

Editorial - New Expectations in Workplace Relationships

Is there another way to plan my career? More compatible with what I think today? For various reasons, the corporate world coexists with different, multiple, and, above all, new expectations. It is an almost indisputable fact that we are facing a kind of “exhaustion” of the traditional (or, it would be better to call them known) views of what constitutes progress in professional trajectories. The reasons for this observation seem quite visible. The first is the technological advances that are constantly altering everyone’s future prospects. But not everything can be attributed to digital changes. The organizational landscape coexists with other anxieties and new dimensions regarding what job satisfaction is.

There’s a curious feeling in the company’s daily life, for example, of a different meaning for the logic of “cooperation.” Various organizational environments not only allow but encourage debate about different business models and market perceptions. In this process, careers take on new forms. The idea of a “learning organization” gains a new dynamism, more adapted to different expectations. Certain individual competencies, previously contained, have gained another opportunity for evolution. The academic world has already noticed and absorbed this theme in a compelling way.

The scenario of leveraging multiple career goals is also gaining more space. The management of interculturality, absolutely present now in the reality of consumption of goods and services, has also consolidated itself as an important variable in career trajectories, generating other processes of business and company evolution.

It is in this context, in which the logic of different expectations advances in the dynamics of careers, that the debate on New Expectations in Labor Relations has become the thematic axis of the articles that make up the third issue of volume 16 of the Careers and People Journal.

The opening article of this edition of ReCaPe, “Cooperation, thought and feeling in the organizational environment: a theoretical model between organizational support, knowledge management and psychological capital in workers,” by Professor Nilton Soares Formiga, from the Postgraduate

Program in Organizational and Work Psychology in Administration at the Potiguar University (UNP), and researchers Adelmaria C. Sena, Fabiana P. Santiago, and Jefferson Vitoriano Sena, all from the Federal Institute of Rio Grande do Norte, aims to evaluate the impact of job satisfaction in public and private organizations on both productivity and psychological capital. The research sample is significant, with consistent statistical support, with sociodemographic characteristics of the participants determined as follows: a majority of females (54%), average age 42.79 years ($SD = 10.77$), with 47% having more than ten years of service, 52% from the private sector and 48% from the public sector.

In theoretical terms, the starting point was that, in a scenario of constant transformations in organizational structures and dynamics, the role of individuals has proven strategic for achieving company objectives. The research results confirmed the effects of the mediational model between knowledge management and organizational support in building positive psychological capital at work. Similarly, knowledge management contributes to the development and maintenance of working conditions aimed at identifying and processing emotional elements in the work environment.

The second article in this edition, "The Multipotentiality of Professionals in the Corporate Environment: Receptiveness in the Brazilian Labor Market," by Professor Vanessa Cepellos of the São Paulo School of Business Administration of the Getulio Vargas Foundation (FGV-EAESP) and researcher Gabriella Mota Dias, also from the same institution, aims to understand the receptiveness of these multipotential professionals in the labor market from the perspective of these individuals, headhunters, and specialists, through exploratory qualitative research. The research results indicated low receptiveness in the Brazilian corporate market towards multipotential professionals, with the exception of some types of organizations, such as startups, strategic consultancies, or entrepreneurial ventures where the organization operates based on very specific interests. The research indicated that the reception of these professionals in the market depends on the organizations' perception of their ability to assimilate the complexity and volatility of the company's business. The study also identified barriers to this receptiveness, stemming from the corporate environment's demands for specialized professionals and a misunderstanding of multipotential professionals. The interviews also revealed a search for different ways to develop careers, more aligned with interests in prospecting for "new business."

The third article in this edition, "Toxic Leadership in the Financial Market: Investigation and Measurement According to the Opinion of Employees in the Financial Sector," by researcher Taís Pasquotto Andreoli from the Federal University of São Paulo-Unifesp – EPPEN and professor Maria Thereza Pompa Antunes from the Federal University of São Paulo, aims to measure toxic leadership in this sector based on the conceptual foundations of critical theory, the phenomenon of leadership, and toxic leadership. The quantitative research used descriptive statistics coupled with complementary parametric correlation analysis. The research results showed, firstly, that the topic concerning toxic leadership, specifically, is still quite timid, despite growing interest. They

also showed that the actions of some leaders can be toxic and, in the specific case of business organizations, the consequences can be completely contrary to the desired objectives, from a managerial point of view, in terms of increased expenses and decreased performance of the professionals being led, in addition, obviously, to damage to their mental and physical health, which also compromises the company's economic performance.

The fourth article in this edition, "Influences of outsourcing on the quality of life of workers; an empirical study with outsourced truck drivers," by researchers Erisson Moura dos Santos, Luana Teixeira Cavalcante, and Danilo Dutra da Costa from the State University of Ceará and Professor Ana Cristina Batista dos Santos from the Postgraduate Program in Administration at the State University of Ceará, aims to understand the influences of outsourcing on the quality of life of workers. Methodologically, the research uses a qualitative approach, given the contextual sensitivity, in the search to establish the character of the object analyzed, identifying "how" it occurs and "what" it entails. The research results demonstrated that outsourcing has influences on the quality of life of workers in the logistics sector, exposing them to stress and mental and physical illness due to the absence of labor rights and the intense work schedule. It was also observed that there is frustration due to the false illusion that self-employment allows for a life free of difficulties, as opposed to the vision of "better time to be with family" and financial gains.

The fifth article in this edition, "Socio-professional variables associated with Burnout Syndrome among bicycle delivery app workers," by researcher Ayara Letícia Bentes da Silva and professors Camila Carvalho Ramos and César Augusto Barth, all from the Federal University of Pará, aims to investigate the socio-professional variables associated with the risk of developing Burnout Syndrome (BS). Methodologically, the research, descriptive in nature and with a quantitative approach, used multiple linear regression for data analysis. The study's results presented theoretical contributions, with distinct empirical and managerial evidence. In this regard, the study can be used by human resources managers in "Gig Economy" companies to understand how to address issues involving the mental health of workers, a fundamental component for the longevity of organizations.

"Gamification and mental health at work: Apps and Platforms as tools for organizational well-being," the sixth article in this edition, by professors Matheus Matsuda Marangoni, from the Escola Superior de Propaganda e Marketing (ESPM), and Enrico Rosa Trevisan, from the Fundação Instituto de Administração (FIA Business School), aims to investigate how gamification elements—rewards, progression, challenges, communities, and feedback—in corporate mental health apps reduce anxiety, burnout, and occupational stress, associated with the perception of organizational support. Using a qualitative methodology, the research examines five Brazilian platforms, articulating the Job Demands and Resources (JD-R) theory with studies on intrinsic motivation and storytelling in corporate gamification. The results indicate both that storytelling proved to be the most unevenly explored dimension among the cases studied, and that gamification can function as a work resource, but requires greater empirical validation.

The seventh article in this edition, "Attitudes that lead to a learning organization: the role of organizational involvement and commitment," by professors Alexandre José de Oliveira and Agostinha Mafalda Barra de Oliveira, from the Federal Rural University of the Semi-Arid Region (PPGA/UFRSA), and researcher Aline Francilurdes Nery do Vale, from the Federal University of Rio Grande do Norte, aims to analyze the relationship between attitudinal characteristics of human capital, such as involvement and affective organizational commitment, with the attributes of learning organizations. Using a quantitative and descriptive approach, through random coefficient regression analysis, significant relationships were identified between commitment and involvement with some of the attributes of a learning organization, defined by clarity of purpose, shared leadership, experimentation, knowledge transfer, team logic, and systemic vision. The research results indicated that the higher the degree of essential involvement and affective organizational commitment, the greater the results for four of the six attributes of a learning organization.

"Women in Academia: Consequences of a Career of Obstacles," the eighth article in this edition, by researchers Marlene Neves Strey Thais, Caroline Guedes Lucini, Rogério Lessa Horta, and Juliana Soares de Avila, all from FEEVALE University, and Professor Sueli Maria Cabral from the Academic Master's Program in Psychology at Feevale University, aims to investigate the perception of female academics regarding their place in the higher education institution, professional satisfaction, and the impacts of gender on their careers. Methodologically, the research was quantitative, with a sample composed of 81.1% holding a doctorate or post-doctorate and 60.6% who had previously held management positions. The research results indicated that personal characteristics were mentioned both as facilitators (45.2%) and as obstacles (44.2%) in their careers. Frustrations related to workload, salaries, professional recognition, work environment, and gender inequalities were highlighted. The recurring dream of "doing the same job elsewhere" points to a greater problem in the institutional context than in academic activity itself.

The ninth article in this edition, "Reject access and coloniality: dialogues with qualified Brazilian women in Portugal," by Professor Andrea Oltramari from the Postgraduate Program in Administration at the School of Administration of the Federal University of Rio Grande do Sul, and researchers Josiane Silva de Oliveira, Marina Rainho, and Aline Chima Komino from the same institution, aims to understand the colonial dynamics faced by Brazilian women in their integration into the Portuguese labor market. The qualitative research, with a sample composed of well-defined inclusion criteria: length of residence in Portugal, age over 18, work experience in the country, attempts to regularize work authorization, and Brazilian nationality. The research results were constructed in two categories: denied access and coping strategies, and the right to the city. The study also revealed that barriers to social access for women frequently involve xenophobia and harassment, cruelty, and colonial pathologization that remain present in Portuguese society.

The tenth article in this edition, "Individual Competencies for the Sustainable Development Goals: A Systematic Review Using the PRISMA Method," by professors Chaiane Prestes dos Santos

Barbosa from the University Center of Guarapuava, Paraná, Silvio Roberto Stefani – Professor at the University of Porto FEP and ABS Portugal, and Priscila Meier de Andrade Tribeck from the Federal Technological University of Paraná, aims to analyze the correlation between individual competencies and the Sustainable Development Goals using the PRISMA method, focusing on the concepts of skills and competencies. The study results revealed that of the twenty-two selected documents, only nine contained at least two relevant concepts, resulting in five complete texts. The research indicated that, even in international academic production, there are few studies on competencies for the SDGs from the perspective of university professors, especially focusing on the administration course.

“Managing Interculturality in Organizations in Northern Brazil: A Case Study with Venezuelan Immigrants,” the article that concludes this edition, by researchers Juliane Guimarães Fonseca, Luciana Lima Pinto, and Marcelo Victor de Souza Oliveira, all from the Federal University of Amazonas – UFAM, and Professor Fabiula Meneguete Vides da Silva, from the Faculty of Economics, Administration and Accounting at the Federal University of Alagoas, aims to understand the main barriers and challenges faced by Venezuelan immigrants and refugees in intercultural management and inclusion in the workplace in companies located in the city of Manaus, Amazonas. It is a qualitative study, using semi-structured interviews with a sample of highly qualified individuals. The results demonstrated, firstly, a mismatch between professional qualifications and competencies compatible with the job openings offered, and secondly, a lag in the practices and policies developed by the hiring organizations. The research identified significant shortcomings among human resources managers regarding different dimensions involving interculturality and technical and behavioral preparedness to deal with diversity.

Good reading!

Leonardo Trevisan, Joel Dutra and Elza Veloso

Publishers