

Editorial - Engagement and the New Realities of Careers

There is a kind of consensus that the corporate world is facing a different kind of movement. First of all, because those who represent the future make it very clear that they prefer to work in “a different way.” In fact, intergenerational coexistence in the professional environment is complex, but it is far from being the only, or the biggest, problem. How can we deny that there is significant pressure for diversity in the social composition of the company? This pressure is as great as the demand for other forms of encouragement so that professional performance becomes an effective factor in productivity.

It is also undeniable that in the professional landscape, the concepts of experience and skills have become closely intertwined with those of trust and recognition. Not to mention that new technologies exert enormous pressure for constant changes in the logic of what constitutes work.

In this acute process of change, the format, design, and career plan face multiple new realities. Academic thought has provided a relatively quick response to all these new issues. The demands for diversity in the composition of the workforce, especially in the composition of those in the sphere of decision-making power, have advanced considerably in the thematic definition of research. Similarly, new profiles of recruitment and corporate training have also gained increasing prominence in academic attention.

All this multifaceted reality of the world of work drives another perspective on what engagement is expected so that performance and productivity in the company advance so that market conquest is a fact and not just a wish.

It is in this context, in which the anxiety for productivity needs to better coexist with the demand for changes in the professional environment, that the debate on Engagement and new realities in Career has become the thematic axis of the articles that make up the second issue of volume 16 of the Careers and People Magazine

The opening article of this edition of ReCaPe, “Employer Branding: Generation Z’s aspirations in the context of credit cooperatives,” by professors Rafael Kuramoto Gonzalez, Abdinardo Moreira Barreto de Oliveira, Elizângela Mara Carvalheiro, Luciano Minghini, and Márcia Danieli Szeremeta Spak, all from the Federal Technological University of Paraná (UTFPR-PB), aims to analyze the relationship between different dimensions of Employer Branding (EB) and the aspirations of Generation Z in a specific sector. Using a quantitative approach, developed from five interesting research hypotheses, the study first demonstrated that a considerable portion of the sample desires to work in a credit cooperative (61.9%), and another 16.1% have already worked or are currently working in one. It was found that the original dimensions of attraction, development, interest, application, and social are present, but one original dimension, the economic dimension, is excluded; and the creation of two new dimensions, hierarchy and prestige, is suggested. Regarding the study’s hypotheses, the Development Dimension is the most important, and the Social Dimension is the least important.

The second article in this edition, “Development of a prototype platform for internal recruitment: strategies and implications for corporate environments,” by researcher Mylena Pinheiro dos Santos Moretto and professors Fábio Luís Falchi de Magalhães and Rogerio Scabim Morano, all from the Federal University of São Paulo (UNIFESP), aims to develop and validate a prototype of an internal recruitment platform to optimize the hiring of innovative talent in large corporations. Methodologically, the research is qualitative in nature, with a substantial theoretical framework focused on integrating innovation into recruitment practices. The results indicated greater efficiency in recruited talent, with more specific feedback on the platform regarding usability, analytical functionalities, and overall satisfaction with the process.

The third article in this edition, “The use of a serious game for the development of public sector managers,” by professors Fernando Nascimento Silva from FIA Business School and Siméia Azevedo Santos, Academic Coordinator at Exame Saint Paul Business School and also at FIA Business School, aims to explain how the use of digital games can contribute to the development process of public managers. Using a quantitative methodology, the research employed Analysis of Variance (ANOVA) to compare the average performance between the experimental group (which used the game) and the control group. The research results showed that, compared to the control group, those who played (experimental group) enjoyed the learning process (reaction) more and showed higher levels of attention and relevance to the model used to assess motivation, as well as demonstrating higher levels of knowledge acquisition (learning). The research highlighted the development of a management vision more closely linked to human aspects (attitude as an antecedent of behavior), with a greater impact of the training on the projected results of their work in the future.

The fourth article in this edition, “Production of knowledge about careers: a review of the scope of articles published in the Journal of Careers and People (ReCaPe),” by researchers Vânia Chaves de Figueiredo and Iolando Emanuel da Silveira and Professor Flaviana Andrade de Pádua Carvalho,

all from the Federal University of Lavras – UFLA, aims to identify what has been discussed about careers in scientific articles published in the Journal of Careers and People (ReCaPe), considering the contribution of reinterpretations of scientific knowledge. The study is divided into defined sections, first by the analysis of the references for the development of studies on careers, then by the analysis of methodological procedures, followed by the presentation of results and discussion based on the selected scientific articles. The research results identified options for different levels of analysis, reaching individuals, organizations, and society. They also signal a set of ongoing debates in the literature: career involves work, but is not restricted to it, as it was considered an individual and collective phenomenon, with a social and political bias. understood as a process constructed both inside and outside organizations, reaching individual life and social processes.

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The fifth article in this edition, “The Role of Gender in Career Decision-Making Profiles,” by Professor Nágila Giovanna Silva Vilela from the State University of Paraná and researchers Lucas dos Santos-Costa from the University of São Paulo (USP), Bárbara Esther Lima de Souza Ferrer and Bianca Zago Carboni, both from the UMFG Faculty in Cianorte, aims to examine gender differences in career decision-making. The study starts from the observation that careers that were linear and stable are shifting towards careers that require planning, exploration, and adaptive decisions. The target audience was high school seniors from public schools in Cianorte-PR. The instrument used was the Career Decision-Making Profile (CDMP), employing univariate statistics and regression analysis. The results showed that, in general, male respondents tend to have lower average levels in most variables and in 10 of the 12 dimensions of the CDMP.

The sixth article in this edition, “Women, Work, and Motherhood: The Use of Self-Leadership Strategies in Their Experiences,” by professors Márcia Bandeira Landerdahl Maggioni and Vânia Medianeira Flores Costa, and researcher Vânia Medianeira Flores Costa, all from the Federal University of Santa Maria (UFSM-RS), aims to analyze the self-leadership strategies of Brazilian post-maternity

professional women in their work and motherhood trajectories and experiences. The qualitative study uses a sample of women aged 30 to 48, with 1 to 3 children, all with education levels ranging from undergraduate studies in progress to completed doctorates, who work as employees in the private sector, municipal, state, or federal public servants, and self-employed entrepreneurs. The results showed the use of three categories of strategies: defining constructive thinking patterns with mental training of future situations, followed by strategies focused on behavior with the establishment of personal goals, and finally, a strategy focused on natural rewards.

The seventh article in this edition, "Career Models in Mining and Steelmaking: Perceptions of Female Executives," by researcher Carine Rodrigues Nunes Giesbrecht and professors Carolina Maria Mota-Santos and Antônio Moreira de Carvalho Neto, all from PUC Minas Gerais, and professor Daniela Martins Diniz from the Federal University of São João Del Rei, aims to analyze the perceptions of female executives regarding the experiences and career models they have lived and aspire to in the mining and steelmaking sectors. Using a qualitative approach, the study surveyed professionals from five different companies in these two segments. The results indicated that, despite strong resistance from all interviewees, the traditional career model predominates in both segments. In terms of desired models, the keywords flexibility and autonomy appear. New career models emerge, with a strong presence of the protean career. One important category that emerged from the interviews was the existence of barriers to women's careers in the sectors studied, especially in the path of women to reach the top ranks in mining and steelmaking, which, as all interviews indicate, can be more difficult compared to other segments.

The eighth article in this edition, "Interest in Training and Perception of Learning Opportunities Among Employees of a Public University," by Professor Décio Henrique Franco of the Faculty of Administration and Arts of Limeira (FAAL) and PECEGE ESALQ/USP, aims to understand the interest in training and the perception of learning opportunities among tenured employees of a public university. Methodologically, the research adopted a quantitative approach with a significant sample. The results were first divided into an assessment of the degree of interest in training, analyzing the different percentages on the agreement scale. Of particular note in these results is the perception identified by employees regarding the learning opportunities offered by the University, after applying the Organizational Learning Opportunities Perception Scale [EPOA], which showed a median level of perceived learning opportunities offered by the institution

The ninth article in this edition, "Quality of Life at Work of Student Interns at a University in Rio Grande do Norte," by researcher João Pedro Oliveira da Silva and professor Lucila Moura Ramos Vasconcelos, both from the Federal University of Rio Grande do Norte (UFRN), aims to diagnose interns' perception of their Quality of Life at Work (QWL). Quantitative and descriptive in nature, the study relies on a significant sample of completed questionnaires. The research results indicated that 86% of responses were between good and excellent, and only 14% between poor and very poor, with absolute and percentage values for all questions showing at least 22.6% of responses classified

as excellent. The most relevant aspect of this study is the division of QWL into 8 dimensions during the internship, ranging from “utilization of capacity” to the perception of the “social relevance of work,” passing through “work, space, and life” to “adequate and fair compensation.”

The tenth article in this edition, “Work Engagement of Higher Education Teachers in a City in the Midwest of Paraná,” by Professor Lucas Charão Brito from the Federal University of Santa Maria, researcher Bruna Eduarda Fiorentin from the State University of the Midwest, and professors Jaqueline Puquevis de Souza from UNIGUAIRACÁ and UNICENTRO, and Sonia Raifur Kos from the State University of the Midwest, aims to investigate the levels of work engagement among higher education teachers using the Utrecht Work Engagement Scale. With a quantitative profile, the study included in its sample teachers over 40 years old (46.2%), married (58.2%), with a master’s degree (47.3%), from a private higher education institution (42.9%), who do not have any other professional activity besides teaching (64.8%), and who have worked at the institution for 10 to 20 years (31.9%). The results obtained demonstrated high levels of engagement in the work of higher education teachers, with no significant correlations between sociodemographic or organizational variables. However, other variables such as age, gender, length of service, whether the institution is public or private, and whether they engage in another professional activity, did not show a significant difference in the teachers’ feelings of engagement.

The eleventh article in this edition, “Individual Skills Learning, Organizational Support, and Work Engagement: A Study with Professors from a Federal Higher Education Institution,” by researchers Patricia Cardoso e Lemos and Professor Elisabeth Loiola, both from the Federal University of Bahia, and Professor Gustavo Henrique Silva de Souza from the Federal Institute of Northern Minas Gerais, aims to verify the predictive power of individual skills learning (IL) and organizational support for learning, in order to understand underlying relationships within the work context of public higher education institutions. With a quantitative profile and a very significant sample, the research showed that, regarding skills learning, there is a need to promote more learning opportunities for faculty, with special focus on research, outreach, and management. Regarding learning transfer, the results also indicate a need to place them under the focus of people and organizational development policies to maximize the application of what faculty have learned in their various areas of activity.

The article that concludes this edition of ReCaPe, “Working happily to earn more? The link between incredible places to work in Brazil and their financial performance,” by researcher Grazielle Maria Piva and professors Rodolfo Leandro de Faria Olivo and Marcelo Antonio Treff, both from FIA Business School, aims to analyze the financial performance of companies chosen as incredible places to work compared to their sectoral competitors, through financial indicators. The methodological procedure was quantitative research comparing the financial performance of 63 companies chosen as incredible places to work in the years 2020 to 2022 with their sectoral peers. The results of the study confirmed that companies that create welcoming, stimulating environments tend to attract and retain more professionals than companies that do not, thus reducing costs of turnover,

absenteeism, hiring and firing, among others. In the long term, this should be reflected in the financial performance of the companies. The research also showed that a significant portion of the indicators for companies chosen as incredible places to work are similar to their sectoral peers. However, MEBITDA presented superior results throughout the study, suggesting that companies with superior human resources management also demonstrate superior financial management in operational areas.

Good reading!

Leonardo Trevisan, Joel Dutra and Elza Veloso

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