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**MEANINGFUL WORK AS A PRODUCT OF CONSUMPTION AND THE
CONSEQUENCES FOR INDIVIDUALS WHO BUY IT:
EVIDENCES FROM A DEVELOPING ECONOMY**

Junho
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ABSTRACT

There is an increasingly interest by organizations on how the most powerful experiences of meaningfulness at work can arise on individuals, and sources or mechanisms for meaning of work to be surgically managed. This study provides a new view on the subject as it has identified meaningful work sold as a product of consumption and the consequences for individuals who bought it. The findings propose a model of subjective and objective transformative reward cycles derived from buying the product of meaning, blurring boundaries of meaning of work and meaning in life, bringing extremely positive consequences of social transformation for all individuals interviewed, covering existing social voids, therewith, and providing individual growth opportunities. Simultaneous to the positive effects observed, this study also unveils a work of exploration within the individuals in a challenging situation considered vulnerable, making manipulative behavior a condition which is learned and required to grow and succeed within this scheme of business model. These practices raise questions on the ethical boundaries of meaningfulness and on the practice of selling meaning at a price for performance intentions. The empirical research was performed in an emerging country and developing economic context set up, focused on a period of financial, moral and political crisis in Brazil.

Key Words: Meaning of work. Meaningfulness. Product. Buy. Social transformation. Subjective. Objective. Work of exploration. Reward cycles. Individuals. Emerging country. Developing economy.

RESUMO

Existe um interesse crescente por parte das organizações em como as mais poderosas experiências de significância no trabalho podem ser despertadas em indivíduos e como as fontes e mecanismos de significado do trabalho podem ser cirurgicamente gerenciados. Esse estudo traz uma nova visão para o tema pois identifica o trabalho significativo vendido como um produto de consumo e as consequências para os indivíduos que o compraram. Os resultados propõem um modelo de ciclos transformativos de recompensa, subjetivos e objetivos, que derivam da aquisição do produto do significado, e confundem os limites do significado do trabalho com significado de vida, trazendo consequências extremamente positivas de transformação social para todos os indivíduos entrevistados, cobrindo vazios sociais existentes, e provendo oportunidades de crescimento individual. Simultâneo aos efeitos positivos observados, esse estudo também desvenda um trabalho de exploração entre os indivíduos em situação desafiadora considerada vulnerável, fazendo do comportamento manipulativo uma condição, que é aprendida e necessária para crescer e ser bem-sucedido nesse esquema de negócios. Essas práticas levam à questões sobre os limites éticos do trabalho significativo e sobre a prática de vender o significado a um preço, com intenções de performance para o negócio. A pesquisa empírica foi feita num contexto de país emergente e economia em desenvolvimento, focado num período de crise financeira, moral e política no Brasil.

Palavras-Chave: Significado do trabalho. Trabalho significativo. Produto. Comprar. Transformação social. Trabalho de exploração. Ciclos transformativos. Subjetivos e objetivos. País emergente. Economia em desenvolvimento.

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1 INTRODUCTION

The following study was born based on a phenomenon of interest and assumptions of mismanagement of meaning practiced by organizations working with individuals belonging to low social economic levels in Brazil. The interest goes as far as understanding how in practice meaningfulness is projected and experienced by these individuals, and which social voids work may be replacing in these situations. For the purpose of this study, we've investigated the reality of distributors in a multilevel marketing company, a model also called network marketing (NMO) which differs from traditional organizations essentially in two aspects: the fact that employees are not legally attached to the company, acting independently, and the mandatory 'membership package' they must buy to start on the job. On one side, the so called 'charismatic capitalism' (Biggart, 1989) has developed greatly over past years in contrast with the moment of unstable and insufficient economic development of a country like Brazil, combined with political and moral crisis perduring for at least the last decade, and, on the other side, a 'social disintegration' made explicit by these individuals investing to join as distributors and seeking to replace a vacuum of essential emotional needs and a lack of basic social values with life transformation and its rewards belonging to this model.

The assumptions consider that meaning is being sold as a product of consumption and for a price, considering the investment required to become part of the company's team. The investigation goes towards understanding if through the consumption of meaning and meaningfulness individuals find a work which supports them thriving through life or if it makes evident the existence of a work of exploitation in an unfavored situation, exposing the "dark side" that rationalize manipulative or unethical behaviors on the part of the employer (Michaelson et al., 2014).

The following study uses meaning of work as theoretical basis which requires context and understanding of its relevance for contemporary organizations.

Organizations provide settings in which people actively search for, construct and experience meaning and ideas about themselves and their work. Organizations able to provide meaning of work have shown a capacity to generate high engagement, improve individual's self-esteem, motivation and generate a complete positive employee experience, consequently better performance for people and the businesses (Michaelson et al., 2014; Pratt and Ashforth, 2003; Rosso et al., 2010; Bailey et al., 2016). With many different approaches, meaning of work within the field of organizational behavior mostly considers a psychological aspect and is rooted in experiences the individuals live of work and significances they provide to it (Rosso et al.,

2010). The type and amount of meaning individuals find in work is capable of shaping their behavior at work extending until impacting their lives (Michaelson et al., 2014, Rosso et al., 2010), and therefore its sources and mechanisms became fundamentally a ‘mine map’ for employers.

The possible sources of meaning of work and its mechanisms, how they arise and persist are the areas triggering more studies in literature and still an open field (Bailey et al., 2016). This leads to a diffuse understanding of the possible sources, and distinct results, which are summed up in the studies such as Rosso et al. (2010) and Bailey et al. (2016; 2018b) and grounded this study. Examples of sources igniting meaningfulness and mechanisms how work becomes meaningful are, for example, the ones involving the self and self-development such as values, motivation, beliefs, authenticity as well as the ones involving the relation self & others such as recognition and belonging. Even though most studies give depth and consistent conclusions on the psychological drivers of meaning, they also expose some paradoxes such as the subjectivity of the sources of meaningful work and their close relation to very objective and concrete tools used to shape meaning of work. For the purpose of this study, it was chosen to explore and regroup the most relevant sources and mechanisms of meaning into two broad concepts, building into one of the paradoxes identified: sources and mechanisms which are subjective and sources and mechanisms which are objective, both highly relevant for literature.

Even though the context of meaning of work sparks broadly more positive reactions (Lips-Wiersma, 2009; Weeks and Schaffert, 2019), the fact that it can be used as tool for controlling mindset change and people’s behavior besides influencing so deeply the way work is performed and experienced by individuals has ignited many investigations (Bailey et al., 2016; 2018b) on the mismanagement of meaning, misuse of tools and mechanisms able to generate meaning. As example, the organization can manage members identification through sensebreaking and sensegiving (Pratt, 2000) or yet when personal life objectives come in congruence with work life targets, such as organizations that incorporate on staff goals very invasive and personal objectives such as being able to send their children to good schools (Michaelson et al., 2014). The often ‘wrong’ or unethical use of managing meanings (Willmott, 1993) has been most commonly researched as organizational practices rather than evaluating the consequences for the individuals involved, and thus, presents a significant knowledge gap in the existing literature.

Most of the studies grounding the above context of meaning of work are based on empirical evidences of developed economies (Michaelson et al., 2014). Through a perspective of emerging countries, one must consider socioeconomic situation and precarity of work

conditions, thus, the conditions individuals submit to employers' control (Bailey et al., 2018a). That opens space to amplify investigation on the existing perspectives of mis-use of mechanisms which sparks meaningfulness, and allow identification of a meaning being materialized and commercialized, and its yet unknown consequences.

Given the above-mentioned conceptual background and empirical insights, the question driving this study is: **How meaning of work is being experienced as the end product?**

The main objective of this research is to demonstrate how meaning of work is being experienced as the end product by individuals and its consequences.

As specific objectives, precisely:

- Identify new sources and mechanisms for individuals to experience work as meaningful, and how, in fact, it is experienced by employees.
- Exploit new sources of meaning of work in an emerging socioeconomic context and unfavored social level in Brazil, its consequences and impact in their work and lives.
- Analyze the subjective and objective rewarding cycles happening with individuals experiencing and buying meaning of work as the end product.

1.1 Practical justification

In order to address such questions, we mobilize empirical material obtained by exploratory research through in-depth interviews with 26 people and participations in 4 sales training sessions.

To reach the above-mentioned objectives, the current study aims at deep dive in the everyday reality and practices of the field to gather observations and accounts of sources for meaningful work, as well as understand the mechanisms individuals were exposed to encounter a work which becomes meaningful. Moreover, it is essential that the study allows to understand what drives meaning for the distributors (how the employees of the company define themselves, or entrepreneurs), the reality of their experience in regards to fulfillment of expectations, and if social and psychological transformation can be identified. By investigating the reality of the life of these individuals before joining the company, during the period on the job, as well as after leaving the organization, the current study hopes to be capable of understanding the vulnerabilities of lower social economic levels (antecedents), demonstrating how the organization's possibly mismanaged meaning of work (processes), and discussing the

transformation that may have been taken place and the new meanings obtained by the studied individuals.

1.2 Theoretical justification - Gaps in Literature

This study builds on the fact that there are still important gaps in knowledge of how a sense of meaningfulness arises, persists, or is challenged (Bailey et al., 2016), being it even more evident in contemporary society, emerging social and cultural context of situations (Bailey et al., 2018a; Michaelson et al., 2014) where clearly the absence of a work that is meaningful exposes the individual to harms (Yeoman, 2014). Literature doesn't consider socioeconomic situation of individuals – which is extremely relevant in unstructured economical context, and this fact sheds light to a theory that all the above mentioned sources of meaning of work can be very different when investigated in developing countries or in emerging ones. Finally, Bailey et al. (2018b) also states the lack of understanding how meaningful work is in fact experienced by employees, and so this study works towards filling the above-mentioned gaps, thus, contributing significantly to the meaning of work literature.

2 LITERATURE REVIEW

2.1 Introduction to Meaning of Work

The search for Meaning of Work its meanings, sources and mechanisms have been present in theory and constantly investigated since the early 1980`s, even though, it appears to be still experiencing adolescence, showing great development over years without yet establishing a coherent identity (Rosso et al., 2010). It's only by the 1990's that became critical part of theory and discussions moved towards the implications for individuals, their experiences and the increasing expectations of employees for a work that fulfills a larger set of psychological, social, and economic needs (Casey, 1995). The high-depth and multidimensional concepts we know today started to be discussed by philosophers and thinkers as part of the post-modern changes in post-industrial society along with the heavy transformations the work and society were going through. Around the 1950`s the focus questions were around the importance of work, and evolved to the kind of orientation of work (vocation, career) and later to beliefs and values, significance and impact the work represents in people's lives and the many factors impacting on individuals (Casey, 1995). Questions such as 'how does the type or amount of meaning people find in their work can shape their feelings, thoughts, and behaviors?' (Rosso et al., 2010) have intrigued scholars for decades, and continues to be a topic highly researched given the important gaps in knowledge persisting until today such as how a sense of meaningfulness arises (Bailey et al., 2018a).

Evidences of the impact of meaningful work started to appear in literature as, for example, Hackman & Oldham, 1980, suggests to redesign jobs towards improving the quality of work experiences lived by employees, in a way that motivation and satisfaction could increase productivity. In a more rational field as economy, as per Gill, 1999, there is an acknowledgement that in economic field the efficient allocation of resources considers people as consumers, ignoring the fact that people depend on work to satisfy social and psychological needs.

Companies have become interested in the topic of meaningfulness with the outcome of researches showing evidences that the experience of meaningful work is associated with a range of benefits for individuals and employers, including high levels of engagement, performance and creativity (Bailey et al., 2016) and additional factors, such as job satisfaction or improved productivity (Pratt and Ashforth, 2003). The interest increases greatly when seen from the perspective that work can provide people the opportunity to feel part of something bigger,

making their lives seem less fragmented and divided, and helping an individual feel they live up to one's potential (Pratt and Ashforth, 2003). Analyzing with time lenses, individuals spend the majority of life at work, and this fact alone supports evidences that it does influence heavily and is able to define personalities (Weeks and Schaffert, 2019). The effects of meaningful work upon life as a whole, include impacts upon personal identity formation (Bailey et al., 2018b). Additionally, the belief that one's job is meaningful should enhance employees' well-being and provide significance to life as well as reflect a positive effect also on health and reduction of stress and depression (Weeks and Schaffert, 2019). Studies have shown the mingle effect of influence between work life and personal life, and positive results of finding meaningful work for private life. People's career attitudes, for example, are highly related to their overall well-being leading to conclusion that individuals who approached their careers as a calling have had greater meaning in life, life satisfaction, and career direction, combined with fewer depressive symptoms than those who did not approach their work as a calling (Steger and Dik, 2009).

However, these boundaries between work and private life, how much a company is entitled to penetrate and know about one's privacy, or the amount of time spent working versus living derives a lot of questions and continuity in research and literature, as its impacts are lived very differently cross cultures and companies.

But what exactly means to find meaning of work? Lips-Wiersma (2009) and Pratt and Ashforth (2003) conceptualize that, for the individual, when something is meaningful, it helps to answer the oneself question, 'Why am I here?'.

The political view on these subject builds on meaning of work as a social cooperation, where generating positive meaning through politics of meaningfulness and democracy, would mean the economic citizenship rooted not only in paid employment, but on engaging with work, be it paid and unpaid (Yeoman, 2014). This humanitarian view is founded on the premise that the quest for meaningfulness is inherent: 'it is a condition of being human to make meaning', rather than something that 'can be supplied' by an organization, leaders or job design initiatives (Lips-Wiersma and Morris, 2009).

Deriving from that political view, there are ethical questions surrounding constantly meaningful work and its means to be conquered. Michaelson et al. (2014) evaluates the combinations and practices of meaningful work in business organizations through ethical lenses. The essence of the discussion in this field brings up an allocation of moral responsibilities into different axes, either the employers which can be morally obliged to provide meaning in many ways (from work location, to companies values, e.g) or shifted to employees who are responsible to find meanings and pursue what makes life meaningful

themselves (Michaelson et al., 2014). There is herewith a more recent current of studies considering work as prosocial impact and its benefits for society and well-being (Michaelson et al., 2014).

Provided the complexity of this body of literature, there are attempts towards measuring meaning of work comprehensively, in order to build a multidimensional process which can be applied in organizations to generate meaningful work. Lips-Wiersma (2012), unfolds a method to measure the dimensions of ‘developing the inner self’, unity with others’, ‘serving others’ or ‘expressing full potential’. The scale also measures inspiration and its relationship to the existential need to be real and grounded (Lips-Wiersma, 2012). So many measurements and interpretations of each subsegment within this theory can be encountered in addition to the many qualitative and exploratory empirical studies involved (e.g. 28 qualitative studies, Bailey et al., 2018b).

Many recent studies point out to new directions in the attempt to clarify sources for the arousal of meaningfulness. The search for sources of meaningfulness in different generations and ages is an example: findings point out that through generations (be it baby boomers or generation X, for example), the sources of meaning and effects of having found meaning seem to be the same, or relatively the same (Weeks and Schaffert, 2019).

Under the holophotes and topic of many recent studies and publications nowadays, the meaning of work has become of high relevance as employees and employers seek for meaning. There is substantial interest into the sources of meaningful work because the establishment and restoration of meaning in work is seen as a method to foster employee’s motivation and attachment to work (May et al., 2004). The consequences and application of these studies’ outcome, in organizations became an important tool for managers to drive high performance teams, mindset change, behavior adaptation, motivation, employee’s engagement as well as for employees and individuals seeking for finding purpose and significance in the work they do or choose to do (Rosso et al., 2010).

In the analysis of Bailey et al. (2018b), we can find a review of the empirical studies historically made on meaningful work, and the outcomes mostly highlight attitudinal changes impacting positively work such as personal engagement, job satisfaction, organizational commitment, behavioral involvement and motivation. From the perspective of the individuals a much smaller number of studies on managing meaning at work can be found (Lips-Wiersma and Morris, 2009), in the past 10 years and even though, the findings lead to a positive impact on affective commitment, job enjoyment, job security, intrinsic reward, feelings of accomplishment or growth, positive self-concept, organizational identification, morale, career

commitment, and motivation. All these studies associated positive outcomes with meaningful work (Bailey et al., 2018b).

What seems to be missing still in literature are studies which consider the socio economic conditions of individuals or situations in developing countries or contexts (Bailey et al., 2018b) given that individuals' economic and non-economic responsibilities may influence perceptions of meaning (Michaelson et al., 2014), in the same way the basic social environment this individual is inserted offers great influence over the sources of meaning in work, the values and beliefs and the amount of close relation allowed or wished between work life and private life.

2.2 Definitions of Meaning and Meaningfulness

Rosso et al. (2010) clarifies that defining meaning is a challenging exercise given the confusion and overlap encountered on the usage of the terms: meaning and meaningfulness.

Meaning can be constructed individually – from a person's own perceptions or socially (Pratt and Ashforth, 2003) and involves a range that goes from general beliefs, values, and attitudes about work to the personal experience and significance of work (Rosso et al., 2010; MOW International Research Team, 1987). Meaning is the output of having made sense of something, or what it signifies in their context of life. Perceptions about meaning are ultimately determined by each individual (Rosso et al., 2010; Pratt and Ashforth (2003)) and can differ amongst individuals given external context. Meaningfulness, according to Pratt and Ashforth, (2003), refers to the amount of significance something holds for an individual, and this amount can highly vary provided the single experiences and background the individuals lives. A same situation can be experienced meaningful to someone and not relevant to another person (Rosso et al., 2010).

For this study, the definitions used are the meaning as when referring to WHAT work signifies (the type of meaning), and meaningfulness to the AMOUNT of significance attached to the work, as per Rosso et al., 2010 definitions.

2.3 The Paradoxes of Meaningful work

The meaning of work is a concept embedded in many paradoxes which are essential to support the construction of meaningfulness. The practical dilemmas are conceptualized as 'natural and ongoing' in the search for meaningful work (Lips-Wiersma and Wright, 2010) or

approached as ‘non-resolvable’ paradoxes supporting researchers to investigate contradictory phenomena (Bailey et al., 2018a). This needs to be contextualized as common ground for the understanding of meaning itself and for further comprehension of its sources and mechanisms. Dualities such as the self and the other need to co-exist so individuals can experience work as meaningful. An experience of recognition, for example, can only exist if a person - the self, lives the experience of being recognized by the other – hierarchical superior, a co-worker, for example. Herewith the paradoxes analyzed and which are mostly relevant for this study are: (a) subjective and objective; (b) self and other; (c) inspiration and reality; (d) justification and realization.

2.3.1 Subjective and Objective

Even though meaning of work is essentially a subjective concept, grounded on subjective values and experiences which individuals live through work, its meanings relate to both subjective and objective concerns at the same time (Lips-Wiersma, 2009). Michaelson (2008) defines this paradox as complementary exemplifying meaningful work as a broad discussion in relation to subjective concerns such as self-esteem as well as objective concerns such as the social contribution of one’s work.

The subjectivity is regulated by an external, objective context and depends on it to be legitimated as meaningful by the individuals (Bailey et al., 2018a). It can change and vary considerably as individuals live and exist in completely different contexts and environment. Lepisto and Pratt (2017) conceptualizes this paradox as ‘the opportunity of having a worthwhile job experience and worthy contribution thus finding meaningfulness at work, through the individual’s lenses of what is worthy for each one in its context’. For political scientists, meaning of work should remain related to dignity of work, freedom or autonomy, or subjective (Yeoman, 2014), while it emphasizes the essential role of access to meaningful paid work as a prerequisite for genuine citizenship (Gill, 1999).

Provided the fact that the same individuals are very sensitive and strongly related to concrete objectives, such as payment and salaries, the objective and subjective experiences get co-related and interdependent as one can influence completely the other and worsen the subjective work experience in case the objective criteria are not met, being possible to live experiences of a meaningless work.

2.3.2 The Self & the Other

As described previously in the definitions of the terms, meaning of work is directly related to an individual experience and their own perspective and interpretations of what brings meaning into one's lives. Meaningfulness is directly related to the amount of significance experienced by individual's and employees. Nevertheless, the very individual concept depends frequently on another external individual to happen. This paradox is present almost constantly in literature of meaning of work, be it in every source capable to generate meaning and mechanisms which are able to turn a work into meaningful.

This paradox is exemplified by Bailey et al. (2018a) as 'meaningfulness arises in the context of self-fulfillment and self-actualization, yet it is dependent on the 'other' for its realization'.

One of the mechanisms capable to generate meaning is belonging and possibility to belong into a group of colleagues or team sparks feelings, engagement and satisfaction. This mechanism automatically implies a context where oneself needs others to experience one's own sense of meaning.

2.3.3 Inspiration and Reality

This tension is present in the theory of meaning of work as a mechanism for finding and providing meaningfulness. Inspiration here means the need for hope, ideas, possibilities while the reality presents itself as the ground, and a need to face it. Sometimes named as dream, the inspiration is highly used by organizations as motivators, and an important part of a possible change in life when hope comes along changing the general hopeless feeling present before. Dream building is explained by Pratt (2000) as a primary sense breaking practice which creates a meaning void by linking one's sense to possessions, creating motivational drives by comparing current and ideal identities, and perpetuating these motivational drives (Pratt, 2000).

The ongoing interaction between the inspiration towards an ideal and the articulating and understanding of reality is seen as an endless and continuous paradox, in a context in which individuals have to create and fulfil purposes, finding the place where life becomes meaningful (Lips-Wiersma, 2009). To be without inspiration and to be inspired without the means of bringing this into reality are seen as threats to finding meaningfulness.

2.3.4 Justification and Realization

Lepisto and Pratt (2017) describe a duality over the justification and realization perspectives as two distinct types of meaningfulness and perspectives to achieve meaningfulness. Experiencing meaningful work via a justification perspective is maybe an increased experience of social validation and support. Living work as worthy. For instance, when work is justified as worthy because it helps the environment—as opposed to, for instance, helping shareholders—individuals can experience connection with shared cultural expectations of what is good, appropriate, and worthwhile (Lepisto and Pratt, 2017).

Realization, on the other hand, focus instead on the ability of individuals to realize basic psychological needs, motivations, and desires linked to self-realization. Meaningfulness derived from performing tasks with autonomy increases self-efficacy and may facilitate meaningfulness (Lepisto and Pratt, 2017).

2.4 The Sources and Mechanisms of Meaning

While the literature of meaning of work allows several different angles of analysis, one characteristic is possible to be identified across most of the studies in this area: the main discussion and objectives of researchers have been around the identification of sources for meaning and its related mechanisms, exploiting important and continuous questions such as where meaning of work comes from, how a sense of meaningfulness arises and persists (Bailey et al., 2018a), understanding the real drivers capable to ignite meaning and how a work becomes meaningful for an individual. These can be of great use for organizations which pursue endlessly the desire of providing a meaningful experience and meaningfulness to employees, at the same time that employees seek continuously for a meaningful work or an experience of meaningfulness, or a life in meaning (Rosso et al., 2010).

As the relevance of the studies on meaning of work increased significantly in the last two decades, the number of sources for meaningful work identified by the literature have increased proportionally, and in the same scale are the grown attempts to classify and provide interpretation. This leads to a diffuse understanding of the possible sources, and distinct results, which studies such as Pratt and Ashforth (2003), Lips-Wiersma (2009), Rosso et al. (2010) and Bailey et al. (2016), Bailey et al., (2018b), support to better understand.

Pratt and Ashforth (2003), defines the sources as paths into meaningfulness and adds simplicity when splitting into meaningfulness ‘at’ work and meaningfulness ‘in’ work, to place

the sources as influencing facts which happens inside job surroundings, place, tasks role and the sources involved in work, bringing along the leadership and values, as well as social experiences at work which depend on others.

Lips-Wiersma (2009) centers the sources for meaningfulness in the self and its relations, finding that meaningful work can be generated out of four sources: ‘developing and becoming self’, ‘unity with others’, ‘serving others’, and ‘expressing self’.

Rosso et al., (2010), the most complete study capturing the essence of what has been meaningful for individuals and organizations so far, has grouped the sources of meaning into four categories: ‘the self’ (subdivided into domains of value, motivations, beliefs), ‘the others’ (sub-divided into coworkers, leaders, groups and communities, and family); ‘the work context’ (subdivided into design of job tasks, organizational mission, financial circumstances, non-work domains, and the national culture in which the work is conducted) and ‘spiritual life’ (subdivided into spirituality large and sacred calling to a particular vocation).

This same classical study brings seven different mechanisms identified to generate meaning and support the viability into a work that is meaningful: Self-efficacy, self-esteem, purpose, belongingness, transcendence, and cultural and interpersonal sensemaking (Rosso et al., 2010).

Bailey et al. (2016) has translated the four sources into four domains in which individuals find meaningfulness in the work they do. These domains are classified as ‘task’, ‘role’, ‘interactional’ and ‘organizational’. The four domains combined, they generate what is supposed to be the strongest experience of work as meaningful (Bailey et al., 2016).

For the purpose of this study, it was chosen to explore and regroup the most relevant sources and mechanisms of meaning into two broad concepts, building into one of the paradoxes identified previously: sources and mechanisms which are **subjective (A)** or abstract and sources and mechanisms which are **objective (B)**, which have built the ground for the empirical research. Additionally, the relation between sources of meaning and mechanisms - how the work becomes meaningful - are closely related and described within the subsegments, deriving important concepts embedded in this research.

2.4.1 Subjective Sources and Mechanisms for a Meaningful Work

2.4.1.1 The Self

The self is possibly the main source capable of generating strong experiences of meaningfulness. A person's values, beliefs and motivations will closely influence the kind and quality of work one performs, as well as behaviors and attitudes. A rich area of studies has been developed around how individuals' personal constructs influence their perceptions of their meaning for work (Rosso et al., 2010) and the search for a life of meaning.

The meaning of work and its psychological perspective considers, in majority of studies, the self as center of significance (Rosso et al., 2010) able to evaluate and provide meaning itself, which implies a sort of protagonism and, means alongside the responsibility for the own search of meaningfulness and the engagement in something purposeful for one's lives (Michaelson et al., 2014).

The self-concept involves what a person thinks about him or herself, how this self is conceptualized and individually built through own perception (Pratt and Ashforth, 2003) this means, that perceptions able to build meaning are firstly defined by each individual and after influenced by its surroundings (Wrzesniewski et al., 2003) and involved in a social environment. May et al. (2004) considers this ability of knowing and revealing the own self, without fears of negative consequences, as psychological security, which strongly contributes to meaningfulness.

The analysis of the self as source of meaning, evokes a mechanism towards reaching meaning, which is the development of self-esteem. By definition, according to Rosso et al., (2010), self-esteem is an individual's assessment or evaluation of his or her own self-worth, and enduring trait of individuals with a malleable state that can be shaped by personal or collective experiences and achievements (Crocker and Park, 2004). Self-esteem works as mechanism to provide meaning for individuals and is greatly used by organizations through, for example, incentives and motivational actions. Self-esteem is essentially positive in its sense and on the feelings it generates but might carry costly implications of its pursuit for individuals as well, when connected with goals and self-regulation, as the threat of possible failure in the domains in which they have invested their self-worth can be tuned into a negative cycle (Crocker and Park, 2004).

Highly connected to the self as source, another frequently invoked mechanism into meaning is authenticity. Authenticity can be defined as a sense of coherence and alignment

between one's behavior and perceptions of the self (Rosso et al., 2010), and is often described as a central underlying self-motive which helps individuals to maintain a sense of meaning and order in their lives (Lips-Wiersma, 2009). In the meaning of work literature, mechanisms based on authenticity link various sources of meaning to the enactment or development of the 'true' self (Rosso et al., 2010).

While describing the self, it's important to immerse the future self in this conceptualization, as it refers to the ideal, a projection or a wish that individuals can have of themselves. These references to the future self, can be related to aspirations and vision. How employees make connections between their present experiences and the desired future can define a scale towards meaningfulness and engagement (De Boeck et al., 2019). The more opportunities that work offers to aid the development of the individual's potential towards a desired future self, the more meaningful work will be in the present. (Bailey et al., 2018a).

2.4.1.2 Values & Beliefs

Present in literature, many studies theorize around the identification between individuals and organizations in what relates to personal and organizational values. The more individual-organization value congruence can be identified, the main source of meaningfulness it becomes (Pratt, 2000; Rosso et al., 2010; Bailey et al., 2016).

As researchers have attempted to define meaningful work, they have often focused on whether employee values fit with company values, if organizational practices bring on inspiration toward a vision, or whether relationships are so strongly developed that strengthen an organizational culture (Michaelson et al., 2014).

Similarly of what happens for values, individuals carry intrinsic beliefs which are very important influencers of meaningfulness. Scholarship on work orientations elucidate the meaning of work by highlighting the core beliefs people have about work, and the impact of these beliefs on various work behaviors and attitudes. Research reveals that not only does a person's work orientation shape the meaning they make of work, but that it also influences the kinds of jobs they seek when they become unemployed (Wrzesniewski, 1999) as well as the general values they endorse in life and work (Rosso et al., 2010).

On Beliefs, two constructs are central to this area of research and closely capable of influencing meaningfulness: job involvement and work centrality. The job involvement examines the extent to which employees believe their jobs are central to their lives and work

centrality, how central work is to a person compared to other domains of their life as for example: family, leisure, religion, community involvement (Rosso et al., 2010).

2.4.1.3 Purpose and Engagement (Self Efficacy)

Purpose is an area of many recent studies as organizations seek to understand and use purpose for business intent. The word purpose has been one of the most researched in Google during the year of 2019, according to Google search annual report. And what exactly means purpose? Why is it so important to employers and employees? Purpose implies providing significance to a kind of work or job to be done, and is extremely close to the sense of meaning, being one of the mechanisms to generate a strong sense of meaningfulness on individuals, and a feeling of being worth and worthiness. When a certain job carries high level of purpose is consensual amongst researches that this same job is faced as a calling by employees and therefore executed almost as a principle, or a moral obligation. (Weeks and Schaffert, 2019). Purpose goes as deep as in the classical conceptualizations about calling, where existential questions related to the value of a work life is questioned similarly to the questions of why a person generally exists (Lepisto and Pratt, 2017).

Derived from the purpose concept, self-efficacy is an important motivator mechanism identified by scholars as a belief of individuals on being able or capable of making a difference (Rosso et al., 2010). It becomes a source of meaningfulness when employees experience the possibility to influence on something in the context or environment they live. It's closely related to engagement which is defined as positive, vigorous and dedicated state of commitment with work (Lips-Wiersma and Wright, 2012) to the levels of being considered a soul commitment (May et al., 2004).

Several tools to get employees engagement are made use as common practices in organizations. Pratt and Ashforth (2003) argue that organizations influence meaningfulness by engaging in meaningfulness in working practices that change what workers actually do, and engaging in meaningfulness at work practices that shape the context within which the work is performed.

2.4.1.4 Sources & Mechanisms relating *SELF* and *OTHERS*

2.4.1.4.1 Recognition / Belonging

Previously, we've evaluated the subjective sources of meaning and mechanisms which are related to the self, the individual or a person, and which can drive solely a meaningful experience. However, many of these sources can only exist in relation to the other, to another individual. The self is reliant on the other, since notions of the self can only arise through the existence of 'another, which improves the repertoire of relational selves, crafted by the self to fit with others' expectations in pursuit of recognition, acceptance and integration or belonging (Bailey et al., 2018a).

The importance of being recognized and to provide recognition characterizes one bold mechanism how meaningfulness can be, in reality, experienced. Given the social environment the individuals are in when employed, and seen the organizations and social organisms, recognition becomes a way into meaning which counts on social interactions or leadership acting to have a situation 'self – others' (Rosso et al., 2010), which can't be reached only counting on self-will or protagonism. For social scientists or humanists, the definition of recognition is to be acknowledge, to be seen by others, and that is essential to human action and to build a stable sense of identity which supports the moral and psychological conditions for well-being (Yeoman, 2014).

The benefits of managerial recognition to meaningfulness and behavioral involvement are significantly strengthened when employees receive consistent recognition from their colleagues. The sense of being appreciated by both peers and managers in the workplace is essential to optimize the odds that employees will ascribe positive meaning to their job and will thus be more performant in the execution of in-role and extra-role behaviors (Montani et al., 2020).

In a recent research, Montani et al. (2020) suggests that managers who acknowledge and appreciate employees' work accomplishments provide relevant informational cues that, by emphasizing the importance of employees' work and their underlying competences (providing recognition), can effectively exert such a self-concordant function, thus raising higher levels of meaningfulness and ultimately, behavioral involvement.

When and if individuals lack social recognition, it is difficult to maintain the positive self-relations essential to forming a self-conception of being efficacious and feeling worthy (Yeoman, 2014). The same happens with workers or individuals in the context of organizations.

Employees can be more or less motivated and involved in the roles or tasks they are assigned to if they have an opportunity of being throughout recognized.

There is a direct recognition–behavior relationship, emphasizing the important role of perceptions of meaningfulness in the experience of recognition practices (Montani et al., 2020), provided the identification of oneself to the values and goals of the organization is in place.

For organization is very relevant to understand the role of recognition and its consequences. Managers who are able to recognize and appreciate employee's accomplishments and efforts genuinely are able to offer reward, non-monetary recognition and elevate practices that leaders can enact to boost the perceptions of employees' work as more personally important and valuable, affecting positively meaningfulness and employee's behaviors. In addition to the role of the manager, the co-workers also characterize another source of recognition, and become essential to shape the employee construction of meaning in the workplace and his or her sense of inclusion and belonging (Montani et al., 2020).

For individuals, belonging or belongingness plays a role in the construction of meaningfulness in a sizable portion of literature of the meaning of work (Rosso et al., 2010). It concerns the relational process between a working person and the occupational group, team or community (The Oxford Handbook of Meaningful Work, 1987) or social identification with others at work (Rosso et al., 2010). A sense of belonging is important in the context of meaning of work as it generates feeling of being part of something bigger, motivates the employee to accept a task, job or role and to perform better and work harder, seeking for recognition, appreciation by team, colleagues and coworkers. These feelings of interpersonal closeness in the workplace contribute to a sense of belongingness and togetherness that is experienced as meaningful (Rosso et al., 2010). It can be considered an interpersonal process which brings positive effects on self and others and affects performance in an organizational context. It can also be approached as group identity provided that the structure of identity groups to which one belongs has implications for the identity one creates in the work organization (Wrzesniewski, 2003).

Recognition is of high relevancy for the literature and not as deep studies as it deserves, given the importance for meaningful work and life.

2.4.1.4.2 Motivation / Reward

A classic theory on motivation, which has derived many other studies, is the Herzberg two-factor theory of satisfaction and motivation, which proposes that factors intrinsic to work

such as recognition, achievement, responsibility, and other ‘motivators’ determine satisfaction and motivation while dissatisfaction is determined by extrinsic factors such as work conditions and companies policies (Herzberg, 1976). Intrinsic motivation is associated with satisfaction, which in a subjective and psychological effect directly acting as cause of meaningfulness (Lips-Wiersma and Wright, 2012). Empirical work has linked meaningful work to important work outcomes such as job satisfaction and work motivation, between engagement, performance and others (Michaelson et al., 2014). These factors are closely implicated on meaningful work as source and mechanism. Hackman & Oldham, 1980, brings in the concept of motivation into a work redesign theory which describes a job well designed from a motivational point of view as directly generating experience of self-rewards and high-quality work, thus, productivity. A rewarding cycle can be observed when monetary or non-monetary reward is offered as recognition to a person and higher motivation is achieved.

Rosso et al. (2010) show that theories of motivation suggest that individuals are driven to meet their personal needs for connection and relatedness through work, and hence strive to form relationships that help create a sense of shared identity, belongingness and togetherness (May et al., 2004).

Reward, on the contrary, can become a source of meaning if social context is precarious or unstable and can be non-monetary, therefore subjective. Organizations can eventually offer rewards in order to build work satisfaction and the work tends to become more important than many basic values of life, when need is of greater importance.

2.4.1.4.3 Groups, Co-workers & Family

Employees’ connections to work groups of various types and sizes have been both theoretically and empirically linked to the meaning of work. (Rosso et al., 2010). The definition of a company already implies being part of an organization of people and with others. The sense of a group or community is part of the definitions of society and teams. The moment the employees are working for an organization, they are part of a company and member of many groups and communities, including work teams, divisions, professional networks, and various social categories, and organization also implies togetherness.

Groups can be defined as a collection of two or more people who are engaged in a common activity or share a common identity or goals (Alderfer, 1977). Pratt and Ashforth (2003) theorize that to the extent organizations create close-knit, family-like dynamics among members of the organization, employees will experience their work as more meaningful, and

this suggests that the creation of family-like dynamics at work can promote solidarity and cohesion and help build an authentic ‘emotional ecology’ that blurs the boundary between work and home to create a sense of holism. By family-like dynamics it’s understood that organizations can foster togetherness and close values-identification, through actions such as fostering care and connection between people with a mission focused around goals and values (Pratt and Ashforth, 2003).

The relation with family, and closeness of the family in the context of the organization, though, presents some contradictions. While family relationships can occur in the work domain (e.g. in family-run businesses), it is more common that work and family represent relatively distinct, yet interconnected, domains of a person’s life. Although many scholars have investigated the ways in which attitudes, cognitions, and experiences related to work or family may affect the other domain, few have directly studied the influence of family on the meaning of one’s work (Rosso et al., 2010).

Family may also enhance positive meanings of work by offering a supportive and relaxing environment in which a person can recover from the demands of work and by confirming the role of the work or the job in a person’s life by ‘expressing admiration, respect, and love; by affirming what said and did was right; and by giving assistance such as money, time, labor, or information’ (Brief and Nord, 1990b). Through both avenues, the meaning of work and family likely have a reciprocal relationship, such that each can shape the meaning of the other (Brief and Nord, 1990b).

In relation to colleagues and co-workers, theorists have suggested that close interpersonal relationships may have a positive impact on perceptions of meaningfulness if they provide opportunities for employees to express and reinforce values identified at work (Bailey et al., 2018b).

Recent theory extends this social perspective on meaning, suggesting that coworkers influence individuals’ interpretations of the meaning of their work through an interpersonal sensemaking process whereby employees draw cues about the meaning and value of their work from other persons in the workplace - through observations, conversations, e.g. (Wrzesniewski et al., 2003).

2.4.2 Objective – Material Sources and Mechanisms for a Meaningful Work

2.4.2.1 Work Context

The process towards finding an experience of meaningful work or building a work of meaning is lived differently by each individual and highly influenced by environment and social context (Wrzesniewski et al., 2003). The sector the company works on, company's origins and cultures and organizational missions are examples of factors which play an important role as meaning generator or inhibitor. Many researchers have explored the impact of these contexts on perceptions of both meaning and meaningfulness (Rosso et al., 2010) as well as on jobs becoming meaningless in the case of companies which don't act in accordance with organization mission or ideals, as example.

2.4.2.2 Task & Role - Design of Job Tasks

The concept of job design is one of the initial ones used to correlate its outcome to meaningfulness and productivity. A job can be defined as a 'set of task elements grouped together under one job title and designed to be performed by a single individual' (Ilgen & Hollenbeck, 1992, p. 173). Hackman and Oldham (1980), in their job characteristics model, suggest that the specific characteristics of a job determine the experienced meaningfulness of that work (Hackman & Oldham, 1980). Job characteristics and skill variety, task significance and task identity were associated positively with meaningful work (Bailey et al., 2018b).

2.4.2.3 Compensation / Financial Circumstances

Meaningfulness is often viewed in relation to, and sometimes in contrast with, perspectives focusing solely on compensation. As a result, scholars appear to express ambivalence regarding the role of money in meaningful work (e.g., Bunderson and Thompson, 2009).

Employees with greater financial needs focus more on the economic value of work than do other employees, because they do not have the luxury not to. Scholars have argued that poverty is a classic 'strong situation' which can constrain the meanings to be found in work (Michaelson et al., 2014). Accordingly, when suffering economic distress, individuals tend to

deemphasize the latent value of work, e.g., self-fulfillment, community, social status, in favor of the manifest value of work, e.g., monetary rewards (Brief and Nord, 1990b).

Some companies link a sense of self with his or her possessions, which is the case mentioned in the ethnographic study of Pratt, 2000, when analyzing the profile and identity of Amway distributors. The sense-breaking via dream building occurs when the current sense of self becomes devalued as one becomes impregnated with new, ideal selves (Pratt, 2000). This leads to the obsessive thinking that one needs to increase possessions while they are not even aware of what they already have.

Such objective work goals such as an interesting work, a good pay, convenient work hours, working conditions and opportunity for learning and upgrading, proved important in various cultures (MOW International Research Team, 1987) consistent internationally, across different managerial and organizational hierarchies, genders, and among different age categories (Harpaz and Fu, 2002). The assumption herewith is that, if studies in emerging economies were to be considered, the compensation factor and monetary reward would be even strongly linked to meaningfulness and used as tool to eventually drive mismanagement of meanings.

2.5 Management & Mismanagement of Meaning

Literature shows an open dialogue related to the management of meaning, its possibilities and consequences. Some authors believe meaning is innate and not possible to be managed, and from the moment it gets managed or controlled, it stops to be meaningful (Michaelson et al., 2014). In this view, employees are not passive recipients of employer strategies to manage meaningfulness, instead, they are attentive to level of authenticity of organizational efforts to bring on meaningful experiences (Lips-Wiersma, 2009). Other studies assign a certain responsibility for finding meaningfulness to the employees themselves, provided that individuals have a choice in their work, so they likewise have an ethical obligation to pursue work that is meaningful, even though simultaneously with an open question about what would be morally right, if individuals should pursue meaningful work or what moral obligation organizations might have to provide it (Michaelson et al., 2014).

A large current on literature argue that experienced meaningfulness is a state of mind which organizations are entitled to actively create (May et al., 2004; Pratt and Ashforth, 2003) given that meaningful work is not fully within the control of the individual, as the assignment of work and the conditions under which work is assigned influence if work can be experienced

as meaningful (Michaelson, 2011). Thus, from a business management perspective, there is space for management of meanings given that there is a significant role for the employer in the process of generating meaningful experiences to employees (Bailey et al., 2016).

Organizations make concrete their attempts to manage meaning through organizational culture (Willmott, 1993), and organizational values or yet, purpose, trying to hegemonize some common sense and bring uniformity on ways of thinking. These contains embedded 'rights' or 'wrongs', trying to manage from behavior to beliefs on a daily basis through common events, leadership trainings or through reward programs, and feedbacks or appreciation for the ones following and applying in real companies' values. It can be a hidden form of normative control, most of the times implicit in actions (Willmott, 1993).

The management of meaning becomes a smooth process when there is alignment between employees and organization, and begins with appealing to elements of identification and individual's identity (Michaelson, 2011). This would create an environment where employees are more likely to find their work meaningful, provided that this sense of what is held to be meaningful by the organization aligns with what they personally find to be meaningful (Bailey et al., 2016).

On the contrary, when there is no alignment on beliefs and values between companies and employees, the actions trying to manage meaning are perceived and seem unreal, not authentic. Employees are adept at discerning the difference between genuine and authentic efforts to manage meaningfulness and in cases where such efforts are merely a technique or an exchange, then meaningfulness is substituted or controlled, and the experienced meaningfulness is considered eroded (Lips-Wiersma and Morris, 2009).

When companies go as far as misusing mechanisms to manage meaning, that is what can be called mismanagement of meanings (Bailey et al., 2016).

2.6 Mismanagement of Meaning

Even though less common, the literature exploits a direction of 'mismanagement' of meaning, misuse of the mechanisms able to generate meaningful experiences in organizations. It is conceptualized as possible negative directions which the management of meanings can take, a 'dark side' of meaningful work (Bailey et al., 2016), which can be invoked to rationalize manipulative and even unethical behaviors (Michaelson et al., 2014) and it has consequences for individuals. It characterizes how far companies are overdoing their strategies to penetrate meaning and manage employees' perception of their work as meaningful (Bailey et al., 2016),

and use it as a means of enhancing motivation, performance and commitment (May et al., 2004) in order to directly influence business results. The literature exposing practices of mismanagement of meanings also brings to light how companies' strong values are made use as social control mechanisms (Pratt, 2000). Individual's estimation of the significance of their work can be manipulated by 'the astute and practiced manager' who sees worker commitment merely as means to achieve organizational purpose (Michaelson et al., 2014; Wilmott, 1993).

According to Wilmott (1993), organizations seek for a kind of 'monoculture' and recruit or promote and reward employees according to their receptivity to core values, which become a kind of authority within the organization. This opens ways for making misuse of values and organizational culture endorsing its implicit application of mismanagement of meanings.

Another example can be identified in the ethnographic case study of Amway Corporation by Pratt (2000), which illustrates how core components of meaningful work such as identification and a sense of community can become used as a cost-effective resource to motivate individuals.

When organizations push the boundaries and allow themselves to penetrate employees' personal life, relations or family for performative intent (Bailey et al., 2016) that can be considered making bad use of mechanisms to build on meaning of work, and it can be received differently by individuals or cultures. When employees perceive to be under unauthentic leadership and when organizations or leaders explicitly encourage individuals to act immorally or unethically (Lips-Wiersma and Morris, 2009) then a work of meaning becomes meaningless and a negative reward cycle is established. Fundamental to the authentic experience of meaningful work is a sense of trust, coherence and consistency among organizational interventions and strategies. In work contexts, where individuals perceive themselves to be manipulated as if they endorse organizational goals or values that lack authenticity or personal resonance, the outcome can be existential labor, leading to negative outcomes for both individuals and employers (Bailey et al., 2016).

Another theory referring to misuse of meanings, is the concept of the kidnapping of subjectivity, developed by Faria and Meneghetti (2007), has been used to explain intra-organizational phenomena, especially in the study of labor relations. This concept theorizes that organizations can become proprietary of the psychological, emotional and affective individual's activities through human resources and people management programs, using illegitimate means, and to provoke a limitation on employees on their freedom of self-expression, turning them into victims, allowed to think and articulate values as the kidnapper organization. (Faria, Meneghetti; 2007, p.50).

The creation and promotion of meanings in work, is riven by the uses and abuses of power and according to some authors, it should not be up to others to define what is meaningful for oneself (Yeoman, 2014). However, provided that a job is assigned, it is considered the spam of control is already controlled (Michaelson, 2011), and this fact, allied to the rush for finding and providing meaningful experiences at work on employee's side, almost provide to employers a 'license to explore' where individuals trade meaning for money (Michaelson et al., 2014) and society endorses mismanagement of meaning through endorsing the organizations practices.

Reactions of employees to organization's attempts to control or manipulate meanings are studied as well in literature, and considers that individuals can well identify when a company's efforts are not being authentic (Michaelson et al., 2014). It is directly related as cause of less engagement, and able to generate reactions such as demotivation or other negative reactions, such as dissimulation. One can dissimulate a perfect job fit or agreement with actions on the side of employee, and this is identified as deep acting or surface acting (Bailey et al., 2016), even though not authentic and not beneficial for both sides of this relationship.

Actions identified as mismanagement of meanings and the negative reactions of employees assume a context in which individuals are able to make clear distinction between their personal values and the ones of the organization, or able to distinguish the manipulative situation they might be into. However, there are situations in which this is not as transparent. We note that there are few studies in literature which consider situations where individuals have low level of distinction between 'right' or 'wrong', low level of education which leads to immediate submission to control and manipulation, and without expressing reactions such as acting. Unadvisedly, individuals seeking or rather craving to find meaningfulness to satisfy their inner needs, can be pushed to harmful excesses (Bailey et al., 2018a) and unconscious submission, as the imaginative environment which a situation of need has generated, lead to blindly believe in whatever the company tells them to do. That said, ethical implications of managerial practices to foster meaningfulness in and at work have not been fully explored yet (Michaelson et al., 2014). In the same way, it's possible to identify studies that involve the practices of organizations which made bad use of tools for meaning while only a few studies evaluate the direct consequences on individuals.

2.7 Consumption of Work

In a recent article by Chertkovskaya, Korczynski and Taylor published in July 2020 there are evidences indicating that meaning of work is being constructed as object of

consumption, with empirical material from a British university campus. The article has shown that consumption of work and its meaning are visible, in three key ways: consumption of an image of work, consumption through work processes and consumption of self-development opportunities at work (Chertkovskaya et al., 2020). Interesting to notice that a person's interest in the consumption of meaning is build upfront and part of a company's employer branding, even before the contact with the type of work per se. In our study, we build over a similar context, extending to a different form of work with similarities on consumption of an ideal of meaning and meaningfulness.

2.8 Meaning of work via building identification

The classic study of Pratt, 2000 approaches the sources of meaning and what drives individual's identification on the number one network marketing organization worldwide, Amway. Pratt states that Amway manage their members by changing how these members think and feel about themselves in relation to their organization, and seek to align individual and organizational values (Pratt, 2000), and in this way, building identification and creating space for this to happen via identity deficits.

There are many parallels possible between the present study with Pratt (2000), provided the nature of business and individuals interviewed. The process of identification management and the way companies generate meaningfulness and manage the fit by managing individual's self-concepts is very similar in the study proposed here.

However, to highlight a contextual essential difference, Pratt (2000) builds on the bonding relation to company's values specially via sense-breaking and disruption, describing how dream building lead individuals to make sense of dreams they have and want to achieve, lead them to aspire and therefore ensuring continuity of the system. Therewith, Pratt (2000) defines seekership in distributors as people who were ready to 'break out of their comfort zones'. In the course of this study, it will be possible to identify the differences of context related to the situation the distributors are in when joining: financial problems, debts, social unfavored situation, and uncontrolled reality, or dissatisfaction with existing fixed job position for having no kind of recognition and not even earning enough money to live. The diverse needs and dreams are so to be constructed, and the vacuum is so large between what ideal lives and what actually life is at present, that there is no perception of comfort zone feelings on distributors and the reasons they join the system. In this study, seekership and the will to change comes from a survival or emergency sense, and therefore the bonding with company and the

uplift it is able to generate on individuals situation is extreme, even if monetary reward doesn't follow the same logic. And almost in all cases this study shows only positive mentions and feedback about the company and the meaning of life which has been found through work. In that sense, is plausible to say that the present study allows an extension of context and adds important contribution to the classical study of Pratt (2000).

2.9 Relevant literature endorsement for this study

This study has been initiated without a theoretical support pre-determined. The articles of Professor Catherine Bailey, 2016 and 2018 were the ones which have built a bridge between the phenomena of interest and the literature of meaning of work, specially while describing 'the dark side of managing meaningfulness' (Bailey et al, 2016) and the paradoxes which involve the complex conclusions on meaning of work and its sources (Bailey et al, 2018a), exposing as well open spaces for more and new studies to deepen the understanding of how meaningfulness is found and generated for individuals.

The sources of meaning of work identified in this literature review herewith which have contributed more to this study are the factors related to the self and others, such as recognition and motivation as well as the social environment analysis related to the influence of family and need for belonging. Those are endorsed and complemented by the study herewith.

The relation of importance of monetary reward as source of meaning have made possible to build a parallel with the capital of meaning, identified after completion of interviews and which became one of the most important findings and contribution for this study to extend the literature, by building on the concept of meaning as a product of consumption.

The assumptions the researcher had of mismanagement of meaning for performance by observing this business model and company for years were the reasons to drive a research study with the use of grounded theory methodology. This technique has made possible to let the theory emerge from the field, and, after initial interviews, the relation to meaning of work literature and its ramifications emerged as relation and area to further exploit, with close identification with the articles of Professor Bailey and the wish to understand new sources generating meaning of work, how meaningfulness was transforming lives and what would this mean to individuals, their efforts to buy 'it' as a product and, moreover, how in reality this experience was being lived by them.

3 METHOD

This ethnography research was initiated based on a phenomenon of interest and assumptions of mismanagement of meaning in organizations working with low social economic levels in Brazil, and additionally, based on the interest of how, in practice, this process is lived and experienced by individuals. Therefore, it was chosen to initiate fieldwork without any a priori theoretical lens in order to allow the research concerns and questions to emerge from the field.

This exploratory study uses a qualitative method based on the complexity of the phenomenon and difficulty to measure it. It was initiated using techniques of grounded theory and that allowed the emerging empirical insights to guide the researcher and to finetune the data collection instruments, as well as to inform the choices regarding theoretical lens used and therefore the ensuing findings and contributions. Grounded theory as way of doing social research was born in 1967 with the book of Glaser & Strauss, 'The discovery of Grounded theory.' Grounded theory is a methodological approach that does not aim at confirming a pre-empted theory or thesis, but rather to allow new theories to emerge from the field. From that moment on, qualitative research has become more authentic and allowed the possibility of new discoveries on social scientific studies, in comparison with the predominantly quantitative studies. According to Strauss and Corbin (1997), the core of grounded theory consists in constant interaction of induction, deduction and verification: induction relates to the work of deriving concepts from data collection, deduction which relates to the ability of building propositions and relations between the existing concepts and data collected, and verification which relates to the process of validating the data collected in light of a new or complementary theoretical model. In the definition of Strauss & Corbin, 1997, p.12 Grounded theory can be explained as 'Data collection, analysis, and eventual theory stand in close relationship to one another, the researcher begins with an area of study and allows the theory to emerge from the data. Grounded theories, because they are drawn from data, are likely to offer insight, enhance understanding, and provide a meaningful guide to action'.

From the start, the researcher codes, collects and analyzes data, interacting with other theories to explain and unveils a complementary or new theory. Such an interactive approach well describes the steps we followed in the present study.

Although we conducted this study employing a grounded theory approach, our initial findings did not generate a new theory, but rather an extension of the concept of meaning of work, mostly related to extending the comprehension of sources and mechanism generating

meaningfulness at work and the understanding of how meaningful work is in practice experienced by employees and relevant consequences for these individuals.

3.1 Data Collection

This master's thesis draws upon data collected from two empirical sources: 1) interviews with distributors of Sunrise¹, and 2) observations and material collected upon participation in 4 different sessions of Sunrise's sales meetings, where distributors and new invitees gather once a week to revise plans, recognize the ones moving to upper level of the hierarchy, or to onboard new comers and provide trainings to them.

The empirical material collected through in-depth one-on-one interviews consists of 26 people working at the moment for Sunrise exclusively, or as a parallel activity for extra income, while having a separate fixed job; or still who had left the Sunrise team and moved on to a different job. 13 were women and 13 were men. 18 interviews were presential and 8 were conducted online. In order to reach out to the distributors and invite them to participate in this study, initial contact was done with the franchise stores located in the below-mentioned cities, and where distributors have all gatherings and exchanges, and after that, an appointment was made for an interview. The interviews happened inside the franchise stores or in a few cases in the interviewees' houses, which was a relevant experience and further observations were made possible.

Interviews duration vary considerably depending on person's profile and willingness to talk, from 24 minutes to 88 minutes, the average duration was 42 minutes, and were conducted in Brazilian Portuguese. In average, 5 people were contacted to get 2 different interviews, as not many of them had any time available during days or evenings. 'Busy, running for my monthly target', one justifies, or 'I need to reach the diamond level this month' was also heard a few times from the distributors or entrepreneurs, as they appreciate to be called.

The period when data collection happened was from December 20th 2019 until May 10th 2020 in São Paulo city (largest city of the country with approximately 12 million inhabitants) and different cities of São Paulo state, in Brazil (in brackets is the distance from São Paulo city): Vinhedo (75km), Itatiba (80km), Presidente Prudente (580km) and Campinas (100 km). The 8 interviews conducted online took place via skype or WhatsApp calls, which enabled to reach further areas of the country: Canindé (3000km), state of Ceará and Caruaru (2500km), in

¹ A pseudonym.

Pernambuco, both in the northeast of Brazil; Mariana (646km), belonging to the state of Minas Gerais, and Botucatu (240km) and Jaú (297km), countryside of São Paulo state. All interviews, except one - or which we didn't get the permission to record, were recorded with a voice recorder app and transcribed verbatim in MS Word documents.

As an additional strategy to cross evaluate how distributors live their experiences in practice, it was chosen to participate sporadically in sales meetings. Those events could happen in a small or large scale of participants, depending on the theme and speaker of the week. It was chosen to attend two events in the city of Presidente Prudente, being the first one with the objective to onboard new comers and convince outsiders willing to understand Sunrise's development plans, and the second event was to explain means to recruit and approach unknowns, which techniques are adequate in person or via 'cold contact' (contact via social media). In the city of Campinas, the researcher participated in two other events, being both for recognition of distributors escalating positions in the hierarchical ladder. Invitation was paid in one of the events in Campinas for the price of 5 reais as there was a special guest, a role model for many of them who had already reached the "million's club", a special category of people who, over the many years with Sunrise, had already reached the level of 1 million (of Reais = 150 thousand euros) in bonus coming exclusively from recruitment. Invitation was free in all 3 other sales events. Observations, recordings and pictures registered the experience and will help us to cross verify information obtained through the interviews.

Table 1 - Interviews details and codings (1097 minutes total interviews).

Coding	Age	Gender	City	Income before joining sunrise - in BRL	Income by interview time - in BRL	Family status	Time working at Sunrise	Occupation before Sunrise	Education degree / Studies	Interview duration
V	62	F	Campinas	estimated 1.000	estimated 1.000	divorced, 3 kids, 3 grandchildren	2y (exclusive 6 months)	restaurant cashier	high school	24min
Pe	28	M	Campinas	1.000	12.000	Married	4 y 9 m	stock assistant	high school	32min
L	30	M	Campinas	2.000	2.500 to 5.000	has girlfriend, no children	3-4 y (left and was back)	worked in a logistics company	graduated in logistics	54min
C	64	F	Campinas	1.000	1.000	widow, 1 son	3 y	cooker at a family house	2nd year university	21min
S	56	F	Vinhedo	2.000	2.000 to 5.000	2 children (1 died)	9 m	commerce, sales - shoes	elementary school	20min
J	31	F	Vinhedo	2000 – broke	14.000	married, 1 child	3-4y	was owner with husband of glass company -construction	high school	1h28min
A	43	F	Vinhedo	2.000 to 3.000	2.000 to 3.000	married, 3 children	3 y	baby sitter	high school	26min
Y	55	F	Itatiba	2.000	2.000	married, 2 children	10m (in parallel to fixed job)	kids van conductor	high school	25min
R	30	F	Vinhedo	2.000	13 to 15.000	divorced, re-married , 1 son	7y	administrative assistant	tourisme college	1h12min
H	22	M	São Paulo	1.000	1.500 - 2.000	single, no kids	1 y 1 m	call center operator	elementary school	19min
P	23	M	São Paulo	900	3.000 to 4.000	single, no kids	4 y	stock assistant at shoes store, shopping center	high school	31min
T	41	M	Mariana	working at miner company	800	married, 2 children	3 y 3m (in parallel to fixed job)	Miner	post graduation	29min
A.C.	~30	M	Mariana	1.000	3 to 5.000	Single	5 y (left and come back)	salesman at department store	elementary school	26min

(To be continued)

(Conclusion)

Coding	Age	Gender	City	Income before joining sunrise - in BRL	Income by interview time - in BRL	Family status	Time working at Sunrise	Occupation before Sunrise	Education degree / Studies	Interview duration
A.L.	50	F	Caninde	700	600	1 son	8 m	teacher at public school	post graduation	21min
J.E	62	M	Botucatu	12.000	12-14.000	1 son	5 y 2 m	city councilor, had a chemical company	university	1h07min
M	21	M	Jau	1.000	4.000-7.000	married, 2 kids	2 y	funeral assistant	elementary school	38min
B.A	35	M	Caruaru	800	More than 10.000	NA	7y	supermarket cashier	elementary school studying	1h10min
B	21	F	Pres Prudente	1.200	3.000 a 5.000	married, no kids	3y	nursery student	nursery at university	1h02min
G	51	M	Pres Prudente	broke	1.000 to 2.000	married , 3 kids	2y	Painter	elementary school	1h06min
F	31	M	Pres Prudente	1.200	10.000	married, no kids	3y	IT programer	graduation	1h05min
N.	51	M	Pres Prudente	broke	5.000	married , 3 kids	2y	owner of painting company	elementary school	1h10min
R.	-	F	Pres Prudente	2.000	4.000	married	2y 2m	commerce , sales	high school	30min
Ni	~45	F	Pres Prudente	3.000	7.000	married , 2 kids	3y (in parallel to fixed job)	pharmacist auxiliar at city hospital	high school	45min
Ma	30	F	Botucatu	3.000	5.000 to 10.000	married with kids	5y(in parallel to fixed job)	music teacher	post graduation	52min
RG	50	F	Vinhedo			married one special child	2 y	Retired	elementary school	20min
E	23	M	Pres Prudente	800	800	single, no kids	5m and left	ifood deliver, gas station attendant	elementary school	24min

Source: Elaborated by the author. 1 BRL = 6,67 EUR for reference.

3.2 Empirical Setting – Background of Studied Firm

3.2.1 *The context of relational business: the success of the charismatic capitalism in Brazil*

Brazil has had some very successful cases of business growth and penetration throughout the country via relational marketing, multilevel marketing or direct sales channel, as it is called. Avon and Natura, giants of cosmetics business have achieved more than 1 million consultants or distributors each throughout the country, even in most ‘hard to reach’ areas, and basically through relationship have influenced the lives of millions. The drivers for the success are reach and relationship – advice of a neighbor, a consultant or someone close. Recently Natura, a 50-year old company born in Brazil, has acquired Avon, Aesop and The Body Shop and has become Natura&Co, an international cosmetics group, the 4th largest in the world. Meanwhile, in 2017, Natura has also adjusted its business model from direct selling to ‘Selling through relationships’ expanding opportunities and distribution models to progress in the business, as stated in their internet site.

Brazilian companies working with multilevel marketing system have grown exponentially in the moment of the biggest economic and political crisis in Brazil, substantially from 2015 to 2018. Examples of such companies are O Boticário, Aloha, Hinode, and also multinationals such as MaryKay, Jeneusse, DoTerra and Herbalife. New company’s names came in the game, showing the opportunity was there to increase penetration.

The business model consists on selling products all over through independent distributors, especially in small towns and regions where large supermarket chains of traditional trade are not arriving. Above all, the heart of the model is recruitment: convincing people to become their distributors, or to become an “entrepreneur” with these brands. In this way, these companies manage to have a sales team larger than an army selling their products and manage to penetrate the country until the most distant places. The informality of these jobs contrast with the technical and specialized workforce present in the companies’ headquarters, where many formal jobs are well paid and the continuing recruitments happen from market high level executives to maintain and manage a business strategy accordingly.

Overtime, companies building a long-term strategy and image, such as Natura&co, have adapted their model and adjusted to monolevel so to guarantee employee safety and care for the continuation of the brand and products, as well as engagement. They have hired many of the distributors as consultants, providing regular benefits as health insurance, for example. But this high standard of employee management has not been the rule for all companies operating in

this kind of business system. A lot of overclaiming, manipulation and mismanagement can be observed in the companies which continue to surge (source: <https://www.abevd.org.br/#noticias>).

The company selected for this study is herewith called by the pseudonym of Sunrise, producing mainly cosmetics and perfumery, focus on products for social class C&D in Brazil and with net sales estimated around R\$3 Billion reais in 2018 (average 450 Million euros a year). Sunrise is a 30 years old company, which has started doing business in Brazil under a traditional business model and selling through trade partners, traditional trade for around 20 years, with moderate growth and penetration. Only in 2012, 9 years ago, the business model has changed radically to multilevel marketing, thanks to the new CEO, inheritor of the company. By the year 2019, Sunrise declares to have an impressive growth of 80% every year since 2014, estimated to have 1million people selling / distributing their products around the country and many physical stores penetrated nationwide, being ranked in global ranking of Direct Selling News 2019 globally, which combines the top 100 direct selling companies in the world. The recruitment ‘package’ convinces people of a turnaround in their lives: offers endless ways of earning money, education and trainings (through an own university program), all ways to make people become a successful entrepreneur and pay their debts and leave unemployment so fast. To join the team, one must invest from 399 reais to 2.200 reais, very high considered the average income of these people is around the minimum wage salary of 1.100 reais (latest value update according to the Diario Oficial da União: agenciabrasil.ebd.com.br).

For the overall population, multilevel system becomes an option when many other options have not worked before, if the family carries debts or if family income is not enough to pay their minimum expenses. That is not automatically a credible model and it raises many questions and mistrust. In Brazil as other emerging economies, the fact that individuals pay regularly taxes does not guarantee decent life conditions and often the only job a person has, pays the minimum salary, which also does not ensure minimum life conditions are covered.

Brazil`s economic crisis and slow down started after 2010 and has reached negative GDP in the years 2015 and 2016, with unemployment rates at a high level of 13%, as per IBGE data – Brazilian Institute of Geography and Statistics. The general effects on individuals were perceived, and strongly seen on lower social economic levels: more people into poverty conditions, prices of basic products going up, people losing jobs, inflation. A general insecurity has become part of daily life and consumption habits have changed according to Kantar World Panel, on yearly report about Brazilian consumer habits. A big polarization in the country started with high involvement in politics and the watch of corruption scandals eroded daily in

the news. For the regular Brazilian worker earning the minimum average income (salário mínimo) of 1.100 reais, namely 50% of the population (source: <https://epocanegocios.globo.com/Brasil/noticia/2019/10/renda-media-de-mais-da-metade-dos-brasileiros-e-inferior-um-salario-minimo.html>), this situation was very negative: everything that the relative economic stability had allowed them to acquire with credit (paying in 18 months or 24 months for things they would never be able to buy in one payment) was now unstable and unsure. In this context, a different source of income or any extra chance to bring money home and pay bills was welcome, and drove growth to companies working on multilevel system.

3.3 Data Analysis

The research process can be described herewith with more details and happened according to the following 11 steps until finalization:

1. Researcher defined a semi-structured interview script;
2. Adjustments and validation of interview script with thesis supervisor (final script available on appendix A 1);
3. Contact with Sunrise distributors for 5 initial presential test-interviews;
4. Interviews done and recorded via voice app during the course of 2 consecutive weeks;
5. 1st round of codings done by the researcher and shared with thesis supervisor;
6. Identification of Meaning of work body of literature to embed the study, given the strong conceptual relation with initial findings;
7. Rework of interview script with meaning of work theoretical lens (final script available on appendix A 2);
8. Continuation of interview process until total of 20 interviews;
9. 2nd round of codings discussed between the researcher and thesis supervisor;
10. Continuation of interviews - presential and online - until completion of 26 interviews;
11. 3rd and final round of codings defined and revised with thesis supervisor.

In the five first fieldwork engagements, the researcher employed a semi-structured interview script consisting of very open questions. After these open and exploratory engagements, the researcher analyzed the empirical material and met her thesis supervisor with the objective of discussing initial insights, findings and experiences from the field.

That is when the first round of codings emerged from initial insights, and led to interesting findings which supported the evolution of the study. The initial codes identified were:

1. Inspiration / role model: first mentions to a non-monetary reward relation to explain the reasons why people stay for long in the system, even if not earning what they were told initially;
2. Rejection / Belonging: the paradoxical feeling of rejection by family and close friends when first enter the sunrise scheme, and how belonging becomes a reward;
3. Recognition: The importance of being recognized by non-monetary means and the parallel to a fix job where no recognition happens, as consequence, no feeling of being valued / praised by the work they do;
4. Responsibility: the feeling of ‘becoming a boss’ and being responsible for a team, for developing others, and supporting other people;
5. Transformation / capabilities: even the ones going out of the system after a few months, have mentioned a transformation process they’ve been through, with learnings, trainings and the support of sponsors who become part of their lives.

At this point in time, a few additional remarks about cultural traits were already possible, such as: close similarity to religion cults and relation established between the pre-made speeches and church or Bible speeches; as well as the masculine presence / domination, when two women showed up with husbands, and in one case, he was jumping on the answers and practicing ‘maninterrupting’ actively.

After rounds of discussions, the concept of ‘meaning of work’ emerged as our analytical “sensitizing concept” (Blumer, 1954), inspired thoughtfully on the article of Bailey et al., 2016, ‘The mismanaged soul: Existential labor and the erosion of meaningful work’ Human Resources Management Review, which brought to light the possibilities to exploit further the eventual dark sides of how this business model is acting, and impacting individuals belonging to lower social economical level, all showing some kind of vulnerability. The specific topic 3.5 of the article, p.5, ‘the dark side of managing meaningfulness’ describes ways of mismanaging meaning and a certain cynicism identified in the way organizations intend to build meaningfulness for performative intent. These insights were closely liked and building onto the initial assumptions of this study, and relating strongly to the initial insights which have shown

individuals who have had their ‘conscience colonized’ through the possible use of unethical mechanisms.

The article of Michaelson, 2014, *Journal of Business Ethics* ‘Meaningful Work: Connecting Business Ethics and Organization Studies’ specially in the session named ‘How can meaningful work be cultivated?’ P.79, has endorsed the questions around ethical mechanisms towards meaning and questions on generating performance and recruiting an army of sales team by these organizations through mismanagement of tools. Also, the impact on mingling private and professional life, and the ethical questions surrounding it.

The questionnaire was then adjusted with the inspiration of the meaning of work theoretical lenses, and redirected towards this concept yet remaining quite open (please see appendix A for more details about the evolution of the interview script), but allowed to exploit further and deeper the sources and mechanisms generating meaningfulness in that empirical context, as well as how meaningfulness is being related to a product of consumption. So the researcher was able to proceed with 15 more interviews and after analyzing the empirical material, emerged with the second round of codes. The refined codes identified, and embedded by meaning of work theory, were:

1. Triggering entrepreneurship mindset: from an employee who obey orders to a business owner who leads a business.
2. Transforming values: from a ‘poor’ to a ‘rich’ view of the world/possibilities in life, social rescue perspective.
3. Enhancing social esteem: from a low-income status (or unemployed) social esteem to a business person / manager social esteem, to planning a future and being proactive towards future aspirations and accomplishments.
4. Providing professional structure: from being stuck in a job (or unemployed) without advancement opportunities to having a clear career path, learn to develop others and grow therewith.
5. Improving basic skills / communication skills: development of basic skills such as being able to express oneself.

An ongoing open coding process has been employed, with some codes confirmed, others changed and increased importance, others changed due to the evolving insights generated from additional data collections, analysis, readings and discussions between the fieldworker and her supervisor. The coding process was refined and finalized after 26 interviews, and generated the

codes defined in the session of research findings under the subjective and social transformative cycles and material rewards deriving from it, as per below:

Subjective transformative cycles:

- From precarity to entrepreneurship;
- Recognition / visibility: from family to team;
- Material reward cycles, defined as:
 - Substitution / capital of meaning
 - translation/license to explore
 - Initializing / capacitation

Below Table 2 for an overview of coding process and its 3 steps until completion:

Table 2 - Research coding process

1 st round of codes	2 nd round of codes	3 rd round of codes	
Inspiration / Role model	Triggering entrepreneurship	Transformative cycles:	From precarity to entrepreneur
Rejection / Belonging	Transforming values		From family to team
Recognition	Enhancing social esteem	Material rewards:	Substitution / capital of meaning
Responsibility	Providing Professional structure		Translation / License to explore
Transformation/capabilities	Improving basic skills		Initializing / capacitation

Source: Elaborated by the author.

The empirical material led to a range of findings which consistently endorsed the idea of meaning of work being produced and consumed. The findings allowed to build conclusions such as the relation of meaning of work as product, a parallel with mature economies and understanding of the influence of religion, and how it's involved constantly in the business. The findings made also possible to draw the transformation cycles and material reward into a model and categorized in segments and sub-segments.

Conclusions consider the emerging context of the individuals interviewed and relate many sources as a different path for meaning than researched in maturely economic contexts.

Conclusions are also drawn by analyzing data separately under subjective and objective sources and mechanisms generating meaning of work, and by cross-evaluating the impact and interrelation of those, always focusing on the impact on individuals.

3.4 Researcher Personal Observations about the Study / Research

This study has been initiated with a pre-conceptual hypothesis that an essentially negative reward cycle would emerge when investigating the experience of distributors in this business model, with stronger effects specifically in lower economic levels. The researcher has followed for many years the effects of this kind of work from a business perspective, always struggling to understand the real drivers and motivations on people behind that huge sales force, which was able to turn the wheel at speed and produce so aggressive business growth results and expansion. The hypothesis was considering a cycle of exploitation of lower levels, only, taking advantage of a situation of unemployment and vulnerability of people. The questions were around the ethics and use of the business model in profit of a big organization, which would grow double digit in years of crisis in an emerging economic context while using a legal, yet ethically questionable, business model. Some of the researchers' pre-conceptions were also high levels of people turnover, combined with the understanding that distributors would invest and would not see a fast return on this investment, and then would get disappointed, and consequently, leave the scheme. These words help to put into context the realization of this study: brings answers to many years of speculation of who were these individuals, and how were they living the experience behind the scenes or as main actors.

Having said that, the field work was a very rich source of information and impressions: a great experience. The participation on sales meetings and being amongst the ones sharing their routine was very interesting. They have opened their houses and their life stories, their hearts. Some felt famous to record an interview. Hugs and tears, coffee and presents.

And the findings of the research were eye-opener: they have surprised the researcher on initial assumptions and pre-concepts, by confirming some practices of exploring one's vulnerability scheme but also bringing several positive reward cycles to debate, low turnover of people - as they did not want to leave the company, and new variants which were unknown before and support a less negative impression of the entire process. Consequences such as motivation to read and get educated or orientation in life matters could not be more positive, in a context where education is precarious. Moreover, and apart from my own enrichment, I believe that the still evolving findings have the potential to build a fruitful dialogue with the

theory of meaning of work, providing evidences for further understanding of sources for meaningfulness within a challenging reality, and bringing to light a series of transformational causes and their repercussions; and thus, hopefully (and meaningfully), expanding the existing body of literature.

4 FINDINGS *(all quotes in this section can be found in Appendix B in original language)*

4.1 Real products are not in focus

The most noticeable of the findings, already possible to identify after test interviews, and continuously observed throughout all empirical material, is the fact that none of the respondents mention spontaneously the products they sell, their respective quality or portfolio (of more than 400 products). The products clearly occupy a secondary role in the business model and on importance for respondents. *“We’ve watched a video where he (E.V., the number one distributor of Sunrise company) would not speak one single moment of sales, he would only speak of what has happened in his life, that he was tired to use the credit card and always return unauthorized, even though he was working hard”* (says J.). The centrality is all involving team building: recruiting new comers into the scheme, convincing them to invest money and become entrepreneurs, joining a constantly increasing sales force, under the motto of helping others. *“the truth is, it is rewarding to help another person to earn money”* (says L.). The company has a system of points to reach graduations, escalate the hierarchy and prizes, which counts scores only by bringing in new joiners, no points are accounted by selling effectively the products. *“I’ll explain to you, more or less: it depends a lot on the quality of your network. For example, today we have more than 150 people in our network, only in ours. So I end up making money with the new people... example: if I were to register you today, I can earn from R\$ 50,00 to R\$ 145,00”* (says B.). Some of them mention they use the products to generate trial, to convince people that’s worth consuming only Sunrise over many other products they can see in market, but that’s generally the least argument used to recruit. The focus is on a perspective of life change, open new possibilities (dreams, career building), projection of a different opportunity. *“Because, in fact, we take serious the life change, and making our dreams come true. This for selling the plan, right? When you speak about the plan, you sell a life transformation. And this is together, because normally the couple shares the same dream...they want to pay debts, buy a car, buy a house, pay school for their kid”* (says J.). These observations were found consistent across all touchpoints with the company and led to a conclusion that the concrete products, not herewith in centrality, are therefore swapping positions with the meaning, and providing meaning to employees at work has becomes effectively the product. The existence of physical product is mandatory to endorse the multilevel marketing as legal business model differing from a pyramid scheme, in Brazil as it follows the same USA regulations.

4.2 Meaning of Work as the product

After every interview, it was possible to notice the same consistent lack of attachment to what they were effectively selling. *“You have to show, you must be the product of the product, in first place”* (says S.), *“We say you need to be a product yourself”* (says B.). Hardly any of the distributors were spontaneously approaching the products, showing a catalogue. In the franchise of Campinas, as example, it was observed that the shelves behind the main counter were even empty. Still they are entrepreneurs, distributors and show a complete involvement and passion by the company and the system they have embraced and chosen to work for. There is, in many cases, an obsession by the company, and idolatry to the owners and other role models who have reached the top. – *“they are very simple and humble, his (the CEO`s) dad and mom were in another segment and decided to invest in this business, himself he made the company`s turnaround, oh and his book...”* (says J., very emotive) *“I’m being part of this process. When I’ve entered, the company was only national, today it is a multinational business. In the last sales convention I felt a gigantic pride. I even posted on Instagram”* (says R.), *“the owners are so simple. They say they came from nothing and what they most wanted was to help people. What he is mostly proud of, what he enjoys doing best is to sit and have lunch with people in the factory with his employees. Who does this, ha? One barely knows their bosses nowadays. And he is very good, very thankful to people. He says all this doesn’t belong to him alone, he thanks everyone who is together”* (says Y.) - It was intriguing that a company which seem to be extremely successful and engage people with so much passion doesn’t have products in centrality. The assumptions lead to a model where the main product sold is the meaning it provides, initiated as providing meaning to their work and extends to providing meaning for life. *“Everything I was looking for I found at Sunrise”* (says R.). A chance to be recognized or become visible *“it’s the recognition for what she has been through. She didn’t even wanted to sell, wanted a recognition for all what she has been through... it was so important”* (says J.), reframe lives, *“the company sunrise values personal development a lot. You become a better human being, and therewith make more money”* (says M.), changing self-conceptions *“One can see and recognize the positive change, is for better. The person improves the way they dress, behave, even the tone of voice changes”* (says J.) and establishing new beings, all this is lived intensively through finding a work of meaning. Not the products. Not a product experience. *“If one has some direction and is well educated financially, it’s impossible not to have results. Even when starting, the person might be in an average team only selling and he/she can have a significative results”* (says A.C.), *“No other company does that. To enter a*

network marketing you need to develop yourself. Because products are commodities.” (says J.E.). Provided that most of these entrepreneurs are coming from challenging backgrounds and emerging contexts “he used to live in the suburbs now he lives in downtown, an evolution. The business model is very good because is merit-based. And simple to do it (says J.E.)” - this becomes an unique opportunity in life, which they claim not to have ever had, and that`s when this company comes in scene, and opened arms without any judgments. “the point of difference, you study and earn money at the same time. I can`t see any negatives in this system, it is so magic” (says B.A), “To work here means God`s bless. I`m learning and acquiring knowledge I didn`t have, just having faith and courage, loosing fears and going for it” (says C.).

The important thing to mention is that: to become a distributor or entrepreneur of Sunrise company it`s necessary to pay, a relatively high price compared to the average income of these individuals before joining (twice the salary, in average). So the product is indeed sold with several payment conditions and after efforts of those who invest to find the money somehow. The fact that an effective payment is the “buy in” into the system, makes evident that effectively the product sold in this model by these distributors to other new comers is nothing else than meaning.

Figure 1 - Distributor C, franchise store, Campinas, São Paulo



Source: Picture taken by the author.

4.3 Ignition to start in the system

We've noticed that there is a moment of truth when these individuals decide to succumb to the system of relational marketing offered by Sunrise, and is commonly a financial issue or a financial complaint. *"I've retired with R\$ 1.000,00, can you believe it? What do I do with R\$ 1.000,00? 15 years and they never valued me"* (says C.), *"I was doing well in the company but financially was bad. I'd entered in debts, interest loans, credit card debts and all that. I was broken and I kept observing my brother who always had money"* (says F.), *"My husband and I had a company in construction sector in Campinas. And my brother wanted to talk, but we wouldn't listen. I didn't know it was about Sunrise. But in the middle of 2016 our company broke, because of the crisis. There was a potential client for whom we had done a large work close to Leroy Merlin, in Campinas. We used to work with glass. We left owing too much money, and one thing accumulated with other ... we had to take from here to cover there and then... was a very difficult period"* (says J.). The initial contact with this kind of work, and the way they sell and recruit used to generate mistrust automatically *"I've watched a presentation video and I thought that my brother was going crazy, this thing would never work, was not making sense"* (says F.). *"there is some prejudice in society with the consultant"* (says F.), *"When we start, we notice people do not respect much, let's say"* (says B.). However, given the need to complement income, presence of debts and in some more serious cases, lack of basic needs *"I had no other income source, we've got to the point of missing the basics...and my daughter was only 1 year old by this time"* (says J.) these individuals decide to listen to what someone they know or an unknown is trying to push: *"When I've started looking down to the very beginning, I've seen that if I sold a perfume or any other thing, I would earn R\$ 500,00. It starts to solve some problems"* (says F.), *"We would wake up only to solve problems... we used to say which is the problem of the day? and my brother saw this and had an opportunity of business in hands"* (says J.). The financial gap these individuals are living, generate dissatisfaction and generate a search for meaning, initially meaning of work and at work, which is known not to be expected in traditional kind of work or regular jobs and therefore they become open to a non-traditional offer from a family member or a person from friendship cycle. The fact that, to start working requires investment, needs convincement and becomes a barrier to overcome: from the one being convinced to find money to invest in a moment of struggle (almost all of them confirmed they borrow credit cards from other people, to make it possible - *"I've bought with a card which I've borrowed, so after was easy... with the sales I could pay the partials"*(says B.), *"I've got two different cards borrowed from different people. By that time, I could only buy the package*

in 3 times, now we can pay in 8 times, it was tougher. I sold my 'combo' in 25 days" (P.), "we had a corporate card, we've used the very rest, it was all or nothing." (J.), as well as for the one convincing (the sponsor) who needs quite some efforts offering more than a work with future financial compensation, rather selling meaning in a form of life change, capacitation and many other factors detailed in this study. The product of meaning is then being offered for consumption through the work opportunity at this company.

4.4 Remain and persist

Once joined, most of the individuals establish a relation with the company and the model which becomes a vicious cycle: from monetary ambition to discover a need for life transformation, awake old dreams, or appreciate new feelings such as belonging and being appreciated. It goes as far as to ignite a new desire to become a leader, a role model for many others, and to be and feel the manager of your own team and business. *"I've started to fall in love, learning, participating in the trainings, until the moment I saw that, besides selling the products and complement income, we could build a business... something big. Then I've started to dedicate myself, mainly to build a network and a team. That is when I've left the store and started 100% with Sunrise" (B.), "that's the only business you do, while studying and earning money. We compare this with an university. But there you only invest to graduate and who knows one day to earn money, get return ... here it's not like this. You learn and earn money, earning money as you learn (R.)"*, and it becomes difficult to compare with any other traditional job, as the meaning brought into their lives via work is unprecedented *"until today I haven't found anything which can be as good as this business model,,, for a person coming from a poor family. I sold ice creams, fruits, polished shoes, I've worked in the field. At the age of 18, I went to São Paulo and started earning a minimum salary. I've worked in big companies...Always understood that a job is good, but never gives you a high life standard" (J.E.)*. A reward cycle is prolonged as it is deviated from a simple work relation in which individuals work and get compensated for that, it is established a series of rewards, objective and subjective compensations, which are specified and analyzed in this study.

4.5 Organizational culture and new values to provide meaning

The dependent relationship and attachment to the company which is developed by new members start through an organizational culture which enters their daily life. Some consistent

messages can be seen in training videos, on the walls of the franchise stores (“more than a team, a family”, “this is just the start, we have the world ahead of us”), and at weekly meetings instigating the belief for a life transformation. The videos show the company owners repeatedly telling their challenging life story and making reference of a desert, which they’ve had to cross to reach success and which members are also encouraged to face it. The book written by one of them has the same story told and is sold at the franchise stores by 35,00 reais. It was not observed an organizational set of values which support the long lastingness of a brand positioning, similarly we could not observe strong support to the products commercialized. The reason to exist and mission of the company is presented as supporting people’s growth.

The effect of this organizational culture on individuals which present already a certain lack of values and beliefs, is a strong feeling of match and identification. A set of values are being taught, so the member can embed the maximum of its beliefs and be brainwashed. Even the ones who left the company after a few months, realized the improvements and learning they’ve got to carry along after the journey, and continue to thank the system and sponsor for having been through a process which has made them better persons.

Figure 2 - Walls of Presidente Prudente’s franchise store and owner’s book:

“More than a team, a family” “Our mission is to offer to people the opportunity to change lives”



Source: Pictures taken by the author and images from the CEO’s book “Unshakable Belief”.

4.6 Parallel to mature economies

It is possible to identify similarities with the sensemaking process lived by Amway distributors described by Pratt, 2000 in relation to building identification, derived from positive

dream building and positive programming, and also not related to financial success with the organization. However, what we clearly couldn't identify in the study herewith were cases of disidentification. Even the distributors who have left the work, they claim to have high identification with organizational values and personal growth obtained during the time working with Sunrise. From the surface, it exposes a system with no downsides, especially from the distributors point of view. The reasons identified for this high congruence of values is coming from the absence of directional or ground values previous to joining this work, and dissonance of basic self-confidence which could support one's own development or self-motivation. This can be encountered from the moment they join the system. Nevertheless, the slow financial payback remains the reason for the ones who left the company, telling us they have not managed to become financially stable in a few months, and therefore changed plans.

Another side of the analysis where it clearly differs from the Amway distributors is the pre-condition and life dissatisfaction of individuals joining the multilevel system. In mature economies such as analyzed in the article of Pratt, (2000) these factors are brought in relation to lifestyle, freedom or an independent business opportunity or yet, altruism. In our investigation, the identification and the attachment individuals have by the company is characterized by a context of challenging social economic conditions, and low or no options rather than this opportunity. This experience makes the sensemaking process more intense, and with clearly less sense of judgment and therefore submission to the conditions the organization asks for. Moreover, the option to pursue a career path for longer time and not as part-time job, differs also from the profile identified and largest contribution for mature economies such as Amway in US.

In a Netflix documentary about the company called Young living, a multilevel business model selling essential oils in USA, it's also possible to identify a similar process: individuals have gotten convinced to join, in possession of more judgment and investing money consciously, still felt they have been trapped by a system and lost money, and have had issues with relationships with neighbors, friends and family members. In our research, which is conducted in Brazil an emerging country with large population belonging to low social economic class, the individuals interviewed claim to have wished for this change of environment and disconnection with the previous family and friends' environment, which was, most of the times not recognizing, motivating or developing oneself. In these cases, a life change is wished and projected into work, and needed for financial improvement. Therewith the sensemaking created by the possibility of transforming life completely becomes more

relevant and important in the emerging context, even if not driving financial success, quite often.

4.7 A predominant masculine environment

Even though we've intentionally interviewed 13 women and 13 men to have a balanced investigation, It was possible to observe several traits of an intrinsic 'toxic' culture experienced on a daily basis in all business and life's contexts, and herewith, in this specific social economic context, it stands out: the male dominance and a sexist culture. Most of the female interviewers have mentioned the companies' specific program to stimulate female participation amongst distributors as they were only 20% to distribute their products, a few years ago. *"we have a program called Pearls, which is the largest program for developing female leadership in Latin America. Sunrise has even a partnership with ONU Women for the program Pearls. We had a session last sunday, was wonderful. Really delightful. We see women becoming better, becoming leaders; many women got out of difficult situations which they would allow themselves and started to know themselves better, and develop oneself. It's for all sectors of life in and out of the business"* (says B.). Hard to understand at first sight why mainly men are the ones to be entitled to be 'entrepreneurs', selling mainly cosmetics, highly consumed by women. Today, that split seems to have improved and assumptions declared by themselves are about 60% / 40% (men / women). *"Here the vision is often for men. Because men are entrepreneurs, want to earn money fast and so on. But never cared about cosmetics. Women have potential to be number 1, in front of men"* (says S.). A few situations though could exemplify how in fact they were bringing female submission across: More than once a woman distributor was invited for the interview and she shows up with husband or boyfriend, as a couple. A few times the man builds over the conversation and speaks. In one of the interviews, even when trying to redirect to the woman invited, only the man was answering. So we've met this same person over a sales meeting on a different day and could ask a few spontaneous questions, listening only to herself and her opinion. *'I'm the one to pay the bills, you know, and he hardly accepts that'*, she says.

A few evidences were happening before interviews occur. A person cancelling the interview 30 minutes before it happens, and she writes on WhatsApp *'I feel sorry, but my boyfriend didn't allow me to participate.'* As if this was a normal part of her life. Another woman asked for more details before I arrive, as her husband wanted to know 'what is this story about'.

It was possible to interview only one woman who had a very strong personality, and was not afraid to say she is the one to sustain the family. We were invited inside her house, introduced to her husband and kids, and also said her family helps and supports her work. She had a fixed job at the pharmacy of the university hospital and additionally sells products as distributor for Sunrise company. *‘My husband and kids help me to deliver the products, as I have a fix job as well’*, she says.

When bridging the cultural practices with the sources of meaningfulness for the women interviewed, we can conclude that there is additional attractiveness offered to women to join Sunrise. A projected empowerment, desire for autonomy, and less dependence of existing partner and reality could be observed, in a legitimated form with the company’s specific program to support women entrepreneurship and private life, similarly.

4.8 Religious endorsement

An extra factor observed which is consistent in the speech of all participants, as well as in the product catalogue and sales meetings is the presence of religious quotes and relation to religion. The owners of the company are known to be very religious, which support them with a believable image of a traditional family serious and devoted, such as mentioned herewith *“it’s a family company, a company of 4 children, a mother and a father. It’s an evangelic company. It’s a company which has everything to do with growth. I was catholic, but I’m evangelic for a while now. And if I see all this, it’s only God. God is in front of everything”* (S.). It was also described that in big events such as annual sales convention - a gathering of more than 40.000 people in a soccer stadium - a pastor is present. And it was also mentioned that the company’s pastor is there to endorse the fact that the company’s performance is God’s work. *“There is even a church preacher who is part of Sunrise, he is famous, and is always present at events. They say the company is God’s work, that the company belongs to God, not them, they are here only to manage the business. and this is because of the amount of lives impacted by the company. They are always preaching the word of God, and speaking about God, saying we don’t need to be at church to be close to God, He can be inside of us”* (L.)

The presence of religious endorsement embeds the company and the business model by credibility, attaching an ethical character to it and building meaning automatically, making the whole context more of a known and trusted place and relation for the distributors. Consistent with Weber’s thesis, religion provides a framework within some people come to think of work as having some sacred significance. When religion is internalized, it causes some people who

are already inclined to think of work as important to take the additional step of viewing it as a calling, not just a career (Davidson and Caddell, 2001).

The commercial environment of Sunrise is often also mixed with a church environment, being common that the first contact happens at the church, selling products to the church colleagues and sponsors using the communities to recruit new members. *“In one day I’ve sold 17 parfums at the church. There were some teens and I’ve offered samples and asked them to note my phone number, so I went to play battery, I’m a musician at the church. When I saw, I had sold 14 parfums. And at night, 3 more praying-sisters have ordered. So I’ve started to have results 2x or 3x higher than my salary, only selling. I’ve found out I knew how to sell”* (Pe).

The borders of this relation can be so misty to the point that even the pastor offers recognition at the church when a member of the church has reached new graduation at Sunrise: *“Our church is a very small ministry, with around 40 people. Our preacher is closely involved with us, and supports us a lot. When we managed double diamond graduation, she was very happy, as she had followed us in the hardest times. When she saw we were doing well, she was happy and said she would show in church how God was good in our life.”* (says J.).

Figure 3 - Bible quote before the start of a sales meeting in Campinas, bible quote in the catalogue pages and on walls of Vinhedo franchise store.



Source: Picture taken by the author.

The presence and words of the Bible everywhere are intentionally directed to boost motivation and support the feeling of acceptance, as in a church. *“They don’t have these things to accept only who is catholic or christian. The company is christian, so are the founders, but nothing is imposed. There, you can be budhist, christian, whatever. Only to respect people of any religion is mandatory”* (P.). Additionally, it has an objective to ensure distributors will keep focus to reach objectives, will get faster identification by hearing familiar quotes and relating the resistance they need to move the business to the religious stories and therewith, increasing credibility. *“It’s a work of God, it’s a blessed company”* (says T.), *“I see everything*

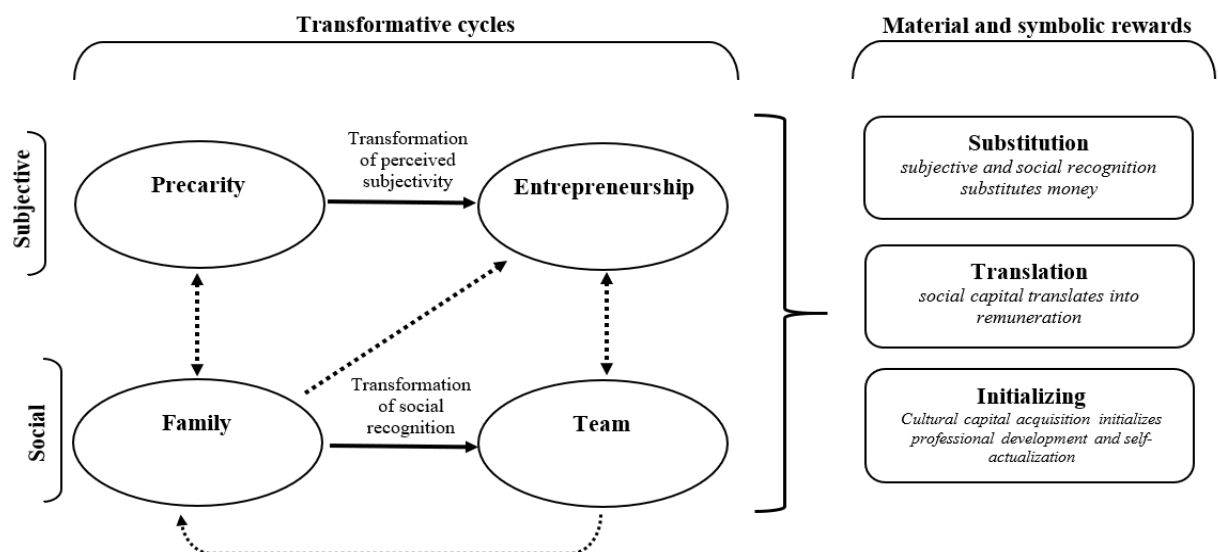
as God's plan. Maybe if I had not been fired, I would not have dedicated and succeed so much at Sunrise" (Pe), "(the work) is a bless of God" (C.).

4.9 Transformative cycles

In this session we describe the subjective life changes observed which derive from consuming meaning as a product, and experiencing a work and life they consider meaningful. They are described according to the following sub-topics:

1. **Transformation of perceived subjectivity:** subjective life changes deriving from consuming meaning as a product, and experiencing a work which is considered meaningful. From Precarity to Entrepreneurship, which can be explained through the following topics: a) becoming an entrepreneur b) social rescue, c) empowerment, d) dream building, e) role model, f) influencing relationships;
2. **Transformation of social recognition:** a) rejection / family b) belonging / team;
3. These transformative cycles have generated a series of objective **material and symbolic rewards** derived from consuming meaning as a product, and experiencing a work which is considered meaningful, herewith described through the following topics: a) Substitution/ Replacement b) Translation c) Initializing / Capabilities

Figure 4 –Processual Model of the Product “Meaning of Work”



Source: Elaborated by the author and thesis supervisor.

4.9.1 Transformation of perceived subjectivity

It was possible to clearly identify, for the majority of individuals interviewed, that having encountered meaning in their work has had direct consequences for a concrete life transformation and improvements on their private lives - *“It was life changing. I had everything to go wrong”* (says Pe.), *“I feel I’m a much better human being than I was before”* (says M.). The financial aspect, which led them to be convinced and accept to buy into the system, it’s not the reason which keeps them there for more years, moving the centrality from the extra money to complement house income to self-development. *“when we’ve started it was indeed for the money. But you start to see and live, so your opinion starts to change, it stops to be only money, starts to be the growth, self-development”* (says J.). *“My first time at Sunrise was for making extra money, but after I saw that this is not only the extra income...this company offers what you want. Everyone can have what they’ve dreamed of. One can dream and achieve, working hard, but you do. Everyone does”* (says V.).

Besides the eventual possibility to pay debts *“because my worry was not to survive, with R\$ 2.000,00 we would adapt and survive. But and my debts? Our concern was always this”* (says J) and realize dreams, *“I really want to take my daughter to Disneyland, and I said to her ‘I’ll take you there, just don’t know when. But I will’”*(says T.), there is a kind of social and emotional support which is found in this work and embrace these individuals – *“The unknown ones trust you more than the ones knowing you”* (says R.), *“It’s not only to earn money, or a better life. But for the family I’ve built. Because here we are a Family, one helps the other”* (says C.), *“Sunrise treats each one as a human being. People outside barely understand this”* (J. E.), *“I always say this is a family, and it’s very good, very beautiful...the way people talk to each other.”*(Y.), which explicitly show a lack of basic values and directions, that are supposedly learned via family support, elementary studies or a constructive life environment *“This was the problem with my family. They used to say I needed to go to college, and that I would be no one in life”* (says M.), *“today I’m another person because it has changed my mindset, my way of thinking. Today I consider I’ve had education, all learnings, financial education, personal and behavior learning”* (says B.A.), *“Here we learn to be a better person with behavior education. Next week we have a training for that”* (says H.), *“We have a financial education training with our leader once a month. This training is specific about money, and there are others about how to dress up, how to speak.”* (says P.).

Every and each interview describes challenging experiences throughout life and work *“I had very low self-esteem, it was a difficult moment. Very hard even to remember it. A delicate*

moment, we had no dreams. Only could think of paying bills and debts, an enormous weight on our shoulders...only rushing every day for that” (said J.) , and how opportunities were not shining for them as they haven’t managed to match what is meant to be a ‘traditional success model’: a person who studies, goes to university, gets a job, builds a family, buys or builds a house. The linearity hasn’t ever worked given the difficult socioeconomical level, deconstructed family relationships and social harms - *“We grow, ha? In my head, I had to study, go to college, get a job and last in there. We grow listening to that. So by that time, I didn’t have the mentality of an entrepreneur”* (P.). Some have completed studies until post-graduation, others haven’t studied at all. Many carry traumas of difficulties in their life path. And the fact that they all have an opportunity to work and become capable to equally reach success levels is a point of retention and drives high level of meaningfulness. *“We see here many testimonials of people who have overcome a very tough life situation. And there is every kind of person here, from street sweeper to engineer, doctor... it’s the same opportunity for all, and this is fantastic, very good. Yesterday we were in the city of Belo Horizonte, seeing some speeches there, and there were people without any structure, no knowledge and who got very high in company’s hierarchy. This motivates us enormously”* (T.). They all claim to have found a work which supports their growth – *“I’m a lot more confident because of Sunrise. I have a very high professional self-esteem, I know that if I go to an interview at any company I’ll get to perform in this environment now”* (says M.) – a work that gives possibilities they haven’t ever had before, recognizes them, train them, and in comparison, claim that no other traditional job would give. The feeling of inclusion and acceptance is identified as a source to directly generate an experience of meaning of work. *“a friend of mine has entered Sunrise and has reached the diamond level quite fast. Then I thought that I had known him since we were 5 years old and he was not so different from me. So I asked myself what he had done to grow so fast”* (L.),

“I’ve been to a presentation here in the city (...) and when I saw the way the company evolves and the possibilities with low investment, to make extra money, study and get professional, even having a better life quality, I’ve got to dream again, dreams I had given up... so I’ve started to believe, each and every day” (T.), *“it changes a person’s life, she has the opportunity to change life for better. Only want and rush for it, because if she doesn’t have money for a meal in the afternoon, for example, she gets a product sells for half, and has got double”* (Y),

“There is a person in my network, and a certain week he said to me: “G., I’m considering to stop drinking”. I said, “congratulations, I’m happy to hear this from you”. His wife said to me “G., I must give my testimonial to you” – she said “look, I haven’t had a shower

for weeks, I was in a deep depression, haven't brushed my teeth, was not getting dressed and today I'm a happy woman, I look into the mirror and I can see myself now" (said G.).

The rewarding cycle identified happening with all interviewed distributors is very similar: an important financial 'moment of truth' happens which led them to look for other options for income generation (difficulty to pay debts, an own business which went broken, family challenges, depression in previous job, discomfort with familiar situation of precarity). A friend or brother/sister recommends the company and invite to one of the sales meetings, happening every week. The meeting recurrently plays within the paradox of inspiration versus reality and is set to convince every member and new member of all possibilities they have of growing in life by buying the package to become a distributor, or becoming an 'entrepreneur', without pre-requirements needed, or study level required. The rituals in the sales meetings feeds everyone's dreams, by showing people who have succeed, their actual life and how they have realized their dreams. They normally happen in the franchise store, which is fully decorated by the awards one can have when matching targets: a cruiser, cars, vacation trip to Punta Cana. Finally, the company or precisely the sponsor attracts this person exploiting a moment of weakness as they need emotional and financial support. The conditions to join are facilitate by the sponsor, such as paying conditions, and everything is done for the new comers, so the scheme can proliferate. The sponsor becomes a coach, teaches a profession, calls daily, provides attention. A real transformation for this individual is in course, and the process they relate has so much emotional involvement which can be describes as salvation *"Here there is support. Sunrise saves people, it's a serious company"* (J.E.), *"and this other guy said he was praying and asking God for sunrise, so he came here today"* (G.), *"I had never worked with nothing similar. Sunrise was the first multilevel company I've met. So it opened totally my eyes"* (B.). We've encountered individuals experiencing high level of meaning based on a real perception of being saved and projection into a new reality - which they have bought into.

4.9.1.1 *Becoming an entrepreneur*

When comparing their work in traditional system, in different companies (a call center, a store in the shopping mall, or an IT company) to the work done for Sunrise, the individuals describe a pleasurable situation of freedom and no routine as a satisfactory experience. The possibility to meet different people and have an external routine sparks interest, to the ones that had often tiresome routines on closed spaces before. - *"it was a wonderful job, I can't complain, it gave me many things. But it was a closed place, I was locked inside a store. Could only go*

out for lunch for 1 hour and only there. Here is a kind of work that allows me to visit people's place, talk to people and see other people on the streets" (S.), *"as they have traditional jobs, they have this vision that will always be the same thing, same salary, same day....things will always be the same, same, you know? But they don't have a future vision which I have today"* (H.) - They also refer to the amount of hours and dedication as similar or higher compared to the work they used to do previously, but the engagement is extremely high at Sunrise. It is an expression of protagonism and of responsibility for the own search of meaningfulness and the engagement in something purposeful for themselves (Michaelson et al., 2014). *"15 years in the kitchen is tiresome, ha? I was a cooker my whole life. I've worked in hotel and restaurant as well. So you see the difference, where I come from, where I'm at now. This is life growth. One sees one can do more, one is capable of more. I'm loving it here"* (C.).

The entrepreneurship and autonomy sounds like status which has been conquered, and many of them compare to the often depressive feelings they had when working on traditional regular jobs. *"I was almost in depression on my previous job"* (R.), *"That's why I'm happier nowadays. It's already a big achievement and I didn't want to receive only a minimum salary for being locked in there (call center work), without any perspective"* (H.).

There is an extreme sense of dedication to work, which is provided by the meaningfulness they've just acquired, and the expressions of building business lead to hard work, to build network and their 'own' business and to what they extend their family involvement and mixture of private and work life: *"If needed, I'd stay until 9pm or 10pm. I'd bring my daughter there to be with us. She was always following, poor her!"* (J.), *"My work is my life. Anywhere we are, you are tuned into new opportunities, and you must be"* (says J.).

Figure 5 – Motivational words on the walls of franchise store of Pres. Prudente. “this is just the start, we have the world ahead o fus”



Source: Picture taken by the author.

4.9.1.2 Social Rescue

The research brought evidences of a mechanism generating meaningfulness, when investigating the social transformation described: the fact that individuals are being socially redirected or literally rescued through finding meaning of work. *“Some people say that a brainwash happens and we become alienated. And in fact, this is it, we are brainwashed. Everything which needs to be washed is because it was dirty. My head was contaminated and now was washed off. Everyone with whom I speak can see how the company develops the human being. And I’m an example”* (M.), *“We start to change our way of thinking, to change people with whom we walk along”* (F.). When understanding who are the distributors of Sunrise and what led them into the fanaticism for the company, we can describe individuals living in a real vacuum of basic emotional needs to be covered, a need for care, recognition and visibility, and these factors becoming an ignition for meaningfulness. *“it’s always a different story, you see that if a person can be there, you also can. And there are many examples... people who were on drugs, from Rio favelas, and today they earn more than R\$ 100.000,00 a month. It’s an inspiration. It’s a story of overcoming challenges, this guy who was on drugs was addicted, lost everything, went to rehab and then could meet this opportunity and only then managed to change his life path”* (L.). A clear social rescue to unfavored individuals is in place, redirecting their private lives and are able to get attached to new values and beliefs, comparing to what could have been if they had not found the work at Sunrise. *“He had never met his father. He came from the slum. He always said his story was difficult, and that the friends took another*

direction, are arrested or dead. He did move on against, wanted another thing of his life. He is very hardworking” (R. about a person in her team), *“In the old times I had my routine: work, go out with friends to parties and night outs. It was only this. Here they have helped me to understand a bit better what is a better life, having more time and not spending money with stupidities because those are temporary things. Before I used to spend a lot of money with drinks and alcohol. Used to go out every weekend”* (P.).

This situation provokes the perfect scenario for individuals to be seeking and looking for meaning, meaning at work which is rapidly translated into meaning of life. And therewith, characterizes the perfect setting for the business to fish another candidate to purchase the product of meaning. It’s also mentioned a few times how their stories inspire and how the most difficult stories in life become reference for the others: *“And I think who has the most dramatic story and has overcome a hard situation, attracts attention and ends up being a better leader. The person who has been through difficulties is the one most heard. This is the one with more credibility”* (J.), *“He used to drink. So it was, a conflict here, another there, ... and then? I’ve managed to close a deal with him, I’ve presented the plan and said “man, you’ll start now” and I’ve imposed. He said to me: that moment he got it”* (G.).

Noticeably we can highlight a trace of local culture influencing in meaning and how this is experienced by individuals: they are mostly incredibly positive and open to support one another. During interviews it was possible to enter their houses and could see a little bit of their privacy. In general, living in simple neighborhoods with a relatively good house and few possessions: a motorcycle or an old car, and television in every room. It was not possible to refuse the invitation for a strong coffee or cookies baked by their kids or themselves: it would be seen as an offense. We were so heart-warmly welcome, almost part of everyone of these families after a simple interview. They want to talk, to open their lives and ask for advice. “As you’ve studied, you’d know.” they would start new conversations. Mostly feel proud of their stories and happy they found a ‘way out’. However, even if the connection easily happens over a conversation on a personal level, the unacceptable social gaps in this country shout at our faces, while describing their reality and the daily struggles through a regular income, health or studies for the kids. And this is disturbing. One person has cried remembering all what he has been through before finding Sunrise as a support and guidance, a very emotional interview. This person had been owner of a painting company employing 80 people in the past and simply broke after doing work for the federal government to paint a large jail and never got paid. Another case, a happy and talkative salesman told me he started in this system as he was so disappointed with his son’s level of income. His son was a teacher at state university and earned

the minimum salary “*I was very disappointed with the situation of my son, he always studied in private schools. Around 2015, he had a salary working for Unesp (university of São Paulo state) of R\$ 1200,00. This was absurd, and I used to say ‘it can’t be possible’. It’s unacceptable that a person studying that much for so long would earn only that. With that money you can’t do anything*” (J. E.). The impacting report refers to the fact that having had long-term dedication to his son’s education, grating him studies and graduation, was still providing a life with a level of income not enough to live. It looks like inversed priorities, and generated high level of frustration. Many of these individuals don’t question, though, it seems these facts have gotten so common and part of current daily life that during interviews they hardly question what is right or wrong. This makes the experience even more difficult to leverage with reality as they have become the most impacted victims of an inverted system which they simply accept and hardly question.

4.9.1.3 Empowerment

As part of the transformation from precarity to entrepreneurship, it’s possible to observe many ways of developing empowerment used to teach and stimulate these individuals to improve their own perception of self and self-esteem “*They are providing me this support. Thanks to them I’m having results. If it wouldn’t be for them (sponsors) I’d not be here now*” (H.), to start believing in themselves and achieve personal growth “*I don’t work for Sunrise, got it? I work for myself. I have my own business. I’m a networker marketing, and therewith I have a partnership with a billionaire company which fills and packs the products*” (Pe.), so they will be able to perform at work, as a final objective. “*while building a team, for example, I was a very productive guy. But I would not speak in public, no way. So the business started to shape me, progressively. Guiding me, changing my mind, as I said*” (A. C.). Empowerment and self-efficacy are observed, as they acquire meaning of work through believing she/he can make a difference. “*This motivates me, because many families will enter here to survive. Here is the future (..) and they don’t think only on themselves, think on us, think to help people and on what we are capable of. We are product of the products. We use and abuse, win, sell, travel. Have you ever seen that? It’s crazy*” (C.), “*To see that I was not depending on anyone to have my money, it was depending only on me. That is when I’ve started to like sales. I’ve started to get more connected to people. I was already good in communicating with people.*” (L.). During the sales meetings, as well as through the sponsors it is noticeable how motivated they are with the possibilities to achieve higher standards of personal and life development, conditions they

mention they were never given. The more opportunities that work offers to aid the development of the individual's potential towards a desired future self, the more meaningful work will be in the present (Bailey et al., 2018a), and so it is observed in the empirical material.

In opposite to the regular work, these individuals leverage the possibilities of learning and growing far above the chances they would have at a traditional job and they frame all kinds of work with fixed payments with low possibilities of personal growth and empowerment *"In the traditional jobs it works like this, it is hard to find anyone willing to help or to guide you. Amongst the work colleagues there is an unfair competition. The company sometimes doesn't have the capacity to evaluate who to bring, there is a series of problems."* (J. E.).

It's possible to identify that the precarity of the situation lived combined to the empowerment these individuals have acquired, has become an important mechanism for experiencing meaningfulness, in the same way that the consumption of meaning becomes savory and desired. *"You need to find out the person you want to be. I'm capable of going much further than I imagine."* (C.), *"Today in Brazil, there are basically 14 million people unemployed. On a visionary note, I look at this number and I see 14 million people looking for an opportunity and haven't found yet. I have it. I just need to meet these people"* (Pe.), and empowerment comes also through being able to change other lives and generate change: *"The more you do, more transformation you will make. And only to see all that people you've helped, all the ones who now manage things that were monsters to them...this is priceless. When we look to those things, we feel we want to do more of this every day. Want to wake up early, and talk to one more person"* (J.).

4.9.1.4 Dream building

Even though dream building through feeding individual's aspirations is quite a common mechanism used in organizations to build engagement and loyalty, the perception we have of the individuals considered here is that the reality has been so hard to them that they haven't been allowed to dream. *"I will tell you a story ... I've done the dream board, which I didn't even know what was...My wife has helped me, got a board and textile... she is a teacher, very talented. She wrote in the computer 'board of dreams' and gave to me. Then my daughter said 'dad, please add there things that you will achieve, not absurd things, which you might not reach'. And I said 'you won't even notice, because i will lock and you won't be able to open'. You know why? Because they are not prepared for a change. They have always heard about it, but it hasn't arrived yet this change"* (G.).

The simple permission to imagine and rescue these dreams, generate the motivation to reach those and, all this, magnified through the lenses of one or more specific critical situation the person can be living through, lack of perspective, lack of money, debts. *“what keeps people on the business are their dreams, they keep you in. Not the money. If you think only of money, you stop. Your dreams will revive and keep you here, so you will see possibilities, how far you can reach”* (L.). Dreams start to be built or recovered from the point when individuals acknowledge what they don’t have, or might be missing and so is the projection of dreams as a process to become a translation of meaningfulness, and a mechanism to provide meaning. *“what I do there in the company (fix job) is to pay my debts. What I do here at Sunrise is to build my dreams”* (T.). These individuals start to get also trained to feed and recover dreams so they can work focused to conquer them *“Because we are trained to never focus on the issue. It’s how I said, we revive the dream a person had, independent of what it was. Your dream can be to live travelling, or anything else. Don’t look to the problem, because he is already there, installed. Get the dream and use as fuel”* (J.).

Figure 6 - Picture of franchise store wall in Vinhedo “conquer your dreams”.



Source: Picture taken by the author.

Consequently, the environment they find at Sunrise and the sales meetings are set to be a moment of awareness to people of what they don’t have and start to dream of, which make them feel appetite for consuming the wished meaning they have been seeking for. Travelling, for example, is mentioned a few times. Either aspirations of traveling abroad, or within the country. *“one of my dreams was to go to São Paulo. To travel there to São Paulo was one of*

my dreams and I've made it happen already" (A. L.), "I must keep on the rhythm this month and the two next ones. Then I win a resort travel to Bahia. Totally free of costs" (S.).

The possibility to join sunrise events in other states and having had the chance to see the big cities in real were also part of the dreams they were able to realize: *"In reality, we rescue that dream we had when we were children. I saw there the possibility to realize dreams I had. Dream of having a luxury car, my own house. Live in a house... not so big, but a good size, with swimming pool. To travel the world. Today I'm convinced. Independent of anything I'll make it happen. One dream I've realized was to go to Rio de Janeiro, if it would not be for Sunrise, I'd not have gone. There was an event of Sunrise in Rio de Janeiro" (L.).*

The first big prize they can achieve when reaching a certain level called diamond, is a cruiser trip. That's making concrete something they have never dreamed of as it was so far from any possible reality they would invest money on. So the ones able to live their experience they are completely convinced the world is open to them, they get engaged and emotionally involved with the company and describe a mind-blowing experience. *"So i saw it was surreal. Because from where i came from, I think i have never imagined to see myself on a cruiser ship. It's most luxurious thing I've seen in my life" (A. C.), "And in 2 years at Sunrise I took my child and wife to travel by plane and to a cruiser, thanks to Sunrise" (M.), "And the people which continue at Sunrise its because of a vision of the future. I don't know if you already got to see, but there is a book called "The business of XXI century", from Robert Kiyosaki. He is the writer of "Rich Dad, Poor Dad ". He says that the multilevel marketing is the XXI century business. This is something very strong in the United States and in Japan. Here in Brazil is only starting" (B.).*

As another part of the recognition program and reward for graduation, Sunrise feeds the dreams by rewarding the with cars, houses and travels to those reaching higher level of the hierarchies and building huge teams of thousands of people. *"Totally motivating. It's when they give the cars, high prizes. In 2016 it was delivered to the 1st Titan (highest status in hierarchy) a lamborghini. Where do you see a company which gives a lamborghini to a distributor?" (P.). "I had already been a driver for a person in São Paulo in the past, and I was driving a Toyota Corola for a lady. At the Sunrise meeting, I saw that one of the speakers had arrived with a car like that. This has made my eyes twinkle... If they can, I can as well" (B.A.), "My mission is to help my mom, provide her retirement. I want her to be able to stop working. This is my purpose, my objective inside the business, and it will happen. It's a question of time." (Pe.).*

"And the possibilities of growth which are in my dreams. I'd love to live in a compound of houses, since I was a child, is a dream I have. I live close to a supermarket in Valinhos but

I'd like to get out of there and breath new air. So here I know if one works and helps each other through all this, automatically the money will come. You can't put the money in first place" (S.).

A part of the dream building is projected into the legacy they might be able to leave to the family members and their children. These arguments are also part of the product package they buy into at Sunrise and becomes an important driver for meaningfulness. As per these examples, from one person who is still working at Sunrise as extra income and parallel with fix job and another who has high level and income, with a team of more than 4000 people (Pe.): *"Instead of doing things which will not contribute to my personal and professional growth, I'm investing in myself. Because what I build here is going from one generation to another. This is also something that...each minute that I'm working will make a difference in the region."* *"I have two daughters, I'll have grandchildren, great grandchildren and so this will go to all of them."* (T.). *"I have a 2 years old daughter. The first beach I went to was Maranduba when I was a child. The 1st beach she went to was Isla Mujeres, in Mexico, Cancún. Do you get it? There is this as well, the opportunity of providing something to my descendants"* (Pe).

Figure 7 - Sales meeting at franchise Campinas "you can transform any dream in reality, believe in your capacity and give the first step"



Source: Picture taken by the author.

4.9.1.5 Role Model

The analysis of empirical material brought to our attention the number of times individuals mention the importance of role models, sponsors, people they are inspired by, who have managed to grow within the company and what are these people doing or how they live today: *“that’s what moves us, to see that common people have managed extraordinary sales, this moves us, we can mirror ourselves in the good ones”* (R.). Every interview has emphasized the importance of finding role models in a context where the family, parents, teachers or friends were possibly not role models, or had a life not desired by themselves. *“I always say I love my mother but she didn’t have any financial structure and didn’t understand the business, but she wanted to say the last word. I know she wanted to protect me in a way I wouldn’t be disappointed. I always say we must not accept constructive criticism from someone who hasn’t ever constructed / built anything, without experience in business or money, so I can’t ask for her opinion on this”* (M.). When exposed to the examples of stories of victory, there is a self-projection into the new world Sunrise opened to them, and a message constantly hammering in their minds of what they will become if they follow the same path of one or the other person. As described by Pe. about his initial meetings, a 28 years old man who has a large team of distributors working with him after almost 5 years in the job *“...and in the presentations which I was going to, I started to see people earning 5, 6, 10 thousand reais, so I’ve started to ask them what were they doing”* (Pe.).

These benchmarks always start presenting themselves as the person next door who are just like them, establishing a like-for-like connection and telling stories how they’ve overcome the difficulties to be there and to be a winner. *“(motivates) a lot. Because only from seeing a guy called W.M., he was a water deliver, and now earns more than R\$ 150.000,00 a month. And he gives trainings from up there on the stage to more than 1.500 people always, every month. I was on that stage imagining that in some years I’ll also be giving trainings like him. This motivates a lot.”* (H.). It’s mentioned consistently the role of the sponsor: besides being the person that brought them to know the company, it’s the person who helps them daily, listen to their challenges, motivate and supports with learning. An example of sponsor in action is described herewith by J. E., 62 years old man and who was very comfortable in the situation of sponsor and supporting others to perform *“He called me crying and we’ve spoken on the phone for more than one hour. I said I wanted to understand his motivations, wanted to know his commitments. He said he needed to continue because he needed to change his life, and he couldn’t stand anymore to continue working where he was. He was working in the cemetery.*

They used to call as 3am and he had to go. What I told him was very simple, that he could count on my experience that I would teach all I knew.” (J. E.).

The sponsor is the most interested on having new joiners that are able to learn well and perform at the job, as they will prolong the chain and build a team, which will generate profit for himself, finally. For the new comer, the sponsor represents a light at the end of the tunnel, brings hope and someone who can give hand in a moment of need. *“They are giving me this support. Thanks to them I’m reaching targets. If it wouldn’t be for my sponsors, I would not be here now” (H.).* It’s not a boss, though, the ones acting bossing are not well perceived. Instead, the sponsors who build a valuable relationship with the ones who have just joined, are able to create motivation behind the work they gain traction to accelerate the recruiting process and their own success. *“I’m building and I have clarity where I want to be a few years from now. Some people have reached there and they are teaching me. As an example, the person called K.P, he is from Taboão da Serra. I also live there. He is a person with whom I identify a lot. He is almost 7 years in the company, has changed completely his life. He is earning more than R\$ 20.000,00, already bought 2 BMWs and paid cash. He lives at Avenida Paulista. So... is a person I can identify with and inspires me a lot” (H.).* All under the opportunity of helping other people and doing good, which is finally a reward cycle reflecting directly on their graduation levels, money and status, as exemplified by AL, describing how she was approached by her sponsor. *“He asked if I had dreams, I said I had, i had realized a few, but still had many to go for. And as I have experience with sales, he invited me, If I would like to start at Sunrise. And out of curiosity, for the extra income I entered” (A. L.).* The presence and penetrating support of the sponsor ends up filling a vacuum of attention, and the lack of feeling relevant or feeling capable, and deliver psychological support to the new comer. *“And we wanted or not, a lot of people get inspired in our story, in what we’ve been through, what we were before Sunrise and what we start to become, bit by bit. I think it ends up inspiring a lot of people too” (A.C.).* Often the new comers are in a vulnerable situation and accept the support conducting to even more meaning provided to the work with now a permanent life coach personified, which makes the investment made to buy meaning be felt and perceived as worth it. *“So I’ve started to observe. I’ve noticed that he was a smart guy, knew what he was talking about, was not whatever person talking nonsense. It was possible to see he was speaking with property. Then I’ve started to see that many were giving opinion about multilevel without having any notion, so I’ve started to see with other eyes” (M.).* *“So I’ve started to go to events, to participate in all of them, started to listen to the leadership instead of trying to understand. If they said that,*

so I'll put into practice. We can connect with each other in the events, is like if this was our school. If we don't do this, we don't grow" (P.).

The story of the founders of the company are also mentioned a few times across interviews and how inspiring it is to think they've also been through struggles to reach compensation and transformation of life, and this is a direct factor of motivation as this family is seen as role model: *"When the owner called me by the name we were in Punta Cana, she said: aren't you the supermarket cashier from Caruaru? I couldn't believe what I was listening. Today we are friends, we exchange messages via WhatsApp"* (B.A.), *"My superior in the hierarchy, is a person from Campinas. His story is very similar to ours. Today he has 7 years working with Sunrise and he is a Three Stars level. His story is more or less like ours. He also had a company, clothes confection. His parents got divorced and he cumulated many debts. He assumed the business he was 16-17 years old, he cumulated lots of debts. There were moneylenders behind him. A very difficult moment"* (J.).

Figure 8 - At franchise store in São Paulo, distributor P. and on the walls: "true leaders inspire growth"



Source: Picture taken by the author.

4.9.1.6 Influencing Relationship

As part of the transformation described driving highest levels of meaningfulness, there is the personal relationship improvements the individuals describe, and consistent over interviews. Relations with friends, their own children or with partners which they were able to improve by what they have learned in corporate trainings and by exchanging experiences with sponsor. *"It has changed a lot. My relationship with my girlfriend. Today I know how to deal with any situation, any fight or disagreement we might have. We get along so well. And she is*

a difficult person.” (L.). Many of them appreciate the special program for women in place, called Pearls -Perolas- which aims at developing women into entrepreneurship, but ends up advising on personal life and relationship: “The women have Pearls once a month. They speak even about how a woman must be inside her home. Everything. Women that were depressive and today are beautiful. They help to give orientation for everything. Matrimonial life. It’s very good” (C.).

There are several courses building knowledge on behavior and on relationships - *“there are many trainings with participation in person.... a motivation which helps us, not only on professional side, but also on personal side, to become a better father, a better husband, a better brother, a better son. (...) We have a personal growth and professional as well. It’s a consequence” (T.).*

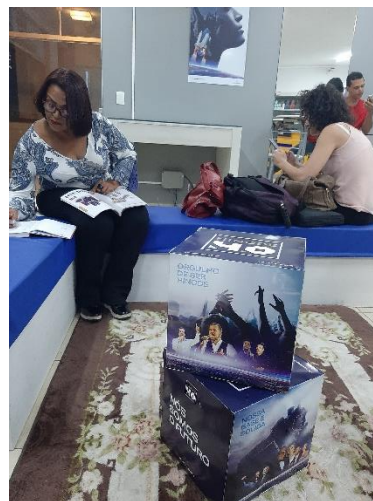
The fact that a co-worker or a program offered by the company supports and influences even marriage or how to deal with conflicts in partner relationship can be, in certain contexts unacceptable, seen as going overboard, as it is mixing the work and private life. Nevertheless, in this research, we could identify that sponsors and trainings embracing an advising on personal life and relationships is well perceived and highly accepted. *“I always mention that what I’ve gained more in these 2 years at Sunrise wasn’t money, rather personal development. If I’m a happy person, a better father, a better husband today, it is thanks to Sunrise. It’s not only about the money. It’s a lot more than that” (M.), “We have specific meetings – behavioral workshops – only for behavior. These meetings they happen in a hotel, mostly in São Paulo. If I’m not wrong, we are around 300 people in a room, and it happens on Mondays” (P.).*

The sponsor becomes a closer friend, the trainings are taught mostly by colleagues of higher hierarchy, and this is understood as actions required to support a life transformation. *“I had never understood my father. I had noticed my father loved me his way, the way he could demonstrate. And that’s how I got to cure myself: with the company’s training. I even said to the trainer of “Curso Mais” that this had been a water divider in my life, as today I can have another vision. I’ve managed to cure a wound that i was carrying since childhood, all because of this training. That’s why I say Sunrise was transformative for my life in many ways” (R.).* Therefore, they completely trust and share personal details so what might be ‘wrong’ in that sense can also possibly be corrected, as a form of projection for a brighter future. *“I spend a lot of time talking. This and that, but I say “Work this way”. We must be ready even to save marriages!” (R.).* This fact leads to understanding that meaning can be generated from diverse sources as influencing on private life, differing from developed countries where this fact could

be considered unacceptable. Herewith, is a part of the product of meaning being consumed by the individuals.

“We try to give the message of what his/her partner is looking for. For example, saying that maybe the business was not for her, but asking for support. Because the one who is on the job, starts to see a transformation which reflects inside of home. It starts to be attractive for who is at home as well” (J.), “It’s very good for the development and we also treat household topics. For example: how to reconcile son and husband. The way a wife treats her husband in front of others, for example. In a conversation with two couples and she was saying “No! Let me speak...”, like discussing. So you come and say “Look, this is not nice...” and so on. But only you and this person. For example, she says she fought with her husband because of this and that. The you say you’ve noticed that day she had done this, and that maybe would be better if she would do another way” (J.).

Figure 9 - Distributors at work in the franchise of Vinhedo, countryside of São Paulo



Source: Picture taken by the author.

4.9.2 Transformation of social recognition

What clearly seems to retain people in this working system for years is not financially driven. Many of the individuals declare not to earn more than before, even after few years on the job. As part of the reasons for high retention and distributor`s satisfaction with the work, we’ve identified a crucial mechanism to sustain the model which is recognition. The possibilities of recognition from a little achievement to becoming visible and able to speak to large audiences, unfolds new sources for individuals' experience their work as meaningful. *“Recognition is to go there on stage and receive applause from people, it is when people see*

that you really worked to reach that objective. Someone say something good about you there, congratulates you” (L.). The possibility to tell their story to audiences seems very attractive, sometimes more than a material prize “Some people will get impressed because they will own a BMW. Others don’t care about the car, they want to be recognized. The majority of people which enter the system they want to be recognized for the work. People want to go to the stage to tell their stories. Anyone can go there to watch the person being recognized. And the person has 30 seconds, depending on his/her grade. A Gold level, for example, has 2 minutes to speak.” (J.).

Often mentioned in comparison to previous context of work, the extra dose of recognition which basically can happen every week or every day, is highly appreciated and often mentioned as point of uniqueness to sunrise versus other traditional works: *“This recognition is so good because people are normally used to the traditional jobs, which have neither financial recognition, nor personal or professional. We are treated like numbers” (M.), “I’ve worked 32 years in commerce, since 78, always fighting, and never was recognized. I’ve gained a little award for whom matched targets. But here one is recognized to the point of reaching a Diamond level, going to a cruiser and taking the team along” (S.). “on a daily basis in a supermarket do you believe the boss will say ‘hey everyone, this here does a good job, lets applaud him, I’ll raise his salary...’ never, this never happens. At Sunrise you re recognized for each level, applauded and supported by the colleagues. I had never seen this before. It makes all the difference” (B.A.). “I believe it is important because, in 1 year and 4 months that I was working on a traditional job, I’ve never had one (recognition). It was a work where is hard to get a simple recognition. Sometimes, we would reach the target, but it was nothing else than your obligation. It was “congratulations” and that’s it” (P.).*

Recognition is one of the subjective rewards which sparks interest and emotions, and has high convincing power in the recruitment of new individuals, making evident the importance of recognition for the product of meaning they are buying. It’s also related to an emotion or feeling of pride and happiness when these achievements happen and the way they are recognized: *“It’s incredible. The feeling of escalating to another level inside the business is very different of being promoted in a company. Because it’s not only a ‘pat in the back’ and a percentage. You see people applauding you. Not like an idol, but on recognition, recognizing the work you’ve done. This is very gratifying” (Pe.).* Recognition then becomes an important drive of significance to the work performed, and a relevant reason to continue in motivation and overcome barriers of the work.

Recognition, in the emerging economical context this study takes place, is a multifaceted concept which covers a social void, not only rewards a person for a job done. - *"Sunrise tries to fulfill all things a human being needs, things one looks for. Things he seeks for manages to find here. Recognition is one of those"* (M.), *"Many people have never been recognized even at school, for example. Their whole life. Were never called on stage to receive congratulations for their work"* (R.). It provides impulse for transformation of attitude and has high influences on self-confidence and performance at work. *"Here they all admire me. " C is always persevering", and this is it, I must be an example"* (C.), *"I think it is so important, not only for me. Everyone wants to be recognized. I can't even explain. I believe this is one of the best things, because in a traditional job you are not recognized. If you work more or less, the salary is the same. And they always ask for more. Not here. Here you are recognized for everything, all you do there is recognition. Others recognize you. You also recognized yourself"* (J.).

There are frustrations described originated from previous traditional kind of work but also originated from the family environment, social context and personal relations, which were not stimulating and not in favor of an individual's development. They describe lack of good examples at home, lack of motivation, and recognition where they come from. These factors continue to be reinforced when they start working and the job becomes mechanical, not pleasurable and efforts are not recognized at all - *"In a traditional job, you spend the life working on a job and, by the end of the year, the boss gives you a chocolate box. Or similar. Or doesn't even congratulate you for your performance. So, I think many people come here looking for recognition, to have his/her efforts recognized. And many stay because of that. Because was never recognized for doing sometimes so little. And by receiving recognition, the person starts to do more."* (R.). Those personal factors are projected into work context and thus, the feeling of recognition becomes more engaging and intense, and a powerful driver of meaningfulness. Moreover, to be able to become visible to others and recognized in front of a community becomes instantly an inspiration to others, perduring role models and successful cases and providing credibility to the system: *"And in the weekly events, people are graduating and being praised and recognized. It's very satisfying, mainly as we see it is professional, isn't it"* (T.), *"When one is recognized, they speak about their own life, what has happened, what has changed. Then it already makes you think. And when joining the events, you start to go often to same place and see around the same people. There is one couple we have seen in our first graduation, I believe, in the city of Jundiaí. They were in a grade level above us. But we lost contact. Later, we've been to a few events in Campinas and they were there, already being*

recognized for a higher grade. Today, they are in the same team as we are and already have quite a high grade, have just reached. Meaning, we've followed all that. An inspiration, yes. And you start to believe a lot more, ha?" (J.).

We've encountered individuals who have had very low levels of consciousness of their own abilities and possibilities and consequently a feeling of disbelief, demotivation and with extreme lack of self-esteem, projected on hope and a will to change or grow. As described by R. when mentioning how to drive motivation through recognition to her team: *"The strategies I use to make the network grow are about incentivizing. I say 'Let's work on this to make you earn that', 'Let's work as such so you can pay your bills', 'Let me show you how we can do'. An incentive as such makes the network develop"* (R.), *"I've retired with R\$ 1.000,00. Can you believe? What do I do with R\$ 1.000,00? 15 years and they never valued me. Here we are recognized"* (C.).

That is why the Sunrise company becomes more than only a recognition of a good performance on the job, or a rewarding program. *"You see people being recognized and you see you can also be. So, you think: 'If he can, why can't I? What does he have which is different?"* (L.). The company context includes the acceptance of this person and recognition repeatedly from the small step achieved towards results and personal growth. This is a rewarding cycle essentially compensating lack of visibility and stimuli they may have had and counterbalancing with inclusion and the feeling of being a family, which is written even on the walls as subliminal messages at the franchise stores "not a team, we are family". The need for recognition is therefore strengthened, and so is the outcome of recognition potentialized and experienced intensively and emotionally by the individuals, in the research performed. There were cases when the interviews become very emotional, remembering the emotions related to the first moment they have received recognition, or were able to speak and tell their story in front of a crowd. *"What we do have here is a career plan, is very far from our own reality. When I've stepped into that cruiser, I thought, 'wow', this is happening!"* (F.), *"One asks his monthly salary, he says R\$ 1.200,00. Then one asks how much did he earn in 28 days at Sunrise. He says he earned almost R\$ 3.000,00. Do you think he is sad? He is very happy, and is applauded, recognized. In the traditional, there is no such a thing"* (J. E.).

Evidently, provided that the material motivations are part of the program and ambition to grow, an important part of the recognition rewards are the material and concrete recognition, feeding the ambitions and supporting dream realization, from the simplest ones up to big dreams, expressing the extreme importance of reward as means of motivation.

“when you’ve completed 6 months, they give you a present, which is to go to a country house the ‘Vip 600’. It’s wonderful, I’ve adored the country house” (S.). “We all need work recognition, this helps a lot, because it helps us to enjoy more what we do, to value, to be motivated. I’ve already had recognition here. When I’ve reached the graduations. In the previous months, I went to a dinner because I was top 20 and I was top Sales in what concerns the network. Today I’m silver. I went to a motorboat. My leader has a motorboat. It wasn’t a promotion. He got who was working harder in a specific month and invited to spend the day with him on the motorboat. It was a Saturday. And he said I would go with him. Myself and 5 other people. We went to the Guarapiranga Dam, and spent the day there. I never imagined I would be on a motorboat one day” (P.), “We went to a cruise in march this year, in Santos. From Santos to Santa Catarina, Porto Belo. 100% paid by the company” (B.).

Figure 10 - Sales meeting by the moment of recognition to the ones who reached targets and a new hierarchical level



Source: Picture taken by the author.

4.9.2.1 Rejection / Family

From the first interviews was possible to identify how recurrent the word rejection is when the distributors describe their process into Sunrise and specifically how their family reacted, from the moment they decide to invest and acquire the package: *“As there was the firm bankruptcy, it remained a very delicate situation inside the family. We lost credibility, ha?” (J.) But then I saw that, in fact, there wasn’t only one way to follow. It didn’t need to be the path my mom and dad told me the whole life. There was the path of entrepreneurship. And I saw that they were negative towards money, were negative for everything. They had never succeeded in anything in life. This was the problem with my family. They used to say I need to go to university, or I would not become anyone in life” (M.).* It is for them of great importance and many

interviewers spend a lot of time justifying the topic of not having support from family to do the kind of work they perform, going on to how this fact becomes difficult to overcome. *"Then the sponsor took her hands and said " Congratulations on your son". And then something changed inside of her. After that, in the day we got the graduation, she said on the phone that had seen our picture, that was a nice step, and that she knew he would make it. And has recorded a voice message to him, saying she was very proud, and sending congratulations. This has changed everything for him".* (J. about her husband's getting finally recognized by his mother for what he has achieved at Sunrise), *"My father and my mother don't accept, no matter what. My uncles already commented that my mom mentioned I've changed and got better, that I have another vision. But they don't believe in the company"* (L.).

Apparently, the feeling of proving oneself right for the family is a feeling we can consider which also generates meaning, as it improves motivation, and pushes the boundaries for the system to work out for them, for the financial reward to happen. *"This is the point. The family normally won't support you or motivate. With my family was exactly like that. Right when I got to know about this opportunity, I went home, and I was stubborn. The guy called Ni, who is diamond level, guided me to avoid commenting with people because they would 'throw stones', would criticize and say this business will not work. So I got home and the first thing I did was to speak to my mom, my dad and sister... I told everyone. And I've got a lot of 'stones'. But with the will I was to do this business, I didn't listen to them, and entered the business"* (H.), *"My brother himself, works with photography, nothing to do with the business. But he recognizes the leader I've become and that the tool is very good. If anyone needs an opportunity he sends the person to me"* (Pe.), *"my mom said I had to look for a fixed job, as I had a child and so on...I've asked her how much I would earn with a fixed job. She said she had seen a position to be cashier at a supermarket, as example. I've asked how much I would earn...and she said 800 reais. In one week, I ran and made R\$ 800,00, and I told her that this was the Money she wanted me to make in one month, I had done in 1 week, and that I would dedicate myself. But it was a complicated process"* (R.), *"But I was already happy for having conquered my mother, a person that couldn't give me her support by no means until now. She said we should let Sunrise aside, that it was one more thing we would do and it would not work. Today she is part of the network. I haven't given up, I conquered her slowly (..) having your mom not listening is complicated, he? It's sad. Our mother is the 1st person you expect to support you. Today she does. Now it's only missing to convince my daughters. It's complicated"* (A.).

Seems also to be typically seen in emerging economies as well as a cultural trait of Brazilian people to have so high engagement with family, and so much interaction and mixed

involvement of family and work lives. *“My wife’s family didn’t support and thought I was crazy, that I wouldn’t be able to sustain the family”* (B.A), *“Until today my mother and father don’t believe. So be it. I love them, but in what relates to money, I can’t listen to them because they don’t have the financial education I do. But I respect their opinion. My sister is part of the business, herself and my brother-in-law”* (P.).

The rejection as a source of conflicting feelings internally in a moment of vulnerability moves individual even more towards looking for a work in which they can encounter a family type of environment and feeling of belonging as source of meaning at work. Many people mention they have built a family in comparison to previous reality where they felt rejected. A few people illustrate that the feeling of rejection is relevant in the beginning of the journey and can be a reason to leave the group: *“the person starts to face criticism, but with the first ‘no’ already thinks that it was all true, that this won’t work, and give up working”* (R.).

They experience rejection also referring to the company and the business model. *“We hear much more “no” than “yes”. A lot more”* (J.). Frequently heard judgments against the multilevel kind of business and close relationships have gotten distant because of the work they are performing, which means for them another obstacle to overcome or to learn how to deal with through the process of acceptance. *“there are people who got distant as they were afraid we would want to convince them to enter Sunrise”* (R.), *“I heard quite a lot during the start: you will lose money, will quit your fixed job to sell parfums and lipstick? We listen to “no” the whole day... ‘no’ from the wife, ‘no’ from the family. The big worry is because in the very beginning when we invest, we work a lot and the result is not compatible.”* (B.).

They mention that the company’s trainings also teach how to deal with rejection and mention readings from the Bible of difficult moments until being rewarded. So a part of this projection into transformation is recognizing that the relations of previous environment with friends and family become unstable in a moment of challenge and has a lot of judgment instead of acceptance and support, which they find at sunrise with the new people they met, and identification occurs from the first moment. Moreover, they encounter an ambiance where recognition is standard and a transitional self identifies with others in that context and set the ground for pursuing the challenge. *“A person who goes against the herd, will be contradicted. And Sunrise goes against the herd. It is too good to be true, it’s big, and a lot more. After all these years with Sunrise [mother’s vision] changed a bit”* (M.), *“When I’ve entered at Sunrise I was still living with her (mother). There were a few problems and I left. Basically the same time I’m working for sunrise I’ve been living with my sister and my nephew”* (P.), *“I have no one from my family in the scheme. I’ve introduced to them, and they said they don’t want to life*

from this. And that's all right, I respect. My life is being transformed, period. I believe that it's not only sunrise which can change one's life and give financial freedom, time for the family. I always say that multilevel isn't perfect, but it is the best. This is my theory" (Pe.).

"Sometimes I had trainings on Saturdays and in the same day there was a family get together. They used to say "There you go again looking for those stuff?" "Are you still doing this?" I was only answering that it's my work, my job. They don't know and because many people have bad conception with sales. They think to sell means being take default, be dependent on others, earn little money. They don't understand the business model. When they see we remain in the system, and it's serious, many of them get surprised, as it is different from other firms they knew working with sales." (B.).

So is rejection identified as a relevant mechanism to project individuals into the search for meaning through work, and an impulse and motivation to individuals to experience the achievement of results and prove themselves right with the choices they have made, facilitating the impulse into a new reality and existence. This is how we have observed rejection directly related to a source for meaningfulness and to the need for belonging and being part.

4.9.2.2 Belonging / Team

The concept of organization already supposes being part of a group of people with similar objectives. In the context we have observed, the feeling of belonging at work means also belonging and being accepted in a new reality for their personal lives, a process of identification with others, and feeling of acceptance. *"When you enter Sunrise, you start slowly to change friendships and habits. Because you start to be close to people who ...it's a friendship circle with totally different people. It's inside Sunrise, people with same objectives and dreams, who want to reach a certain level in life. They are committed and really want to have a different life. My friends were clubbers, just wanted to spend money and drink. I don't see myself in this environment anymore. I got away from it. I still talk to them, but I don't have as much contact as before. This circle changes. It's like that popular saying: "Tell me with whom you are around, and I will tell you who you are ". So this is it. If you want to be one of the big ones, you've got to be there amongst them" (L.), "So when they are recognized, they are invited to go on stage, and everyone applauds, they tell all what has happened in life and the person starts to feel part of a much better community than the one she used to live before"(M.). They seem to intentionally leave behind a previous social sphere which had challenges to acquire a new social sphere, with many new relationship opportunities and a new context where they are led*

to think similar, are allowed to have dreams and defy the challenges of life, in a common feeling of fighting and feeling as a family. *“an opportunity to meet new people, and this is good, because each one has an experience. One can learn from that. We carry each other. You can be down, but another person gives you a motivation booster, tells her story and suddenly you forget everything you were thinking”*(V.), *“If you start working and see results, a result which you haven’t ever imagined you would have... and recognition... then I think is something really nice. Without mentioning the friendship that we get to build”* (A.C.), *“I want to come here. I can’t wait for the moment to come here again (in the franchise store). I really adore it here”* (Y.).

Belonging has been identified as one of the strengths offered by the model of Sunrise company which goes together with the feeling of a fair system, where everyone can be accepted, no matter your social level, studies or preconditions. The fact that many people driven by hope are together and motivating each other is responsible for a great feeling of meaningfulness, in work and private life. In this context, being recognized by the people who are part of this new context the individuals are in, and becoming an example for others is described as unforgettable experiences and rewards for them, and sparks feeling of living something they have never imagined. This exemplifies how meaning of work is being lived after having been bought, and makes evident the importance of the subjective reward cycles and their relevance in the process of consumption of meaning.

4.9.3 Material and symbolic rewards

The above described transformative cycles have generated a series of objective **material rewards** derived from consuming meaning as a product, and experiencing a work which is considered meaningful, herewith described through the following topics: Substitution/ Replacement; Translation; Initializing / Capabilities.

4.9.3.1 Substitution: the financial drive

It’s a very contradictory relationship the distributors have with value of things and money. They all come from a situation of challenge in relation to debts, and claim to have been open to listen to the Sunrise possibilities after a serious financial issue. *“Saying we didn’t want the money is hypocrisy, ha? Everyone wants money, needs money. But time was also important”* (A.), *“Debts everyone has, but it wasn’t this. When we’ve started, indeed, it was for the money.”*

But as you see and live it, your opinion starts to change. It ceases to be only the money. It starts to enter growth, and development in question” (J.), “I had a few financial problems, yes, only now I’m starting to resolve my financial pending. It was credit card, special check, those things. I ended up messing it up. I had no knowledge about things. By that time, I didn’t have the mindset I have today I ended up in debts” (L.).

The sensitiveness to the financial topic is also used as mechanism of attraction during the sales meetings. In one of the sales meeting in Presidente Prudente, on a Saturday morning lasting about an hour, the speaker was from another city and was hierarchically a diamond level who was coming to support the local team and inspire new comers in the city. In his speech, words instigating the financial unsatisfaction individuals can be living at the moment: *“Look around you, in your circle of friends and think ... who of them earns 3 thousand reais (~450eur)? Almost no one. Here you have the chance to earn this and much more, depending on your efforts”*, *“you can say you are shy, and you don’t know how to sell, I was shy as well, and today I am here.”* and he continues: *“I have nothing against a fixed salary, the only problem is that it is fixed”* said the speaker.

Most of them are very proud of the company they are in and trust blindly the financial endorsement provided by the robustness sold by sunrise to distributors - *“I see it’s a serious company, well structured and solid, which will not break. It motivates me as I know where I’m stepping in, and I can get supported.”* (P.) and they are also very proud of declaring how much they earn and compare to previous situation, in a regular job, declaring that the fix income didn’t present possibilities of growth and progress, and therewith willing to demonstrate the financial benefits of sunrise: *“bonus of 4 thousands, bonus of 5 thousands, 3 thousands.. so if this was extra income it was already 3 times my salary at Casas Bahia (department store)”* (A. C.). In the cases of individuals who have been with the company more than 5 years and have reached high level of income, they don’t hesitate to mention values and how proud they are of these achievements: *“For you to have an idea, in these 5 years, I’ve earned almost 1 million reais. Distributed in this period it gives me a monthly income of R\$ 14.000,00. Considering my age, I’ve already taught at the university, I was speaker, I wrote a few books...”*(J. E.), *“In bonus, I’ve already cumulated exact R\$ 665.000,00, and divided by 57 months, it gives me an average of R\$ 12.000,00 a month”*(Pe.).

For the new comers, once joining, after seeking to pay bills and debts as immediate result of the work they nevertheless get convinced by a system that exposes the possibilities and awake dream but tells them results are not happening immediately – *“they all think they will have results so fast, they want immediate results. And it isn’t easy, ha? Everything which*

is big it is not fast. They think it can be from day to night. We say that from day to night it takes 10 years”(L.) - , and money will not come as easy, and not even in the first few months to come, as has mentioned R., relating to a quote by the president of sunrise company: *“Our president says that a Diamond level is when you start to take your foot out of misery, when you already earn something. But you are still structuring your network”* (R.). This relative dosage of reality was as well observed during the sales meeting in Campinas, where the speaker (F. C.) makes clear, by showing his own evolution, the time and work invested to get into higher levels. There seem not to exist a sense of cost of this time accounted or though through before individuals just buy in and start, and not enough sense of quantity or valuable time and dedication spent with low / no return initially, until they grow in the company. This learning period can take longer or be shorter, it really varies per individual. In all cases, one thing is common across all situations analyzed: the financial returns are not immediate which makes more evident the amount of meaning being projected into this purchase, causing them to drown financially, and still hanging on to the future and to a life change. *“when you become an entrepreneur and start a business it is not the same as who goes to work and earns 1.200 reais at the end of the month. We put a lot of energy and work a lot in the beginning and the result isn’t compatible. We work a lot to receive it later. There are people thinking they will arrive and earn easy money”* (F.), *“My sponsor said not to wait for results so fast, he used to say not to increase my expectations, rather increase the amount of work and dedication”* (E.), *“And so you start to grow in the plan. There is the level Gold, Silver, Sapphire, Emerald...Today we are Diamond. An average of R\$ 5000,00 of bonus. Besides the sales, which will give around R\$ 1500,00, or R\$ 2000,00 with sales. It’s all average, not exact. Then you grow. Diamond... We say it’s the phase of construction and preparation. So after we can enter the part of financial freedom”* (B.).

Additionally, the financial reward in this model depends a lot on the time and dedication one has to the work, and consequently the payments are neither stable nor certain. *“If production slows down, ..., because we work with commission. It’s cyclic. We have highs and lows”* (R.). Thus, it is also mentioned a few times that a good management rule to perdure and succeed in this work requires reinvesting what is earned initially, and not spending with other things which are not necessary. *“I believe the majority has zero financial management. People buy the kit and see a lot of money – because it is possible to earn money –, they think all is profit and spent more than they can. If you ask, they say they did spend the money because it ‘showed up’ in the account, or they went out for dinner, etc. They can’t manage money. The person sells a parfum, gets this R\$ 70,00 and goes to the market. Then is gone. Goes to a snack bar. Then when they see, where is the money?”* (R.). Consequently, the impulsion generated by a financial issue can

help to comprehend the reasons to join the system and all subjective reasons involved with the product of meaning can support to understand the persistence in the work, provided all financial challenges are kept progressing for a certain time instead of regressing immediately.

Figure 11 - Sales meeting in Campinas, where speaker shows his cumulated bonus of more than 1million reais on the screen



Source: Picture taken by the author.

4.9.3.1.1 Substitution: the reward of replacement

It was possible to observe the importance of financial aspects when joining the company and the feelings involving the financial reasons that brought them to sunrise. However, financial reasons only guide them to listen and be open to a new opportunity, and is not the product they finally buy into. Through analyzing the subjective changes experienced, it was possible to affirm that the consumption of meaning in this context is composed also by a sort of symbolic compensation to fill in some voids of previous life context, and visibility is one of them. Examples are described with details such as a person working in the stock room of a shopping mall shoes store reports low recognition or visibility – *“I was stockist, in a shoes store in the shopping mall. I used to get the shoes, check on them, keep them. I used to earn R\$ 900,00. I’ve asked to be fired as I was 2 months alone in the stock. It is a lot to do alone. They didn’t want to raise my salary, didn’t want to put anyone”* (P.), and in the same way a cooker tells the story of a life in kitchens and having found a feeling of being able to do more, now she has reached 64 years old *“I’m retired, and before I was a cooker. I’ve worked 15 years cooking for a doctor’s family. A lifetime. But I was tired. So my son wanted to take me out of the traditional work and introduced me the company. I’ve worked in hotel and restaurant. I’ve had a business*

as well, we had a kitchen before. So you see the difference, where I am now” (C.). The need to find meaningfulness sometimes approaches very simple attitudes which unveils a contrast with the social environment lived before, such as the possibility to tell their own story “we are used to speak on stage when we are recognized. We talk about our story, because this is captivating to others. Mainly the invitee being there for the first time, knowing the business plan and the company” (J.), be appreciated by what they have conquered and having support to their growth as individuals: “I want to be a speaker one day. But not only this. Because being a speaker allows me to be what I wanted, to help several people. If I’m a speaker, I’ll tell my life, I’ll say what I’ve done and I’ll go up there to show to many people in several different places. It’s very good to have this” (S.), “The transformation in his life was total. He is learning. This week, for example, there is going to be a live every day. A guy who was shy and has never been to college, wasn’t doing anything but work. He had never travelled, life transformation” (J. E.). The company suddenly becomes the hero as it replaces many of these lacks of basic empowerment or visibility, and reinforced by education “Here is paradise. I didn’t know anything about this business model of multilevel marketing and even less on financial education. Now I’m becoming an expert. Here is a school, an university” (C.), “It will never fit more money in your pocket than in your head. They say this. They also speak a lot about health, the importance of emotional health, spiritual, physical, financial, familiar. If you balance all this, then financial life will be a consequence of all. Not at first sight, but after sometime, this was important for me” (M.).

And that’s the perfect ground for exploration of one’s ignorance and vulnerability once their feeling of being weak and in need of help is supported by a company which teaches a new direction, provide opportunities, provide new sources of meaning. And all for a price, which is, at the point, a challenge for them to invest. *“I don’t want to worry only about Money, but on being a better person. We worry about this, ha!? On being better people to the society. Value people, value small little things we conquer and to be grateful for this, always looking for the opportunity to bring life change to others. I see this a lot, many people praying for God for an opportunity and it’s not to become rich. It’s to pay the minimum bills, light, gas, the school snack” (T.).*

Visibility is also related what they are able to show and feelings they are able to generate in the ones composing their previous reality *“a friend of my neighborhood. He said the others were talking about me but would like to have the car I have, and the life I have; that’s it. People look and criticize; it is envy as well” (L.).* There are mentions of people having a good social economic condition and being part of sunrise to fill voids of being alone and seeking

relationship *“There are people with high purchasing power in our network, and we see that everything she is looking for is relationship. All she wants is not being lonely”* (J.).

“This you don’t see in the traditional market jobs, even if you get to a new job and the manager tells the employees to help you, he promises he will get you a promotion, because this will generate problems with the colleagues, and with the company owner. Imagine: you want to promote you employee and must be only by merit. But we know it is not like this. There comes a person who is a friend of the owner, and this person will occupy a function with less experience and less knowledge. So is with the traditional Jobs. It is difficult to find anyone able to help and orientate” (J. E.), *“There is an Oldman 77 years old, he started almost at the same time as I did, and he is Double Diamond Elite. Here we have people with disabilities earning Money, a person who is blind earning money. There are people coming here in deep depression. The they start to do business and change, there is support here”* (J. E.).

The process of replacing financial benefits for symbolic ones, is not only related to visibility, but also increase of self-confidence and becoming a benchmark for others, becoming that role model who once inspired them. It means acquire success and fame, for the ones who have reached a high level in hierarchy, and they become inspiration for the large crowd they now have as followers and who they can call a team. Some mention to have a team of 4000, 5000 people, up to 10000 people in their network. In this process, we can identify a mechanism of transformation by boosting image and confidence, which is fed by the system via occasions they are recognized, and which builds on the financial aspect, replaced by visibility and social recognition in the new context they find themselves as individuals. *“Look him here now, his profile has changed completely. He is empowered. Imagine how he was. I’ll get a picture from the start to show you...”* (R.), *“One day I’ll get there. It is a process, Today I’m thankful to the people who have put me here, I’ve helped a lot of other people and they are thankful to me as well”* (G.)

It is noticeable that the boost of self-confidence generates also self-appreciation and improved sense of being capable of doing and building things, acquiring responsibilities and generating that feeling into other people. *“We must have strong emotional balance”* (J.), *“It has changed completely my life. Mainly in the development part. I’m thankful for the person I am today. I have sales techniques, I know how to speak.... I take better care of myself, I love myself more”* (B.) *“I could be a caterpillar turning into a butterfly. Many times I have seen myself like this, a shy and stand-off person, and after the development and knowledge I acquired, I can see big, have an amplified vision. Now I see I’m capable of conquering all I wish to”* (B.).

In these examples, we've identified the replacement as a mechanism which objectivizes rewards not easily measurable and which, herewith, they replace the financial acquisitions. This clarifies the sources of meaning individuals are looking for and which lead them to join and remain in the system.

Figure 12 - A proud sponsor showing his team and network to inspire and train new members on a sales meeting in Campinas



Source: Picture taken by the author.

The main finding in this session is the existence of what we are here calling ‘capital of meaning’ which replaces the monetary rewards and financial capital, with an amount of significance to what is acquired by the purchase, which surpasses the financial rewards alone – which, by the way, not always come. In this study, we have here identified the existence of a broader concept of capital attributed to meaning and acquired through work, through buying into a job and a life transformation which comes along to replace a challenging life situation.

4.9.3.2 Translation

From the moment of recruitment into Sunrise, it's said they will become their own bosses and will become an entrepreneur. This is highly attractive to individuals who were submitting to any traditional job before where they barely felt visible. In the process of acquisition of so many new skills and a new reality being built, there is a projection into the condition and possibility of building a team, develop people, and being the example to many others. Through the years working on this system, they start a process of self-acknowledgement and boosting their own confidence to become inspiring for the new joiners and for the team

working for them. *"They (the neighbors) say "Look there, our entrepreneur!" (C.). The feeling of having responsibilities over a job or over a team to manage is extremely important and make them feel important. "yes, follow up, get them by the hand. It's to promise to the person that it will be a change in his/her life. To help the person, look in her eyes, and put into practice..."(G.). F., 31 years old, for 3 years working, has a network of 150 people: "As we grow inside the group Sunrise, the responsibilities increase along. The largest team today moving things / making business is ours" "There is a lot of people who enters but we must make this people stay / remain. Like the equilibrist, I must know where it is unbalanced".*

It's also mentioned that this kind of opportunity would never be possible in the context of work they were doing before, as call center, or cooker, or IT support, neither on team and people nor on responsibilities. *"I've learned how to deal with people. To have people working with me.... because, nowadays, in general, my friends want to make me spend money, instead of earning. So, there is nothing more rewarding than seeing a person earning money, paying their bills and putting food over their table. Yes. And when the person comes to thank me for doing something for her/him." (L.), "Sometimes I invite the person to come and know Sunrise, and she says she will wait to for me the develop/grow here. I say that she has to come along, so we both grow together. Because if no one enters, I'm not growing" (V.), "and I feel very important when I'm taking the opportunity to other people as well. The same way Sunrise is making the difference in my life, it can also make the difference in other people's life" (T.), "and you must know how to inspire other people, to know how to deal with other people. There were networks where everyone stops because the lead / Head starts to be bossy. He starts to call and demand. When you enter this business, you are associated, you are the owner. You don't want to have another boss." (R.), "You must keep on caring about the network, but also keep on bringing new people. And I just wanted to care about the network and help. One thing I've learned the hard way: not worth trying to help someone who doesn't deserve. She wants to change life, earn money, make a trip, want to help the family? The focus has to be 100% in network. But if this person is committed, she deserves to be helped? It's like a situation of someone who wants to find a job, but doesn't even get out of home to look for one, not even writing a CV..." (J. E.), "We worry about this person having returns. For us, this is a big responsibility. Maybe people say they want to develop a project, but don't do what we say to help. Later they say they weren't supported. It means, we dedicate to help another person and after he/she says there was no support" (B.).*

4.9.3.2.1 License to explore

When listening to the individuals who have managed to escalate the hierarchical ladder and did manage to earn money, improving their income on about 10 times compared to previous situation on average, we observe a standard behavior in all cases: they have learned how to best sell the product of meaning. *“But after sometime, I understood the business was depending only on me, and that people were.... how can I say? People were a resource” (L.)*, *“you don’t gain only for having a network, you gain for helping more people. That’s how you earn more” (R.)*. They have reached a level of teams underneath their command from 4.000 to 10.000 people registered as distributors. These individuals have achieved important rewards such as cars or travels provided only to a relatively low number of winners, have been able to know personally the owners of the company and received recognition by speaking in the annual sales convention to up to 100.000 people, large audiences in a soccer stadium, telling their own story and providing their example to many others. These diamond level heads described their techniques to recruit by showing themselves as examples of success, offering the best of meaning to one’s life, a product of transformation and social rescue, and all under the purpose of helping other people *“When I saw at Sunrise the opportunity to not only earn money but also help others to develop, I was very happy. Because I was one that needed this development” (M.)* to restructure their finances and personal lives, so the model can perdure. *“I was sure to be giving my time and money to help someone who didn’t have any condition to do business. There must be a person to follow up when going to the streets. This is important” (J. E.)*, *“And the interest is on helping people to build results. What I’ve always admired in the business was this: your results come from the moment people in your team start to get their results. As such, the more people manage their targets, more you will also have results. I find the project very interesting.” (A. C.)*. They sell meaning of work, people buying into become strongly confident under their sponsor and start to lead and recruit further, so for each level of recruitments, up to the 9th level, the head still earns a percentage. This would be the ideal cycle which has happened to these ones interviewed. Herewith, we call this evolution chain based on other people’s exploration as license to explore, as the company allows e prepare people to become successful and earn money by becoming good sellers of the product of meaning, which means, to be able to explore others in situation of vulnerability, debts, or explore weaknesses of those who invest, struggling to find ways to invest the little amount of money they have and frequently are not able to reach the wished level of income or the dreams they’ve expected. *“I don’t earn over people, I earn over the products they consume and they sell to generate points, and points make money. So to make this point very clear. In the 5th month I’ve started to actually generate work” (Pe.)*, *“There are people who see you as a ‘dollar sign’. In the beginning, some people even buy the idea but*

then notice that you just want them for the points. So they drop out” (R.). And following what is considered an evolution within the hierarchy, we can observe a contradiction on the initial claims of an equal system, of a free and boss less management, as well as behaviors of superiority when describing the team management and the leaders, as the example of J., who leads a team of 4000 people in her network: “The whole leadership is very united. We help the basis down there. Even if it was not me who has added the person into the business, if she is part of my team, we go down to help”, “As leaders, we must be watchful, keep an eye always, because it is very easy for these people to get lost in the middle of all this. We have a virtual office, where we follow the network below us. Everyone having registered after us. We can control and provide directions. For me, the leader that best knows how to give direction is the one who will have more success. Because the people inside the business they need direction, or they get lost. Some make R\$ 1.000,00 in a month and don’t want to work anymore, already want to leave. It’s not like this, ha? Because if you slow down and don’t sell all this in the next month, you don’t even manage that value. I recommend that the dream and the objective must be very clear, and a lot of discipline. Because then the person manages to start a career in the business”. (J.), “In some networks, we must go down a few levels and speak to some directly because there is still no leader there. When you find a strong leader, you let him/her taking care of the network. Then he learns with us, the same way we learn with our leader. And each one adapts the way they find is the best way” (J.).

The critical finding in this session relates to the fact that, via acquiring responsibilities and having a large team of people to manage, the individuals start to learn how to be a boss and act ‘bossy’, reproducing behaviors they had previously abominated. Additionally, they escalate hierarchy exactly by learning how to exploit other’s vulnerability, as the network expansion kind of work is essentially it: understand and exploit the situation of other individuals in need of any financial support and take advantage of it. The story moves far from the idealized world of helping each other to a hierarchical and stratified model which reproduces the society the claim to be victim of, and the model of traditional work these individuals claim to be unsavory to them.

4.9.3.3 Initializing / Building Capabilities

One of the most impacting consequences observed consistently across all interviews was related to the capability's individuals are able to acquired during their time working for Sunrise company. *"...and, really, what myself and 'Ld', my wife, we've acquired here was self-development. Not even the money. The money is a consequence. But the development and the trainings we have, sometimes not even an university can provide, you got it? Without underestimate. I believe that knowledge is never too much. The more we can add, the better"* (Pe.)

The differences of before and after are described in details or shown in pictures, of how it has affected positively their lives. They attribute the improvements to all trainings they are exposed to and the learning sessions with other co-workers and sponsor. *"Within this topic of trainings, as I said, we have also Sales trainings. I say ...the person doesn't have results if she/he doesn't want to. Because if they do what must be done, will generate results"* (Pe.). Through observation, they also acquire capabilities in regular sales meetings and exchange with the network. *"I'm always participating on trainings. This is helping a lot. I never missed one. As I had this wish to find something which could offer me a different future, I'm easy with participating in all the trainings. It's the hunger one has for overcoming challenges and learn, acquire knowledge"* (H.), *"the big leaders in the company were graduating event after event. Because it's in these events which you acquire information. And who has information manages to dominate every situation"* (L.).

The group Sunrise has developed a system to build capabilities of its members which is called University Sunrise, and they claim openly to have an own university, even if it's not an official university recognized by country's ministry of education. *"the trainings. There is even the support material, books, exercises, a hornbook"* (J.), *"Today we have an university. In the United States, there were 30 universities which teaches network marketing. In Brazil, this has started last year, with the first online college"* (J. E.).

The radical changes seen in the development of members are impressive and directly related to the ability of learn, and replaces studies they could have developed in regular education system, or with stable family situation, which makes even more evident the vacuum of needs the work is covering for. *"I go and I went to all presential trainings of Sunrise, I did an Oratory course, personal development, financial education. I've learned to manage people, didn't know and would never have this is a traditional job. Today I'm a different person, it has*

changed my mind, my way of thinking. Today I consider I had education, all learnings, financial education, personal, behavior learning....” (B.A.).

The capabilities identified most frequently in the interviews and higher priority in peoples’ development are described below in the subsections Oratory, Reading, Behavior and Financial education.

4.9.3.3.1 Oratory

All respondents expressed their satisfaction for having developed communication skills and being turned into an effective communicator - *“The part of personal development has helped me a lot. Today I manage to have a conversation about any kind of subject, a nice conversation. I’m not specialist in many things, but I can hold a conversation. On the financial part, I already had a great development” (M.), “Sunrise has transformed my life, because I was a very timid/shy person. I was. I couldn’t even speak. It was a process. In the trainings, one starts to evolve” (R.) - , describing how previously they could barely express themselves with poor vocabulary and lack of courage to talk to people and how they have transformed into benchmarks to others. - “As our business is marketing, today I have no more issues to speak in public. Before it was a big challenge, such as presenting the plan and stutter (...) As I said, through the training system that Sunrise offers, we develop ourselves automatically” (Pe.), “It’s a transformation in her life. Because she was afraid of the stage, afraid of the microphone. But then she had to speak as other people depend on her, she must show leadership. So this person starts to develop a leader profile. It’s personal and professional development together. Also economic.” (J. E.). To be a distributor means to recruit new people and for that, it’s necessary to convince, besides selling new products. So, in order to develop sales skills, communication seems to be number one development priority as soon as a new member comes in, as described by R, about a person in her team who has one of the highest graduations called Imperial and a large team today, but has had a rough start in relation to communication skills: *“I’ll tell you the story of a guy in my team. He is Imperial level today, but he could barely speak. He was not saying a word. Who was presenting the plan to them was myself. And he wouldn’t say a thing. I asked “R, aren’t you going to speak?”. He answered “No. I’m learning”. I thought he would not have a chance. Because, you know, I wasn’t good I was shy, but he was much worse than me. But I was also learning, and haven’t told him, that I was learning while teaching him. I thought he had a kind of disability. Because I had already spoken so much, I knew a few things and he was still not learning anything. It was already the 3rd time I was presenting. So I’ve**

invited him to make himself a presentation at the franchise store and he did. Presentation was awful but I've congratulated him. I've incentivized. Today he is winning, performing amazingly" (R.).

Some acknowledge they should have had the opportunity to learn how to communicate during life or studies, and this was not developed previously, as described by M. herewith *"Even in the conversations I have with everyone I criticize a lot the learning system. I think our system teaches only numbers and rules, and during the exams the person vomits these rules and is approved. It doesn't teach anyone to communicate well, to have a good conversation, to transmit what she wants to others. In this, Sunrise helped me a lot. Before that, I used to say my way and the other person would understand the way she / he wanted. And sunrise taught me this was wrong. The one communicating is responsible for what the other understands. We really learn how to communicate so well here at Sunrise."* (M.).

4.9.3.3.2 Reading

For all people joining Sunrise company and a way of building knowledge there are clear recommendations of books to read. *"There are also the books they recommend. I don't like reading, but since I've started at Sunrise, I have more than 40 books, already read about 20 of them in these 4 years"* (L.).

Many people interviewed had barely read books during their lives and were now reading constantly to learn, acquiring the taste for that, which was not incentivized in the context they've grown up or used to live before. *"I tell you, if sunrise goes out of the market, or stops working from one day to another, every and each thing I get to do I'll become rich. With everything I've learned at Sunrise. I was not used to like reading, but I read more than 25 books in 2 years. I had barely read one book in my whole life. I was not used to study, today I do. I don't go nights out, it's a big development"* (M.). Either through recommendation of sponsors or from people of higher levels of the hierarchy, or through the system of Sunrise university, they had read many books about sales, multilevel network marketing or about management. The owner of the company as well had written a book of his own personal story, and this was mentioned a few times in the interviews with a lot of involvement and affection. *"every time I read I cry"* said F. describing the book. Overall, it was very interesting to listen to their involvement with books and the process of learning considering they describe they had no interest on that before. *"I've started to study more. Reading, having a vision, I've started to*

make reading a habit, which is something I didn't have. And without any doubt, it has changed my mind making me see things I couldn't see until then." (A. C.).

Figure 13 - Training in Pres Prudente, written on screen: "step 2 read, listen and be connected"



Source: Picture taken by the author.

4.9.3.3.3 Behavior

There are many kinds of behavior trainings mentioned by the distributors, which goes from personal sessions to 300 people sessions with highly-skilled trainers. *"They teach us everything. Teach how to behave on a daily basis, to get related /involved to other people, how to behave in a professional meeting, during an interview, for example. They teach us a lot of things, a lot of behaviors. In reality, they educate"* (L.), *"Here we learn to be a better person with behavioral education. Next week there will be a training for that. But there are other things we learn: how to invite people to be part of your team, the correct way to do this. We learn to teach the others in the team. Because is not only recruiting, we must teach, follow with patience and persistency the ones entering new to our team"* (H.). They proudly explain how they have learned to improve dressing codes, to improve relationships with people around them, to be patient and persistent. *"There are posture / stance (trainings), how to get dressed.... we start to learn."* (A. L.), *"There are other about how to speak, how to dress. All this we have. We have specific meetings- behavior, workshop – we have this for our own development"* (P.), *"Trainings? Many. We have it directly in the platform. It's called University Sunrise. There we have it all, since sales, well explained, about all products, composition, sales techniques; about the network, how to make an invite, how to make a list. All this. Personal Marketing, Digital marketing, how to behave in social media"* (B.).

All of them have mentioned these trainings as very positive and not invasive in their lives, considering interesting the fact that a company does it, and as unique for sunrise entrepreneurs to be developed in this sense.

4.9.3.3.4 Financial education

Not being able to manage their own finances is identified by many of the individuals as the main reason for people to leave Sunrise company. Given that the low level of education also doesn't support this capability, it's convenient to teach financial education for a salesman job. *"In what concerns finances I think here is a very cool place, which teaches people to deal with money, mainly during the trainings"* (A. C.), *"In relation to finances as well. I've learnt to manage the money, to make money pay in my hands. How to apply money and where"* (L.). People appreciate and seem to learn, recognizing they have never been exposed to this kind of education before. *"The training helps. I even go out with friends, but not as much as before. And today I spend my money really on the things I need. I don't spend with what can be useless. We have a financial education training with our leader once a month. This training is specific about money"* (P.), *"We learn about financial education to better understand how to manage the money we earn. Because it is not only interesting to earn, it doesn't only matter the amount you earn, but how you manage it. Many people win the lottery, but doesn't manage what they earn and ends up losing it all. It is even worse after he/she wins"* (H.).

As conclusion of this section, our empirical material has shown evidences of meaningful work effectively affecting the perspectives and the way one sees their world. Meaning of work influencing directly the meaning of life of every and each one of the individuals interviewed. Through having a chance to build their own capabilities and learn different abilities they were not taught before, there is a sense of becoming meaningful into the society and diving into another living context which is reported as non-existent previously.

5 DISCUSSION

This study finally evaluates meaningfulness as a product sold to individuals by companies instead of the view on meaningfulness as a process which is expected to arise on individuals. And it provides density by identifying evidences of multi-dimensional factors involved on the consequences for individuals buying the product of meaning.

The empirical evidences show meaningfulness as product providing extremely positive consequences when they serve as tools for covering social voids and generate social transformation on individuals, observed through empowerment, social belonging, confidence to be an entrepreneur as well as improving skills and capabilities such as interest for literacy / reading, oratory, or behavioral changes. They provide meaningfulness not only through the psychological approach of a subjectivity of work, but rather observed combined to objective and consequences observed in reality.

At the same time, meaningfulness as the end product can be interpreted with its 'dark side' lenses when evidences show a work of exploitation within individuals mainly amongst those in a challenging situation or considered of vulnerability, making institutional and usual the manipulative, exploratory behavior on the part of the employees themselves, as a mandatory condition to grow within the company and realize the wished transformation they bought into. The study clearly eventuates a business strategy in which employers take advantage of employees believing their work is meaningful, and from that, train employees to manipulate further and build a chain of exploration in which only a few of them have chances to win. And as such, selling meaning has become practice.

In a nutshell, individuals in a challenging context buy a product of meaning with high expectations of a life transformation. The consequences for individuals might answer to these expectations in the form of positive subjective reward cycles observed through a positive social impact – not necessarily by monetary rewards - or create an unperceived negative behavioral cycle which normalizes an exploratory work and institutionalize its practice, counterbalancing the positive effect on individual and society, named previously.

Meaning of work generating meaningful life through building capabilities and filling up social voids, while a business strategy is achieved by penetrating into the market and expanding the number of people buying meaning, paying its price to become visible and get closer to the dreams of life transformation.

5.1 Contributions

In reference to the literature review previously and carefully described in chapter 2, the empirical material collected and analyzed for this study has either confirmed or added to literature, in majority of topics, and in a few items the study has contradicted some references of literature.

In relation to item 2.3 – the paradoxes of meaningful work - Our study confirms the paradoxes and contradictions embedded in meaning of work, and which are essential for its existence. The empirical material has allowed to develop a model of transformative subjective and objective reward cycles which are complementary amongst them and describe the full experience of meaningfulness lived by the individuals. All those findings exploit well sources of meaning in these paradoxes such as the self and the absolute need for the other to be seen or belong, and the same for inspiration and reality, when the research has shown evidences of dream building and possibility of life change as tools for progressing. In what relates to justification and realization paradox, the research adds evidences of a life goals, motivation and direction for progress found in and at work, as sense of living justified by the meaning found at work.

In relation to item 2.4 – the sources and mechanisms of meaning – our empirical material has generated extensive contribution to the literature by analyzing evidences of an emerging economic environment, performing interviews with individuals from low social economic level with a lack of options and a limited support coming from what should be the ‘natural’ sources of development for individual skills in life, such as schools, family or government support. In this context, the sources and mechanisms capable of generating meaningful experiences at work have been potentialized and blurred between experiences of meaning of work and meaning in life, broadening the spectrum of possibilities on the question of how a sense of meaningfulness arise and persist shedding light into the topic from an emerging context point of view and adding the view of individuals under vulnerable financial situation, where it’s even more evident that the absence of a meaningful work exposes the individual to harms. This study makes available explicit examples of people who have changed radically their lives by living and having found meaning of work with the researched company. Moreover, the empirical material has allowed interpretation of new sources for meaning, such as the need to be simply seen, visible by society and directed to a context of being recognized as entrepreneur and being part of something. From being at the point of desperation without guidance and direction in life to finding a reason to continue living, and pursuing values and beliefs which are brought by the company in question.

Another source for meaning identified is the feeling of inclusion, of having been given an equal opportunity which doesn't depend on graduation, or previous experience, capacitation or status. It has deepened the feeling of identification with their challenging situation and supported the move to buy into the product of meaning of work.

So the study herewith exploits in depth the subjective and objective sources and mechanisms to experience meaning of work already existing in literature and contribute by adding extra layers with examples of extreme experiences of individuals living meaningfulness in an emerging context of social vacuum, and adding as well mechanisms which the company in this study uses to generate and make persist the feeling and experience of complete meaningfulness in life and at work.

The processual model of the product 'meaning of work', proposed herewith, exposes the multidimensional impact on individuals experiencing meaning as the end product. The process describes a first step of subjective transformation, which includes moving from precarious situation to a status of entrepreneur, and is explained with details through the mechanisms how they become an entrepreneur, how these individuals feel socially rescued, the empowerment which is thoroughly stimulated, the tools explored for building dreams, setting role models endorsing the continuation of the system and how far the personal relationships are influenced. We also describe a second step of full transformation through social recognition, with the impact of rejection in these individuals' lives, the importance and influence of family relations, and the utter importance of belonging somewhere, a team as a social environment which is meant as a new family. These transformative cycles have generated a series of objective material and symbolic rewards derived from consuming meaning as a product, and experiencing a work which is considered meaningful, described with details through the replacement of monetary compensation by symbolic rewards, named in this study as 'Substitution'; and which explains the contradictions of financial relations and meaning; the process which teaches and licenses individuals to explore others for own growth called herewith 'Translation; and finally the valued improvement of capabilities learning and build of skills supporting individuals to start life, covering voids, called 'Initializing' within the proposed model.

In relation to item 2.5 - management and mismanagement of meaning – our research herewith shows evidences of management of meaning being applied under the most authentic possible ways, and going unperceived by the individuals involved. There is a brainwash on values and beliefs, as well as in organizational culture, and all clearly covering social voids in the absence of values and beliefs which could guide these individual's life and career. It's

actually through the sponsors that these individuals start to deep dive in the company culture as a life saver and embed fully the commitment to pursue as a dream and goal. Based on the evidences collected in the empirical material, it is possible to identify the existence of mismanagement of meaning as the company penetrates in personal and work life not even recognizing these boundaries, simultaneous to the fact that people are taught to explore other individuals for their performance, and, consequently the company's performance, supporting the continuation of the model, so individuals in vulnerable situation are led to buy in a scheme, investing own little money available to work hard towards an ideal imposed by the company context. The rewards offered to individuals are compensations which in a balanced society would not necessarily come from a company and work colleagues, but rather from schools, family and friendly social context. The 'dark side' of meaningfulness becomes evident when rationalizing manipulative behaviors on the part of the employees, not only on the side of employers, as individuals are able to create and learn the manipulative behaviors when they become the explorers themselves with the purpose of growing in hierarchy and reaching higher profit level within the example of new interorganizational partnership required in contemporary society, with precarious labor conditions and no safety from formal employment on this context. This study herewith provides understanding of meaning of work not as a sole option, but in a context and situation where some basic societal needs are not fulfilled, lack of future perspective and still in a context where this is being strategically used as a tool for organizational profit and exponential business growth, characterizing mismanagement of meanings.

In relation to items 2.6 and 2.7 – consumption of work and building identification – our study clearly contributes to literature by having identified the way meaning of work is being sold and bought, and the consequences identified for the individuals. The additions continue via analyzing the way identification in being built before and after individuals buy into the meaning of work. We also contribute to the existing literature of meaning of work by showing evidences of commercialization of meaning as the end product, sold at a price and used as tool to perform and perdure the network business model. We build on the concept already developed of consumption of work happening through self-development and image, extending the occasions in which these factors can be verified and providing evidences on a different social context.

In the table below, the main articles and theories which have contributed to this study, with an analysis if our study has contradicted, added, or confirmed the theory with the reasons why.

Table 3 - Theoretical Contribution to literature

	Article Author, Year	Article Name	Short Summary	Add/ Confirm/ Contradict	Reasons Why
1	Lips-Wiesman, Moris (2009)	Discriminating Between 'Meaningful Work' and the 'Management of Meaning'	The article enable scholars to clearly distinguish 'meaningful work' from 'the management of meaning', bring together the various sources of meaningful work in one framework and show their relationship with each other, clearly show the importance of engaging with both the inspiration towards the ideal as well as the often less than perfect self and the organizational reality which meaning gets expressed and contribute to our understanding of how to engage individuals in conversations about meaningful work that are not prescriptive or exclusive, but that also show where meanings are commonly held. 'it is a condition of being human to make meaning' and raise the question if meaning is healthy when it becomes a form of normative control.	CONFIRM and ADD	Our research confirms and adds real examples of: a) management of meaning in a form of normative control; b) the relation inspiration and reality; c) source of meaningfulness derived from the tension between the dimensions "being, doing, self and other".
2	Yeoman, R. (2014)	Meaningful work and workplace democracy	The absence of work that is meaningful exposes the individual to harms, since they are unable to satisfy their inescapable need for meaning and to live a flourishing life. The value of meaningfulness provides some remedy to the insecurity of social recognition when intersubjective relations are suitably structured for securing positive self-relations in the form of a sense of one's dignity as a particular person. The person must have correct views about his worth and act in ways which are objectively worthy'. The creation and promotion of meanings in work, however, is riven by the uses and abuses of power. The inescapable necessity of social inter-relations for positive self-relations means that recognition is a vital human need'. To be acknowledged, to be seen by others, is essential to human action, and to a stable sense of identity which supports the moral and psychological conditions for well-being.	CONFIRM and ADD	Our research confirms and adds real examples of: a) the absence of work of meaning exposing individuals to harms, b) meaningfulness providing social recognition and dignity, c) social recognition as vital human need.

(To be continued)

(Continuation)

	Article Author, Year	Article Name	Short Summary	Add/ Confirm/ Contradict	Reasons Why
3	Pratt, M. (2000)	The Good, the Bad and the Ambivalent: Managing Identification among Amway distributors	Explores the Amway case, global number one organization working on multilevel business model. Identifies the understanding of identification dynamics in organizations. Managing identification, via sense-breaking and sense-giving: when both are successful, members identify with the organization. When either sense-breaking or sense-giving practices fail, members deidentify, disidentify or experience ambivalent identification with the organization.	CONFIRM and ADD	Our research confirms that: a) Sunrise company, in the same model of Amway, creates a meaning void within individuals, provoking the sense of reality needed to engage and buy meaning, using dream building as tool. b) confirm with examples of identification to satisfy a range of needs such as belonging, c) It adds a dimension of management of identification through a real experience of social transformation where meaning is sourced from social voids and lack of essential living support, not optional only when sense-breaking happens.
4	May et al., (2004)	The impact of ethical leadership on employee outcomes: the roles of psychological empowerment and authenticity	The role of psychological empowerment on employee's attitudinal outcomes, and how ethical leader behaviors influence employee's commitment and trust in the relationship employee and leaders.	CONFIRM & CONTRADICT	Our research confirms that: psychological empowerment at work generates trust, engagement and performance. Our research identifies methods to foster meaning via selling it and not through authentic leadership. Instead, it describes practices of leadership which are believed by employees to be authentic and therefore trusted, but are meant to manage meaning, otherwise.
5	Wrzesniewski A., Dutton J., Debebe, G., (2003)	Interpersonal Sensemaking and the meaning of work	process of interpersonal sensemaking and how it contributes to meaning and the construction of meaning, that employees make of their work. The importance of others in generating meaning of work.	CONFIRM	Our research confirms that meaning of work can be constructed upon a process of sensemaking via recognition. Being noticed and recognized by others leverages how this person perceives his or herself. These meanings help to shape the job and role as well as create opportunities and engagement at work.

(To be continued)

(Continuation)

	Article Author, Year	Article Name	Short Summary	Add/ Confirm/ Contradict	Reasons Why
6	Bailey, C., Lips- Wiersma, M., Madden , A., Yeoman, R., Thompson, M., & Chalofsky, N. (2018a).	The five paradoxes of meaningful work: Introduction to the special issue of Meaningful Work: Prospects for the 21st Century.	5 main paradoxes identified which embed the concept of meaningful work, along with a broader inter temporal and interspatial account of meaningfulness. The counterbalance of subjective and objectiveness involved in meaning, the source of meaningfulness to arises from the self but extremely dependent of the other for its realization, and the innate seekness for meaning at work which can push excess boundaries. are the main context of this important article.	CONFIRM	Our study confirms with empirical evidences the essential paradoxes endorsing the concept of meaning of work, such as: a) the sources of meaning from the self and the mandatory need of others for recognition and belonging, for example, and how this can drive social transformation from finding meaningfulness; b) the identification of subjective and objective reward cycles originated from the process of buying and consuming meaning as a product; c) the boundary excesses observed when individuals seeking for meaning are led to exploration of others in situation considered vulnerable.
7	Bailey, C., Madden, A., Alfes, K., Shantz, A. and Soane, E. (2016)	The mismanaged soul: Existential labor and the erosion of meaningful work.	How organizations harness the meaningfulness of work to enhance productivity and performance and how employees respond to it: either positive raising the level of experienced meaningfulness - when authentic practices applied, or negative, with potential harms to individual and organizations, when employees perceive the manipulation and the 'dark side' of meaning for performative intent. That 's when they engage in 'existential labor'.	CONTRADICT and ADD	This study contradicts by adding an extra social domain of meaningfulness as sources of individual's strongest experience of work as meaningful and considers the need to cover a social vacuum, need for social identification, belongingness and recognition as an additional important source not considered in the article. This study also contradicts by providing empirical evidences of another source of engagement in existential labor and deep existential acting: employees changing their perception of what is meaningful, adopting new values and beliefs because of their vulnerable situation and the gratitude for having a job/being employed/being developed. These employees do not identify they are being manipulated for performative intent, and don't see the 'dark side' of managing meaning or its inauthentic tools. The consequences are rather positive on individual level as they are able to create and learn the manipulative behaviors, becoming the explorers themselves with the purpose of growing in hierarchy and reaching higher profit level. This adds to the article in question as new reality of contemporary society and emerging social context, with precarious labor conditions and no safety from formal employment on a global context.

(To be continued)

(Continuation)

	Article Author, Year	Article Name	Short Summary	Add/ Confirm/ Contradict	Reasons Why
8	Lips-Wiersma and Wright (2012)	Measuring the Meaning of Meaningful Work	Lips-Wiersma and Wright (2012) argue that meaningful work arises along two dimensions: 'being' (e.g. belonging) versus 'doing' (e.g. making a contribution) and 'self' (e.g. self-actualization) versus 'other' (e.g. serving others' needs). According to this perspective, work is meaningful when the various dimensions are held in balance yet, at the same time, this balancing leads to inevitable tensions that may be hard to resolve.	CONFIRM & ADD	Our research shows empirical evidences of adding a social source of meaningfulness and considers the need to cover a social vacuum, need for social identification, belongingness and recognition as an additional important source not considered in the article.
9	Lepisto, D.A. & Pratt, M.G. (2017).	Meaningful work as realization and justification: toward a dual conceptualization.	Meaning of Work conceptualized under a realization perspective (fulfillment of needs, motivations an self) or a justification perspective (enriching social meanings and individual meanings to justify why their work is valuable) meaningfulness is not inherent in specific tasks but rather 'must be interpreted and constructed' in circumstances that may offer only impoverished opportunities for meaning	ADD	Our research adds empirical evidences where both perspectives, realization and justification, are visible and can be used to interpret the individual´s experience of a valuable and meaningful work and its cross interpretation of a meaningful life, therewith.
10	Michaelson, C., Pratt, M., Grant, A., Dunn, C. (2014)	Meaningful Work: Connecting Business Ethics and Organization Studies	Analyses the interface of ethical and organizational perspectives on performing and providing meaningful work: nature, causes, and consequences of meaningful work and linkages between ethics and organizational studies. Concludes the interdependence of subjective and objective dimensions of meaning and the relation employee and employer, with the moral obligations carried by, to provide a work of meaning. raises questions on the boundaries of manipulative tools to generate meaning. Prosocial impact as core element of meaningful work with beneficial ends justifying means which are ethically questionable.	CONFIRM and ADD	Our research adds empirical evidences of practices where: a) meaning of work being greatly enjoyed by employees while employer practices can be identified as manipulative tools to control and direct behavior, raising ethical questions. b) a kind of prosocial work justifies possible harms and provide license to explore others in vulnerable situation; c) presents proof of interdependence of objective and subjective motivators to reach meaningful work, such as recognition and financial rewards; d) Adds a layer of research in an emerging market context where the individuals are able to learn themselves manipulative behaviors by becoming the explorers, adding a complementary view.
11	Chertkovskaya et al (2020)	The consumption of work: Representations and interpretations of the meaning of work at a	Consumption of work is visible in three key ways: (1) consumption of an image of work, (2) consumption through work processes and (3) consumption of self-development opportunities at work. We have noted the central significance of practices such as employer branding, and showed in detail how the consumption of work was promoted as a key way of approaching employment on campus.	CONFIRM and ADD	Our research confirms the existence of a) consumption of meaning through a consumption of an image of work and through a consumption of self-development opportunities at work. b) It adds a layer since research was conducted in emerging markets context and local Brazilian network marketing company.

(To be continued)

(Conclusion)

	Article Author, Year	Article Name	Short Summary	Add/ Confirm/ Contradict	Reasons Why
12	Wrzesniewski. A, (2003) Organizational Scholarship – chapter19)	Finding Positive Meaning in Work	powerful and optimistic set of points for meaningful work. The way people see their work I highly predictive of their own thriving and has positive implications for the organizations they are part. People with Calling orientations in comparison the ones having Job or Careers.	ADD	Our research adds sources and mechanisms to generate positive work context and environment as well as exploit what makes work meaningful in social context of emerging country and social vulnerability.
13	Gill, F.(1999)	The meaning of work: Lessons from sociology, psychology, and political theory.	First insights on analyzing work from broader perspective than only economical, engage in initial studies for meaning of work and eventual sources, social justice and what perspectives of organizational success depending on human factors.	ADD	This study adds on a larger layer of relationship between psychologic factors and organizational successes, far beyond only the economical view, and includes and builds over the view of privileged social groups and social economic context affecting meaning and performance.
14	Steger, M., Dik, B. (2009)	If One is Looking for Meaning in Life, Does it Help to Find Meaning in Work?	exploits the relation between meaning of work and meaning of life and situations which it can be separated and exemplified. Career meaning and its effects on life and the impact of meaning on people's well being	CONTRADICT & ADD	In our study the boundaries of meaning of life and meaning of work are blurred, and impossible to delimit frontiers in this relation. It is identified that in situations where individuals are in vulnerable life situation, the meaning of work leads necessarily to life transformation and acquisition of meaning for one's life.
15	Willmott, H. (1993)	Strength is ignorance; slavery is freedom: managing culture in modern organizations	First article identified to question ethical questions related to meaning of work, manipulative tools to control employees and their way of thinking, to question organizations and employer's correctness when applying and fostering meaning of work with the end objective of performance for the business.	ADD	Our study provides empirical material to be further evaluated and questioned deeper and focused on ethical questions and what can be considered right or wrong in the tools used to perform and bring results in the studied company.
16	Michaelson, C. (2008)	Work and the Most Terrible Life	Relationship between meaningful work, professional relationship and meaningful life. Meaningful work is discussed in relation to subjective concerns such as self-esteem as well as objective concerns such as the social contribution of one's work, and working conditions for the powerless.	CONFIRM	Our research has identified reward cycles which are objective and subjective in the search for meaning of work and its consumption, and the balance of existence between this two sides which are necessary for a social identification and progress

Source: Elaborated by the author.

5.2 Strengths and limitations of the study

The overall strength of this study can be considered the fact that it proposes an expanded broader view of meaning of work theory by exposing the reality of individual's experience while in a meaningful work, the sources and roots to generate the meaningful experience as well as the consequences of profound changes in personal and private spheres mixed up with the borders of work life sphere. The empirical material generated has allowed a deeper analysis of each factor impacting the experience of a meaningful work and how the business model works differently while selling meaning as the end product, versus an experience of selling products as main reason for the business to exist.

Nevertheless, this study has limitations. The individuals considered for interview are in big majority still working with the company researched, and therefore still very much involved and living the meaning of the current business, their targets and beliefs. This factor might have inflated the answers with their current brainwashed state of mind. It could be advised to investigate a larger number of individuals who left the business already and the reasons they can point out for losing interest on selling the product of meaning. It can be very interesting to investigate deeper the post-experience after having lived an upside of extreme meaningfulness through work.

5.3 Agenda for future research

This study can be extended using the empirical material generated and expanding the investigations towards the mismanagement of meanings and the application of this specific part of literature in practice. Further studies can also take a different angle of analysis with behavioral and societal theoretical lenses such as: the challenges of gender equality and the masculine predominance in lower social classes in Brazil, exemplified by the challenges faced by women when working on their own, as entrepreneurs; the influence of religion and how it is used for business purposes in emerging countries, together with the mismanagement of meaning brought through religion and its engaging conviction tools.

In addition to that, an investigation of the business strategy side involved in the network marketing model of the same company, their objectives and actions crossed over with the organizational behavior study herewith can add and update the literature of relational marketing studies, 'personalize' the pure business view and generate guidance for next industries entering that kind of model. A possible approach to be considered, would be the ambiguity which can

be identified amongst the technical employees formally contracted by Sunrise and the distributors in the field interviewed for this study. Understand and evaluate the parallel between the formal jobs sustained, existing in the headquarters, for example, with formal employment and benefits, in contrast with the informal, independent and not secured work which is performed by a large amount of distributors, earning low income and sustaining the model. It would be interesting to explore the impact on the leaders taking formal decisions to perdure this model and manipulative behavior, how their values and beliefs are impacted and if there is awareness on the extreme sides of this chain, specially from a human resources point of view.

Moreover, the ethical boundaries of meaning of work being sold as a product can be further explored and extended from the empirical material generated, with specific focus on the moral obligations of employers in this case where the legal relation is non-existing or distorted by the business model, with shared responsibility with employer. How far the tools used by companies like this can be considered manipulative to generate meaning? And how correct or incorrect are these practices which blow boundaries and raise ethical questions.

Our field work has been finished in May 2020, almost simultaneous to the start of the global pandemic of COVID-19 in Brazil, a global crisis which has affected businesses and individuals around the whole world. It would be highly recommended to pursue further investigations on the impact of the pandemic in these individuals working on network marketing, on the distributors working for Sunrise company in Brazil and how has this period affected their perspectives and projections into meaningful work: if it has increased the probability and price for buying meaning of work, how have the perspectives of life transformation been impacted, and how has it impacted the necessity to become and be part of a whole, covering social voids during this critical period of history we are living.

5.4 Lessons learned

If this study would be restarted, it's suggested to be done with more structured questionnaire and research guidance from the start for a richer exploratory experience while in contact with the interviewed individuals. The occasions are unique and require quite a level of proximity to get people to speak, provide examples and open up their lives, so time would be better used. For the transcriptions, it could have been used a software – which was not used in the course of this execution. The support literature of meaning of work, could have been better used and explored if time would allow and if I would have finished the thesis completely dedicated, not in parallel with regular job.

In regards to literature review, a series of theories can bring a different light to interpret this same empirical material through different lenses, such as the influence of interpersonal behavior and relationships in the reality of business results, and transformational leadership, to name a few.

Finally, for a PhD work, it could be further recommended to perform ground theory in its pure form and generate a deeper and very new theory originated from the field, based on the rich empirical material generated for this master thesis.

5.5 Final Remarks

This study leads to important findings on how individuals experience meaningfulness in challenging social economic environment. We conceptualize that meaning of work is being sold as the end product, instead of cosmetic products claimed, by organizations which foster high level of meaningfulness within a population in situation considered vulnerable. As per Bailey et al, 2016, fundamental to the authentic experience of meaningful work is a sense of trust, coherence and consistency among organizational interventions and strategies, and this is observed in this research at most profound levels of involvement and penetration in personal lives, not separated from work life. We have identified objective and subjective reward cycles derived from the intense experience individuals have had with work and analyzed all of them from humanity perspective as well as a managerial intervention strategy. The contributions to individual's inner self development are undeniable when evaluating the reward cycles, such as capabilities they were able to build and self-confidence, they acquire which unveils a lack of basic social and educational support, part of their reality before realizing this work. The product is proven to be able to generate social and emotional transformation. At the same time, we've identified a rationalized cycle of mismanagement of meanings by setting a growth system where success is reached via exploiting other beings, under the promotion of serving others. The tools for manipulation are naively not identified or judged by the ones overwhelmed and enchanted by the system. Manipulation tools are such as brainwash of values and ideals, made a mechanism for organizational growth from the moment new people are recruited and are given permission to dream and to be recognized, performing an emotional management by reaching out to deepest frustrations or unanswered needs they had from challenging personal experiences until that moment. And that is observed as organizational control brought to extreme levels, taking deeper to existential conditions, to develop inner self as a way of social rescue and serving others a toll for own financial growth.

This study brings evidence of a capital of meaning seen through the consumption of meaning of work as the end product and specifically related to emerging economies, which is identified as different from sources and mechanisms able to generate meaning of work in developing economies, where most of the evidences in literature come from.

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APPENDIX A - Questionnaires

1) Questionário das 5 primeiras entrevistas-teste

Roteiro de pesquisa – MPA T4 – Fabíola Artoni

Olá, meu nome é Fabíola e estou conduzindo uma pesquisa com empreendedores da rede *Sunrise. Eu gostaria de saber mais sobre sua experiência com o grupo.

Não se preocupe, os resultados serão anônimos e confidenciais.

Se você não se importar, eu gostaria de gravar assim não perco os detalhes da nossa conversa.

Muito obrigada!

Parte A – ANTES

- 1- Como foi seu primeiro contato com a *Sunrise? Como você ficou sabendo sobre essa empresa?
- 2- Você se tornou um revendedor / empreendedor *Sunrise. O quê / Quais argumentos te convenceram a ingressar na rede? Você se lembra o que foi dito pela pessoa e/ou mensagem principal que te convenceu?
- 3- Qual valor, em reais, você investiu para ingressar?
- 4- Você participou de alguma reunião? Como foi a experiência?
- 5- Nesta época, como era a sua vida profissional e financeira?
- 6- Você acha que a sua situação, o seu ‘estado de espírito’, da época em relação ao trabalho/carreira e questões financeiras te impulsionaram em direção ao *Sunrise? Como isso ocorreu, isto é, favor explicar esta relação entre a sua situação da época e ingressar na *Sunrise.

Parte B – DURANTE

- 7- Como é a socialização na *Sunrise, isto é, como você ficou sabendo ‘como as coisas funcionam’? Como é sua remuneração como empreendedor *Sunrise? É a principal renda da casa ou complementa a renda familiar? Você considera uma remuneração justa baseado no trabalho que você faz pela empresa?

- 8- A empresa oferece treinamentos? Você participa? São úteis ou importantes pra você? Estes treinamentos te ajudaram em outros aspectos da sua vida, pessoal e/ou profissional, fora da *Sunrise?
- 9- Quais outros benefícios ou suporte você tem da empresa para realizar seu trabalho? Quais benefícios/suporte adicionais você acha seriam necessários para uma experiencia mais bem-sucedida?
- 10- Você recruta novos entrantes para o grupo? Como você chega até essas pessoas? Quais os argumentos você usa para convencê-los?
- 11- Você participa da convenção anual da empresa? Qual sua percepção sobre esses eventos?

Parte C – DEPOIS

- 12- Há quanto tempo está com a *Sunrise? Se interrompeu atividades, me conte as razões e circunstâncias da partida.
- 13- Como você avalia sua experiência como revendedor? Você gosta / gostou? Quais foram os fatores mais marcante? Quais foram os fatores mais positivos e negativos desta experiencia?
- 14- A experiência atendeu às suas expectativas iniciais?
- 15- Se você tivesse de se referir a experiencia na *Sunrise usando uma metáfora, qual seria a metáfora para este período/experiencia/fase da sua vida?
- 16- Como você avalia a sua carreira antes da experiência na *Sunrise? E após?
- 17- Em geral, qual é o propósito do trabalho para você? A experiência na *Sunrise alterou a sua percepção de propósito?
- 18- A sua percepção sobre carreira alterou-se devido a experiência na *Sunrise? A sua percepção de você mesmo, como pessoa e/ou como profissional, alterou-se devido a experiência na *Sunrise?
- 19- A percepção que as pessoas no seu entorno (família, amigos, vizinhos etc.) tem de você alterou-se dada a sua experiencia na *Sunrise? Você continua a se relacionar com pessoas vinculadas ou que tiveram experiencia na *Sunrise? Favor descrever a relação e o porquê de mantê-las.
- 20- Você acha que a *Sunrise vai continuar a recrutar novos entrantes? Por que as pessoas vão continuar a serem atraídas para a *Sunrise? Que conselhos você daria a alguém considerando iniciar na *Sunrise?

Demograficas

- 1- Cidade
- 2- Sexo.....
- 3- Sua idade Anos
- 4- Casado (a) ?Filhos?
- 5- Escolaridade:
- 6- Você atualmente está trabalhando?
- 7- O que você faz?

Renda, aproximada:

- () Abaixo de mil reais
- () 1000 a 3000 reais
- () 3000 a 5000 reais
- () 5000 a 10000 reais
- () Acima de 10mil reais

- 2) Questionário ajustado das 20 entrevistas que seguiram pós-teste

Roteiro de pesquisa – MPA T4 – Fabíola Artoni

Entrevistas em profundidade

Olá, meu nome é Fabíola e estou conduzindo uma pesquisa com empreendedores da rede *Sunrise. Eu gostaria de saber mais sobre sua experiência com o grupo.

Não se preocupe, os resultados serão anônimos e confidenciais.

Se você não se importar, eu gostaria de gravar assim não perco os detalhes da nossa conversa.

Muito obrigada!

Parte A – INGRESSO NA REDE, RAZÕES e ARGUMENTOS

1. Há quanto tempo está com a *Sunrise? O que você buscava, principalmente quando ingressou?
2. Como foi seu primeiro contato com a *Sunrise? Quais argumentos te convenceram a ingressar na rede? Descreva com detalhes seu momento ANTES da *Sunrise, principalmente a relação com o trabalho, vida pessoal e familiar.

3. Qual valor, em reais, você investiu para ingressar? Como é sua remuneração como empreendedor *Sunrise? É a principal renda da casa ou complementa a renda familiar?
4. Foi falado algo sobre ‘dar outro significado ao seu trabalho’ antes de você entrar? Sobre ‘transformação’? Isso te motivou?
5. A possibilidade de gerenciar pessoas em uma rede, isso te motiva / motivou? Como é a relação com seu patrocinador? O que ele significa pra você?
6. Foi incentivado o trabalho em família, o trabalho com o parceiro (a)/casal para melhor performance dentro do grupo?

Parte B – SOCIALIZAÇÃO / REMUNERAÇÃO / RECONHECIMENTO DO TRABALHO

7. Como é a socialização na *Sunrise? Hoje suas principais amizades estão na rede *Sunrise? Como você separa as relações de trabalho e de sua vida pessoal, hoje? Ou não separa? Isso te incomoda?
8. A percepção que as pessoas no seu entorno (família, amigos, vizinhos etc.) tem de você alterou-se dada a sua experiencia na *Sunrise? Você considera que hoje eles te vêem de uma outra maneira? Por favor, descreva.
9. Os treinamentos que a empresa oferece, te ajudaram em outros aspectos da sua vida, pessoal e/ou profissional, fora da *Sunrise? Você recruta novos entrantes para o grupo? Como você chega até essas pessoas? Quais os argumentos você usa para convencê-los?
10. A *Sunrise reconhece seus esforços e desenvolvimento no grupo? Como acontece esse reconhecimento? Você concorda que o reconhecimento não é financeiro, a princípio?
11. O sentido do trabalho mudou para você? DEFINA o quão importante é esse trabalho pra você, hoje?

Parte C – DEPOIS - MUDANÇAS NO INDIVÍDUO

12. Se interrompeu atividades, me conte as razões e circunstâncias da partida.
13. Se pessoas da sua rede saíram, quais as principais razões, na sua avaliação.
14. Como você avalia sua experiência, fatores positivos e negativos desta experiencia?
15. A experiência atendeu às suas expectativas iniciais?
16. A sua percepção de você mesmo, como pessoa e/ou como profissional, alterou-se devido a experiência na *Sunrise?

17. Falando em religião, qual a influência e importância da religião em sua vida e seu trabalho?
Você vê a relação com a *Sunrise da mesma maneira que relação com a igreja, mais ou menos importante?
18. Você participa / participou de uma rede imensa e bilionária que vem crescendo rápido. Te incomoda ou te motiva ver pessoas que enriquecem com esse sistema? Poderia falar um pouco sobre isso?
19. Que conselhos você daria a alguém considerando iniciar na *Sunrise?

Demográficas

1. Cidade
2. Sexo.....
3. Sua idade Anos
4. Casado (a) ?Filhos?
5. Escolaridade:
6. Você atualmente está trabalhando?
7. O que você faz?

Renda, aproximada:

- () Abaixo de mil reais
- () 1000 a 3000 reais
- () 3000 a 5000 reais
- () 5000 a 10000 reais
- () Acima de 10mil reais

APPENDIX B - Interview quotes in original language – Brazilian portuguese

4.1 Real products are not in focus

- *“A gente assistiu a um vídeo em que ele (E V, o consultor número um da Sunrise) não fala momento nenhum de venda. Ele só fala o que aconteceu na vida dele. Que ele estava cansado de passar o cartão de crédito e a compra não ser autorizada, e que ele ia e trabalhava e tal” (J).*
- *“Na verdade, é gratificante ajudar uma pessoa a ganhar dinheiro” (L).*
- *“Vou te explicar mais ou menos. Depende bastante da quantidade da rede. Por exemplo, hoje já temos mais de 150 pessoas na rede, só na nossa. Então acabo tirando mais com a rede. Por novas pessoas... Por exemplo: eu te cadastrei hoje, posso ganhar de R\$ 50,00 a R\$ 145,00” (B).*
- *“Porque, de fato, a gente pega firme na mudança de vida. Na realização de sonhos. Isso vendendo o plano, tá? Quando você fala do plano, você vende transformação de vida. E isso é em conjunto, porque geralmente o casal compartilha o mesmo sonho. Sei lá, eles querem pagar uma dívida, comprar um carro, comprar uma casa, pagar uma escola para o filho” (J).*

4.2 Meaning of Work as the product

- *“Você tem que mostrar, você tem que ser produto do produto. Em primeiro lugar” (S).*
- *“A gente diz que você precisa ser produto do produto” (B).*
- *“Super humilde e simples. O pai e a mãe dele estavam em outro segmento e resolveram empreender e ele foi o pivô de tudo. E o livro dele...” (J) .*
- *“Estou fazendo parte desse processo. Quando entrei, a empresa era brasileira. Hoje, é multinacional. Nessa última convenção, senti um orgulho gigantesco. Até postei no Instagram” (R).*
- *“Então, eles são pessoas simples. Eles falaram que vieram do nada e o que eles mais querem é ajudar as pessoas. O maior orgulho do Seu F., o que ele mais gosta de fazer na fábrica dele é sentar no restaurante e almoçar junto com os funcionários. Quem faz isso, né? A gente nem*

conhece os padrões. Ele é muito bom, agradece muito as pessoas. Ele fala que isso tudo não é só ele. Ele agradece a todos que estão junto com ele” (Y).

- *“Tudo o que eu buscava eu encontrei na Sunrise” (R).*

- *“É o reconhecimento pelo que ela passou. Ela não queria nem vender o peixe dela. Queria um reconhecimento por tudo que já havia passado. Era importante para ela” (J).*

- *“A Sunrise preza muito pelo desenvolvimento pessoal. Você se tornar um ser humano melhor e, com isso, conseguir ganhar mais” (M).*

- *“Você vê que a pessoa reconhece que mudou para melhor. A pessoa melhora a forma de se vestir, a forma de se comportar, até o tom da voz muda” (J).*

- *“Se tiver um direcionamento, for bem-educado financeiramente, eu acho que é quase impossível não ter resultado. Mesmo no início a pessoa às vezes está numa equipe, com vendas, ela consegue já ter um resultado muito significativo” (A C).*

- *“Não tem nenhuma empresa que faz isso. Para você entrar no mercado de marketing de rede, você precisa desenvolver. O que você precisa analisar? A empresa, em primeiro lugar. Porque os produtos são commodities.” (J E).*

- *“Ele morava na periferia e agora mora no centro. Uma evolução. O modelo de negócio é muito bom porque é mérito. É simples de fazer” (J E).*

- *“Diferencial do negócio, você vai estudando e ganhando ao mesmo tempo. não vejo pontos negativos do sistema, o negócio é tão magico” (B A).*

- *“O trabalho significa hoje uma bênção de Deus. O Senhor diz para a gente clamar, que há coisas grandes e firmes e a gente não conhece. Estou adquirindo coisas que eu não conhecia. É só a gente mergulhar de cabeça, ter fé e coragem, perder o medo e ir para cima” (C).*

4.3 Ignition to start in the system

- *“Eu me aposentei com R\$ 1.000,00. Acredita? Eu faço o que com R\$ 1.000,00? Quinze anos e nunca me valorizaram (C)”.*

- *“Estava bem na empresa. Só que financeiramente eu estava mal. Porque fui entrando em dívida de cheque especial, em dívida de cartão e tudo mais. Eu estava quebrado. E eu fui vendo que meu irmão estava sempre com dinheiro” (F).*
- *“Eu e meu esposo tínhamos uma empresa do ramo de construção civil em Campinas. E meu irmão queria falar, mas a gente não dava muita atenção. Eu não sabia o que era a Sunrise. Mas na metade de 2016 nossa empresa quebrou. Por conta da crise. Havia um cliente em potencial para quem a gente tinha feito uma obra muito grande ali perto da Leroy Merlin, em Campinas. A gente trabalhava com vidro. A gente ficou devendo muita coisa. E uma coisa foi juntando com outra. A gente tinha que tirar daqui para cobrir ali e tal e daí... Foi um período muito difícil (J).*
- *“Assisti a um vídeo de apresentação e achei que meu irmão estava maluco, que nunca que o negócio ia funcionar, que não fazia sentido” (F).*
- *“...tem um preconceito. Rola um preconceito da sociedade com o consultor” (F)*
- *“No começo, a gente percebe que as pessoas não respeitam muito, digamos” (B).*
- *“Não tinha outra fonte de renda. A gente chegou a passar necessidade mesmo. E minha filha tinha 1 ano e pouco nessa época” (J).*
- *“Quando comecei a olhar para baixo, para o comecinho, comecei a ver que se eu vendesse um perfume ou outro, uma coisa ou outra, ganharia R\$ 500,00. Já começa a resolver minha vida” (F).*
- *“A gente só acordava para resolver problemas. Acordava para resolver o problema do dia. Eu falava para ele “Qual é o problema do dia?”. E meu irmão via tudo aquilo e tinha uma oportunidade de negócio na mão” (J).*
- *“Comprei com cartão emprestado. Depois foi tranquilo. Com as próprias vendas fomos pagando as parcelas.” (B).*
- *“Peguei emprestado 2 cartões. Na época, só dividia 3 vezes, agora dividem em 8 vezes. Era mais apertado. Vendi meu combo todo em 25 dias” (P).*
- *“A gente tinha um cartão corporativo, o cartão da empresa. Usamos o restinho do restinho. Era tudo ou nada. Na época dividia em 5 vezes” (J).*

4.4 Remain and persist

- *“Fui me apaixonando, aprendendo, participando dos treinamentos, até que chegou um momento em que vi que, além de vender os produtos e complementar renda, a gente poderia construir um negócio mesmo, grandioso. Aí passei a me dedicar mais, principalmente à parte de construção de rede, construção de equipe. Foi então que deixei a loja e a gente começou a vender e a trabalhar 100% com a Sunrise” (B).*

- *“o único negócio que você faz, vai estudando e ganhando dinheiro. A gente compara isso com uma faculdade. Na faculdade você só investe, para depois se formar e, quem sabe, um dia ganhar dinheiro, ter retorno. Aqui, não. Você vai aprendendo e ganhando dinheiro. À medida que você vai aprendendo (R)”.*

- *“até hoje não encontrei nada que seja tão bom quanto esse modelo de negócio. A pessoa que vem de uma família muito pobre. Eu vendia sorvete, vendia frutas, engraxava sapatos, trabalhei na roça. Aos 18 anos fui para São Paulo e comecei ganhando 1 salário. Trabalhei em grandes empresas. Eu sempre entendi que emprego é bom, mas não te dá alto padrão” (J E).*

4.7 A predominant masculine environment

- *“A gente tem um programa chamado Pérolas, que é o maior programa de capacitação e desenvolvimento de liderança feminina da América Latina. A Sunrise tem até uma parceria com a ONU Mulheres por conta do Pérolas. A gente teve no último domingo. Foi maravilhoso. É uma delícia. A gente realmente vê as mulheres se tornando melhores, se tornando líderes; muitas mulheres saindo de situações difíceis que se permitiam e começando a se conhecer e se desenvolver. É para todas as áreas da vida: dentro e fora do negócio” (B).*

- *“Aqui a visão geralmente é para homem. Porque o homem é que é empreendedor, o homem é que quer ganhar dinheiro rápido e tal. Mas nunca ligaram para cosméticos. A mulher tem por trás que pode ser No. 1 e passar na frente dos homens.” (S).*

- *“Eu sou a que paga as contas, sabe... e ele não aceita isso” (diálogo informal com R. reunião de vendas)*

- *“Me desculpa, mas meu namorado não me deixou participar” (mensagem recebida pela pesquisadora por WhatsApp)*

- *“Meu marido e as crianças até ajudam a entregar os produtos, porque eu tenho um trabalho fixo também, né” (Ni).*

4.8 Religious endorsement

- *“é uma empresa familiar, uma empresa de quatro filhos, mãe e pai. É uma empresa evangélica. É uma empresa que tem tudo a ver com crescimento. Eu fui da católica, mas estou na evangélica já faz um tempo. Mas vendo tudo isso... tem que ter Deus. Deus está em primeiro lugar para qualquer coisa.” (S).*

- *“Tem até um pastor de igreja é que pastor da Sunrise. E é um pastor bem famoso. Ele está sempre nos eventos. Eles falam que a Sunrise é uma obra de Deus. Que a Sunrise é de Deus não deles. Que eles estão aqui só para dirigir a empresa. Por causa da quantidade de vidas que têm sido impactadas pela empresa. Eles estão sempre pregando a palavra de Deus, falando sobre Deus. E que a gente não precisa frequentar uma igreja para estar perto de Deus. Você tem que ter Deus dentro de você.” (L).*

- *“Em 1 dia eu vendi 17 perfumes na igreja. Tinha um pessoal jovem lá e eu ofereci os perfumes. Disse que tinha amostras à disposição e pedi para os interessados anotarem o nome e o número. E fui tocar bateria. Eu sou músico na igreja. Quando eu fui ver, tinha pedido de 14 perfumes. E à noite mais 3 irmãs de oração pediram. Então eu já comecei a ter resultado 2 ou 3 vezes maior do que o meu salário, só com venda. Daí descobri que eu sabia vender.” (Pe).*

- *“Nossa igreja é um ministério pequeno. Tem uns 40 membros. A nossa pastora é envolvida com a gente. Ela torce muito por nós. Quando a gente bateu a graduação de Duplo Diamante, ela ficou muito feliz. Porque ela tinha acompanhado o fechamento da nossa empresa, ela tinha acompanhado nossos momentos mais difíceis. Quando ela viu que a gente se sobressaiu, ela ficou feliz e disse que ia mostrar na igreja como Deus tinha sido na nossa vida.” (J).*

- *“Eles não têm isso de só aceitar quem é católico, quem é cristão. A empresa, em si, é cristã. Os fundadores todos. Mas não tem essa imposição. Lá pode ir budista, cristão, o que for. É só respeitar a pessoa que é de outra religião” (P).*

- *“É obra de Deus, é uma empresa abençoada” (T).*

- *“Eu vejo tudo como um plano de Deus. Talvez se eu não tivesse sido mandado embora não teria me dedicado tanto aqui no negócio” (Pe).*
- *“(O trabalho) é uma bênção de Deus” (C).*

4.9.1 Transformation of perceived subjectivity

- *“Foi transformador. Eu tinha tudo para dar errado” (Pe).*
- *“Eu me sinto uma pessoa, um ser humano muito melhor do que eu era antes” (M).*
- *“Quando começamos foi, sim, pelo dinheiro. Mas conforme você vai vendo e convivendo, sua opinião vai mudando. Deixa de ser apenas o dinheiro. Começa a entrar o seu crescimento, o seu desenvolvimento” (J).*
- *“Da primeira vez que eu entrei foi para ter uma renda extra. Mas depois fui vendo que isto aqui não é só uma renda extra. Esta empresa oferece tudo o que você quiser. Todos podem ter o que sonham. Pode sonhar que aqui você consegue. Trabalhando bastante, mas consegue. Todo mundo consegue” (V).*
- *“Porque a minha preocupação não era sobreviver. Com R\$ 2.000,00 a gente se adaptaria e sobreviveria. Mas e as minhas dívidas? A nossa preocupação sempre foi essa” (J).*
- *“Eu tenho vontade de levar a minha filha na Disney e eu falei para ela, eu vou levar, só não sei quando. Mas que eu vou levar, eu vou” (T).*
- *“Os desconhecidos confiam mais em você do que os conhecidos” (R).*
- *“Não somente para ganhar dinheiro, ter uma vida melhor. Mas é a família que eu construí. Porque aqui somos uma família. Um ajuda o outro.” (C).*
- *“A Sunrise trata cada um como um ser humano. As pessoas lá fora não entendem isso” (J E).*
- *“Eu falo que é uma família. É muito bom. É uma coisa tão bonita... o jeito das pessoas de conversarem umas com as outras” (Y).*
- *“Esse era o problema com a minha família. Diziam que eu precisava fazer uma faculdade, que eu não seria ninguém na vida” (M).*

- *“hoje sou outra pessoa porque mudou minha cabeça, minha maneira de pensar. Hoje considero que tive educação, aprendizado, educação financeira, pessoal, de comportamento” (B A).*
- *“Aqui a gente aprende a ser uma pessoa melhor com educação comportamental. Semana que vem tem treinamento disso” (H).*
- *“A gente tem um treinamento de educação financeira com nosso líder uma vez por mês. Esse treinamento é específico sobre dinheiro. Tem outros como se vestir, como falar” (P).*
- *“Eu estava com autoestima baixa. Foi um momento difícil. É duro até relembrar. um momento tão delicado, não tínhamos sonhos. Só pensávamos em quitar as dívidas. Tinha um ônus enorme. A gente só pensava em correr atrás do prejuízo” (J).*
- *“A gente cresce, né? Na minha cabeça, eu tinha que estudar, fazer uma faculdade, arrumar um emprego e ficar. A gente cresce assim. Então na época eu não tinha mentalidade de empreendedor” (P).*
- *“A gente tem muito depoimento de superação de pessoas que tinham uma situação de vida muito ruim. E tem pessoas de todo tipo, desde gari a engenheiro, médico... é a mesma oportunidade para todos. É fantástico, muito bacana. Ontem mesmo a gente estava em Belo Horizonte, a gente estava vendo uns depoimentos lá, vários depoimentos, e são pessoas que não tem estrutura nenhuma, não tem conhecimento nenhum e tem níveis muito altos na empresa. Isso é muito bacana, motiva muito a gente” (T).*
- *“Eu sou muito mais confiante por causa da Sunrise. Tenho uma autoestima profissional altíssima. Sei que se eu chegar em uma empresa para uma entrevista com outras pessoas, conseguirei me destacar nesse ambiente” (M).*
- *“um amigo meu entrou na companhia e bateu Diamante na Sunrise. Daí pensei que eu o conhecia desde os 5 anos de idade e que ele não tinha nada de diferente de mim. Eu me perguntei o que havia feito com que ele crescesse tão rápido” (L).*
- *“Eu fui em uma apresentação aqui na cidade. (...) E quando eu vi a forma que a empresa desenvolve, e também a possibilidade, com baixo investimento, de fazer uma renda extra e, quem sabe, com estudo e me profissionalizando, até mesmo ter uma qualidade de vida melhor, realizar alguns sonhos que eu até tinha desistido deles... então assim, comecei a acreditar a cada dia” (T).*

- “muda a vida da pessoa, ela tem a oportunidade de mudar a vida dela. É só ela querer, só correr atrás. Porque se ela não tem um dinheiro para uma refeição à tarde, por exemplo, ela pega um produto pela metade, ela vende e tem o dobro” (Y).

- “Tem uma pessoa na minha rede que chama W, e em uma semana ele falou para mim: “G., estou pensando em parar de beber”. Eu disse, “parabéns, fico feliz em ouvir isso de você”. A esposa dele falou para mim ‘G., tenho que dar um testemunho para você’, ela falou ‘G., eu não tomava banho há semanas, estava em uma depressão profunda, eu não escovava os dentes, eu não me arrumava, não me trocava, e hoje eu sou uma mulher feliz, eu olho para o espelho e consigo olhar’” (G).

- “Aqui tem apoio. A Sunrise salva essas pessoas. É uma empresa séria” (J E)

- “E esse cara falou assim, “G., eu estava orando, pedindo para Deus pela Sunrise, que conheci ontem, peguei o endereço na internet” e ele veio aqui hoje” (G).

- “Eu nunca tinha trabalhado com nada parecido. A Sunrise foi a primeira empresa de multinível que eu conheci. Então abriu totalmente os meus olhos” (B.).

4.9.1.1 Becoming an entrepreneur

- “era um trabalho maravilhoso, não posso reclamar, me deu várias coisas. Mas era um trabalho fechado. Eu ficava trancada dentro de uma loja. Só saía para o almoço de 1 hora e pouco e era só ali. Aqui é um serviço que me permite ir até a casa das pessoas, posso conversar com as pessoas, posso ver gente andando na rua” (S).

- “Como eles têm trabalhos tradicionais, têm essa visão de que sempre vai ser a mesma coisa, sempre vai ser o mesmo salário, sempre vai ser o mesmo dia, as coisas vão ser sempre as mesmas. A mesmice, sabe? Só que eles não têm a visão de futuro que agora eu tenho” (H).

- “15 anos na cozinha cansa, né? Fui cozinheira a vida toda. Já trabalhei em hotel e restaurante. Para você ver a diferença, aonde eu vim parar. Isto é crescimento na vida. Você vê que pode fazer algo mais, que você é capaz. Estou amando isto aqui” (C).

- “Eu estava quase em quadro de depressão no meu serviço” (R).

- *“Por isso estou mais feliz hoje em dia. Porque já é uma grande conquista, e eu não queria mais só ficar recebendo um salário mínimo e ficar preso lá (no trabalho de call center), sem perspectiva” (H).*

- *“Se precisasse ficar até as 9 ou 10 horas da noite a gente ficava. Eu levava minha filha para lá e ela ficava com a gente. Sempre acompanhando, coitada!” (J)*

- *“O trabalho é a vida. Em qualquer lugar que você esteja, está antenado quanto às oportunidades. E você tem que estar” (J).*

4.9.1.2 Social Rescue

- *“Tem gente que fala que acontece lavagem cerebral e que ficamos alienados. O que acontece de fato é uma lavagem cerebral. Tudo que precisa ser lavado é porque está sujo. Minha cabeça estava contaminada e agora foi lavada. Todo mundo com quem eu converso consegue ver o quanto a Sunrise desenvolve o ser humano” (M).*

- *“A gente começa a mudar o nosso jeito de pensar, a mudar as pessoas com quem a gente anda” (F).*

- *“é sempre uma história diferente. Você vê que se tal pessoa pôde estar lá, você também pode. E são várias histórias. Tem gente que veio das drogas, das favelas do Rio de Janeiro, e hoje ganha mais de R\$ 100.000,00 por mês. É uma inspiração. É uma história de superação. Esse cara era muito viciado em drogas, já teve várias recaídas, já ficou internado e perdeu tudo, praticamente. E então conheceu esta oportunidade e assim conseguiu mudar de vida” (L).*

- *“Ele nunca havia conhecido o pai. Ele veio praticamente de favela. Ele até fala que a história dele é muito difícil, que os amigos dele tomaram outro rumo, que estão presos ou mortos. Ele seguiu na contramão, quis outra coisa para a vida dele. Ele é muito esforçado” (R).*

- *“Antigamente eu tinha minha rotina: trabalhava, saía com os amigos para baladas e festas. Era só isso. Aqui eles puderam me ajudar a entender um pouco melhor a questão de viver melhor, de ter mais tempo, de não gastar dinheiro com besteira porque são coisas momentâneas. Antigamente eu gastava muito dinheiro com bebida. Saía de fim de semana” (P).*

- “E acho que quem tem a história mais sofrida, a de maior superação, a que chama mais atenção, é o melhor líder. A pessoa que passou por mais dificuldades é a mais escutada. É a essa pessoa que as outras dão mais credibilidade” (J).

- “Ele que bebia. Então assim, é choque aqui, pau ali, choque aqui... e aí? Eu consegui fazer um fechamento com ele, apresentei um plano, na hora falei “cara, vamos entrar agora” e determinei. Ele falou para mim: no momento em que eu coloquei para ele, ele acolheu” (G).

- “Eu estava bastante chateado com a situação do meu filho, ele sempre teve escolas particulares. Por volta de fevereiro de 2015... 2014 para 2015, ele tinha um salário na Unesp. R\$ 1200,00. Isso judiava muito, eu falava ‘não é possível, gente’. É inconcebível uma pessoa estudar tanto, ter tanto tempo de formação e ganhar só isso. Com isso não dá para fazer nada” (J E).

4.9.1.3 Empowerment

- “Eles estão me dando esse suporte. Graças a eles estou alcançando resultados. Se não fosse por eles (patrocinadores), eu não estaria aqui agora” (H).

- “Eu não trabalho para a Sunrise, entendeu? Eu trabalho para o Pe Tenho meu próprio negócio. Sou um network marketing, e dentro disso eu tenho uma parceria com uma empresa bilionária, que envasa os produtos” (Pe).

- “na construção da equipe, por exemplo, eu era um cara muito produtivo. Mas não falava ao público de jeito nenhum. Então o negócio foi me modelando, foi me moldando. Foi me dando direcionamento, foi mudando minha mente, como eu disse” (A C).

- “Isso me motiva, porque muitas famílias vão entrar para sobreviver. Aqui é o futuro. (..) E eles não pensam só neles, pensam na gente, em ajudar a gente, no que a gente é capaz. Nós somos produtos dos produtos. A gente usa, abusa, vende, ganha, viaja. Já viu isso? É coisa de louco” (C).

- “Ver que eu não dependia de ninguém para ter meu dinheiro, que eu dependia só de mim. Foi então que comecei a gostar de vendas. Comecei a me relacionar mais com as pessoas. Eu já tinha uma boa comunicação com as pessoas” (L).

- *“No mercado tradicional, é assim que funciona, é difícil encontrar alguém disposto a ajudar e a orientar. Entre os colegas de serviço existe uma concorrência desleal. A empresa às vezes não tem competência para avaliar quem trazer. Há uma série de problemas” (J E).*
- *“Você tem que descobrir a pessoa que você quer ser. Eu sou capaz de ir muito além do que eu penso e imagino” (C).*
- *“Hoje, no Brasil, são praticamente 14 milhões de pessoas desempregadas. Numa questão visionária, eu olho esse número e vejo que são 14 milhões de pessoas procurando uma oportunidade e não acham. E eu tenho. Só preciso encontrar essas pessoas” (Pe).*
- *“Quanto mais tempo você passar fazendo, mais transformação você consegue fazer. Mas só de olhar para todas as pessoas que a gente já tem ajudado, todas as pessoas que agora conseguem lidar com coisas que eram monstros para elas... isso não tem preço. Quando a gente olha para essas coisas, sente que quer fazer mais disso todos os dias. Quer acordar mais cedo, falar com mais uma pessoa” (J).*

4.9.1.4 Dream building

- *“Eu vou te contar uma história. Eu fui fazer o quadro do sonho. Eu nem sabia o que era o quadro do sonho. A minha esposa me ajudou, pegou isopor, colocou um tecido aveludado, ela é professora, é caprichosa né. Escreveu no computador, colocou lá “quadro do sonho”, colocou umas letras... e deu para mim. Aí minha filha falou assim “pai, coloca aí coisas que o senhor vai atingir. Não coloca coisas absurdas, porque de repente você não consegue”. Eu falei “ih filha vocês nem vão perceber, porque eu vou colocar dentro de um quadro, em uma bolsa, colocar uma telinha, um zíper, colocar um cadeado, para vocês não abrirem”. Sabe por quê? Eu pensei assim, porque elas não estão preparadas para uma mudança. Sempre ouviram falar dessa mudança, mas ela ainda não chegou” (G).*
- *“O que mantém as pessoas no negócio são os sonhos delas. São eles que te mantêm dentro deste negócio. E não pensar só em dinheiro. Se você pensar só em dinheiro, vai deixar de fazer. Os seus sonhos vão reviver e vão te manter aqui, porque você verá possibilidades, o que você pode alcançar” (L).*
- *“o que eu faço lá na empresa (emprego fixo) é para pagar as minhas dívidas. O que eu faço aqui fora é para construir os meus sonhos” (T).*

- “Porque somos treinados para nunca focar no problema. É como eu estava falando, a gente reacende o sonho que a pessoa tinha, independente do que seja. Seu sonho pode ser viver viajando, qualquer coisa. Não olhe para o problema, porque ele já está aí, instalado. Pegue o seu sonho e use como combustível” (J).

- “um dos meus sonhos era ir a São Paulo. Ir a São Paulo era um dos meus sonhos e já realizei né” (A L).

- “Tenho que manter este mês e nos dois próximos. Daí ganha uma ida a um resort na Bahia. Sem pagar nada” (S).

- “Na verdade, a gente resgata aquele sonho de quando era criança. Enxerguei ali a possibilidade de realizar os sonhos que eu tinha. Sonho de ter carro de luxo, de ter casa própria. Morar numa casa... não tão grande, mas uma casa boa, com piscina. De poder viajar pelo mundo. Hoje eu tenho plena convicção. Independente de qualquer coisa, vou realizar isso. Um dos sonhos que realizei era ir para o Rio de Janeiro. Se não fosse a Sunrise eu não teria ido. Teve evento da Sunrise no Rio de Janeiro” (L).

- “Então eu vi que é muito surreal. Até porque de onde eu saí, eu acho que eu nunca imaginava me ver em um cruzeiro. É a coisa mais luxuosa que eu já vi na vida” (A C).

- “E em 2 anos na Sunrise eu levei meu filho e minha esposa para viajar de avião e para fazer cruzeiro, graças à Sunrise” (M).

- “E as pessoas continuam na Sunrise por causa da visão de futuro mesmo. Não sei se você já chegou a ver, mas tem um livro chamado “O negócio do século XXI”, do Robert Kiyosaki. Ele é o escritor do “Pai rico, pai pobre”. Ele fala que o marketing multinível é o negócio do século XXI. Isso é algo muito forte nos Estados Unidos e no Japão. Aqui no Brasil, isso está começando” (B).

“Motivação total. É quando os carros são entregues, as premiações altíssimas. Em 2016 foi entregue para o Primeiro Titan uma lamborghini. Onde você tem uma empresa que entrega uma lamborghini para um consultor?” (P).

“Já tinha sido motorista de uma pessoa em São Paulo no passado, e dirigia um corola para uma senhora. Na reunião, vi que as pessoas que palestravam ali chegaram de Corola. Isso brilhou os olhos, ... se eles podem, eu também posso.” (B A).

- *“A minha missão é ajudar minha mãe, dar uma aposentadoria para ela. Quero que ela possa parar de trabalhar. Esse é o propósito que eu coloquei para mim dentro do negócio. E vai acontecer. É uma questão de tempo” (Pe).*
- *“E as possibilidades de crescimento, que é um sonho meu. Tenho vontade de morar em condomínio fechado desde criança. É um sonho. Tenho minha casa. Moro perto do Carrefour Valinhos. Mas tenho vontade de sair de lá e ter outros ares. Então aqui eu sei que, se a pessoa trabalhar e ajudar os outros através de tudo isso, automaticamente o dinheiro virá. Não pode colocar o dinheiro em primeiro lugar, colocar na frente” (S).*
- *“Então em vez de fazer coisas que não vai contribuir com meu crescimento pessoal e profissional eu estou investindo em mim. Porque o que eu construo aqui vai ser passado de geração em geração. Isso é uma coisa também que... cada minuto que eu estou me empenhando vai fazer a diferença muito na região” (Pe).*
- *“Eu tenho duas filhas, vou ter netos, tataranetos, então vai passar de geração em geração” (T).*
- *“Tenho uma filha de 2 anos. A primeira praia que eu conheci foi Maranduba. A primeira praia de minha filha conheceu foi Isla Mujeres, no México, em Cancún. Você entendeu? Existe isso também. A oportunidade de proporcionar algo para os seus descendentes. (Pe)”.*

4.9.1.5 Role Model

- *“é o que nos move, ver que pessoas comuns conseguiram vendas extraordinárias, é o que nos move, a gente se espelha nos bons” (R).*

“Eu sempre digo que amo a minha mãe, mas ela não tinha estrutura financeira e não entendia de negócios, mas queria dar palpite. Sei que ela queria me proteger, para que eu não quebrasse a cara. Eu sempre falo que a gente não deve aceitar uma crítica construtiva de quem nunca construiu nada. não tem experiência com negócios e dinheiro, então eu não posso pedir a opinião dela sobre isso” (M).

“...e nas apresentações que eu ia, passei a ver pessoas ganhando 5, 6, 10 mil reais, então comecei a perguntar a essas pessoas o que elas estavam fazendo” (Pe).

- “(motiva) demais. Porque só de ver o W M, rapaz que era entregador de água, e agora recebe mais de R\$ 150.000,00 por mês. E ele dá treinamento lá em cima do palco para mais de 1500 pessoas sempre, todos os meses. Eu subi naquele palco imaginando que daqui a alguns anos também estarei dando treinamento como ele. Isso é muito motivador” (H.).
- “Ele me ligou chorando e ficamos mais de 1 hora conversando. Eu disse que queria entender as motivações dele, queria saber do comprometimento dele. Ele disse que precisava continuar porque precisava mudar de vida e não aguentava mais continuar onde trabalhava. Ele trabalhava no cemitério. Ligavam para ele às 3 horas da manhã e ele tinha que ir. O que eu disse a ele foi muito simples. que ele podia contar com a minha experiência, que eu o ensinaria tudo que sabia” (J E).
- “Eles estão me dando esse suporte. Graças a eles estou alcançando resultados. Se não fosse por eles (patrocinadores), eu não estaria aqui agora.” (H).
- “estou construindo e tenho clareza aonde eu quero chegar daqui a alguns anos. Algumas pessoas já chegaram e estão me ensinando. Por exemplo, K P. Ele é de Taboão da Serra. Eu também moro em Taboão da Serra. Ele é uma pessoa com quem me identifico demais. Ele tem quase 7 anos de empresa, mudou completamente de vida. Está ganhando acima de R\$ 20.000,00, já comprou 2 BMWs pela empresa, pagou à vista. Mora na Avenida Paulista. Enfim... É uma pessoa com quem me identifico demais e que me inspira bastante.” (H).
- “Ele perguntou se eu tinha sonhos, aí eu disse que tinha, que já tinha realizado alguns, mas que ainda faltavam muitos pra gente realizar. E como eu já tenho experiência de vendas ele me convidou, se eu gostaria de entrar na Sunrise. E por curiosidade e pela renda extra eu entrei.” (A L).
- “E querendo ou não, muitas pessoas também se espelham na história da gente, no que a gente passou, no que a gente era antes de Sunrise e no que a gente vai se tornando aos poucos. Acho que acaba inspirando muitas pessoas também.” (A C)”.
- “Então comecei a observar. Notei que ele era um cara inteligente, que sabia o que estava falando, que não era uma pessoa qualquer que estava falando aquilo. Dava para ver que ele falava com propriedade. Achei que ele sabia do que estava falando. Daí comecei a ver que muita gente dava opinião sobre multinível sem ter a menor noção, então comecei a olhar com outros olhos” (M).

- “Daí comecei a ir mais aos eventos, comecei a participar de todos, comecei a ouvir a liderança em vez de querer entender. Se falaram isso, então vou pôr em prática. A gente tem que se conectar nos eventos, é como se fosse a nossa escola. Se não fizer isso, não cresce” (P).

- “Quando Dona A. me chamou pelo nome, estávamos lá em Punta Cana, ela disse: você não é o caixa de supermercados lá de Caruaru? Eu não acreditei no que eu estava ouvindo. Hoje somos amigos, trocamos mensagens no WhatsApp” (B A).

- “Inclusive a nossa linha ascendente, a hierarquia, é uma pessoa de Campinas. O D. M., A história dele é bem parecida com a nossa. Hoje, ele tem 7 anos de Sunrise e é Three Stars. A história dele é mais ou menos como a nossa. Ele também tinha uma empresa, de confecção. Os pais dele se separaram e ele acumulou muitas dívidas. Ele assumiu a empresa com 16-17 anos. Ele acumulou dívidas. Tinha agiota atrás dele. Um momento difícil mesmo” (J).

4.9.1.6 Influencing Relationship

- “Mudou muito. Meu relacionamento com a minha namorada. Hoje sei lidar com qualquer situação, com qualquer briga ou qualquer desavença que a gente tenha. A gente se entende bastante. E ela é uma pessoa difícil.” (L).

- “As mulheres têm o Pérolas uma vez por mês. Falam até como a mulher deve ser dentro de casa. Tudo. Mulheres que estavam depressivas e hoje são lindas. Ajudam a orientar para tudo. Para tudo. Vida matrimonial. É muito bom” (C).

- “tem muitos treinamentos com a participação... uma motivação que vai ajudando a gente, não só no lado profissional, mas também o lado pessoal, para se tornar um pai melhor, um marido melhor, um irmão melhor, um filho melhor. (...) A gente tem um crescimento pessoal e profissional também. É uma consequência” (T).

- “eu sempre falo que o que mais ganhei nesses 2 anos de Sunrise não foi dinheiro, foi desenvolvimento pessoal. Se eu sou um cara feliz, um pai melhor, um marido melhor, é graças à Sunrise. Porque não é só dinheiro. É muito mais que isso” (M).

- “A gente tem reuniões específicas - comportamental, workshop - a gente tem para o nosso desenvolvimento. Essas reuniões comportamentais acontecem em um hotel. Boa parte é de São Paulo. Se não me engano são 300 pessoas na sala. Esses eventos acontecem às segundas” (P).

- “Nunca havia entendido meu pai. Percebi que meu pai me amava do jeito dele, do jeito que ele podia demonstrar. E assim consegui me curar. Com o treinamento da empresa. Eu até falei para o treinador que o Curso Mais tinha sido um divisor de águas na minha vida. Porque hoje eu consigo ter uma outra visão. Consegui curar uma ferida que carregava desde a infância, por causa de um treinamento. Por isso digo que a Sunrise foi transformadora na minha vida, em vários sentidos” (R).

- “Passo um tempão conversando. Isso e aquilo, mas falo "Trabalhe desse jeito". A gente tem que estar pronta até para salvar casamento!” (R).

- “A gente tenta passar para essa pessoa o que o cônjuge dela está buscando. Por exemplo, dizendo que talvez o negócio não fosse para ela, mas pedindo apoio. Porque quem está no negócio começa a ter uma transformação como ser humano que se reflete dentro de casa. Começa a ser atrativo para quem está em casa” (J).

- “É muito bom para o desenvolvimento e a gente também trata de assuntos domiciliares. Por exemplo: como conciliar com filho e esposo. A forma como uma esposa trata o marido diante dos outros, por exemplo. Numa conversa com dois casais e ela ficava dizendo "Não! Deixa eu falar...", meio discutindo. Você chega e diz "Olha, isso não é legal e tal...". Mas você e a pessoa apenas. Por exemplo, ela diz que brigou com o marido porque isso e aquilo. Daí você diz que notou que no dia tal ela tinha feito isso, e que talvez fosse melhor se ela fizesse de outra forma” (J).

4.9.2 Transformation of social recognition

- “O reconhecimento é subir no palco e ser aplaudido pelas pessoas, é quando as pessoas veem que você realmente trabalhou para alcançar aquele objetivo. Alguém falar bem de você lá, te dar os parabéns” (L).

- “Algumas pessoas ficam impressionadas porque terão uma BMW. Outras nem ligam para o carro, querem ser reconhecidas. A maioria das pessoas que se associam quer ser reconhecida pelo trabalho. As pessoas querem passar pelo palco para contar suas histórias. Qualquer um pode ir lá para ver a pessoa sendo reconhecida. E a pessoa tem uns 30 segundos, dependendo da graduação dela. Um nível Ouro, por exemplo, tem 2 minutos para falar” (J).

- *“Esse reconhecimento é muito bom porque as pessoas estão acostumadas com o mercado tradicional, não têm reconhecimento financeiro, nem pessoal nem profissional. A gente é tratado como número” (M).*
- *“Trabalhei 32 anos no comércio, desde 78, sempre batalhando, e nunca tive reconhecimento. Ganhei um premiazinho que eles davam para quem batia a meta e tal. Mas aqui você tem o reconhecimento de chegar ao nível de Diamante e ir para um cruzeiro e poder levar sua equipe” (S).*
- *“no dia a dia num supermercado, você acha que o chefe diz ‘aqui gente, esse faz um bom trabalho, vamos aplaudi-lo, vou aumentar o salário dele.....’ nunca, isso nunca acontece. Na Sunrise a cada nível você é reconhecido, aplaudido e apoiado pelos colegas, eu nunca tinha visto isso antes. Faz toda a diferença” (B A).*
- *“Acho importante porque, em 1 ano e 4 meses que fiquei em um trabalho tradicional, nunca tive nenhum. Era um trabalho difícil de receber reconhecimento. Às vezes você batia uma meta, mas não era mais que sua obrigação. Era um parabéns e só” (P).*
- *“É incrível. A sensação de bater um nível dentro do negócio é muito diferente de ganhar uma promoção em uma empresa. Porque não é só um tapinha nas costas e uma porcentagem. Você vê pessoas te aplaudindo. Não é nem te idolatrando, mas reconhecendo o trabalho que você fez. Isso é muito gratificante” (Pe).*
- *“A Sunrise tenta suprir todas as coisas de que o ser humano precisa, coisas que ele anseia. Coisas que ele busca e que consegue encontrar aqui. O reconhecimento é um deles” (M).*
- *“Tem gente que nunca foi reconhecida na escola, por exemplo. A vida toda. Nunca foi chamada no palco para receber os parabéns pelo trabalho” (R).*
- *“Aqui todo mundo me admira. “A C. está sempre perseverando”, é isso aí, eu tenho que ser exemplo” (C).*
- *“Acho que é importante não só para mim. Todo mundo quer ser reconhecido. Não sei nem como explicar. Acredito que essa seja uma das melhores coisas, porque no trabalho tradicional você não é reconhecido. Se você trabalhar muito ou pouco, o salário é o mesmo. E sempre cobram que você faça mais. Aqui, não. Aqui você é reconhecido por tudo. Tudo que você faz é reconhecido. As outras pessoas te reconhecem. Você mesmo se reconhece” (J).*

- “No tradicional, você passa uma vida toda trabalhando em um emprego tradicional e, no final do ano, o chefe te dá uma caixa de chocolate. Ou muito menos. Ou nem te dá parabéns pelo desempenho. Então, acho que muita gente vem em busca de reconhecimento, para ter seu esforço reconhecido. E muita gente fica por conta disso. Porque nunca foi reconhecida na vida por fazer, às vezes, tão pouco. E quando é reconhecida, a pessoa começa a fazer mais” (R).

- “E nos eventos também semanais que as pessoas que vão graduando e vão sendo elogiadas e reconhecidas. É muito gratificante, principalmente a gente vê que está profissional, né” (T).

- “O pessoal, na hora do reconhecimento, fala sobre a própria vida, o que aconteceu, como era, o que mudou. Daí você já começa a pensar. E com isso de ir aos eventos, você começa a frequentar sempre o mesmo local e a ver sempre as mesmas pessoas. Tem um casal que a gente viu na nossa primeira graduação, acho, em Jundiaí. Eles estavam um patamar acima da gente. Mas a gente perdeu o contato. Depois, fomos a uns eventos em Campinas e o pessoal estava lá, já sendo reconhecido um patamar acima. Hoje, eles estão na mesma equipe que nós e já têm uma graduação bem alta. Bateram agora. Ou seja, a gente acompanhou isso. uma inspiração Sim. E você começa a acreditar muito mais, né?” (J).

- “As estratégias que eu utilizo para poder fazer a rede crescer são de incentivo. Digo ‘Vamos trabalhar isso pra você ganhar aquilo’, ‘Vamos trabalhar isso que assim você consegue pagar as suas contas’, ‘Vamos trabalhar isso; vou com você pra te mostrar como é que se faz’. Um incentivo assim faz a rede deslanchar” (R).

- “Eu me aposentei com R\$ 1.000,00. Acredita? Eu faço o que com R\$ 1.000,00? Quinze anos e nunca me valorizaram. Aqui a gente é reconhecida” (C).

- “Você vê as pessoas sendo reconhecidas e enxerga que você também pode ser. Você pensa: ‘Se ele pode, por que eu não posso também? O que ele tem de diferente?’” (L).

- “O que a gente tem aqui dentro do plano de carreira, é muito longe da nossa realidade. Quando eu pisei naquele Cruzeiro, pensei, nossa, isso está acontecendo!” (F).

- “Perguntam qual é o salário dele. Ele responde R\$ 1200,00. Perguntam quanto ele ganhou em 28 dias na Sunrise. Ele diz que ganhou quase R\$ 3000,00. Perguntam se ele está chateado, triste. Ele diz que está muito feliz. Ele é aplaudido, é reconhecido. No mercado [tradicional] não existe isso” (J E).

- “quando você completa 6 meses, eles te dão de presente uma ida à chácara dos Vip 600. É maravilhosa. Adorei a chácara” (S).

- “A gente precisa de um reconhecimento do trabalho. Isso ajuda muito porque ajuda a gente a gostar mais do que faz, a dar mais valor, a ficar mais motivado. Já tive reconhecimento aqui. Quando bati as graduações. No mês retrasado fui a um jantar porque eu fiquei no Top 20 e fui também Top de Vendas com relação a cadastro. Hoje sou Prata. Já fui em uma lancha. O C., que é o Líder, tem uma lancha. Não foi bem uma promoção. Ele pegou quem estava trabalhando mais em determinado mês e chamou para passar o dia com ele na lancha. E foi no mesmo dia. Era um sábado. E ele disse que eu iria para a lancha com ele. Daí fui eu e mais umas cinco pessoas. A gente foi para a Represa de Guarapiranga. Nós passamos o dia lá. Eu nunca imaginei que fosse andar de lancha um dia” (P).

- “A gente foi fazer o cruzeiro em março deste ano. Em Santos. Saiu de Santos e foi para Santa Catarina, Porto Belo. 100% pago pela empresa” (B).

4.9.2.1 Rejection / Family

- “Porque como teve a falência, ficou uma situação bem chata dentro da família. Você perde a credibilidade, né?” (J).

- “Mas então vi que, de fato, não havia só um caminho para seguir. Não precisava ser o caminho que minha mãe e meu pai me disseram a vida inteira. Havia o caminho do empreendedorismo. E vi que as pessoas eram negativas com dinheiro, eram negativas para tudo. Elas nunca tinham dado certo em nada na vida. Esse era o problema com a minha família. Diziam que eu precisava fazer uma faculdade, que eu não seria ninguém na vida” (M).

- “Daí o A. pegou na mão dela e disse “Parabéns pelo filho”. Aí algo já mudou nela. Depois, no dia em que a gente bateu a graduação, ela disse por telefone que tinha visto a nossa foto, que tinha sido legal, que sabia que ele conseguiria. E gravou um áudio para ele, falando que tinha muito orgulho dele e dando os parabéns. Isso mudou tudo para ele” (J).

- “Meu pai e minha mãe não dão o braço a torcer. Mas tios meus já comentaram que minha mãe comentou que mudei bastante, melhorei. Eu tinha uma outra visão. Mas eles não acreditam na companhia” (L).

- “Essa é a questão. A família geralmente não vai te incentivar, não vai te apoiar. Com a minha família foi igualzinho. Assim que fiquei sabendo da oportunidade, fui para casa, fui teimoso. O N., que é o Diamante, me passou a orientação de evitar comentar com as pessoas porque elas iriam me “dar pedrada”. Que iam me criticar, falar que esse negócio não daria certo, enfim. Cheguei em casa e a primeira coisa que eu fiz foi falar para a minha mãe, falar para o meu pai, falar para a minha irmã... Falei para todo mundo. E recebi muita “pedrada”. Mas com a vontade que eu estava de fazer o negócio, não dei ouvido a eles. E entrei no negócio” (H).

- “Meu irmão mesmo, trabalha com fotografia, não tem nada a ver com o negócio. Mas reconhece que eu me tornei um líder e que a ferramenta é muito boa. Se alguém precisa de oportunidade, ele manda conversar comigo” (Pe).

- “minha mãe disse que eu tinha que arrumar um emprego fixo porque eu tinha uma criança e tal. Perguntei a ela quanto eu ganharia num emprego fixo. Ela disse que tinha visto uma vaga de caixa de supermercado, por exemplo. Perguntei quanto eu ganharia. Ela disse R\$ 800,00. Eu disse que não tinha condições, que não dava para eu ganhar R\$ 800,00. Em 1 semana eu corri e fiz R\$ 800,00. Eu disse a ela que aqueles eram os R\$ 800,00 que ela queria que eu ganhasse em 1 mês, e que eu tinha conseguido fazer em 1 semana, e que eu me dedicaria. Mas foi um processo complicado” (R).

- “Mas eu já fiquei feliz por ter conquistado a minha mãe, que era uma pessoa que não apoiava de jeito nenhum. Ela dizia para a gente deixar a Sunrise de lado, que era mais uma coisa que a gente faria e não daria certo. Hoje ela é da rede. Eu não desisti, fui conquistando aos poucos (...) justo a sua mãe não te dar ouvidos é complicado, né? É triste. A mãe é a primeira pessoa que você espera que te apoie. Hoje ela apoia. Agora só faltam as minhas filhas. É complicado” (A).

- “A família da esposa não apoiou achou que estava louco e não ia sustentar a família” (B A).

- “Até hoje minha mãe e meu pai não acreditam. Então, paciência. Eu os amo, mas com relação a dinheiro, não posso dar ouvidos porque eles não têm a educação financeira que eu tenho. Mas respeito a opinião deles. Minha irmã faz parte do negócio. Minha irmã e meu cunhado” (P).

- “a pessoa começa enfrentando as críticas, mas no primeiro não já pensa que é tudo verdade o que falaram, não vai dar certo, e desistem do trabalho” (R).

- “A gente escuta muito mais “não” do que “sim”. Muito mais” (J).

- *“Tem pessoas que se afastaram, com medo que a gente queira convence-los a entrar pra Sunrise” (R).*
- *“Ouvi muito no início: vai perder dinheiro, vai deixar o emprego fixo para vender perfume e batom? a gente ouve ‘não’ o dia inteiro... ‘não’ da esposa, ‘não’ da família. A preocupação é porque quando a gente empreende no início, trabalha muito e o resultado não é compatível” (B).*
- *“Uma pessoa que vai contra a manada, ela vai ser contrariada. E a Sunrise vai contra a manada. Ela é muito boa para ser verdade, é grande, é um monte de coisa. Depois desses anos na Sunrise [a visão da mãe] mudou um pouco” (M).*
- *“Quando entrei na Sunrise eu ainda estava morando com ela (mãe). Aconteceram uns problemas e saí. Praticamente o mesmo tempo que estou na Sunrise venho morando com minha irmã e meu sobrinho” (P).*
- *“Não tenho ninguém da minha família. Já apresentei a eles, mas disseram que não querem viver disso. E tudo bem. Eu respeito. A minha vida está sendo transformada. E paciência. Acredito que não é só a Sunrise que pode mudar sua vida, te dar liberdade financeira, tempo para a família. Eu falo que o multinível não é perfeito; só é o melhor. Essa é uma tese que eu tenho” (Pe).*
- *“Às vezes eu tinha um treinamento no sábado e no mesmo dia tinha algum compromisso de família. Eles diziam “Já vai atrás disso de novo?” “Já vai fazer isso de novo?” Eu só respondia que era o meu trabalho. não conhecem e porque muitas pessoas têm preconceito com vendas. Pensam que vender significa tomar calote, depender dos outros, ganhar pouco. Elas não entendem o modelo de negócio. Quando veem que a gente permanece, que é algo sério, se surpreendem e dizem que é diferente das outras empresas que conheciam, que é diferente das outras pessoas que trabalham com vendas” (B).*

4.9.2.2 Belonging / Team

- *“Quando você entra na Sunrise, aos poucos vai mudando suas amizades e seus hábitos. Porque você vai convivendo com pessoas que... É um círculo de amizades de pessoas totalmente diferentes. É como dentro da Sunrise. São pessoas que têm objetivos e sonhos, querem alcançar certo nível na vida. São pessoas comprometidas e realmente querem ter uma*

vida diferente. Meus amigos eram baladeiros, só queriam saber de gastar, beber. Eu já não me vejo mais nesse ambiente. Acabei me afastando. Não deixei de conversar, mas já não tenho tanto contato. Esse círculo muda. É como aquele ditado: "Diga-me com que andas e direi quem tu és". Então é assim. Se você quer estar entre os maiores, tem que estar ali com eles" (L).

- "Então quando elas têm reconhecimento, são chamadas pelo nome para subir ao palco, e todos batem palmas, e elas contam tudo o que aconteceu, as pessoas passam a se sentir parte de uma comunidade muito melhor do que aquelas em que viviam antes" (M).

- "uma oportunidade de conhecer mais gente. E isso é bom. Porque cada um tem uma experiência. Você vai aprendendo. Um carrega o outro. Você pode estar desanimada, mas vem uma pessoa e te dá uma injeção de ânimo. Ela já conta a experiência dela e você se esquece de tudo o que estava pensando." (V).

- "Se você trabalha e começa a ver resultado, um resultado que você não imaginava que teria... e reconhecimento também eu acho que é uma coisa muito bacana. Sem contar as amizades também que a gente faz" (A C). - "eu sinto vontade de vir aqui. Eu não vejo a hora de vir (na franquia). Eu adoro isso aqui" (Y).

4.9.3.1 Substitution: the financial drive

- "Falar que a gente não queria o dinheiro é hipocrisia, né? Todo mundo quer dinheiro, precisa de dinheiro. Mas o tempo também foi importante" (A).

- "Dívidas todo mundo tem, mas não foi isso. Quando começamos foi, sim, pelo dinheiro. Mas conforme você vai vendo e convivendo, sua opinião vai mudando. Deixa de ser apenas o dinheiro. Começa a entrar o seu crescimento, o seu desenvolvimento" (J).

- "Eu tinha alguns problemas financeiros, sim, agora é que estou começando a resolver minhas pendências financeiras. Foi cartão de crédito, cheque especial, essas coisas. Acabei me enrolando. Eu não tinha muito conhecimento sobre essas coisas. Na época, eu não tinha a cabeça que tenho hoje. Acabei entrando nas dívidas" (L).

- "Olhem a sua volta, ou na sua roda de amigos, pensem ... quem ali ganha 3mil reais? Quase ninguém. Aqui você tem chance de ganhar isso e muito mais, depende do seu esforço" (palestrante em treinamento de vendas em Pres. prudente)

- *“Pode falar que é tímido e não sabe vender, eu também era tímido, e hoje estou aqui”; “Não tenho nada contra o salário fixo, o único problema é que é fixo” (palestrante em treinamento de vendas em Pres. prudente)*
- *“vejo que é uma empresa séria, bem estruturada e sólida, que não vai quebrar. Me motiva porque eu sei onde eu posso me apoiar” (P).*
- *“bônus de 4 mil, bônus de 5 mil, de 3 mil... então para mim se isso era ganho extra, já era umas três vezes mais que eu ganhava nas Casas Bahia” (A C).*
- *“Só para você ter uma ideia, nesses 5 anos, ganhei quase 1 milhão de reais. Distribuído nesse período em que estou, dá uma renda de R\$ 14.000,00 por mês. Considerando a minha idade, eu que já dei aula na faculdade, fui palestrante, escrevi alguns livros escritos...” (J E).*
- *“De bônus, já acumulei isso. Exatos R\$ 665.000,00. Dividindo isso por 57 meses, dá uma média de quase R\$ 12.000,00 por mês” (Pe).*
- *“acham que terão resultado rapidamente. Elas querem resultado imediato. E nada é fácil, né? Tudo que é grande não é rápido. Eles acham que será do dia para a noite. A gente fala que do dia para a noite leva 10 anos” (L).*
- *“O presidente diz que Diamante é quando você está tirando o pé da miséria, você já está ganhando alguma coisinha. Só que você ainda está estruturando a sua rede” (R).*
- *“quando você empreende e começa um negócio não é o mesmo que quem vai pro emprego e ganha 1200 reais no fim do mês. A gente põe muita energia e trabalha muito no começo e o resultado não é compatível. A gente trabalha muito pra receber depois. Tem gente que acha que vai chegar e ganhar dinheiro fácil” (F).*
- *“Meu patrocinador dizia pra não esperar resultado rápido, dizia pra eu não aumentar minha expectativa, mas sim aumentar a quantidade de trabalho” (E).*
- *“Aí vai subindo no plano. Tem o Prata, Ouro, Safira, Esmeralda... Hoje a gente está em Diamante. Uma média de R\$ 5000,00 de bônus. Fora as vendas, que dão uns R\$ 1500,00, uns R\$ 2000,00 de vendas. Tudo é média, não exato. Aí vai subindo. Diamante... A gente fala que é a fase de construção e preparação. Depois entra na parte de liberdade financeira” (B).*
- *“Se a produção diminui, ...porque a gente trabalha com comissão. É cíclico. Você tem altos e baixos” (R).*

- “Acho que a grande maioria tem administração financeira zero. As pessoas compram o kit e veem muito dinheiro – porque dá para ganhar dinheiro –, pensam que tudo que foi apurado é lucro e gastam mais do que podem. se você for perguntar, diz que gastou o dinheiro porque apareceu uma conta, porque saiu para jantar, etc. Não sabe administrar. O dinheiro que você pega com um perfume, a pessoa pega esses R\$ 70,00 e vai ao mercado. Já era. Vai numa lanchonete. Daí quando vai ver, cadê o dinheiro?” (R).

4.9.3.1.1 Substitution: the reward of replacement

– “Eu era estoquista. Em uma loja de sapatos do shopping. Pegava os sapatos, conferia, guardava. Ganhava R\$ 900,00. Eu pedi para me mandarem embora porque fiquei dois meses sozinho no estoque. É muita coisa para fazer sozinho. Não queriam dar aumento, não queriam colocar ninguém” (P).

- “Eu sou aposentada. Mas antes era cozinheira. Trabalhei 15 anos como cozinheira. Para uma família de médicos. Uma vida. Mas eu estava cansada. Então meu filho quis me tirar do trabalho tradicional e me apresentou a empresa. Já trabalhei em hotel e restaurante. Já tive negócio também. A gente já teve cozinha antes. Para você ver a diferença, aonde eu vim parar. Isto é crescimento na vida. Você vê que pode fazer algo mais, que você é capaz” (C).

- “Estamos acostumados a falar no palco quando vai ter reconhecimento. A gente fala um pouco da história, porque isso cativa bastante as pessoas. Principalmente o convidado que está ali pela primeira vez, está conhecendo plano de negócio da empresa” (J).

- “Eu quero ser palestrante um dia. Mas não só. Porque ser palestrante cai exatamente no que eu queria, que é ajudar várias pessoas. Se eu sou palestrante, vou contar minha vida, vou falar o que eu fiz e vou subir no palco e mostrar para várias pessoas, em vários lugares diferentes. É muito bom ter isso aí” (S).

- “A transformação na vida dele foi total. Ele está aprendendo. Esta semana, por exemplo, vai ter live todos os dias. Um cara que era tímido e que nunca fez faculdade e que não fazia nada além de trabalhar. Nunca tinha feito uma viagem. Transformação de vida” (J E).

- “Aqui é o paraíso. Eu não entendia nada desse modelo de negócio de marketing multinível e de educação financeira. Agora já estou me tornando expert. Aqui é uma escola. Aqui é uma universidade” (C).

- “Nunca vai caber mais dinheiro no seu bolso do que cabe na sua cabeça. Eles falam que você nunca vai conseguir ganhar uma quantidade de dinheiro que não caiba na sua cabeça. Eles também falam bastante de saúde, da importância da saúde emocional, espiritual, física, financeira, familiar. Se você equilibrar todos esses tipos de saúde, então a financeira vai ser uma consequência disso tudo. Não à primeira vista, mas depois de um tempo, isso foi importante para mim” (M).

- “Eu não quero só me preocupar com o dinheiro, mas em ser uma pessoa melhor. A gente se preocupa muito com isso né. Em ser pessoas melhores na sociedade. Valorizar as pessoas, valorizar as pequenas conquistas e ser muito grato a isso né, buscando sempre levar oportunidade de mudança de vida para as pessoas. Eu vejo muito isso, muitas pessoas estão rezando a Deus por uma oportunidade e nem é para ficar rico. É para pagar a conta de luz, para pagar o gás, pagar o lanche da escola” (T).

- “...amigo do bairro. Ele respondeu que os outros falavam de mim, mas gostariam ter o carro que eu tenho, a vida que eu tenho; que não deviam falar mal de mim. Ele respondeu isso. É isso. As pessoas olham e criticam. É inveja também” (L).

- “Tem pessoa com poder aquisitivo alto dentro da nossa rede, e a gente vê que tudo o que ela busca é relacionamento. Tudo que ela busca é não ficar sozinha” (J).

- “Isso você não encontra no mercado. Não adianta você chegar em uma empresa em que o gerente fala para o funcionário ajudar, promete que vai promovê-lo a coordenador, porque isso vai gerar problemas com os colegas, vai gerar problemas com o dono da empresa. Imagine: você quer promover seu funcionário. Tem que ser rigorosamente por mérito. Mas a gente sabe que não é bem assim. Porque aí chega alguém que é amigo do dono, e essa pessoa já vai ocupar a função com menos experiência e menos conhecimento. No mercado tradicional, é assim que funciona. É difícil encontrar alguém disposto a ajudar e a orientar. Entre os colegas de serviço existe uma concorrência desleal. A empresa às vezes não tem competência para avaliar quem trazer. Há uma série de problemas.” (J E).

- “Tem um senhor de 77 anos, ele entrou quase ao mesmo tempo que eu, só que ele ganha mais porque é Duplo Diamante Elite. Aqui nós temos cadeirante ganhando dinheiro, temos deficiente visual ganhando dinheiro. Temos pessoas que, quando vêm para cá, estão depressivas. Daí começam a fazer negócio e mudam. Porque aqui tem apoio” (J E).

- *“Olha aqui ele. Agora. O perfil dele mudou totalmente. Ele ficou empoderado. Imagine como ele era. Vou pegar uma foto do início” (R).*
- *“Um dia eu vou chegar lá. É um processo. Hoje eu agradeço muito as pessoas que me colocaram aqui, e eu já ajudei várias pessoas também, e as pessoas são gratas a mim” (G).*
- *“Temos que ter um equilíbrio emocional muito grande” (J).*
- *“Mudou muito minha vida. Principalmente pela parte do desenvolvimento. Sou muito grata pela pessoa que sou hoje. técnica de vendas, jeito de falar...se cuidar mais, se amar mais” (B).*
- *“Poderia ser uma lagarta saindo do casulo e se transformando em borboleta. Muitas vezes eu já me vi assim, uma pessoa tímida e retraída, e, depois do desenvolvimento e do conhecimento, passei a ter uma visão grande, uma visão ampliada. Agora vejo que sou capaz de conquistar tudo aquilo que desejo” (B).*

4.9.3.2 Translation

- *“Eles (Os vizinhos) falam "Olha lá a nossa empresária!" (C).*
- *“Sim, acompanhar, pegar na mão. É prometer para a pessoa que aquilo ali é mudança na vida dela. É ajudar a pessoa, olhar nos olhos dela, colocar em prática” (G).*
- *“Conforme a gente vai crescendo dentro do grupo Sunrise, as responsabilidades vêm aumentando junto. O maior time hoje movimentando na região é o nosso” “Tem bastante gente que entra, mas a gente tem que fazer essas pessoas permanecerem. Igual o equilibrista, tenho que saber onde desequilibra” (F).*
- *“Aprendi muito a lidar com as pessoas. Ter pessoas trabalhando com você é.... Porque, hoje em dia, geralmente os amigos querem fazer você gastar dinheiro, em vez de ganhar. Então, não há nada mais gratificante do que ver que uma pessoa está ganhando dinheiro, pagando contas ou botando comida em casa. Sim. E quando a pessoa vem te agradecer por você estar fazendo algo por ela” (L).*
- *“Às vezes eu convido a pessoa para vir conhecer e ela diz que vai esperar eu crescer aqui. Eu digo que ela tem que vir junto. Para nós dois crescermos juntos. Porque se ninguém entrar eu não cresço” (V).*

- “e me sinto muito importante quando vou levar a oportunidade para outras pessoas também. Porque assim como a Sunrise está fazendo a diferença na minha vida, ela pode fazer também a diferença na vida de outras pessoas” (T).

- “E você tem que saber inspirar outras pessoas, saber lidar com outras pessoas. Já teve rede em que todo mundo parou porque o cabeça começou a ser chefe. Ele começou a ligar para cobrar. Quando você entra neste negócio, você é sócio da empresa, é dono do seu negócio. Você não quer mais ter chefe” (R).

- “Você tem que continuar cuidando da rede, mas também tem que continuar trazendo pessoas novas. E eu só queria cuidar da rede, ajudar. Uma coisa eu aprendi a duras penas: não adianta eu querer ajudar uma pessoa se essa pessoa não merece. Ela quer mudar de vida, quer ganhar dinheiro, quer fazer viagem, quer ajudar a família? O foco dela tem que ser 100% em rede. Mas se essa pessoa está comprometida, ela merece ser ajudada? É mais ou menos a situação de uma pessoa que quer arrumar um emprego, mas sequer sai de casa para procurar emprego, sequer elabora um currículo” (J E).

- “A gente se preocupa em fazer com que a pessoa tenha retorno. Para gente, essa é uma responsabilidade muito grande. Talvez pessoas que dizem que querem desenvolver o projeto, mas não fazem o que você diz quando você as ajuda. Depois falam que não foram ajudadas. Quer dizer, você se dedica para ajudar outra pessoa, e depois ela diz que não foi ajudada, que não teve suporte” (B).

4.9.3.2.1 License to explore

- “Mas depois de um tempo, entendi que o negócio dependia de mim, que as pessoas eram... Como eu posso dizer? As pessoas eram um recurso” (L).

- “Você não ganha só por ter uma linha / rede; você ganha por ajudar mais pessoas. Assim você ganha mais” (R).

- “Quando eu vi na Sunrise não só uma oportunidade de ganhar dinheiro, mas também de ajudar as pessoas a se desenvolverem, fiquei muito feliz. Porque eu era uma pessoa que precisava desse desenvolvimento” (M).

- “Eu tinha certeza que estava dando o meu tempo e meu dinheiro para ajudar alguém que não tinha nenhuma condição de fazer negócio. Tem que ter alguém para acompanhar quando vai para a rua. Isso é importante” (J E).

- “E o interessante é você ajudar as pessoas a terem resultado. O que eu sempre admirei no negócio foi isso: o seu resultado vem a partir do momento em que pessoas da sua equipe começam a ter resultado. Então assim, quanto mais pessoas tiverem resultado, mais você terá resultado. Eu acho o projeto bem interessante” (A C).

- “Eu não ganho em cima das pessoas; eu ganho em cima dos produtos que elas consomem e vendem porque gera pontos, e pontos geram dinheiro. Pra deixar bem clara essa questão. Então no quinto mês eu comecei, de fato, a gerar trabalho” (Pe).

- “Tem pessoas que te veem como um cifrão. No início, as pessoas até compram essa ideia, mas depois percebem que você só quer saber delas por causa da pontuação. Então elas caem fora” (R).

- “Toda a liderança é muito unida. A gente ajuda a base lá embaixo. Mesmo que não tenha sido eu quem colocou a pessoa no negócio, se ela está na minha equipe, a gente desce para ajudar”, “Como liderança, temos que ficar de olho. Porque é muito fácil essas pessoas se perderem no meio disso tudo. A gente tem o VO, que é o escritório virtual, por onde a gente acompanha a rede abaixo. Todo mundo que se cadastrou depois da gente. A gente consegue controlar e dar direcionamento. Para mim, o líder que mais souber direcionar é o que mais vai ter sucesso. Porque as pessoas de dentro do negócio precisam de muito direcionamento. Elas se perdem. Alguns fazem R\$ 1.000,00 em um mês e já não querem mais trabalhar. Já querem largar o emprego. Só que não é assim, né? Porque se você desacelerar e não vender tudo isso no mês seguinte, você não consegue nem aquilo. Eu recomendo que o sonho, o objetivo dela, deve estar muito claro. E bastante disciplina. Porque daí a pessoa consegue começar a carreira dela dentro do negócio” (J).

- “Em algumas redes, a gente tem que descer de nível e falar com alguns diretos porque ainda não existe um líder ali. Quando você acha um líder forte, você já o deixa cuidando da rede dele. Daí ele aprende com a gente, da mesma maneira que a gente aprende com o nosso líder. E cada um adapta da maneira que achar melhor. Talvez eu não fizesse a mesma coisa que ele, mas enfim.” (J).

4.9.3.3 Initializing / Building Capabilities

- *“...e, realmente, o que eu e Ld, minha esposa, mais ganhamos aqui foi o desenvolvimento pessoal. Não foi nem tanto o dinheiro. O dinheiro acaba sendo uma consequência. Mas o desenvolvimento e o treinamento que nós temos, às vezes uma faculdade não consegue oferecer, entendeu? Sem menosprezar. Acredito que conhecimento nunca é demais. Quanto mais a gente puder agregar conhecimento, melhor” (Pe).*
- *“Dentro dessa questão toda do treinamento, como eu te falei, a gente também tem treinamento de vendas. Eu falo que a pessoa não tem resultado se ela não quiser. Porque se ela fizer o que precisa ser feito, vai gerar resultado” (Pe).*
- *“Estou sempre participando dos treinamentos. Isso tem me ajudado bastante. Nunca faltei aos treinamentos. Como eu já tinha essa vontade de encontrar algo que me oferecesse algo no futuro, eu tenho facilidade em participar de todos os treinamentos. É a fome que você tem de superar e aprender, de adquirir conhecimento” (H).*
- *“Os grandes líderes da companhia foram formados de evento em evento. Porque é nos eventos que você obtém informação. E quem tem informação consegue dominar qualquer situação” (L).*
- *“Os treinamentos. Tem até material de apoio, que são livrinhos, cartilhas, exercícios” (J).*
- *“Hoje nós já temos uma faculdade. Nos Estados Unidos tem umas 30 faculdades que ensinam marketing de rede. No Brasil, isso começou no ano passado, com a primeira faculdade EAD” (J E).*
- *“Participa e participava de todos os treinamentos presenciais da Sunrise, fez curso de oratória, desenvolvimento pessoal, educação financeira. Aprendeu a gerenciar pessoas, não sabia e nem teria isso no trabalho tradicional. hoje sou outra pessoa porque mudou minha cabeça, minha maneira de pensar. Hoje considero que tive educação, aprendizado, educação financeira, pessoal, de comportamento” (B A).*

4.9.3.3.1 Oratory

- *“A parte de desenvolvimento pessoal me ajudou muito. Hoje consigo conversar com as pessoas sobre qualquer assunto, consigo ter uma conversa legal. Não sou especialista em muitas coisas, mas consigo conversar. Na parte financeira, já tive um desenvolvimento legal” (M).*

- *“A Sunrise foi transformadora para a minha vida, porque eu era uma pessoa muito tímida. eu era. Não conseguia nem falar. Foi um processo. Nos treinamentos, você vai evoluindo (R).*

- *“Como nosso negócio é marketing, hoje eu já não tenho mais problema para falar em público. Antes era um desafio muito grande. De apresentar o plano e gaguejar. (...) Foi como eu te falei, através do sistema de treinamentos que a sunrise nos fornece, a gente se desenvolve automaticamente” (Pe).*

- *“É uma transformação na vida dela. Porque ela tinha medo do palco, medo do microfone. Mas daí ela tem que falar porque tem outras pessoas que dependem dela, tem que mostrar liderança. Então essa pessoa começa a desenvolver perfil de líder. É desenvolvimento pessoal e profissional junto. e econômico” (J E).*

- *“Vou contar a história de um rapaz da minha equipe. Ele é Imperial. Ele mal falava. Ele não falava nada. Quem fazia apresentação de plano para ele era eu. Ele não falava nada. Eu perguntava "Ro, você não vai falar?". Ele respondia "Não. Estou aprendendo". Eu pensava que ele não teria chance nenhuma. Porque eu era ruim, tímida, e ele era muito pior do que eu. Só que eu também estava aprendendo, mas não disse a ele que também estava aprendendo enquanto o ensinava. Achei que ele tivesse alguma deficiência. Porque eu já tinha falado tanto, eu já sabia as coisas, e ele ainda não tinha aprendido nada. Já era a terceira vez que eu fazia apresentação. Então eu o convidei para fazer uma apresentação na franquía e ele não foi. Depois ele disse que queria ir. A apresentação foi horrível, mas eu dei os parabéns. Incentivei. Hoje o menino está arrebatando” (R).*

- *“Até nas conversas que eu tenho com o pessoal eu critico muito o sistema de ensino. Acho que o nosso sistema ensina só números e regras, e na prova a pessoa vomita essas regras e é aprovada. Só que não ensina a pessoa a se comunicar bem, a conversar bem, a passar o que ela quer para os outros. Nisso a Sunrise me ajudou. Antes eu dizia que falava do meu jeito e a outra pessoa entendia do jeito que quisesse. E a Sunrise me ensinou que estava errado. O*

comunicador é responsável pelo que o outro vai entender. A gente aprende a se comunicar muito bem com a Sunrise” (M).

4.9.3.3.2 Reading

- *“Também tem os livros que eles indicam. Eu não gosto de ler. Mas desde que comecei na Sunrise já tenho mais de 40 livros. Já li uns 20. Nesses 4 anos” (L).*

- *“Eu falo que se a Sunrise sair do mercado ou fechar, com qualquer coisa que eu pegar para fazer hoje ficarei rico. Com tudo que aprendi na Sunrise. Eu não gostava de ler, mas li mais de 25 livros em 2 anos. Eu mal tinha lido 1 livro na vida. Eu não estudava, e hoje eu estudo. Eu saio pouco. É um desenvolvimento absurdo” (M).*

- *“Comecei a estudar mais. Questão de leitura, questão de visão. Passei a ter o hábito de leitura, que é uma coisa que eu não tinha. E sem dúvida alguma mudou muito a minha mente e me fez enxergar coisas que até então eu não enxergava” (A C).*

4.9.3.3.3 Behavior

- *“Ensinam tudo. Ensinam a se comportar no dia a dia, a se relacionar com as pessoas, como se comportar numa reunião profissional, numa entrevista, por exemplo. Ensinam muita coisa, muitos comportamentos. Educam, na verdade” (L).*

- *“Aqui a gente aprende a ser uma pessoa melhor com educação comportamental. Semana que vem tem treinamento disso. Mas tem outras coisas que a gente aprende: como convidar as pessoas para fazerem parte da sua equipe, a forma de correta de fazer isso. Aprende a ensinar as pessoas da equipe. Porque não é só cadastrar. A gente precisa ensinar, acompanhar com paciência e persistência as pessoas que vão entrando na nossa equipe” (H).*

- *“Tem (treinamento) de postura né, de maneira de se vestir... e a gente vai aprendendo” (A L).*

- *“Tem outros como se vestir, como falar. Tudo isso a gente tem. A gente tem reuniões específicas - comportamental, workshop - a gente tem para o nosso desenvolvimento” (P).*

- *“Treinamentos? Muitos. A gente já tem na própria plataforma. Chama Universidade Sunrise. Lá tem de tudo, desde a parte de vendas, bem explicativo, sobre todos os produtos, composição, técnicas de vendas; sobre a parte da rede, como fazer um convite, como fazer uma lista. Tudo. Isso. Marketing pessoal, marketing digital, como se portar nas redes sociais. (B).*

4.9.3.3.4 Financial education

- *“Em questão de finança eu acho que aqui é um lugar muito bacana, que ensina as pessoas a lidar com dinheiro, principalmente nos treinamentos” (A C).*

- *“Com relação a finanças também. Aprendi a administrar o dinheiro, a fazer o dinheiro render bastante na mão. Como aplicar o dinheiro, onde aplicar” (L).*

- *“O treinamento ajuda. Eu até saio com o pessoal, mas não tanto quanto antigamente. E hoje eu gasto meu dinheiro realmente com as coisas que eu preciso. Não gasto com besteira. A gente tem um treinamento de educação financeira com nosso líder uma vez por mês. Esse treinamento é específico sobre dinheiro” (P).*

- *“A gente aprende educação financeira para saber administrar o dinheiro que ganha. Porque não é interessante só receber, não importa só a quantidade que você recebe, e sim como você administra. Muita gente ganha na loteria, mas não administra o que ganha e acaba quebrando a cara. Acaba sendo pior depois que ela ganha” (H).*
