

BEST MANAGERIAL PRACTICES IN RETAIL BUSINESS IN JUIZ DE FORA-MG

Dr. Victor Cláudio Paradela¹, Dr. Murillo de Oliveira Dias⁵, Danilo de Oliveira Sampaio²,
Eliel Carlos Rosa Plácido³, Gabriel Iung de Castro Fernandes⁴

*Vice-Chief from Departamento de Ciências Administrativas, Universidade Federal de Juiz de Fora – UFJF¹; Departamento de Ciências Administrativas, UFJF^{2,3,4};
Coordinator and Professor Fundação Getulio Vargas – FGV⁵*

Abstract

This article aims to analyze best management practices adopted by small retail trade in Juiz de Fora – Minas Gerais, Southeastern Brazil. It is based on a survey to investigate recruitment activities selection, training, performance management, compensation and leadership in business. The objective was to investigate the influence on the quality of service provided to customers. Key findings pointed main reasons lack of investments, and appropriate practices in the management of employees. The survey analyzed the degree of satisfaction of the customers with the care received, comparing the quality of personnel management with the perception of the customers. In this first step, interviews were conducted with managers of 78 stores, and applied questionnaires to their workers. It was confirmed the assumption that the companies in the sector must improve the management of people. Discussion and future research compile the present work.

Keywords: personnel management; small businesses; retail trade

1. INTRODUCTION

This research had the initial motivation the desire to strengthen the links between the Academy and the companies of the city of Juiz de Fora – Minas Gerais, southeastern Brazil, in which it was held — chosen as an object of investigation the retail, small businesses, because it is this majority segment in the local economy.

The theme chosen was held of the finding (non-systematic) that the service provided to customers leaves much to be desired. That impression is shared mainly by people who came from other cities and considered, in a comparative analysis, inappropriate the way they are treated in most shops. This opinion is being objected of investigation of this same survey, being conducted interviews with clients of participating stores. The article focuses on, however, precisely one of the possible causes of this problem, the lack of investment in people management.

The economy of Juiz de Fora has been, until the mid-20th century, based heavily in industries. Having received the first hydroelectric power plant of Latin America industrial purpose, and with good transportation infrastructure, the city became known as the "Manchester from Minas Gerais," in an allusion to the famous industrial city of the same name located in England.

The growing competition from other industrial hubs, the lack of adequate public policies aimed at maintaining the competitiveness of the industrial park, and the reduction of restrictions on imports, constituted factors of degradation of the economy in the last decades of the the 20th century.

The incentive to import policy adopted by the Collor Government had especially negative repercussions for the city as favored competition of imported industrial products, particularly fabrics brought from China, which determined the bankruptcy of most knitting sites, type of industry that predominated in the city until then. In the mid-1990, the industrial sector was responsible for about 35 percent of the gross domestic product (GDP) of the city, but this contribution was heavily concentrated in the few larger industries in it located, having the other weakened or closed their doors. In this context, the trade and service sectors of services gained greater importance to the local economy. In 2005, these sectors already represented twice the GDP generated by the local industries-2.56 and 1.27 billion BRL, respectively (UFJF/CPS, 2009).

If today the trade represents an important source of income generation and job creation, it is crucial that measures are taken to strengthen this economic activity and avoid your decay. One of the threats that could harm local businesses is the growth of e-commerce. Before the advent of purchases over the internet, the competition was restricted to established stores in a given location. Now, the competition does not depend on more than geographical boundaries. Offering good customer service can be a key factor of competitiveness. Not always, however, it is appropriate, due, among other factors, the lack of consistent investment in people management (Guimarães & Barker, 2010).

Face to the increased complexity in the interactive environment, the similarity of products, intense competition, companies in the retail trade they need to survive, raise the quality of service perceived by its customers (Lito & Souza, 2002). According to Elliot & Roach (1991), internal and external factors influencing the decision to choose a store by consumers as the internal factor is how the customer makes their decisions and how the external factor of cultural, social, psychological factors and market appeal.

To Bathe and Foxall (1992), the client follows a process that can be described as: (1) raise awareness of the problem; (2) search for alternatives; (3) evaluation of alternatives; (4) decision; and (5) post-purchase. For the authors, local marketing actions encourage the departure of customers to the stores, and the excellent service makes the consumer decides to purchase.

The profile of consumers is increasingly demanding about the decision-making process for the purchase of goods and service. Price and quality are essential variables. However, other variables add value to the purchase. Customers evaluate the convenience of purchase, retail store location, aggregated services as private parking, the brand and the confidence transmitted by the Organization, and the service provided by employees before, during and after purchase (TREACY; WIERSEMA, 1993). A shop framed as Micro and small enterprise (MPE) can (and should), to survive in an increasingly competitive market, develop strategies that promote and result in employees to search for a differential in attendance. The search for value added is one of the main alternatives of choice of products by customers. For Zeithaml (2008), customer choice gives preference for the provision of higher perceived value.

None of this, however, is feasible without consistent and appropriate actions are undertaken in the area of personnel management. The overall objective of the research was to understand how the actions of personnel management are reflected in employees in the workplace, as well as understand if end customers positively perceive the variable service or not.

This article presents some of what was raised by restricting it to the analysis of how has been the management of people in stores studied as declared by their managers. The next section highlights the contribution of some authors on the management of people, seeking to establish relations with the organization.

2. LITERATURE REVIEW

In this research we assumed that people management practices impact directly on the quality of service provided to customers by employees of a store. Hardly a seller who has not been selected, not possessing the appropriate requirements for the role it plays; not receive training that qualifies best for tasks; not receive remuneration that stimulates produce better and not is continuously evaluated in their performance, will be able to offer a service of high level. In order to develop appropriate practice for personnel management represents, therefore, a strategic necessity for traders. Starting from this assumption, the following are some challenges that need to be faced.

2.1 Human resources management

Against the new clusters one of the greatest challenges of managing with people, as they emphasize Souza and Fernando (2006), is to make the workers feel good about your work and offer them appropriate conditions to be more productive. It takes to avoid the occurrence of a radical conflict between the personal interests of workers (goals, dreams, desires) and corporate interests, which represent the productive goals that need to be reached. It is certain that there will never be the Elimination of conflicts of interest between capital and labor. In addition to impossible, such a goal would be inappropriate, taking into account the positive aspects contained in the conflicts, involving energy and promote the creativity of those involved. Trying to suppress differences of interest between employers and employees would be to deny the reality of capitalism and subject workers to an authoritarian and repressive system, as highlights Demo (2010).

Sound conflict mediation represents, therefore, a fundamental role in the management of people. One should consider, too, that the actions of people management gain greater relevance because of the characteristics of contemporary corporate ambiance. As enhances Ehrenberg (2007), dull and repetitive tasks, assigned to the majority of workers in the form of production typical of the industrial age, could be performed without the significant need for staff were motivated with your work and committed to the success of the company. With strict supervision, it was possible to keep working efficiently even malcontents. This is not, however, the reality found in current corporate ambiance (Motta, 2001).

Today, in a context in which simple and repetitive tasks are assigned to machines, there are no more positions in the motivation of its occupants do not exert a preponderant role in quality as a result of their efforts. With that, with people management policies need to be applied effectively to all employees, breaking with old practices such as, for example, limit the actions of excellent personnel training (Zarifian, 2001).

Another distinction occurs in relation to the attribution of responsibilities, from simple and repetitive jobs, the result of a strong emphasis on specialization, to a system of multiple tasks. In traditional models of production, were basically assigned workers to simple and well-defined tasks. The main reason for this choice was the belief that the more specialized for the professional, the more he focus on a particular transaction, more will develop skill to execute it efficiently (Ferreira et al., 2009; Gasalla, 2008).

In the new model, inspired by the typical working conditions of postindustrial society, seeking, instead, assign each person an extended set of tasks. Very simple and repetitive operations are now performed by computers, robots and other machines. The workers are assigned to diverse functions, which require differentiated skills (Tachizawa, Ferreira & Fortune, 2006).

Deserves to be further highlighted the emphasis on burden-sharing, which should be adopted in the process of managing people. The insight into the character of the worker inserted in traditional management models is not very positive. McGregor called "Theory X" a set of beliefs shared by many managers, with ideas like: people don't like to work, only doing to ensure their own livelihood; I don't want to take responsibility; are reactive to any kind of change and need to be watched and coerced into complying with their obligations. Starting from these assumptions, the first Management theorists and

several managers, including several days, sought to minimize the degree of responsibility assigned to workers (Fernandez et al., 2009).

It is necessary now to adopt management models break from distinct presuppositions, valuing the share of responsibility to employees. One of the proposals with this kind of approach is called empowerment, which is translated as authorization or empowerment. It is a strategy for delegation of authority and commitment of Hunt members of the Organization, motivating them to take responsibility and adopt high standards of behavior and productivity. To this end, each employee is encouraged to take responsibility for day-to-day decisions to affect the position, in place of stay depending on taking orders from the manager.

The empowerment is notable for combining actions in two dimensions that need to be worked on at the same time so that the processes of commitment of the employees to work to their satisfaction: the behavioral and structural. From a behavioral standpoint, such a proposal contemplates actions directed to the motivation of employees, with an emphasis on the development of self-esteem and confidence that can become an active subject in the decisions of day-to-day professional. Structural dimension, are provided for revisions in the company's decision-making structure, with the redesign of production processes to make them more horizontalization and less dependent on the hierarchy. In companies that do not have an adequate system of personnel management, however, is practically impossible the promotion of this type of arrangement (Demo, 2010; Marras, 2009).

One of the activities that suffer significant impacts from the characteristics of the business environment here pointed to is the of new talent, which is addressed below.

2.2 Recruitment and staff selection

When the ticket in the organization does not get properly, the relationship between the employee and the company is compromised from the beginning, damaging all other functions of personnel management. The suitability of the personal characteristics of candidates in positions requirements is a challenge not always achieved. As a result, the loss of enthusiasm for workers and significant reductions in productivity (Hill, 2009).

As highlights Marras (2009), the first care must be taken in the recruitment phase, when the existing vacancies are announced. If the ad is not adequately prepared and directed through proper channels, people without the necessary qualifications may perform for the selection process, generating overload to those responsible for the selection and frustration for applicants.

One of the problems often observed in small businesses is the lack of adequate disclosure of existing vacancies. Limited to receive indications from well known or filing resumes delivered by people seeking the company in search of opportunities, the range of options for choice is quite restricted (Almeida, 2009).

Also, tend to be poor selection methodologies adopted. Various techniques can be used in the selection of the candidates that best reveal more suitable at existing vacancies. As highlights Araújo (2006), the analysis of curricula is one of the most common, being possible, through your adoption, knowledge of some relevant personal characteristics, such as the formation and professional experience and owned the domain language computer science and foreign languages. We must consider, however, that such information is insufficient to characterize the candidate. Curriculum analysis must, therefore, be used, as Tachizawa, Ferreira, and Fortune (2006), just as a preliminary analysis instrument, it is not enough to point out the best-qualified candidates.

Ideally, diverse selection techniques are used. Theoretical or practical tests, simulations, games, psychological exams and interviews, are some of the most common. Each reveals more suited to a type of charge and a stage of the selection process. The interviews, psychological tests, practical evidence, for example, that are more laborious, tend to be more for the end of the selection, when several candidates have already been removed in previous steps (Demo, 2010).

A practice that is gaining growing acceptance is currently the selection based on skills. This methodology offers significant advantages over traditional methods, broadening the focus, usually restricted to knowledge and experience possessed. Vocational skills can be defined as synergistic sets of knowledge, skills and attitudes that impact directly the productivity of a particular worker, generating concrete results (Banov, 2011). The adoption of this practice allows, among other benefits, the evaluation of people who are starting your career, since the selection interview can focus on personal life situations in which demonstrated competencies. The application of games and simulations is also quite suitable for this kind of selection (Almeida, 2009).

No matter how good is the selection process adopted, setting at the time of hiring does not exempt the company from investing in constant pursuit of fitness of its workers to professional needs, which are dynamic and increasingly complex. Investments in training and development, discussed below, come to meet this need.

2.3 Training and development

Until a few years ago, most organizations little invested in training, restricting themselves to offer their employees the training essential for the proper execution of their tasks. Often, such training was limited to putting an older employee to accompany the novice and teach you how, in practice, what should be done. Even when formal training activities occurred, these used to be directed to a kind of training of workers (France, 2007; Amorim et al., 2010).

In the new management models, the constant acquisition of knowledge and skills for all workers is seen as essential. Efforts must, however, be limited to training itself. They need to be developed educational processes, in the broadest sense of the word, including formal and non-formal education; face-to-face and distance; the technical, cultural and interpersonal development, apart from self-development. What should be sought is not only the domain of new theories and techniques and the growth of the individual, your personal and professional maturity (Delhi, 2006).

Many organizations, however, still do not invest in training or do not systematically. This problem manifests itself especially in small businesses, as they emphasize and Sant Anna ´ Tachizawa (2004). One of the most common mistakes is to act only reactively, seeking empowerment only when the performance of a given employee is leaving something to be desired. You need to realize the investments in training as part of corporate strategies for the acquisition of new organizational skills (Teixeira et al., 2005). The good practice in this direction is to provide for the training needs even before they appear in practice, imposing losses to the company.

In the planning stage, they need to be set out in detail all the educational, operational and financial aspects involved in carrying out the training activities intended to carry out. When this step is not performed with due care, hardly the goals set are achieved. Should also deserve due attention the

procedures related to the implementation of activities such as the provision of the necessary resources, offering an environment conducive to study and control over the smooth running of the school.

Finally, closing the process, has been the time of evaluation. The best known is the mode of reaction, which is to request the trainees that disapproval about how much activity from which they participated answer their expectations, what is done, typically, with the completion of a questionnaire. Despite the importance of this survey, it is not enough. We must also make sure that the desired results with the investment were achieved. This can be done based on interviews carried out with the trainees themselves or their managers sometime after the training offered. What should be checked is if, in fact, been achieved the expected results, if the need detected in the first step, the diagnosis was answered or not (Ricardo, 2007).

Consistent investments in training need to be accompanied by a correct performance management, activity treated below.

2.4 performance management

This activity is known as benchmarking. In the latest approaches, however, tends to be called "management", on the assumption that it is not enough to evaluate the performance held by employees, requiring the taking of measures which could contribute to the reversal of the problems will be detected, as well as to the best use of the strengths identified (Sharma, 2002).

In spite of your remarkable importance, there are few organizations that maintains an effective system related to this activity. It is interesting to note that non-systematic manner, performance evaluation occurs all the time in any company. From the moment you are hired, the employee is accompanied by its managers, colleagues and clients (internal or external) in a constant evaluation process. The systematization of this function not cause, however, damage, substantially reducing your ability to contribute to the professional growth. When it establishes a structured system, it is possible to generate clear subsidies for planning training programs, as well as provide employees with opportunities to correct problems detected and, as a result, facilitate the elevation of the productivity (Kings, 2010; Souza et al., 2005)

Some care must be observed so that the performance management process meets your goals. Initially, it must be clear what the main corporate strategies to be benefited and that skills need to be prioritized so that these are well served (Teixeira, 2005).

Then, should be established and disseminated the indicators that will be used in the evaluation. Two cautions are recommended right now: don't adopt an excessive number of indicators and allow for the differentiation of a sector to another, in order to contemplate the distinct professional needs featuring the areas of an organization. Even in small companies, it is recommended the observance of this distinction can be separated, for example, the administrative and operational. We must still make sure that all employees understand the criteria by which will be evaluated and educate managers so that the process be as impartial as possible (Bridges, 2008).

Then comes the phase of the monitoring of the performance, in which it is important to avoid the concentration of only checking at the end of the period considered (one year in General), encouraging appraisers to provide partial feedbacks too. This care helps prevent problems are known by the staff only at the time it is already too late to fix them. Then comes the closing time of the evaluation, with notes or concepts and the discussion of the individual report with each worker. On that occasion, it must be agreed that measures will be taken to the constant improvement of the performance and the best use of the potential of each person (Gasalla, 2008).

A methodology that presents the greatest potential for the success of this process will be called 360 degree assessment, which consists of a system in which not only the Manager evaluates its led, but also the subordinates, colleagues, internal clients and, in some cases, even the outsiders. With that, have differentiated and complementary perceptions, as well as prevent personal problems or lack of criteria by the supervisor to achieve a very strong impact on the result, what happens when he's the only one evaluator (Kings, 2000). In small businesses, the adoption of this model turns out to be easier, given the smaller number of people who qualify as evaluators. Another major activity is the management of the remuneration, then exposed.

2.5 remuneration management

The remuneration represents, for workers, not only the just retribution by contributions that offer to the company, but also the verification of the degree of importance attributed to them by their employers. When the payment is perceived as unfair, there is a strong tendency to discouragement and even the revolt against the organization. Not always, however, you can invest what would be considered more appropriate.

Payroll represents an important portion of the costs of any organisation and, in particular, in the case of small businesses. As wage increases granted cannot be subsequently withdrawn, the greater liberality in times of more favourable financial situation may lead the Organization facing severe difficulties when they arrive smaller periods of availability resources. Exacerbating this situation, the annual adjustments granted by collective labor agreements, which can financially cripple the firm that don't plan properly their wage practices (Araújo, 2006; Birth and oak, 2006).

Another factor that must be considered is the complex and rigid Brazilian labor law. If managers don't adopt the proper care, can create future problems for the Organization, creating actions in labour courts. In small businesses, this issue turns more serious, since they often lack clear definitions concerning, for example, the position held and their respective salaries. It is common to observe two employees performing the same functions receiving different rewards. In the absence of a structured career plan to justify such differentiation, she turns out to be illegal, giving rise to actions seeking equality. The implementation of a plan of this type can be an important option, allowing it to be made an assignment of wages is most appropriate to the degree of maturity in the role of each worker.

An important option that arises on the difficulties that small businesses are demonstrating to elevate salaries is offering additional benefits, defined by birth and oak (2006) as the products and services that businesses provide to employees or their families in advantageous conditions, aiming at the promotion of your personal well-being. The benefits are also known as "indirect wages", as they allow the worker to save part of receiving spending less money in the purchase of products and services of your interest (Tachizawa, Ferreira and fortune, 2006).

Also reveals interesting adoption of variable remuneration, that enables the distribution, with the employees of part of the gains (in the case of profit-sharing) or rewards the results achieved, in the case of awards and commissions. In addition to serving to bring together the interests of the worker and the company, it is a mode of remuneration more flexible than base pay, which may be structured in a way that does not run the risk of having to, in bad financial times, spend In addition to the possibilities of the firm (Resende, 2001; Veloso, 2012; Wood Jr. and Son Picarelli, 2004).

Starting from the assumptions listed in the introduction and theoretical contributions here exposed, the survey was conducted based on the methodological procedures set out below.

3. METHODS AND MATERIALS

The research highlighted here may be classified, on the basis of the taxonomy proposed by Vergara (2005), as being, in relation to the purposes, explanatory, since it involved the search for establishing cause-and-effect relationships between investments in management people and quality of care provided to clients. Is also applied, as it approached a concrete problem, which is the search for improvement of care on the part of retail companies.

In relation to the means employed, even as defined by Vergara (2005), bibliographical, because search is supported in theories on personnel management and quality services. Also, since it involved the collection of data through the application of questionnaires and conducting interviews at the location where the facts studied occur.

The approach relied on qualitative and quantitative aspects. Qualitative analysis is manifest in the evaluation of management practices of people being held, comparing with the theories studied on the subject and also the perception of employees about such practices. The quantitative analysis was used in the verification of customers ' satisfaction with the assistance received and the verification of possible correlations of variables with people management practices.

The predominant method is the inductive, since induction, according to Lakatos and Marconi (2010), "is a mental process through which, starting from private data, sufficiently evidenced, infers a general or universal truth, not contained in parts examined " (p.83).

The universe was composed of small businesses (small), who work in the retail trade of Juiz de Fora-MG. It was decided to not include pharmacies, bars, restaurants, bakeries and coffee shops, in order that you contact customers keep with this type of organization is quite differentiated with the established with other stores.

The sample of companies was established in a non-probabilistic, being selected based on availability of entrepreneurs or managers to participate and allow them to be raised with the information your employees and customers. In this step, the Trade Union offered support by sending to all its members an e-mail message, inviting them to participate in the research. Only four entrepreneurs, however, if interested. The rest were invited personally by the researchers, from direct contact established in their stores.

The managers and employees of selected shops were surveyed in the form of census. For customers, was adopted an opportunistic random sampling, interviewing the first 50 who left the shop at the time of completion of the survey.

The managers of the stores selected for the survey were interviewed following a script of questions, with a focus on practices survey held by the company regarding the following functions of personnel management: recruitment and selection, training and development, management of jobs and salaries and performance management.

The employees ' opinion about people management practices of enterprises where work was raised by means of structured questionnaires. The option for the use of a questionnaire, rather than interviews, justified by the need to preserve the confidentiality of responses. It is believed that the participation was more spontaneous, reducing the risk of distorted responses for fear of reprisals. For employees, in addition to the dimensions considered in the interviews with managers, also were included questions regarding leadership style held in store.

Customers of selected shops had their opinions about the quality of the service provided raised through a structured interview, with the use of a form and the use of closed questions, arranged in a Likert scale.

This method of collection has as one of its advantages to speed on approach, which is fundamental for the participants if they have the answer. Another positive aspect related to the use of closed questions and the Likert scale, is the ease of establishing comparisons between similar institutions surveyed.

The treatment of data collected in interviews with the managers of the stores surveyed included quantitative and qualitative treatment. Descriptive statistics was used for better visualization of the answers given to the questions. Although they have not been offered, on most questions, previous options of response, was made the categorization of answers obtained. The qualitative analysis involved confrontation between the characteristics of personnel management practiced in stores surveyed with best practices by the theories studied.

As regards the questionnaires applied in employees and the data collected with the customers, the treatment was predominantly quantitative. Starting from previous response options were developed the following basic operations: planning, verification and establishment of statistical inferences. The modeling of the data collected and the inferences statistics were developed with support of the SPSS software.

This article has focus, as already noted, specifically was raised among the managers, i.e. practices maintained by organizations. This demarcation is due to the fact that research with customers is still in progress and the actual adopted Regulation size limitation for submission of articles.

Finally, other businesses in Brazil have faced such challenges: Heineken (Dias, 2018); VLT Carioca (Dias & Teles, 2018); Netflix (Dias & Navarro, 2018), VLT Carioca (Dias & Teles, 2018), Dudalina (Dias et al. 2014, 2015), Pirecal (Dias & Davila, 2018).

4. RESULTS AND ANALYSIS

As already reported, were interviewed 78 stores managers, whose area of expertise is revealed in Figure 1, as follows:

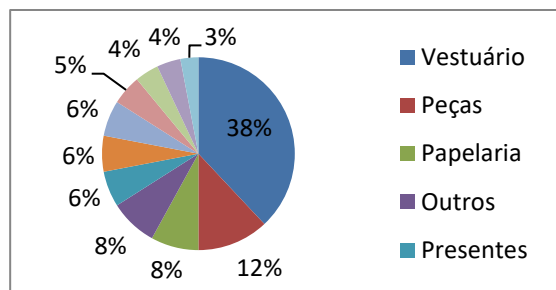


Figure 1: retail categorization

Note that the sample was quite diverse, with regard to the type of trade achieved by research. The predominance of the clothing stores, here including clothes, shoes and accessories, reflects what is observed in local businesses that have in fact, with many companies of this area. It is worth remembering that the pharmacies, as well as bars, snack bars and restaurants, also quite numerous in the city, were not included in the search, as explained in the section that dealt with the methodology. As for the time of existence of the companies comprising the sample, were obtained the results shown in Figure 2:

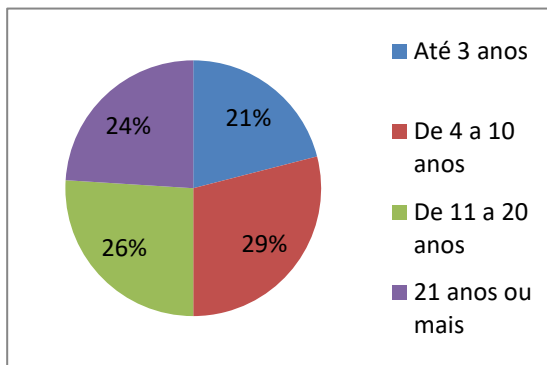


Figura 2: Existing business (years)

As shown, the sample was constituted by predominately companies already consolidated, whose age exceeds 4 years, with a significant percentage established for more than two decades. This characterization is relevant in the analysis of management practices of people being held, since some of the factors analyzed can manifest less suitable in newly created companies. It has also raised the age of managers, being obtained the results shown in Figure 3:

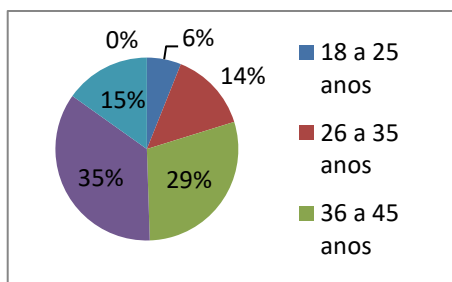


Figure 3: age of the managers

Note that there are few young people in front of the businesses surveyed, but also no manager above 65 years, they'd be, like, in the so-called "third age". The vast majority has between 36 and 55 years. As regards the education possessed were obtained results exposed in Figure 4, as follows:

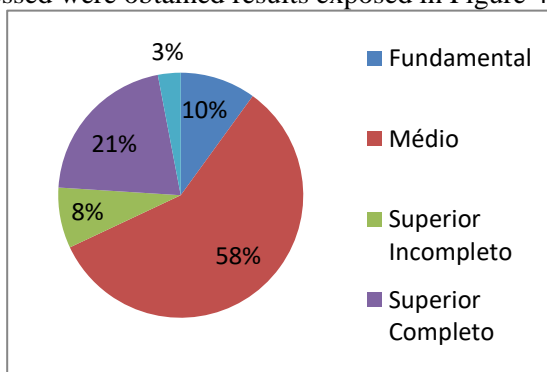


Figure 4: Schooling of managers

Points out the small percentage of senior managers, even if you also consider the college graduates. Considering that the city has 15 universities, access to higher education is favored, and to be expected, therefore, that a larger number of managers seek higher education. Even smaller was the amount that attended graduate school, which is also significant, considering that at least 6 institutions offer courses of various specializations in business area. It shows a low value of education, which will be reflected in the priorities established at the moment of the selection of officials, as will be highlighted in due course.

As for gender, 56 percent of respondents are women and 44 percent men. This Division is consistent with the data from the 2010 Census, which indicated that the local population consists mainly (53 percent) by women (IBGE, 2012). Passing to people management activities investigated, was asked what channels have been used to publicize vacancies, when it is necessary to hire a new employee, being obtained the results summarised in Figure 5, as follows:

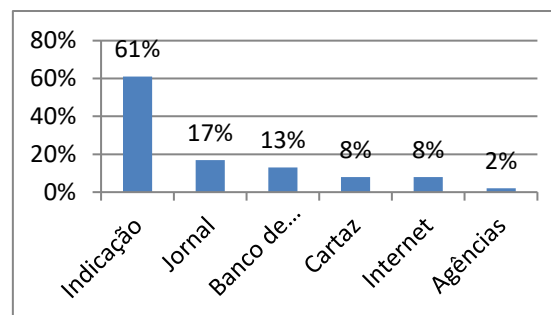


Figure 5: recruitment channels used

The majority of managers, as it turns out, is limited to alerts that receives people from your trust. This option can be understood as a consequence of conservatism that marks the local culture, the priority being employment of candidates known to the detriment of the expansion of possibilities and possible best qualification obtained as a result.

The internet, which represents a very interesting option has been little explored, as it turns out. Still worth to note that the city has several private employment agencies, as well as an organ of the city back to the disclosure of job opportunities and referral of candidates. This is another option that could be better used. Interesting, too, to point out that this question admitted multiple responses. Adding to the percentages obtained in each option, is 108 percent, i.e. only 8 percent of companies focused using more than one channel.

This situation, in addition to reducing the options of choice, can make the renewal of the culture of the Organization, as those who join tend to play, at least in part, values and perspectives of people who indicated, which are "reliable" certainly demonstrate greater similarity of ideas. Still covering the process of attracting talents, Figure 6 shows the selection techniques that have been used.

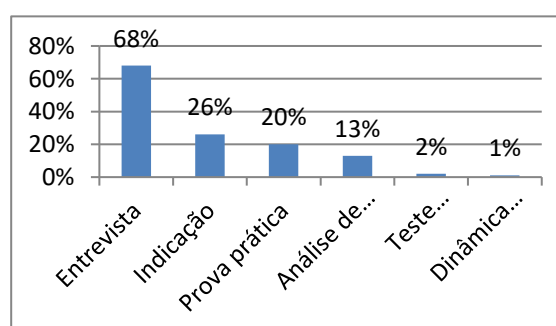


Figure 6: selection techniques used

This question also admitted multiple responses. Contrary to what happened in relation to recruitment channels used, there were companies in the use of more than one technique, and the interview, which is the most used, was also the one who appeared complementing other. The predilection for this technique is common in enterprises. Even in organizations that have check systems based on a diverse range of procedures, are unlikely to stop carrying out an interview. What do you call a lot of attention is the high percentage assigned to the "indication". Strictly speaking, this should be only a technique of recruitment and selection, but not being the issue without previous options of responses, it was found that significant presence. This fact reinforces the perception, already highlighted, of great appreciation of personal knowledge.

The selection process have been thus marked by simplicity and the use of limited resources. The techniques that require qualified professionals for your driving, as the psychological tests and group dynamics, were very little used. As commented in interviews, if managers are responsible for directly from the selective processes, making them, as a result, in a simple way, without more resources. This situation is worrying in view of the importance of a good selection for professional satisfaction with your employment and the maintenance of high productivity, as highlighted in the section that dealt with the main theoretical contributions on the area.

Another issue dealt with on the level of importance attributed to several features that can be found in the candidates for a particular vacancy. Managers were requested to indicate the three most important, from a relationship previously offered, ranking them. So, should be assigned the number "1" to be considered more relevant, "2" to "3" to the second and third. The results are displayed in table 1.

For easy viewing of the importance attributed to each factor, the following methodology was used, in order to calculate the relative degree of prioritization of every feature listed at the time of the choice of a candidate. It was considered that 100 percent would represent the hypothetical situation in which all respondents assinalassem the maximum degree (1) on the scale. This situation would characterize the greatest possible degree of occurrence of characteristic researched on the issue. In the situation diametrically opposite, 0 percent if a particular option was not checked by anyone. Assuming these parameters, the following calculations were carried out for determining, in a scale of 0 to 100 percent of the level of importance assigned to each feature: first, multiplied by 3 the markings as first factor; by the second factor 2 and 1 the third factor. With that, the scores were shown in table 1, as follows:

Table 1
Weighted Score of the priorities in the selection of personnel

FACTORS	1 ^a OPTION	2 ^a OPTION	3 ^a OPTION	POINTS
Experience	25	11	9	106
Personal skill	15	20	18	103
Simpaty	12	21	17	95
Indication	10	6	5	47
Personal presentation	6	5	12	40
Initiative	4	8	7	35
Level of education	4	6	5	29
Age	2	1	2	10
Responsibility	0	0	3	3

The sum of the products obtained with the multiplications was divided by the maximum value that could be achieved (total number of responses multiplied by the factor 3, i.e. $78 \times 3 = 234$), and thus the relative importance, on a scale from 0 to 100 percent, While the results demonstrated in Figure 7, as follows:

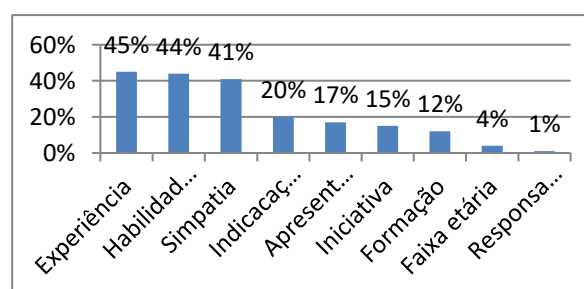


Figure 7: relative importance assigned to each selection technique

Three characteristics are pointed out, which are rather more valued than the other: (a) experience, (b) skills and (c) sympathy. Manifested itself a contradiction here with regard to what was raised in the previous question. Personal skills cannot be measured by the favorite techniques of companies – the interview and the information. If the managers consider this aspect as relevant, should use more practical tests, simulations, group dynamics or psychological tests. What there was, in short, was that the selection processes have not been conducted in a proper manner. The deficiencies observed in this activity have been repeated in other investigated, such as the promotion of training activities, the results of which are opinions raised Figure 8, as follows:

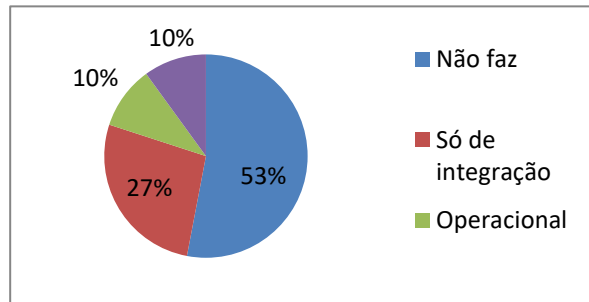


Figure 8: investments in training

It is very significant, as can be seen, the number of companies that do not promote any training or only at the time of hiring the employee. Fit to observe that what was called integration training does not represent a structured work of reception of new members, as in many larger organizations with more developed training areas. Limited companies studied, the in-service training, with the designation of an older employee to present, so empirical, the routines that should be followed. The deficiency in investment in training has proved even more serious when it scans the frequency with which the training are promoted, as follows:

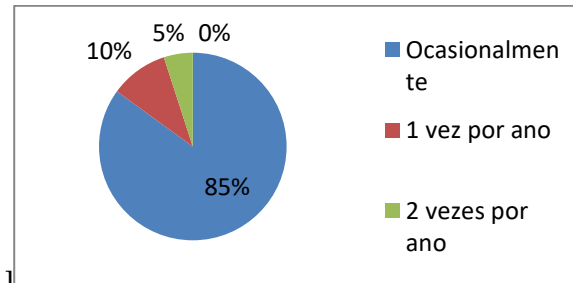


Figure 9: frequency of training

Note that even among the companies that promote training, the frequency with which they do so is insufficient, revealing clearly inappropriate on the dynamism of contemporary society. As highlighted in section that approached the theories applicable to professional training, the training actions are not sporadic. No company research revealed to possess a systematic work in this area, fulfilling the recommended steps that, as already discussed, would be the diagnosis of needs, planning, execution and evaluation of your results. The next question concerned the existence of performance evaluation, being obtained the results shown in Figure 9, as follows:

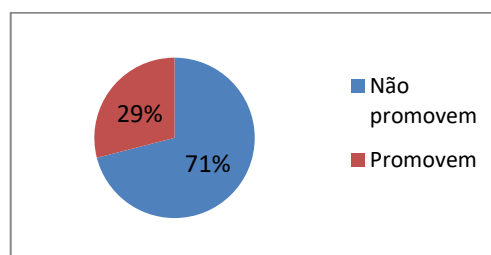


Figure 9: performance evaluation promotion

Although the number of minority companies that make performance assessment turned out to be smaller than what is observed in organizations in General, even bigger. As highlighted in section that presented the review of literature, this is the activity of managing people least developed in most companies. It was observed, however, in comments made by interviewees, that the way it has been done the assessment is quite precarious, based on just the opinion of the managers, expresses to its unstructured way led. More precarious is still the situation concerning the management of the remuneration. All companies that composed the sample adopts, as base salary, only the floor of the category. Was asked, too, if there's some kind of variable remuneration, with the results shown in Figure 10, as follows:

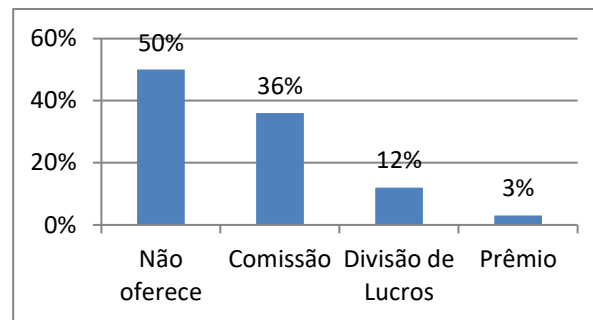


Figure 10: adoption of variable compensation

As it appears, is very large the amount of companies that do not offer any type of variable remuneration. Considering that were researched retail organizations, category traditionally auspicious to the adoption of the sales commissions, this situation points out. The fact that only 36 percent commissionem your employee is very negative, because it doesn't favor the approach of corporate interests, linked naturally to the expansion of sales, with the personal benefits of their employees. As highlighted in section intended to review of the literature, the adoption of a system variable would be an important OPTION to become more strategic and flexible remuneration.

The inadequacy of the compensation system is reinforced by responses obtained two other questions: only 1 percent has a plan of positions and 74 percent did not provide any additional benefit (not counting the Valley Transportation, which is enforced by law). Given the importance of compensation for workers and, as a result, companies, is rather worrying.

3. DISCUSSION

As explained in the introduction, whose first results are presented here aims to identify how people management actions promoted by the managers of retail trade of Juiz de Fora – MG have impacted on the quality of care received by customers. The article presented the results of the interviews that were conducted with the managers of the companies surveyed, whose focus rested on the way have been conducted the activities of talent, training, performance management and compensation.

It was possible to conclude so far, reiterating that the information obtained from employees are still being tabulated and that research with customers is in progress, is that people management has been very poor in the companies studied.

Recruitment and selection is carried out in a very simple and restricted. Are not used proper channels for the dissemination of existing vacancies, restricting the choice of candidates who present themselves to a smaller number of people, which tends naturally to impair the quality of the selection. Techniques for the choice of the most suitable candidates are also very restricted, inefficient in determining which should be chosen. This inadequacy is evident also are considered the characteristics declared by the managers as important to be checked, in particular personal skills.

Going on in the city several specialized institutions in supporting selective processes, there included several junior companies, which provide services at affordable prices, traders could invest better in this activity. The cost that will be her spent is certainly less than what ends up happening when the selection is not well conducted, including what you spend to make layoffs and new hires as well as low productivity that results from the inadequacy of an employee the position or the company.

The investments in training were very shy, and incipient or nonexistent in most companies. Even those that promote training activities, this job is done sporadic and not systematic. There is no clarity on how the potential employee development relates to the requirements of competitiveness. The low valuation of corporate education is reflected in the still small number of managers who sought to increase your own schooling, being few who did undergrad and rarer still that sought a specialization. In an environment of increasing complexity and increasingly fierce competition, companies certainly are hindered by the lack of vision of their managers about the need to invest in this area.

Performance management in the design of the speech, turned out to be non-existent in all companies. Although some have evaluation of performance, not lead to generate subsidies to corrective actions, which characterize the promotion of management itself. While many organizations are choosing to innovative methods, such as the 360 degree evaluation, the surveyed companies do not fit even to traditional parameters. It is likely that many talents are underutilized and that many problems could be solved but manifests are not, due to the ignorance of how are you today the performance of each.

Of all activities, the management of the remuneration is more precarious. As if that wasn't enough to pay only the wage floor, companies in your vast majority, do not invest in variable compensation programs or provide additional benefits. As wait staff remain motivated and committed to the company, it did not receive, in Exchange for the contribution that offer, anything other than the mandatory minimum. Of course it takes time to establish caution programs pay for bolder, but that goes way beyond prudence that would be recommended. It depicts even a late, inappropriate to the current times, in which it is to be expected the search for a greater partnership between companies and employees.

The fact that small companies with limited resources, it doesn't justify the problems observed. Recruitment via the internet, for example, is now affordable to any company. Can also be promoted and training actions with alternative methods, like reading or stimulating free extension courses offered, online or in person by various organizations. With regard to performance management, the justification of lack of resources has proved even more impertinent, since it is possible to develop a good system without any direct expenditure.

In the activity that was detected as the most impaired, management remuneration, it would also be possible to obtain improvements without major investments. The additional benefits, for example, can be granted without either direct cost modalities. As examples, can be cited the agreements with pharmacies and other stores to purchase discounted products. Can also be offered business health plans, even with the discount of 100 percent of your paycheck cost, are much cheaper than when purchased individually. Variable compensation programs also can be accessible, if they are linked to the increase of the company's revenue. A correct management in this area may represent not a cost but an investment, helping to increase revenue more than elevate the expense.

Perhaps, from the moment they take science that the performance of your employees has left something to be desired from the point of view of clients served, the entrepreneurs decide to reverse this situation. All of them will receive a detailed report of your prints taken with customers and, if they express high dissatisfaction that go are expected to occur, it may resolve to invest more consistently in people management, that represents, after all, a of the most important strategic tools to increase competitiveness.

The problems raised can be understood in part as a consequence of conservatism that predominates in the corporate culture of the city. This cultural trait if led, for example, in the greater emphasis given to

nominations received, both to recruit and to select new employees. This culture needs to be changed. As with many of the local industries, which didn't make it to international competition, trade could be hard hit by the expansion of shopping over the internet, already underway, as well as by the arrival of national retailers that compete in other levels of quality of care. Change the culture and invest more in people management is no longer an option but a necessity.

References

Almeida, W. (2009) Captação e seleção de talentos: com foco em competências. 2 ed. São Paulo: Atlas.

Amorim, wilson aparecido costa; fischer, andré luiz; fholi, marisa e moraes, Fábio Cássio Costa.(2010), Educação corporativa: fundamentos, evolução e implantação de projetos. São paulo: Atlas.

Araújo, Luis Cesar(2006). Gestão de pessoas. São paulo: Atlas.

Banov, Márcia Regina(2011). Recrutamento, seleção e competências. 2 ed. São paulo: Atlas.

Bathe, s.; foxall, g. (1992) Cognitive style and personal involvement as explicators of innovative purchasing of healthy food brands. European journal of marketing, v. 27, n. 2, p. 5-16, 1992.

Demo, Gisela (2010). Políticas de gestão de pessoas nas organizações: papel dos valores pessoais e da justiça organizacional. 3 ed. São paulo: Atlas.

Dias, Murillo de Oliveira (2018). Heineken brewing industry in brazil. In: *international journal of management, technology and engineering (ijamtes)* issn: 2249-7455. Volume 8 issue 9, november/2018, page no: 1304-1310. Doi:16.10089/ijmte2156.

Dias, Murillo de Oliveira (2016). Factors influencing the success of business negotiations in the brazilian culture (doctoral thesis). Esc rennes school of business, france.

Dias, Murillo & Navarro,R, (2018). Is netflix dominating brazil? In: international journal of business and management review. Vol.6, no.1, pp.19-32, january 2018

Dias, Murillo de Oliveira; Teles, Andre (2018). From animal traction to lrv: public rail transportation in rio de janeiro. In: international journal of science and research (ijsr) issn: 2319-7064. Volume 7 issue 11, november, pp. 765-770. Doi: 10.21275/art20192818

Dias, Murillo de Oliveira & Duzert, Yann. (2016). Fiat chrysler automobiles in brazil: alliance consolidated. In: *the international journal of business & management*. Issn 2321-8916. Volume iv, issue 2, february 2016, pp. 160-166. Doi: 10.6084/m9.figshare.7834733

Dias, Murillo de Oliveira et al. (2015). Brazilian fashion business dudalina s/a: case revisited. In: international journal of business and management studies. Issn: 2158-1479. Vol 04(01); p. 11-24. Doi: 10.6084/m9.figshare.7834730

Dias, Murillo de Oliveira et al. (2014). Dudalina s/a: case study on how to overcome succession barriers on a brazilian family business. In: *business and management review*, vol 3, no. 12, special issue brazil, issn 2047-0398, pp. 217-229. Doi: 10.6084/m9.figshare.7834748

Dias, Murillo de Oliveira & Davila jr., e. (2018) overcoming succession conflicts in a limestone family business in brazil. In: *international journal of business and management review* vol.6, no.7, pp.58-73, august 2018. Issn: 2052-6407. Doi: 10.6084/m9.figshare.7834703

Dutra, J,S. (2006) Gestão de pessoas: modelos, processos, tendências e perspectivas. São paulo: Atlas

Ehrenberg, ronald g. E smith, robert s.(2007) A moderna economia do trabalho. 5 ed. São paulo: pearson

Eleutério, s. A. V.; souza, m. C. A. F.(2002) Qualidade na prestação de serviços: uma avaliação com clientes internos. Caderno de pesquisas em administração, são paulo, v. 9, n. 3, p. 53-64, jul./set. 2002.

Elliot, k.; roach, d. W. (1991) Are consumers evaluating your products the way you think and hope they are? Journal of consumer marketing, v. 8, n. 2, p. 5-14, 1991.

Ferreira, Victor Cláudio Paradela, Cardoso, Antônio Semeraro Rito, Corrêa, Carlos José E França, Célio Francisco.(2009) Modelos de gestão. 3 ed. Rio de janeiro: editora da fgv, 2009.

França, Ana Cristina Limongi.(2007) Práticas de recursos humanos: conceitos, ferramentas e procedimentos. São paulo: Atlas

Gasalla, José Maria. (2008) A nova gestão de pessoas. São paulo: Saraiva

Guimarães, R. M.; Botelho, (2010) Atributos relevantes na escolha de lojas de conveniência. Read – ea/ufrgs, porto alegre, ed. 65, v. 16, n.1, p. 01-22, jan./abr. De 2010.

Hill, Linda A (2009) Como contratar o funcionário certo. Rio de janeiro: Campus

IBGE (2012)– instituto brasileiro de geografia e estatística. Resultados do censo 2010. Disponível em: http://www.censo2010.ibge.gov.br/resultados_do_censo2010.php. Acesso em: 03/06/2012.

Lakatos, e. M. E marconi, M. A. (2010) Metodologia do trabalho científico: procedimentos básicos, pesquisa bibliográfica, projeto e relatório, publicações e trabalhos científicos. 6. Ed. São paulo: Atlas

Marras, Jean Pierre.(2009) Administração de recursos humanos: do operacional ao estratégico. 13 ed. São paulo: saraiva

Motta, Paulo Roberto (2001). Gestão contemporânea: a ciência e a arte de ser dirigente. 13 ed. Rio de janeiro: record

Nascimento, Luiz Paulo Do; Carvalho, Antônio Vieira (2006). Gestão estratégica de pessoas: sistema, remuneração e planejamento. Rio de janeiro: qualitymark

Pontes, benedito Rodrigues (2008). Avaliação de desempenho: nova abordagem. 10 ed. São paulo: ITR

Reis, Germano Glufke. (2010) Avaliação 360 graus: um instrumento de desenvolvimento gerencial. 3 ed. São paulo: Atlas

Resende, Ênio (2001) Cargos, salários e carreiras: novos paradigmas conceituais e práticos. São paulo, summus

Ricardo, Eleonora Jorge (2007). Gestão da educação corporativa. São paulo: pearson

Souza, Agamênom Rocha; Ferreira, Victor Cláudio Paradela,(2006) Introdução à administração: uma iniciação ao mundo das organizações. 7 ed. Rio de janeiro: pontal editora

Souza, vera lúcia de. Gestão de desempenho: julgamento ou diálogo? Rio de janeiro: editora fgv,2002.

Souza, Vera Lúcia De; Mattos, Irene Badaró; Sardinha, Regina Lúcia Lemos Leite; Alvez, Rodolfo Carlos Souza (2005). Gestão de desempenho. Rio de janeiro: editora fgv

Tachizawa, Takeshy, Ferreira, Victor Cláudio Paradela, Fortuna, Antônio Alfredo Mello.(2006) Gestão com pessoas: uma abordagem aplicada à estratégia de negócios. 5 ed. Rio de janeiro: editora da fgv.

Tachizawa, Takeshy E Faria, Marília De Sant´Anna. (2004) Criação de novos negócios: gestão de micro e pequenas empresas. 2 ed. Rio de janeiro: editora fgv

Teixeira, Gilnei Mourão et al. (2005) Gestão estratégica de pessoas. Rio de janeiro: editora FGV

Treacy, M.; Wiersema, F. (1993) Customer intimacy and other value disciplines. Harvard business review, v. 71, n. 1, p. 84-93, 1993.

Universidade Federal De Juiz De Fora (2009), centro de pesquisas sociais. Anuário estatístico 2009. Disponível em: <http://www.pjf.mg.gov.br/spde/anuario.php>. Acesso em 01/03/2011.

Veloso, Elza Fátima Rosa (2012). Carreiras sem fronteiras e transição profissional no brasil. São paulo: atlas, 2012.

Wood Jr., Thomaz E Picarelli Filho, Vicente (2004). Remuneração estratégica: a nova vantagem competitiva. 3 ed. São paulo: Atlas

Zarifian, philippe.(2001)Objetivo competência: por uma nova lógica. São paulo: Atlas

Vergara, Sylvia Constant.(2005) Métodos de Pesquisa em Administração. São Paulo: Atlas

Zeithaml, V. A (1988). Consumer perceptions of price, quality and value: a means-end model and synthesis of evidence. Journal of marketing, v. 52, n. 2, p. 2-22, 1988.