cultural dimension "aversion to uncertainty", such as Brazil, prioritized work as a way to ensure greater security.

The sixth article in this issue, "The relevance of individual attitudes and self-esteem in women's pursuit of executive leadership positions," by researcher Rebeka Dutra Breda Calcagniti from the Fundação Instituto de Administração – FIA, retired professor Marisa Pereira Eboli from the School of Economics and Administration at the University of São Paulo FEA-USP, and assistant professor Camila Orsi Trevisan, also from the Fundação Instituto de Administração – FIA, aims to identify the importance of individual attitudes and the way Brazilian women face obstacles that helped them overcome gender inequality in executive positions. The qualitative research also used principles of the life history methodology during the interviews, conducted through open interviews in the first meeting with the interviewee, and semi-structured surveys in the second meeting. All interviewees were mothers and worked in a large organization. The results of the study demonstrated that self-esteem and individual attitudes were present in the reports of all interviewees. Decisions were always influenced by both, and career advancement was understood as a consequence of these factors as well. Non-equal opportunities were not a disincentive for any of them and they all considered their individual attitudes as an indicator for achieving professional success and executive leadership positions.

The issue of "career anchors", the subject of the seventh article in this issue, with the text "The contribution of career anchors to the planning and development of the professional career of students and graduates of a Business Administration course", by researcher Henrique Geraldo Rodrigues and professors Carolina Camargo Felice and Márcia Freire de Oliveira, all from the School of Management and Business of the Federal University of Uberlândia, aims to identify how the recognition of one's own career anchors contributes to the planning and development of a professional career. With a qualitative profile, the research was conducted with students and graduates who took a course focused on individual career management, with mapping of their career anchors and elaboration of a life and career project. The results of the research identified three ways in which the recognition of one's own career anchors contributes to the planning and development of a professional career. First, by acquiring self-knowledge about professional preferences and individual elements underlying these preferences, interests, motivations, values and areas of competence. Second, by establishing professional and personal goals, with the formulation of action plans. Third, through self-confidence built in relation to career choices made, with intersection with dimensions of personal life determining individual parameters for professional decision-making.

The closing theme of this edition, "The career of older workers: a systematic review of the literature and future research directions," by professors Emerson Weslei Dias from the Accounting, Actuarial

and Financial Research Institute Foundation (FIPECAFI) and Darcy Mitiko Mori Hanashiro from Mackenzie Presbyterian University, aims to map, analyze and summarize international scientific production through a systematic review of the literature, based on four questions about long-term careers: what are the theories that underlie them; what are their phases; what are their individual conditioning factors; and what are their organizational promoting factors. The methodological procedure adopted was a systematic literature review. With the filter of specific keywords, using the Scopus database, 38 papers were identified. The results showed that Canada was the most relevant country in terms of production, with 19% of publications, followed by the Netherlands, the United States, Australia and South Korea. The most frequently discussed topics were career cycles, transition as a continuous process, the search for satisfaction and the impact of career development stages.

Good reading!

Leonardo Trevisan, Joel Dutra and Elza Veloso

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