

Editorial - Expectations and Working Conditions

How important is effective well-being in the workplace? What is the tolerable level of pressure needed to achieve so-called “better performance”? It’s an undeniable fact that for various reasons—loss of market competitiveness, lower profitability, power struggles among leaders, or mergers and acquisitions—the workplace can develop a widespread “adverse climate” between managers and employees, affecting human relationships among all.

This growing deterioration, always quite noticeable, not only accompanies moments of economic crisis, which originates at the macro level, but also affects every organizational structure, each in its own way. This economic factor, also relevant in defining working conditions, integrates the different components, of diverse origins, that drive this deterioration that affects everyone’s quality of work life. The demand for productivity, on the other hand, constantly demands structural changes, with a significant call for greater digitalization of all activities. The pressure to deliver better results gains another significant competitor in this deterioration of the corporate climate that everyone also recognizes: the agility and efficiency of the digital world. This fact creates another type of tension, one that affects the idea of the future, generating significant losses in quality of life in the workplace.

It is in this context, where the organizational sphere is faced with pressure to deliver better results at any cost, that the debate on Expectations and Working Conditions has become the central theme of the articles that comprise the third issue of volume 15 of the Revista de Carreiras e Pessoas (Careers and People Journal).

The article that opens this issue of ReCaPe, “Quality of Work Life in the Banking Sector: A Study in Public and Private Bank Branches in Cuiabá and Várzea Grande, Mato Grosso,” by researcher Carolina Rodrigues Lopes da Silva and professors Francisco Trigueiro and Danieli Artuzi, all from the Federal University of Mato Grosso (UFMT), aims to evaluate the main variables, both positive and negative, that most impact the Quality of Work Life (QWL) of bank workers. As a methodological procedure, this study is descriptive, with a quantitative profile, with data collection carried out by applying the Quality of Life at Work Questionnaire based on the Walton model, with adaptations for

research, composed of eight major conceptual categories that encompass several subcategories related to QWL.

The study results indicate that the perception of Quality of Work Life is relative among bank employees, varying from individual to individual. However, factors such as “fair and adequate compensation,” especially the benefits offered by the company, “social integration,” highlighting personal integration, and “social relevance,” especially pride in performing the role, are the most positive aspects, according to employees’ assessments. However, the main variables of concern, such as “working conditions,” with an emphasis on physical and mental well-being, and “opportunities,” focusing on the occurrence of layoffs, are the aspects with the lowest averages and greatest dispersion, being considerably the most negative when it comes to QWL in the sample studied.

The second article in this issue, “Moral Harassment in Workplace Relations,” by researchers Graziela Fernandes Rodrigues, Matheus Brendel Martins Lucas, and Naiane Soares dos Santos Nascimento, and professors Cláudia Aparecida Machado and Gevair Campos, all from the Unai School of Technology and Sciences (FACTU), aims to identify the impacts of moral harassment on the organizational climate and assess whether this practice is related to the achievement of results and increased employee performance. The methodological approach adopted was field research, involving “data collection and recording of variables presumably relevant for further analysis,” in addition to administering a questionnaire to managers and employees. The research results suggest, first, that a considerable portion of employees have little or no knowledge about moral harassment and that organizations play a fundamental role in preventing this practice by implementing awareness-raising and punitive measures against aggression. Regarding the impact of moral harassment on the organizational climate, the main factors cited are decreased team productivity and “restraint in organizational development.” However, the study demonstrated that eliminating the practice requires “support from companies” for a code of conduct that defines punishments for forms of harassment in the corporate environment.

The third article in this issue, “Investigation of scientific production on Burnout syndrome in light of the Spell electronic library and from the perspective of the ARS,” by Professor Henrique César Melo Ribeiro of the Federal University of Delta do Parnaíba, aims to investigate Brazilian scientific production on Burnout syndrome and understand the contemporary status of research on Burnout syndrome from the perspective of the ARS and the journals indexed in the SPELL database, thus providing relevant support, information, and knowledge to support and guide future scientific research. The study results indicated that the years 2022, 2021, and 2015 were the most pivotal; RAHIS, P&R, and ReCaPe were the most relevant journals; UFMG, UFPB, FUMEC, IFRN, and UNIHORIZONTES were the most active institutions; and burnout, burnout syndrome, stress, health, work psychodynamics, professional exhaustion, quality of life at work, MBI-GS, covid-19 and public organizations were the 10 most central keywords.

"Developing Empathy through Gamification in a Public Institution," the fourth article in this issue, by researchers Indira Dutra de Almeida Cabral de Oliveira and Juliana Soares Borba, and professors Angélica Pôrto Cavalcanti de Souza and Ademir Macedo Nascimento, all from the University of Pernambuco (UPE), aims to evaluate the use of gamification tools in the process of developing empathy to enable high levels of employee engagement, as well as facilitate change management and foster innovation. The methodological approach used was design science, which seeks to develop and design solutions to improve existing systems, solve problems, or even create new artifacts that contribute to better organizational performance. The results, in addition to a systematic literature review, included the analysis of eight console games and five board and card games based on sixteen criteria defined based on the systematic review and the initial awareness phase of the problem. Analysis of currently available games has demonstrated a tendency to encourage the creation of bonds through the creation of an environment that facilitates the socialization of participants, in addition to the importance of establishing moments of feedback.

The fifth article in this issue, "Performance Assessment Based on the Excellence Gap within Hierarchical Organizational Structures," by Professor Daniele Guimarães Diniz of the Brazilian Air Force (FAB) Preparatory School for Air Cadets, aims to analyze a new approach to performance assessment, which seeks to reduce the quantitative focus of traditional methods still used within hierarchical institutions. In terms of methodological procedures, two research techniques were implemented: participant observation and focus groups composed of randomly selected members of the School. Informal discussions resulted in the collection of employee opinions on the graphic scale assessment method used at the institution. The results indicate that performance assessment, with an emphasis on the excellence gap, can facilitate the evaluation process, as it increases individual motivation levels and simplifies the filling of professional gaps during the provision of services. It was also found that in a highly competitive environment, employee motivation is certainly a critical success factor for any organization, whether public or private.

"The 'Antithesis of Disengagement': A Theoretical Essay and Proposal on the Career Longevity of Older Workers," the sixth article in this issue, by Professor Emerson W. Dias of the Accounting, Actuarial, and Financial Research Institute Foundation (Fipecafi), aims to propose a preliminary theoretical model explaining career longevity, based on factors that lead older workers to extend their working lives. In the form of a theoretical essay, the study proposes a model of career longevity in older workers, understood as the antithesis of disengagement. Based on a review of national and international literature, the research identified five factors that promote this "antithesis": perceived organizational support, work centrality, career adaptability, perceived employability, and work volition.

The seventh article in this issue, "Employability, Entrepreneurship, and the Contributions of Supervised Internships for Undergraduate Business Administration Students," by Professor Luis Antonio Volpato of the Pontifical Catholic University of São Paulo, aims to analyze the impact of

supervised internships on the professional skills development of Business Administration students and their contributions to employability. The research method uses a qualitative, descriptive, and exploratory approach, aiming to describe and interpret the contributions of supervised internships based on students' experiences, identifying their impact on both technical and behavioral skills development. The research results demonstrated that supervised internships are one of the main strategies for preparing students for the challenges of the Brazilian job market by developing technical, interpersonal, and leadership skills, which significantly increase the chances of achieving quality formal employment or starting a business. It is also important to emphasize that the research showed that the results obtained during supervised internships depend on the quality of the experiences students have. Internships that don't offer significant challenges or are limited to simple operational tasks may not provide the same depth of learning.

The closing article of this edition of ReCaPe, "Challenges experienced by professionals with visual impairments: a perspective on relationships with managers and the workplace," by researchers Jefferson Augusto Castilho Bassetto and Luiz Henrique da Silva, aims to analyze the perceptions of visually impaired individuals regarding the challenges faced in the corporate world when exercising fundamental rights and freedoms for people with disabilities, with a view to their social inclusion and citizenship. Methodologically, the study adopts a qualitative and exploratory approach, using interviews with visually impaired individuals who hold various positions in the technology sector of a large financial company in São Paulo, with global operations and a strong culture of inclusion and diversity, as a data source. The results of this study highlight the practical and managerial contributions to developing more inclusive policies, training managers, and promoting accessible and welcoming work environments for professionals with visual impairments. However, the research also highlighted the need for leaders who understand personal particularities, are willing to listen and offer opportunities for growth, and are aware that the acquisition of technical skills is the foundation for promoting inclusion.

Enjoy your reading!

Leonardo Trevisan, Joel Dutra and Elza Veloso

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