

## Editorial - Home Office and New Professional Identities

The corporate scenario today presents different impacts on the construction of professional identity. There is an incessant debate about the search for a “different way of working”. This process of change has in digital culture not only its starting point, but also the endless redefinition of what it means to perform tasks, generate productivity and, especially, manage working time. In this context, all production processes are under review and all service provision coexists with another reality of professional practice. Ultimately, the digital scenario spares no one. Nor any geographic space in the global productive sphere.

This other “way of working,” a product of all the changes imposed by digital culture, has an initial challenge, a reference to its origin, in the definition of the workplace. The delivery of results and advances in productivity, in the digitalized production structure, may no longer depend on the physical space in which the employee performs his or her task. The other side of the issue, the loss of sociability and coexistence, the loss of management power and effectiveness, is also part of this set of impacts. There is one fact: what is the share of “disconnection” with the company’s objectives, despite the productivity achieved, with the advance of home office work?

In this context of so much pressure – and corporate resistance – to the dominance of digital culture, a silent reconstruction of professional identity is taking place. There are several related themes in this process. What is the role of transformative leadership in the face of this reality of digital change? The relevance of the relationship between productivity and job satisfaction is very real, as is the discussion of the new construct, that of “organizational citizenship.” At this speed of change, how much of people management already coexists with the reality of gamification?

It is in this context, where the high speed of digital culture is imposing itself on the corporate world, that the debate on Home Office and New Professional Identities has become the thematic axis of the articles that make up the first issue of volume 15 of the Revista de Carreiras e Pessoas.

The article that opens this edition of ReCaPe has a starting point that is as interesting as it is innovative: the specific behavior of a type of leadership, transformational, in the recent global health crisis. The study “Transformational Leadership despite Covid 19” by Professor Cristiane Benedetti Chammas, from the School of Economics, Administration and Accounting at the University of São Paulo, is supported by research carried out at a time of strong spread of the epidemic, in May 2020. The study selected, by convenience sampling, two hundred Brazilian leaders and entrepreneurs based on criteria of management experience and effective participation in decision-making processes. Most of the respondents worked in consolidated companies with more than 11 years of operation in their respective markets. The research results suggest that there are differences between indicators and the relationship with new ideas developed during the period. The study shows that encouraging individualized development at that time was identified as a “predictive indicator” for implementing innovative actions, essential for business survival in times of crisis. Be careful, the research suggests that this perception may not be maintained when the peak of the crisis dissipates.

The study makes three important contributions: theoretically, it identifies specific indicators of transformational leadership as predictors of innovative actions implemented in companies during a real crisis. Secondly, it shows that original features of the transformational leadership scale can be used as a training tool and, finally, the pandemic crisis has also revealed that specific behavioral results can equip professionals with useful information for management and in the area of recruitment and training, and therefore can be continued in times other than those of extreme crisis. It is also important to note that the results suggest a significant relationship between indicators of transformational leadership (innovative thinking and personnel development) and the implementation of “new ideas and actions”, especially in times of severe crisis, as was the case with the COVID-19 pandemic.

The second article in this issue of ReCaPe, “Relationships between Productivity, Job Satisfaction, Work-Life Balance, and Stress in the Home Office,” by researcher Alessandra Nassar Cardoso, from Fundação Dom Cabral, and professors Bruno Henrique Rocha Fernandes and Paulo Renato Sousa, also from this institution, and professor Marina de Almeida Cruz, from the Graduate Program in Administration at Centro Universitário Unihorizontes, aims to investigate the productivity of professionals working remotely during the COVID-19 pandemic and its relationship with satisfaction, work-life balance, and stress levels. The study sample is relevant because it collected data through a structured questionnaire sent to more than two hundred employees from four countries in South America. With a quantitative profile, the research results showed a promising relationship between productivity and satisfaction in the home office and that the pursuit of productivity is not necessarily a stress factor. The hypotheses regarding the positive relationship between work-life balance and satisfaction in home office were refuted, and there were no significant associations that demonstrated that this balance would mediate the effect between productivity and satisfaction in home office. The results obtained allowed us to fully meet the proposed objectives of understanding

whether productivity in home office was positively related to the satisfaction felt in performing work remotely, as well as its relationship with work-life balance. Furthermore, whether this balance was related to satisfaction itself, where productivity would be the mediator for satisfaction.

The third article in this edition, “Challenges and possibilities of teleworking for human resources managers during the Covid-19 pandemic,” by Mayame De Lima Sombra, a researcher at Universidade Potiguar, and professor Hilderline Câmara de Oliveira, from the Stricto Sensu Postgraduate Program at Universidade Potiguar, aims to assess the challenges and possibilities of teleworking during the pandemic with human resources managers working in Manaus, Amazonas. The exploratory, qualitative research adopted a case study methodological strategy, based on semi-structured interviews, with data processing and understanding through content analysis. The results of the study showed that adopting teleworking was an “imposed necessity,” and according to the managers, productivity was assessed as “favorable” in most interviews, especially due to “cost reduction.” However, the managers also found that remote work presented “greater risk to physical and mental health,” with case descriptions. The study also revealed that teleworking, in the context of the pandemic, was experienced differently by workers from different segments of activity, with different impacts

The article “Engagement and organizational citizenship: a study with employees from a sector of the Federal Public Prosecutor’s Office – MPF”, the fourth text in this edition, by researcher Camila Alves Campos and professor Flávia Furtado Rainha Silveira, both from the Federal Institute of Brasília – IFB, aims to analyze the correlation between Engagement and Organizational Citizenship in five sectors of the Federal Public Prosecutor’s Office. Engagement at work refers to a positive, rewarding state of mind related to work, characterized by vigor, dedication and absorption. The Organizational Citizenship construct refers to the spontaneous acts offered by employees to the organization. The research used the Utrecht Work Engagement Scale (UWES-9) and the Organizational Citizenship Behavior Scale (ECCO) in a quantitative methodological approach, adopting the parameters of the case study. The results of the study indicated that the Engagement and Organizational Citizenship factors presented moderate and low correlations, with vigor and promotion of the organizational image standing out. The data analyzed also suggest that the greater the engagement at work of public servants, the more Organizational Citizenship actions they can offer spontaneously.

The search for parallel skills between cultures is the theme of the fifth article in this issue, “The experience of voluntary international mobility – academic or professional – in the development of intercultural skills” by Kevin Godoy, a researcher at the Federal University of Uberlândia, and Janaína Maria Bueno, a professor in the Professional Master’s and Specializations program at the School of Management and Business at the Federal University of Uberlândia, which aims to analyze the experience of voluntary international mobility, whether academic or professional, as a step towards consolidating career plans and projects. The study, with a qualitative profile, based on semi-structured interviews, started from the finding that, in 2022, even with the serious pandemic

crisis, Brazil was the 8th country that sent the most students to the northern hemisphere, significant evidence of the search for intercultural skills. The results of the research showed that the most developed intercultural skill was cognitive flexibility, that is, the ability to seek less conventional solutions to a problem, followed by emotional control and also by the evolution of the “capacity for involvement”. The most common aspect of the responses was the relevance of support institutions in the international mobility process, presented by respondents as an “essential factor” in acquiring intercultural skills.

The sixth article in this issue, “Analysis of the impacts of telework on the judiciary of Rio Grande do Norte in the context of the COVID-19 pandemic: a study in the forum of the district of Parnamirim/RN”, by Erica Pereira Da Costa, researcher at the Federal Institute of Education, Science and Technology of Rio Grande do Norte and professors Miler Franco D’anjour and Bruno Campelo Medeiros, both also from the Federal Institute of Education, Science and Technology of Rio Grande do Norte, aims to analyze the perception of the employees of the Forum of the District of Parnamirim, regarding the impacts on the work practice of the judiciary of Rio Grande do Norte in the operationalization of telework due to the pandemic. In methodological terms, an exploratory study was carried out, a survey with a quantitative approach, using descriptive statistics and factor analysis as data analysis methods. The demographic assessment of the participants in this research is relevant since the majority of respondents (51.67%) are between 40 and 49 years old and 56.67% are female, 65% of the participants are married. Also, 45% of the respondents have completed some type of postgraduate course (specialization/MBA), followed by 38.33% with an undergraduate degree and 6.67% with a master’s degree. The results of the research allowed the identification of eight factors, related to the advantages and disadvantages of teleworking, with two factors that explain 77.42% of the variations in the disadvantages of teleworking, related to the home structure, and personal expenses and infrastructure; and, six factors that explain 81.29% of the variations evaluated as advantages of teleworking, such as quality of life at work, personal indicators of teleworking, factors external to work, productivity and quality of work factors, balance between work and family, and personal costs and technological adequacy.

The relationship between gamification and training is the main concern of the seventh article in this issue, “Gamification as a professional training technique: experimental research”, by professor Anelise Rebelato Mozzato, from the Graduate Program in Administration at the University of Passo Fundo, and researcher Sandra Berti, also from this institution. The objective is to analyze the contribution of the application of gamification in professional training processes, through experimental research, with a qualitative approach, in a veterinary hospital. The study was carried out in three stages: an initial exploratory research, followed by a second phase, that of the implementation of the gamified professional training technique and, finally, the experimental research. The data collection techniques used in the respective stages were semi-structured interviews, non-participant observation and focus group. In the three stages of the research, several unstructured interviews were conducted with the hospital managers. The results of the research

revealed, first, new recommendations for planning professional training through gamification. The theoretical contribution lies in the implementation of the professional training process, showing that the second stage (planning and programming) and the third (execution) can be worked in a gamified way. The experimental research phase demonstrated the effective possibility of using gamification as a professional training technique and even in other people management practices.

The article that closes this edition of ReCaPe, “Gamification as a tool for improving productivity in organizations: a bibliographic study” by Professor Frederico Giffoni de Carvalho Dutra, from the Municipal Foundation for Education and Culture, FUMEC, in Belo Horizonte, MG, and researchers Luis Cláudio Freire da Silva, Alexandre Pinto da Silva, Rafael Aranha Viana and William Machado Botelho Arabi, all also from the FUMEC institution, aims to identify and analyze studies related to organizations that adopt gamification tools and initiatives to increase the productivity of their employees. The preliminary analysis of the 2,670 selected works, based on the theoretical support indicated, allowed us to verify that all of the discarded articles emphasize the application of the concept of gamification in educational institutions, not addressing the topic of productivity. Of the 23 selected articles, which fit the methodological objectives, organizations in the technology sector predominate, especially those in software development. The results of the survey also suggested that companies used their own initiatives, with the development of internal tools, but also market solutions. Companies used gamification initiatives with market solutions. In addition to the improvement in productivity, other benefits were found, such as increased sales, integration, motivation, engagement and health, in addition to mitigating resistance to change, retaining knowledge and attracting talent.

**Good reading!**

Leonardo Trevisan, Joel Dutra and Elza Veloso

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