Editorial – Organizational Culture and Quality of Life at Work

Does feeling good in the daily work routine depend on the prevailing values and expectations in the professional environment? The answer, negative and cautious, is almost always automatic, but not easily recognizable. The real perception of the prevailing power dynamics, the institutional limits that drive decision-making processes, visible or invisible, the unwritten rules that "create the atmosphere" in workplaces – public or private – define much of the feeling of well-being in corporate spaces.

Organizational culture, in its multiple aspects, sets the tone for an environment fertile in innovation and productivity. But it also creates the climate that signals the growth of cases of mental health crisis and "burnout."

In this process, there is another factor to be considered. Data sharing platforms – as uncontrollable as they are voluntary – allow broad access to all kinds of "profile analysis," which induce or solidify immutable directions in organizational culture. Data facilitates both the achievement of good operational results and establishes close proximity to the organization's scale of cultural values.

All the new demands, especially the digital ones, have defined new questions for the relationship between culture and the acronym Q.V.T. This fact requires attention from academia. The dominant space, for example, of "people analytics" is, today, only a first step. All the innovations in the people management process have built a "different perception" about the weight of culture in organizations. There is also another dimension resulting from the crisis of the concept of globalization: "local" culture has gained significant reinforcement. As much as the effective reality of "outsourcing" also deserves attention. Without forgetting that these changes between culture and Q.V.T. have also reached the institutional environment of public bodies. Without exception.

It is in this context, in which the culture of organizations coexists with new pressures in the professional environment, that the debate on **Organizational Culture and Quality of Life at Work**

has become the thematic axis of the articles that make up the first issue of volume 16 of the Careers and People Magazine.

The article that opens this edition of ReCaPe, "Human Resources Professionals' Perception of People Analytics," by Professor Taciana Maria Lemes de Luccas, from the Paula Souza State Center for Technological Education - FATEC Assis, aims to present and evaluate the perception of human resources professionals regarding the adoption of People Analytics in the processes under their management. The starting point of the study is that the use of data is essential in decision-making in any organizational environment. As an innovation in the people management process, People Analytics also needs to fulfill the five stages of innovation: awareness (the individual's exposure to the existence of the innovation), persuasion (a favorable or unfavorable attitude towards the innovation), decision (involvement in activities that lead to the choice of adopting or rejecting the innovation), implementation (putting an innovation into use), and confirmation (the individual seeks reinforcement for an innovation decision already made). Without forgetting the ethical issue inherent in the use of data. The research structure was based on this process.

To assess the importance of this understanding in the area of people management, the research sought to collect information through a mixed questionnaire sent to human resources professionals from companies in various sectors located in the State of São Paulo. Methodologically, the responses to closed questions were analyzed quantitatively, while the responses to open questions were analyzed both quantitatively and qualitatively, through content analysis. The research results unquestionably showed that factors related to culture, technology, and communication must be well-defined and well-evaluated to enable the use of People Analytics by organizations.

The second article in this edition of ReCaPe, "Cultural Distance in the Perception of Expatriate Professionals," by researcher Bruna Citrini Schmitt and professor Dinorá Floriani, both from the University of Vale do Itajaí, aims to analyze the perception of cultural distance among different expatriates, as well as to identify the existing symmetry(ies), or lack thereof, between the selected territories: Argentina, Brazil, France, and Panama. Methodologically, the research is exploratory and qualitative, with an interaction between procedures, based on categorized semi-structured interviews and content analysis, according to the concept of dimensions of cultural distance. As for the results, the research showed that the perception of expatriate employees regarding cultural distance does not allow for objective interpretations, as cultural distance presented itself in diverse forms for each expatriate. Factors such as previous experiences, place of origin, and context in which they were embedded influence their perception. The opportunity to further develop this study by exploring perceptions regarding the dimensions of regional culture was also identified.

The third article in this edition, "Occupational Stress: Dilemmas of Managers in a Philanthropic Hospital," by Professor Luciano Pereira Zille, from the Unihorizontes University Center, and researcher Luciana Amaral Azevedo Santos, from the Federal Center for Technological Education of Minas

Gerais - Divinópolis/MG, aims to describe and analyze the manifestations associated with stress at work, as perceived by managers working in a philanthropic hospital that serves the SUS (Brazilian Public Health System) and the private network. As a methodological procedure, the research was characterized as descriptive, with a qualitative approach through a case study. The data were analyzed using content analysis techniques, and the results revealed that the work context has important sources of tension capable of causing occupational stress. The results indicated that the main sources of tension at work were: the institution's financial situation; aspects related to organizational changes; pressure and demands in their various contexts; and the management of unpredictable and/or complex situations

"Coworking: Sharing More Than Spaces," the fourth article in this edition, by Professor Tania Regina Silvestre from the Faculty of Technology of Piracicaba, SP, aims to analyze the impacts of using coworking spaces on workers and the evolution of these spaces, as well as to understand the workers who are using these environments. The research stages included understanding the perspectives of those who use these spaces, the form of collaborative consumption and the elements that compose them, and evaluating the structures of "creative culture" in these spaces. Methodologically, the research was based on the Brazilian Coworking Census. The research results demonstrated that some of these environments become an effective innovation hub while very different expectations and needs coexist, according to the nature and objectives of each business.

The fifth article in this edition, "Health and Safety Management at Work in Outsourced Processes in Electrical Power Transmission Works," by researcher Ivan Tesche and professor José Renato Ferreira Barreto, both from the University of Fortaleza, aims to analyze how the health and safety management system controls outsourced processes in a construction company in the electrical power transmission sector. Using a qualitative, case study approach, this exploratory descriptive research identified practices and means of control through content analysis of semi-structured interviews. The research results showed that the perception of employees, captured through the interviews, constructed a diagnosis of the influence and control over outsourced processes through triangulation of the interviewees' statements with information obtained from documentation retained by the company at each stage of the process. The selection process, analyzed alongside supplier qualification and approval records, also revealed a well-structured system regarding registration updates. Respondents' perceptions of contract issuance were analyzed alongside the content of archived contracts, revealing a concern for the management system as a coherent way to maintain productivity.

"Human Resource Management Governance Integrated with the SDGs in the Institutional Development Plan of a Public University," the sixth article in this edition, by researcher Alana Alves Caminha and professor Cleiton Silva Ferreira Milagres, both from the Federal University of Tocantins, aims to analyze the human resource management governance indicators evaluated by the Brazilian Federal Court of Accounts (TCU), based on the Sustainable Development Goals

(SDGs) present in the Institutional Development Plan (PDI) of the Federal University of Tocantins. It is important to remember that since 2017, the TCU has unified four governance surveys (human resources, IT, procurement, and public governance) focused on public organizations, in addition to making the survey annual, public, and an integral part of the accountability process to civil society. Institutions participate by completing a self-assessment form in which they answer questions related to each theme. Regarding the field of human resource management, relevant practices for the development of an organization are evaluated, such as leadership, a positive work environment, workforce planning, among others. The methodological procedures of the research consisted of documentary research and field research, through participant observation. It is also important to note that the results of the study indicated that three practices measured by the indicators obtained negative results and four others obtained positive results, all of which were integrated with one or more SDGs included in the institution's Institutional Development Plan.

The seventh article in this edition, "Performance Evaluation: How do federal universities evaluate their employees?", by researcher Elaine Aparecida de Lima and professors Andriele de Prá Carvalho and Paula Regina Zarelli, all from the Federal Technological University of Paraná, aims to analyze how Brazilian federal universities evaluate their employees, based on a comparison between theory and the practice experienced by the universities. Methodologically, the research has a descriptive qualitative profile, with documentary analysis of the performance evaluation instruments of technical-administrative staff from fifteen Brazilian federal universities, using the Iramuteq software as an analysis tool. The research indicates that performance evaluation is an essential human resource management practice for organizational development and also for promoting a healthy work environment for employees, involving significant subjectivity. It is also a legal requirement, as a way to meet the precept of efficiency. The results of the study showed that the universities surveyed use relationships and communication as scoring criteria, and that evaluation in universities is mainly based on behavioral aspects.

The article that concludes this edition of ReCaPe, "Adaptability and career satisfaction among graduating university students: the mediating role of employability," by researcher Mariana Ramos de Melo and professors Priscilla de Oliveira Martins Silva and Alexsandro Luiz de Andrade, and researcher Júlia Mulinari Peixoto, all from the Federal University of Espírito Santo, aims to verify the predictive effect of Career Adaptability on Career Satisfaction, through the employability perceptions of graduating higher education students. The study defines that perceived employability favors individuals' beliefs about their value in the job market, involving objective and subjective factors, and the achievement of future career goals and plans. Like adaptability, employability becomes a strategic factor for obtaining and maintaining employment. Methodologically, the research is quantitative, with a significant sample size and mediation analysis. The study results suggest a strong indirect effect of career adaptability on employability, and a direct effect of adaptability on career satisfaction, characterizing partial mediation. Perceptions of employability

act as mediators and facilitators in the indirect relationship between career adaptability and career satisfaction.