



Revista Alcance
ISSN: 1983-716X
alcance@univali.br
Universidade do Vale do Itajaí
Brasil

TRENTIN, LUCIANO
PEOPLE MANAGEMENT PRACTICES: AN ANALYSIS FROM
THE PERSPECTIVES OF MANAGERS AND NON-MANAGERS
Revista Alcance, vol. 28, no. 1, 2021, -, pp. 82-96
Universidade do Vale do Itajaí
Brasil

DOI: [https://doi.org/10.14210/alcance.v28n1\(jan/abr\).p82-96](https://doi.org/10.14210/alcance.v28n1(jan/abr).p82-96)

Available in: <https://www.redalyc.org/articulo.oa?id=477765948009>

- How to cite
- Complete issue
- More information about this article
- Journal's webpage in redalyc.org



Scientific Information System Redalyc
Network of Scientific Journals from Latin America and the Caribbean, Spain and
Portugal

Project academic non-profit, developed under the open access initiative



**PEOPLE MANAGEMENT PRACTICES: AN ANALYSIS FROM THE
PERSPECTIVES OF MANAGERS AND NON-MANAGERS**

**PRÁTICAS DE GESTÃO DE PESSOAS: UMA ANÁLISE A PARTIR DA
PERCEPÇÃO DOS GESTORES E DOS NÃO GESTORES**

**PRÁCTICAS DE GESTIÓN DE PERSONAS: UN ANÁLISIS A PARTIR DE LA
PERCEPCIÓN DE LOS GERENTES Y NO GERENTES**

LUCIANO TRENTIN

Student Doctoral

Fundação Universidade Regional de Blumenau – Brasil

ORCID: 0000-0002-7916-3536

trentinluciano@yahoo.com.br

Submitted on: 01/07/2019

Approved in: 06/07/2020

Doi: 10.14210/alcance.v28n1(jan/abr).p82-96

Section Editor: Profa. Dra. Anelise Mozzatto



LICENÇA CC BY:

Artigo distribuído
sob os termos
Creative Commons,
permite uso e
distribuição irrestrita
em qualquer meio
desde que o autor
credite a fonte
original.



ABSTRACT

There is an acquiescence that People Management [PM] practices should result in new strategic approaches to the role of the PM area. In this sense, this article aims to analyze how PM practices are perceived by workers occupying managerial and non-managerial positions in different units of a company in the textile sector. To carry out the study, a descriptive survey was applied through the use of the "Google Forms" virtual platform. The sample consisted of 101 company professionals, chosen due to the ease of access and convenience. Using a quantitative approach, participants were selected and divided into two groups: managers and non-managers from units A and B. The data obtained were related to five PM practices: Capture, Retention, Development, Contract, and Work Environment. As a result, the research showed uniformity regarding the level of perception of PM practices in both groups, workers with management and non-management positions. However, units A and B presented disagreement regarding PM practices in relation to the level of perception of workers with a management position between units.

Keywords: People management practices. People management. Managerial and non-managerial positions.

RESUMO

Existe uma aquiescência de que as práticas de Gestão de Pessoas [GP] devem resultar em novas abordagens estratégicas para o papel da área de GP. Nesse sentido, o presente artigo tem por objetivo analisar como as práticas de GP são percebidas por trabalhadores ocupantes de posições de gestão e não gestão em unidades distintas de uma empresa do setor têxtil. Para a realização do estudo, foi aplicada uma *survey* descritiva, aplicada por intermédio da plataforma virtual do "Google Forms". A amostra foi composta por 101 profissionais da empresa, sendo coletada por acessibilidade e conveniência. Com abordagem quantitativa, os participantes foram selecionados e distribuídos em dois grupos: gestores e não gestores das unidades A e B. Os dados obtidos foram relacionados com cinco práticas de GP: Captação, Retenção, Desenvolvimento, Contrato e Ambiente de Trabalho. Como resultados, a pesquisa evidenciou uniformidade quanto ao nível de percepção das práticas de GP em ambos os grupos, trabalhadores com posição de gestão e não gestão. No entanto, as unidades A e B demonstraram desconformidade quanto às práticas de GP em relação ao nível de percepção dos trabalhadores com posição de gestão entre unidades.

Palavras-chave: Práticas de gestão de pessoas. Gestão de pessoas. Posições de gestão e não gestão.

RESUMEN

Existe una aceptación de que las prácticas de Gestión de Personas [GP] deberían dar como resultado nuevos enfoques estratégicos para el papel del área de GP. En este sentido, este artículo tiene como objetivo analizar cómo las prácticas de GP son percibidas por los trabajadores que ocupan puestos gerenciales y no gerenciales en diferentes unidades de una empresa en el sector textil. Para llevar a cabo el estudio, se aplicó una encuesta descriptiva, aplicada a través de la plataforma virtual "Formularios de Google". La muestra consistió en 101 profesionales de la compañía, recolectados para accesibilidad y conveniencia. Con un enfoque cuantitativo, los participantes fueron seleccionados y divididos en dos grupos: gerentes y no gerentes de las unidades A y B. Los datos obtenidos se relacionaron con cinco prácticas de GP: captura, retención, desarrollo, contrato y ambiente de trabajo. Como resultado, la investigación mostró uniformidad con respecto al nivel de percepción de las prácticas de GP en ambos grupos, trabajadores con puestos gerenciales y no gerenciales. Sin embargo, las unidades A y B mostraron desacuerdo con respecto a las prácticas de GP en relación con el nivel de percepción de los trabajadores con una posición de gestión entre las unidades.

Palabras clave: Prácticas de gestión de personas. Gestión de personas. Posiciones de gestión y no gestión.

1. INTRODUCTION

In the past decades, organizations have been experiencing great changes due to technological advances. However, those changes are not limited to physical structures and products, but especially to behavioral or cultural patterns. Thus, for organizations to adapt to the new scenario, they must think of their workers not as simple “human resources”, but as the “human capital” of the organization (Spinelli, 2015).

Regarding human capital, Kwon (2009) highlights that it needs to generate excellence and competitiveness, since the human being is the main factor for the company to become truly competitive. This vision understands people as a strategic component of the organization, and as such, they need to be developed and managed. According to Youndt and Snell (2004), people management practices, such as capture and development, can contribute to raise the intellectual capital of workers, thus improving organizational performance. In this way, it is understood that attracting, developing, and retaining talent enables the PM area to recognize strategic partners within the organizations (Macarengo, 2006).

Despite the progress in research related to PM from a managerial focus at a strategic level, there is a growing interest in understanding the effect of PM practices from the perspective of workers (Bowen & Ostroff, 2004; Nishii & Wright, 2008; Paauwe, Wright, & Guest, 2013; Shore, Coyle-Shapiro, & Tetrick, 2012).

On the perception of workers regarding PM practices, Jiang *et al.* (2017) show the existence of a huge variation in the perception of workers towards PM practices. For the authors, it is essential that organizations understand the way in which workers interpret PM practices, regardless of the hierarchical level occupied.

Given the relevance of workers' perception of PM practices, it is worth highlighting the studies by Jensen, Patel and Messersmith (2013) and Kehoe and Wright (2013), which mention the workers' lack of experienced understanding of PM practices. For the authors, there is an agreement that PM practices contribute to increase the performance results of organizations; however, only a reduced number of studies considered the perception of workers regarding the role of PM practices. As for the reduced number of studies, authors such as Hassan (2016) and Jiang *et al.* (2017) express the need to expand the number of papers related to the perception of workers regarding PM practices, preferably in disparate segments and with an expanded sampling in relation to the studies already carried out.

According to Brewster, Brookes and Gollan (2015) and Ryu and Kim (2013), the perception of PM practices can be understood in a shared way, both by workers who occupy managerial positions in the organization, and by other workers (non-managers). According to the authors, PM practices are largely disseminated through managers, which can affect workers' perceptions and, therefore, their behavior and performance. On this aspect, Delery and Roumpi (2017) point out that the shared perception (managers and non-managers) of PM practices is extremely relevant if organizations aim at improving their organizational performance. In order for PM practices to be consistent with the organization's guidelines, and for workers not to build their own understanding of them, it is necessary to establish a people management area with technical and strategic principles aligned with organizational objectives.

In view of the above, this study aims at analyzing how PM practices are perceived by workers occupying managerial and non-managerial positions in different units of a company in the textile sector. Furthermore, the research seeks to contribute to the understanding of the perception of PM practices, notably in the textile sector. The choice of the textile segment was based on the accessibility and convenience of an organization that is active in both the domestic and the international market. The textile sector represents the productive force of 27.5 thousand companies installed throughout the Brazilian territory, of all sizes, employing over 1.5 million workers, which together generate an annual revenue of US\$ 51.58 billion (ABIT, 2019).

The research is structured as follows: the first section provides a brief introduction on the purpose of this research; the second section supports the theory of the addressed subject; the third presents the methods used in the research; the fourth discusses the findings of the study; and finally, the final considerations and recommendations for further studies.

2 PEOPLE MANAGEMENT PRACTICES

In recent years, the global financial crises have motivated changes characterized by economic phenomena. It is understood that the best management practice to predict moments of crisis is to make decisions related to PM (Fitz-Enz, 2010). This new culture influences the shift from traditional PM, moving away from the focus of bureaucratic issues and work relations towards a strategic orientation due to the need and improvement of the organizational culture (Pavlov *et al.*, 2017).

In this context, Robbins (2004) highlights that the PM area is essentially constituted through the respective PM

policies, processes and practices, aimed at providing organizations with trained professionals and perpetuating the high performance of workers through a “Strategic human resource planning, recruitment or reduction, selection, guidance, training, performance evaluation, remuneration, and benefits, safety and health, and also addressing contemporary human resources management issues” (p.140).

According to Dutra (2008), “people management is a set of policies and practices that allow the reconciliation of expectations between the organization and people so that both can achieve them in the long term” (p.17). For the author, policies are the guidelines, the principles that guide the behavior of people in organizations. Practices are the procedures, methods, and techniques used to implement decisions.

In the same line, Jabbour, Santos and Nagano (2009) state that PM is a set of policies and organizational practices designed to influence the behavior of workers, guiding them towards the achievement of specific organizational objectives through interaction between the PM area and the other organizational areas, in which PM is practiced daily, aiming at generating competitive advantages.

Through the concepts presented above, it is important to mention Visser (2010), which shows that PM must adapt to the needs of the organization, considering that the organizational transformations are constant. The convergence between PM practices and the organization's needs, according to Jabbour *et al.* (2012) expresses a contemporary and strategic concept, where PM is recognized for its diverse projects and a combination of practices aimed at improving organizational effectiveness.

Among the main challenges faced by professionals in the area of PM, Freitas (2014) and Freitas, Jabbour and Santos (2011) highlight the management of organizational needs to the demands of the environment in which it is inserted. For Soares (2012), managers who disregarded the context in which the organization is inserted may face ethical dilemmas and behavioral crises in interpersonal relationships.

Faced with adversities presented to managers when implementing PM practices in a given context, Dewettinck and Remue (2011) and Martínez-Jurado, Moyano-Fuentes and Jerez-Gómez (2014) emphasize that organizations must develop a new work culture which emphasizes the role of workers, considering them as assets and not as a mere factor of production. According to Jabbour *et al.* (2012) and Visser (2010), the attitudes and behavior of workers are influenced by the configuration of the set of PM practices adopted within the organizations.

Freitas (2014) and Freitas, Jabbour and Santos (2011) point out that PM managers must adopt practices according to the organization's strategies. Thus, it can be learned that practices and strategies must be aligned, transposing all levels of the organizational structure so that there is no mismatch, which would in turn cause demotivation and unsatisfactory results.

For Schaurich (2014) and Demo (2011), PM policies must be used as a reference to enable the organization's objectives to be implemented and, thus, serve as a guide for the actions of the PM area. Schaurich (2014) states that PM policies are deployed in a series of practices causally related to them. The author points out that PM practices (Figure 1) correspond to the various procedures, methods, and techniques used for the implementation of organizational decisions.

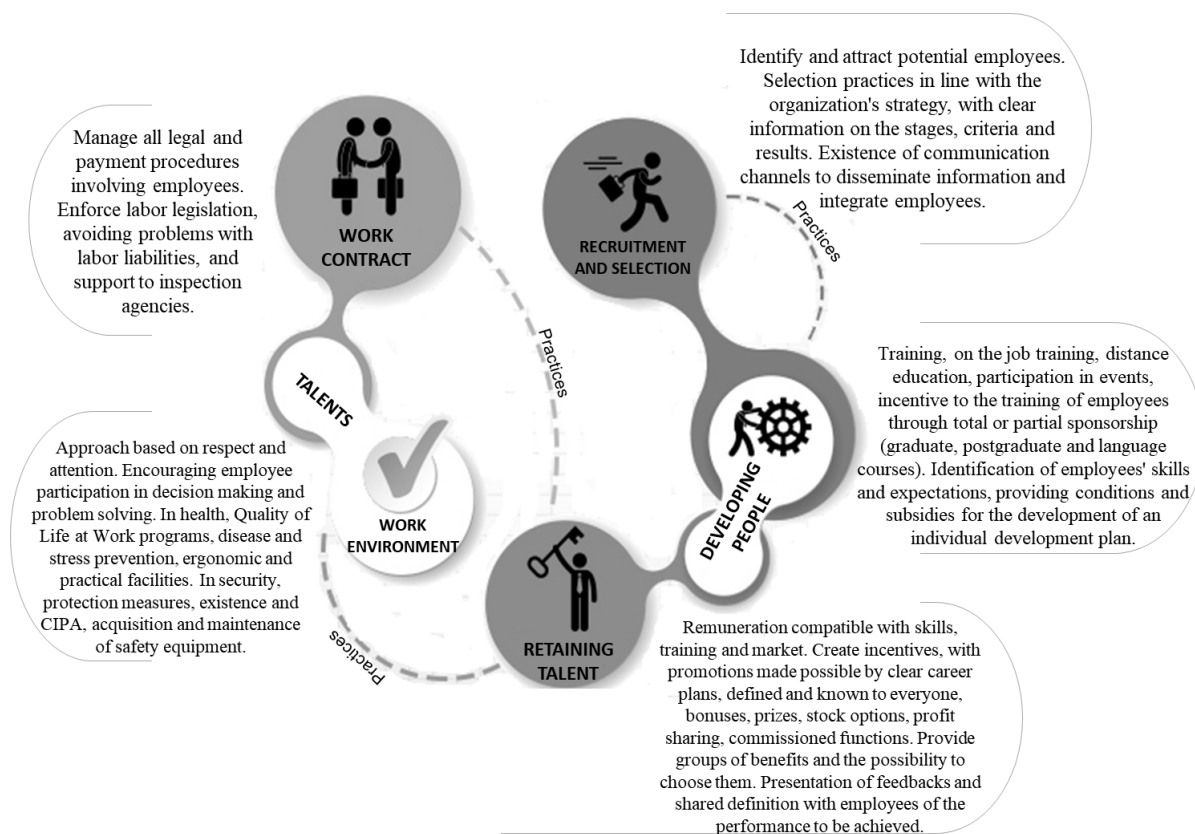


Figure 1. People management policies and practices
Source: adapted from Schaurich (2014).

In order to have PM practices permeating all hierarchical levels and work methods, Kianto, Sáenz and Aramburu (2017) state that organizations must develop, implement, and manage the main policies, procedures and PM practices required to enable a favorable, innovative, and long-standing organizational culture. Based on the concepts presented, it is worth noting that these are directly related to PM practices, as shown in the following section.

2.1 RECRUITMENT AND SELECTION

The recruitment and selection process starts before the person joins the organization. This process is linked to the organization's strategies, as well as the relationship and the image of the company before the community, factors that generate attractiveness (Shen & Benson, 2016).

In the face of attractiveness, recruitment and selection arises. This PM practice refers to the process that takes place between the decision to fill a vacant position and the grouping of candidates who fulfill the profile of the position and meet the conditions to join the organization (Baylão & Rocha, 2014; Câmara, Guerra, & Rodrigues, 2003). According to Ferreira and Soeira (2013), recruitment and selection must be a process of comparing the position with the individual skills of each person so that the organization can hire the individual who has the profile required by the position.

Following the recruitment and selection, the integration program takes place, which aims at adapting the new worker to the organization, facilitating the socialization process in the new learning scenario in which he starts his professional activities (Boog & Boog, 2008; Silva, Nascimento, & Botelho, 2013).

Unlike the initial integration program, Marras (2003) and Silveira (2012) present the introductory training, also called induction, which is carried out with the aim of providing the new worker with all the information necessary to facilitate their adaptation in the work processes that involve the development of the activities corresponding to the role.

In order to improve the recruitment and selection process, the employee's termination subprocess uses a tool called Termination Interview, which aims at obtaining information about the position occupied by the worker or related issues they may provide as feedback to the employer on points that deserve improvement, attention, or recognition (Alves, Chagas, & Lemos, 2010; Dessler, 2003).

2.2 RETAINING TALENT

Rodrigues (1996), when talking about talent retention, states that in order to keep talents motivated, the organization needs to have some important characteristics such as credibility; growth potential; international projection; awareness of the value of the human being; encouraging continuous learning; competitive compensation; and being challenge oriented.

Fixed remuneration is among these characteristics. This PM practice is defined by contract and represented by the base salary offered, that is, the salary paid for a given position in the organizational structure, considering some requirements for the occupation of this position (Franco, 2012; Sabino & Cunha, 2016). Concomitantly, variable remuneration has people as its main focus, rewarding them for their knowledge, skills, and attitudes through differentiated results provided by them to the organization (Araújo & Pessôas, 2006; Sabino & Cunha, 2016).

Understood as an essential retention practice for the development and application of skills, the succession plan, according to Brunes and Dias (2013) and Lacombe (2005), allows the organization to program the career of each person to exercise functions for which they demonstrate skills. However, it is essential to use indicators during the succession process to monitor their performance, always supported by predefined characteristics and parameters, in addition to the objectives and goals that are established as challenges (Branco, 2008; Neves, 2012).

2.3 DEVELOPING PEOPLE

In the midst of the talent training and qualification processes, the importance of continuous learning is emphasized through formal training (external or internal); that is, knowledge exchange practices among professionals; participation in challenging projects; feedback, and acquisition of new experiences.

Regarding the development of people, Ribas (2010) discusses the pillars that encompass it, namely the mission, the vision, the values, the strategies, and the objectives of the organization. Based on these pillars and planning, it becomes possible to develop new skills and adaptations, because "putting the right person in the right place is the key to an organization's success" (p.33).

The Individual Development Program [IDP], a widely used model, aims at empowering people in their self-realization from reaching their goals, aligning them to a life balanced with their values, mission, and purpose, considering both personal and professional aspects (Castellani, 2017; Lange & Karawejczyk, 2014).

According to Pavlov *et al.* (2017), organizations should invest in the training and development of their workers with the purpose of expanding the level of collaboration and knowledge, thus anticipating the resolution of possible diversities arising while exercising the functions of the positions.

2.4 WORK CONTRACT

This PM practice aims at taking care of the process of frequency control, payment of salaries and benefits, as well as payment of fees, taxes, and contributions. From the integration of workers in the organization, the control of the frequency at work begins, as well as the preparation of payroll, control of benefits, ending in calculations and taxes, termination process and settlement of the employment contract, also including any inspection routine (Júnior, Moraes, & Teixeira, 2013).

In this environment, labor relations are usually opposing predilections between capital and labor in an exchange stance, to which they adapt, constituting rules that adhere to individual labor contracts within the context of interpretation of the social actors involved in the negotiation (Rodrigues, 2012; Neto & Cavalcante, 2004).

Another relationship that can be considered as antagonistic, between worker and employer, is the filing of labor lawsuits. In them, several claims are deducted in the same labor lawsuit, due to procedural economics. The result is that several decisions are rendered when the judge, ruling on the matter, provides his thoughts on the claims of the parties. For each decision, a ruling must be issued (Garcia & Garcia, 2016; Severo, 2015).

2.5 WORKING ENVIRONMENT

Regardless of the PM practices implemented in the organizations, Xavier (1986) exposes the importance of regularly observing the confluence of events that occur in the work environment through the use of appropriate analysis

tools. The analysis process must be considered of extreme importance to identify the factors that have a definite and concrete influence on the behavior of the individual and of groups within the organization in order to increase the commitment of people and improve the work environment.

According to Collins and Smith (2006), organizations seeking to create work environments based on respect, trust, and commitment among workers differ from each other; however, they include a long-term combination of favorable people management practices such as recruitment and selection, retention, performance and development, and are transparently governed by reciprocal agreements.

McClellan and Collins (2011) mention that favorable working environments are based on people's behavior and engagement with established PM practices, based on mutual relations between workers and the organization. Ghosh and Sahney (2011) show that it is vital for the organization to create a favorable working environment to show its support to the PM area in order to establish and consolidate the harmony between the objectives of the organization and the workers.

For Azevedo & Souza (2014) and Trentin *et al.* (2016), relationships in work environments are directly linked to PM practices essentially directed to appropriate working conditions, human development, good interpersonal relationships and well-being inside and outside the work environment. A favorable work environment, according to Kundu and Lata (2017), encourages PM practices and positively influences the individual attitudes of workers towards the employing organization, thus favoring organizational growth and performance.

3 METHODOLOGICAL APPROACH

The research is characterized as quantitative since it uses indicators to analyze dimensions by capturing data that indicate the functioning of the institutions (Lindfelt *et al.*, 2018). To obtain the data, a descriptive survey was carried out with a cross-section and the use of a structured questionnaire was made available to be filled out over the web, through a website specializing in collecting data from google forms by e-mail. The sample consisted of 101 respondents from a textile manufacturer specialized in circular knitting operating in the natural and synthetic fabrics markets located in the south of Brazil. The choice of the company was due to its accessibility and convenience.

The questionnaire was comprised of 29 questions and a set of dimensions, with a focus on People Management, being the dimensions: Recruitment and Selection; Retaining talent; Developing people; Work Contract; and Work Environment. The questionnaire was developed based on Foroni (2014) and Freitas (2014), which involve the evaluation of PM in organizations in their research.

The Likert scale was adopted for the questionnaire, which expresses a favorable or unfavorable attitude towards a given subject, measuring the degree of agreement and disagreement in relation to a given statement (Curado, Teles, & Marôco, 2014). Therefore, a five-point scale was determined, with each question containing 5 options, ranging from (1) Strongly disagree to (5) Strongly agree.

The questionnaire was answered by four directors, six managers, twelve coordinators, twenty-four leaders, and fifty-five specialists, since these are the professionals who apply people management practices in the management of workers in the manufacturing processes. The data was then tabulated using a Microsoft Excel® spreadsheet and imported into SPSS® (Statistical Package for the Social Sciences) software, version 22.

A descriptive research was used as the statistical technique for the treatment and analysis of data, which is recommended for detailing specific situations in which it is developed and structured to measure the characteristics of the occurrences found in a scientific study (Hair Jr. *et al.*, 2009). Cronbach's Alpha reliability test was performed. According to Hair Jr. *et al.* (2009), this indicator measures the reliability in a variance from 0 to 1, with values from 0.60 to 0.70 being considered the lowest acceptability limit. Wilcoxon-Mann-Whitney and Kruskal-Wallis non-parametric tests were also applied to identify whether the groups have different perceptions. According to Fávero *et al.* (2009), non-parametric tests are a considerable alternative to replace the parametric test "t" when the sample is small or the assumption of normality is violated. For Rocha and Júnior (2018), the violation of normality assumptions occurs when the probability distribution associated with a data set is considered by the non-normal distribution, thus raising the standard error.

Based on the theoretical framework, two hypotheses were formed, which were empirically tested:

Hypothesis 1. *Workers in managerial positions have a different perception level of people management practices than workers in non-managerial positions.*

Hypothesis 2. *Workers in managerial positions in Unit A have a different level of perception of people management practices than workers in managerial positions in Unit B.*

In order to test these hypotheses, the dimensions surveyed were compared between groups of workers with managerial and non-managerial positions. After describing the methodological procedures used for the development of the research, the analysis of results is presented below.

4 PRESENTATION AND ANALYSIS OF THE RESULTS

In this section, the results of the research are presented and analyzed. In order to characterize the sample, demographic aspects were investigated, and their characteristics are presented in Table 1.

Table 1.

Demographic profile of respondents

		Unit A	Unit B	Total
		56.44	43.56	100.0
Demographic Profile	Category	%	%	%
Position	Managers	45.6	45.5	45.5
	Non-managers	54.4	54.5	54.5
Gender	Male	68.4	75.0	71.3
	Female	31.6	25.0	28.7
Education	Postgraduate	43.9	31.8	38.6
	Undergraduate	52.6	56.8	54.5
	Technical Course	3.5	11.4	6.9
Function	Director	3.5	4.5	4.0
	Manager	7.0	4.5	5.9
	Coordinator	12.3	11.4	11.9
	Leader	22.8	25.1	23.7
	Expert	54.4	54.5	54.5

Source: research data (2019)

Regarding workers who hold managerial and non-managerial positions, 71.30% are male and 28.70% female; with 54.50% having higher education, 38.60% specialization and 6.90% technical course. Of the survey participants, 54.50% have the role of expert (considered non-managers) and 23.70% have the role of supervisor/leader, 11.90% are coordinators, 5.90% are managers, and 4.00% are directors (considered managers).

Table 2 presents a descriptive analysis with the result of the researched dimensions.

Table 2.

Descriptive assessment of dimensions

Dimension	Measure	Management	Non-management	Manager Unit A	Manager Unit B	Total
Recruitment and Selection	Mean	3.91	3.36	3.99	3.84	3.62
	SD	0.79	0.72	0.61	0.49	0.69
Retaining Talent	Mean	3.96	3.24	4.04	3.85	3.56
	SD	0.60	0.58	0.55	0.46	0.62
Developing People	Mean	3.99	3.12	4.04	3.92	3.52
	SD	0.77	0.64	0.78	0.76	0.82
Work Contract	Mean	4.48	4.10	4.53	4.43	4.28
	SD	0.52	0.50	0.58	0.64	0.62
Work Environment	Mean	4.09	2.91	4.16	4.00	3.45
	SD	0.56	0.68	0.81	0.78	0.96

Source: research data (2019)

In Table 2, for the total sample, it can be observed that the average values of the dimensions ranged from 3.45 to 4.28, with the highest average result being 4.28, related to "Work Contract", while the lowest average score of 3.45 is related to the "Work Environment".

Through the Kaiser-Meyer-Olkin [KMO] test, which determines the sample adequacy in relation to the degree of partial correlation, ranging from 0 to 1, it is noticed that KMO close to 1 indicates that it is very appropriate to use the Factor Analysis [FA] technique. On the other hand, values close to 0 reflect a weak correlation between variables. It should be noted that for the correct use of Factor Analysis, the KMO must be at least 0.6 (Bezerra, 2009; Fávero *et al.*, 2009; Hair Jr. *et al.*, 2009).

Therefore, the KMO test showed reasonable explanatory power (0.822), as highlighted in Table 3. In turn, the Barlett's sphericity test presented a p-value of 0.000, indicating that there is a correlation between the variables, so the use of FA is advisable (Table 3). It is evident that for the p-value to be significant it must be below 0.05 (Bezerra, 2009; Fávero *et al.*, 2009; Hair Jr. *et al.*, 2009). For Hair Jr. *et al.* (2009), the Barlett's sphericity test assesses the general significance of all correlations in a data matrix. All 25 joint components in this study contributed to 89.62% of the total variance.

Table 3.

KMO and Barlett's tests in dimensions 1 to 5

KMO and Bartlett's test		
Kaiser-Meyer-Olkin measure of sampling adequacy.		.822
Bartlett's sphericity test	Approx. Chi-square	436.081
	Df	10
	Sig.	.000

Source: research data (2019)

Due to these results, the authors decided to perform a FA. Hair Jr. *et al.* (2009) cite that factor analysis is used to analyze the interrelationships among a number of dimensions and explain these dimensions in terms of common factors, with the aim of reducing the number of dimensions to be considered in the study. Consequently, this procedure was carried out to verify that all indicators were adjusted to a certain factor and to verify that all of them presented adequate factor loads. The five dimensions were loaded and the FA of the records confirmed all dimensions used in the research.

The Cronbach's Alpha test was used to identify the reliability of the dimensions. According to Hair Jr. *et al.* (2009), this indicator measures the reliability in a variance from 0 to 1, with values from 0.60 to 0.70 being considered the lowest acceptability limit. In this research, the values were considered substantial for data reliability, with a Cronbach's Alpha suitable for all dimensions (Table 4).

Table 4.
Reliability analysis

Dimension	Cronbach's α	Items
Recruitment and Selection	0.778	5
Retaining Talent	0.614	5
Developing People	0.822	5
Work Contract	0.764	5
Work Environment	0.825	5

Source: research data (2019)

The data included in the responses of the research instrument are linked by dimensions of interest, and the proportional averages for each dimension were generated. After identifying the means, the dimensions were allowed to be correlated. Then, they were analyzed, observing which showed a weak to strong correlation (Table 5).

Table 5.
Correlation between dimensions

	Recruitment and Selection	Retaining Talent	Developing People	Work Contract	Work Environment
Recruitment and Selection	1				
Retaining Talent	.544**	1			
Developing People	.448**	.787**	1		
Work Contract	.203*	.628**	.833**	1	
Work Environment	.451**	.750**	.910**	.801**	1

(*). The correlation is significant at the 0.05 level (2 ends).

(**). The correlation is significant at the 0.01 level (2 ends).

Source: research data (2019)

Table 5 presents a matrix with Pearson correlation coefficients. In this analysis, the values can vary from (-1) to (1). A value of (-1) suggests a perfect negative correlation, while the value (0) indicates no correlation and (1) indicates a perfect positive correlation (Hair Jr. *et al.*, 2009).

Based on Franzblau (1958), one can consider that the correlations between the dimensions were: funding and employment contract were considered to be weak (If $0.20 < |p| < 0.40$, the correlation is weak); Recruitment and retention, recruitment and development, recruitment and work environment are considered moderate (If $0.40 < |p| < 0.60$, the correlation is moderate); Development and retention, employment contract and retention, work environment and retention, and employment contract are considered as strong (If $0.60 < |p| < 0.80$, the correlation is strong); Development and work contract, development and work environment, and work contract and work environment present a very strong correlation (If $|p| > 0.80$, the correlation is very strong).

The comparison between groups of workers with managerial and non-managerial positions in units A and B was performed using non-parametric statistical tests to compare two or more samples in order to verify whether they have a different perception of PM practices between them, since the data did not follow a normal distribution, thus violating one of the assumptions for performing parametric statistical tests.

In this perspective, the tests that best suited the research objectives and the data collected were the non-parametric Wilcoxon-Mann-Whitney, for comparing two samples, and the Kruskal-Wallis test, for comparing more than two

samples (Siegel & Castellan, 2008). The results of the Wilcoxon-Mann-Whitney and Kruskal-Wallis test for groups of workers with managerial and non-managerial positions are shown in Table 6.

Table 6.

Grouping variable: managerial and non-managerial positions

	Chi-square	df	Significance
Recruitment and Selection	18.866	1	.000
Retaining Talent	32.785	1	.000
Developing People	31.417	1	.000
Work Contract	10.655	1	.001
Work Environment	42.608	1	.000
Management Position	37.857	1	.000
Non-Management Position			

a. Kruskal Wallis/Wilcoxon-Mann-Whitney test

Source: research data (2019)

The Wilcoxon-Mann-Whitney and Kruskal-Wallis test showed that workers with managerial positions do not have a different perception of PM practices than workers in non-managerial positions. A null hypothesis is not accepted, that is, the tests demonstrated that there is no differentiated level of perception between one group and another. This conclusion is evidenced in Table 6 with the Chi-square test presenting the value $\chi^2 (2) = 37.857$ and the significance of the constant presented a p-value of 0.000 ($p < 0.05$) for the model. According to Hair Jr. *et al.* (2009), the Chi-square test is used to quantitatively assess the relationship between the result of an experiment and the expected distribution for the phenomenon. According to Fávero *et al.* (2009), the statistical significance of a result represents the error probability involved in accepting the observed result as valid, where the value of level - p represents a decreasing index of reliability of a given result.

Regarding the evidence addressed in this study, which demonstrated that there is no level of different in the perception between groups of workers, it is worth mentioning Jiang *et al.* (2017), who found that people management practices are perceived with similarity between occupants of managerial and non-managerial positions regardless of any characteristics of the workers.

The results presented herein corroborate with those in Hassan (2016), who also found evidence of a significant relationship between PM practices and their homogeneous influence on the perception of workers. The result of the Kruskal Wallis/Wilcoxon-Mann-Whitney test for groups in units A and B is shown in Table 7.

Table 7.

Grouping variable: units A and B

	Chi-square	df	Significance
Recruitment and Selection	2.776	1	.096
Retaining Talent	1.332	1	.248
Developing People	0.135	1	.713
Work Contract	0.166	1	.684
Work Environment	0.104	1	.748
Unit A	0.832	1	.362
Unit B			

a. Kruskal Wallis/Wilcoxon-Mann-Whitney test

Source: research data (2019)

The Kruskal Wallis/Wilcoxon-Mann-Whitney test showed that workers in managerial positions in Unit A have a different level of perception of PM practices when compared to workers in managerial positions in unit B. In this case, a null hypothesis is acceptable, that is, the tests demonstrated that there is different perception between the groups. The result is shown in Table 7, with the Chi-square test presenting the value $\chi^2 (2) = 0.832$ and the significance of the constant presented a p-value of 0.362 ($p > 0.05$) for the model. Table 8 shows that the hypotheses tested in this research were:

Table 8.

Hypothesis analysis

Hypotheses	Position
H ₁ . Workers in managerial positions have a different perception level of people management practices than workers in non-managerial positions.	Hypothesis rejected
H ₂ . Workers with managerial positions in unit A have a different perception of people management practices than workers in managerial positions in unit B.	Hypothesis not rejected

Source: research data (2019)

5 FINAL CONSIDERATIONS

From the set of data obtained from the study, it was possible to observe uniformity in the level of perception of PM practices in both groups, namely workers with managerial and non-managerial positions. However, although both units A and B have PM practices in place, there was a lack of conformity in terms of PM practices in relation to the level of perception of workers with a managerial position between units.

Despite the results obtained in this research on the uniformity of workers' perception of PM practices, it is worth noting that their understanding can be influenced by both groups surveyed (managers and non-managers) in view of the interactions between them. For Yukl (2010), managers are seen as the main trainers of workers' perception of people management practices. In contrast, Van Vugt, Hogan and Kaiser (2008) mention that workers essentially influence managers' perceptions regarding PM practices in organizations.

It is understood that PM practices that stood out in this research are fundamentally related, explaining and moderating the effect of people management among workers with managerial and non-managerial positions. People management practices are considered to contribute positively to the organization, revealing the importance of the human side in organizations.

In the researched company, it was noticed that this relationship mostly showed strong and very strong correlations, with emphasis on the dimensions of the Work Environment and Development. In this sense, it is understood that the development practices and work environment are aligned with the strategies and attitudes reflected in the discourse of senior management and their representatives, ensuring specific programs, regarding safe working conditions, health and well-being, growth, and professional development (Souza & Santos, 2014).

The information obtained in the survey shows that the perception of the professionals demonstrates effectiveness through the PM practices disseminated by the PM area of the company. Professionals are aware of the influence PM practices have on the organization as a whole. For this reason, they understand the importance of investing in the consolidation of policies and practices for funding, training, and development, of having a pleasant working environment, of the definition of benefits and forms of reward, with the main purpose of retaining professionals.

As a recommendation for further studies, it is suggested that this study be replicated in other market segments. After all, the results found in this research cannot be generalized, and its application and expansion in other areas with different characteristics would contribute to the theoretical and empirical understanding and maturation on the subject. As a suggestion for further studies, more empirical studies should be developed regarding the understanding of workers in relation to PM practices, since people's understanding of organizational praxis is constantly evolving.

The results of this study consist of contributions for researchers, professionals, and organizations. It provides an understanding for professionals who wish to grasp the importance of workers' perception of PM practices, especially when it comes to expressing how intensely people management actions are internally absorbed within the organizations by workers in different positions.

REFERÊNCIAS

- Alves, J., Chagas, P. C. Z., & Lemos, R. (2010). Processo de demissão e suas implicações: perspectivas dos gestores e dos colaboradores remanescentes em empresas de médio e grande porte de Getúlio Vargas, RS. Publicado nos Anais do 10º Congresso de Stress da ISMA-BR, 12º Fórum Internacional de QVT, 2º Encontro Nacional de Qualidade de Vida na Segurança Pública e no Serviço Público. Vol.5 - n.11 – jul./dez.
- Araújo, L. D., & de Pessoas, A. G. (2006). *Estratégias e integração organizacional*. São Paulo: Atlas.
- Associação Brasileira da Indústria Têxtil e de Confecção [ABIT] (2019). *Quem Somos. Muito mais força para o setor e para o Brasil*. Dados 2017. Disponível em: < <https://www.abit.org.br/cont/quemsomos>>. Acesso em: jun. 2019.
- Azevedo, A. B. A., & Souza, S. (2014). Os dilemas da saúde e segurança do trabalho nas Cooperativas. *Revista da ABET (Online)*, v. 12, p. 79.
- Baylão, A. L. S., & Rocha, A. P. S. (2014). A importância do processo de recrutamento e seleção de pessoal na organização empresarial. In: *XI simpósio de excelência em gestão e tecnologia - Seget 2014*. Resende. XI SEGET 2014.
- Bezerra, F. A. (2009). Análise fatorial. In: Corrar, L. J., Paulo, E., & Dias Filho, J. M. (Coords.), *Análise multivariada para os cursos de administração, ciências contábeis e economia*. São Paulo: Atlas, p. 73-130.
- Boog, G. G., & Boog, M. T. (2008) (Coord.) *Manual de Treinamento e Desenvolvimento: processo e operações*. São Paulo: Pearson Prentice Hall.
- Bowen, D. E., & Ostroff, C. (2004). Understanding HRM–firm performance linkages: The role of the “strength” of the HRM system. *Academy of management review*, 29(2), 203-221.
- Branco, R. (2008). *O Movimento da Qualidade em Portugal*. Grupo Editorial Vida Económica.
- Brewster, C., Brookes, M., & Gollan, P. J. (2015). The institutional antecedents of the assignment of HRM responsibilities to line managers. *Human Resource Management*, 54(4), 577-597.
- Brunes, L. F., & Dias, S. B. A. (2013). O desenvolvimento profissional e a progressão de carreira – estudo de caso no IPOG. *Revista On-Line IPOG / Especialize - Instituto de Pós-graduação e Graduação – IPOG*.
- Câmara, P. B., Guerra, P. P., & Rodrigues, J. V. (2003). *Humanator: recursos humanos e sucesso empresarial*. Lisboa: Edições Dom Quixote.
- Castellani, M. (2017). *Metacoaching e Gestão Integral*. Metacoaching. Disponível em: <<http://www.metacoaching.com.br/artigo/gestao-integral>>. Acesso em: jun. 2019.
- Curado, M. A. S., Teles, J., & Marôco, J. (2014). Analysis of variables that are not directly observable: influence on decision-making during the research process. *Revista da Escola de Enfermagem da USP*, 48(1), 146-152.
- Delery, J. E., & Roumpi, D. (2017). Strategic human resource management, human capital and competitive advantage: is the field going in circles?. *Human Resource Management Journal*, 27(1), 1-21.
- Demo, G. (2011). Desenvolvimento e validação da Escala de Percepção de Políticas de Gestão de Pessoas (EPPGP). *Revista de Administração Mackenzie, São Paulo*, v.9, n.6, p.77-101.
- Dessler, G. (2003). *Administração de recursos humanos*. Tradução: Cecília Leão Oderich. São Paulo: Pearson Prentice Hall, 2 ed.
- Dewettinck, K., & Remue, J. (2011). Contextualizing HRM in comparative research: The role of the Cranet network. *Human Resource Management Review*, 21(1), 37-49.
- Dutra, J. S. (2008). *Gestão de pessoas: modelo, processos, tendências e perspectivas*. São Paulo: Atlas.
- Fávero, L. P., Belfiore, P., Silva, F. L. D., & Chan, B. L. (2009). *Análise de dados: modelagem multivariada para tomada de decisões*. Rio de Janeiro: Elsevier.
- Ferreira, S. F., & Soeira, F. D. S. (2013). A importância do recrutamento e seleção de pessoas em uma empresa de pequeno porte do setor de móveis. *Revista Eletrônica Diálogos Acadêmicos*, v. 04, nº 1, p. 46-56, jan-jun.
- Fitz-Enz, J. (2010). *The new HR analytics: predicting the economic value of your company's human capital investments*. [S.l.]: AMACOM, 2010.
- Foroni, P. G. (2014). *Gestão estratégica de pessoas: um estudo de caso sobre o alinhamento estratégico*. Dissertação de Mestrado em Administração, Universidade de São Paulo – USP, São Paulo/SP.
- Franco, J. D. O. (2012). *Cargos, Salários e Remunerações*. Curitiba: IESDE Brasil.
- Franzblau, A. (1958). *A primer of statistics for non-statisticians*. Oxford, England: Harcourt, Brace, Cap. 7.
- Freitas, E. (2014). *A influência da Gestão de Recurso Humanos no desempenho ambiental no setor mecânico brasileiro*. Tese de Doutorado em Administração, Universidade Nove de Julho – UNINOVE, São Paulo/SP.
- Freitas, W. R. S., Jabbour, C. J. C., & Santos, F. C. A. (2011). Continuing the evolution: towards sustainable HRM and sustainable organizations. *Business Strategy Series*, v. 12, n. 5, p. 226-234.
- Garcia, H., & Garcia, D. S. S. (2016). A sentença trabalhista e o novo código de processo civil. In: II Congresso Catarinense de

- Direito Processual Civil, 2016, Itajaí. *Anais do Congresso Catarinense de Direito Processual Civil. Itajaí: Univali*, v. 2. p. 96-116.
- Jabbour, C. J. C., Jabbour, A. B. L. S., Govindan, K., Teixeira, A. A., & Freitas, W. R. S. (2013). Environmental management and operational performance in automotive companies in Brazil: the role of human resource management and lean manufacturing. *Journal of Cleaner Production*, 47, 129-140.
- Jabbour, C. J. C., Freitas, W. R. S., Teixeira, A. A., & Jabbour, A. B. L. S. (2012). Gestão de recursos humanos e desempenho operacional: evidências empíricas. *Gestão & Produção*, 19(2), 347-360.
- Jabbour, C. J. C., Santos, F. C. A., & Nagano, M. S. (2009). Análise do relacionamento entre estágios evolutivos da gestão ambiental e dimensões de recursos humanos: estado da arte e survey em empresas brasileiras. *Revista de Administração-RAUSP*, 44(4), 342-364.
- Jensen, J. M., Patel, P. C., & Messersmith, J. G. (2013). High-performance work systems and job control: Consequences for anxiety, role overload, and turnover intentions. *Journal of Management*, 39(6), 1699-1724.
- Jiang, K., Hu, J., Liu, S., & Lepak, D. P. (2017). Understanding employees' perceptions of human resource practices: Effects of demographic dissimilarity to managers and coworkers. *Human Resource Management*, 56(1), 69-91.
- Júnior, I. L., Morais, F. C. L., & Teixeira, F. S. (2013). Conformidade das rotinas do departamento de pessoal de uma construtora de Coronel Fabriciano em relação à legislação trabalhista e previdenciária. In *1º Congresso Integrado de Contabilidade-Governador Valladares/MG-24 e*. (Vol. 25).
- Hair Jr., J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2009). *Análise multivariada de dados*. Bookman Editora.
- Hassan, S. (2016). Impact of HRM practices on employee's performance. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 6(1), 15-22.
- Kehoe, R. R., & Wright, P. M. (2013). The impact of high-performance human resource practices on employees' attitudes and behaviors. *Journal of management*, 39(2), 366-391.
- Kianto, A., Sáenz, J., & Aramburu, N. (2017). Knowledge-based human resource management practices, intellectual capital and innovation. *Journal of Business Research*, 81, 11-20.
- Kundu, S. C., & Lata, K. (2017). Effects of supportive work environment on employee retention. *International Journal of Organizational Analysis*, vol. 25, nº. 4, pp. 703-722.
- Kwon, D. B. (2009). Human capital and its measurement. In *The 3rd OECD World Forum on "Statistics, Knowledge and Policy" Charting Progress, Building Visions, Improving Life* (pp. 27-30).
- Lacombe, F. J. M. (2005). *Recursos humanos: princípios e tendências*. 1ªed. São Paulo: Saraiva.
- Lange, A., & Karawejczyk, T. T. (2014). Coaching no processo de desenvolvimento individual e organizacional. *Diálogo*, (25), 39-56.
- Lindfelt, T., Ip, E. J., Gomez, A., & Barnett, M. J. (2018). The impact of work-life balance on intention to stay in academia: results from a national survey of pharmacy faculty. *Research in Social and Administrative Pharmacy*, 14(4), 387-390.
- Macarenco, I. (2006). *Gestão com pessoas-gestão, comunicação e pessoas: comunicação como competência de apoio para a gestão alcançar resultados humanos*. Tese de Doutorado em Ciências da Comunicação, Universidade de São Paulo – USP, São Paulo/SP.
- Marras, J. P. (2003). *Administração de recursos humanos: do operacional ao estratégico*. São Paulo: Saraiva.
- Martínez-Jurado, P. J., Moyano-Fuentes, J., & Jerez-Gómez, P. (2014). Human resource management in lean production adoption and implementation processes: success factors in the aeronautics industry. *BRQ Business Research Quarterly*, 17(1), 47-68.
- Neto, F. F. J., & Cavalcante, J. Q. P. (2004). *Manual do Direito do Trabalho*. Tomo II, Ed. Lumen Juris, 2ª edição.
- Neves, A. (2012). *Uso de indicadores chave de desempenho para avaliar sistemas de gestão*. Dissertação de mestrado em Gestão Integrada da Qualidade, Ambiente e Segurança, Instituto Superior de Educação e Ciências – ISEC, Lisboa/PT.
- Nishii, L. H., & Wright, P. M. (2008). Variability within organizations: Implications for strategic human resources management. In D. B. Smith (Ed.), *The people make the place: Dynamic linkages between individuals and organizations* (pp. 225–248). New York, NY: Lawrence Erlbaum.
- Paauwe, J., Wright, P., & Guest, D. (2013). HRM and performance: What do we know and where should we go. *HRM and performance: Achievements and challenges*, 1-13.
- Pavlov, A., Mura, M., Franco-Santos, M., & Bourne, M. (2017). Modelling the impact of performance management practices on firm performance: interaction with human resource management practices. *Production Planning & Control*, 28(5), 431-443.
- Ribas, A. (2010). Desenvolvimento individual e análise de perfil: as bases para uma alta performance. In: *Ser + com T&D: Estratégias e ferramentas de treinamento e desenvolvimento para o mundo corporativo*. São Paulo: Ser Mais.

- Robbins, S. P. (2004). Decenzo, David A. *Fundamentos de Administração: conceitos essenciais e aplicações*. 4 ed. Tradução Robert Brian Taylor, Revisão técnica Reinaldo O. da Silva. São Paulo: Pearson Prentice Hall.
- Rocha, K. R., & Júnior, A. J. B. (2018). Anova medidas repetidas e seus pressupostos: análise passo a passo de um experimento. *Revista Eletrônica Perspectivas da Ciência e Tecnologia*, v.10, pp. 29-51.
- Rodrigues, D. A. (2012). *Formas de negociação coletiva*. Conteúdo Jurídico, Brasília-DF: 16 jun. Disponível em: <<http://www.conteudojuridico.com.br/?artigos&ver=2.37533&seo=1>>. Acesso em: jun. 2019.
- Rodrigues, J. C. P. (1996). Como conquistar e manter talentos. Fundação Dom Cabral. Rio de Janeiro: Qualitymark, 54-67.
- Ryu, S., & Kim, S. (2013). First-Line Managers' HR Involvement and HR Effectiveness: The Case of South Korea. *Human Resource Management*, 52(6), 947-966.
- Sabino, L. A. M., & Cunha, N. C. (2016). Remuneração e salário numa abordagem administrativa. *Revista GeTeC*, 5(10), p.1-11.
- Severo, V. S. (2015). *A Sentença Trabalhista e o novo CPC*. Estado de Direito, Porto Alegre, 29 de julho. Disponível em: <<http://estadodedireito.com.br/a-sentenca-trabalhista-e-o-novo-cpc/>>. Acesso em: mai. 2019.
- Schaurich, M. R. (2014). *Configuração de Competências coletivas a partir das práticas de gestão de pessoas*. Dissertação de Mestrado em Administração e Negócios, Pontifícia Universidade Católica – PUC, Porto Alegre/RS.
- Shen, J., & Benson, J. (2016). When CSR is a social norm: How socially responsible human resource management affects employee work behavior. *Journal of Management*, 42(6), 1723-1746.
- Shore, L. M., Coyle-Shapiro, J. A., & Tetrick, L. E. (Eds.). (2012). *The employee-organization relationship: Applications for the 21st century*. Routledge.
- Siegel, S.; & Castellan Jr., N. J. (2008). *Estatística Não Paramétrica para as Ciências do Comportamento*. Artmed-Bookman. São Paulo, 2006, reimpressão 2008.
- Silva, L. N., Nascimento, R. F., & Botelho, M. A. S. (2013). A importância do programa de integração: um estudo da perspectiva dos gestores da empresa Lopes & CIA. *SEGeT – Simpósio de Excelência em Gestão e Tecnologia – Gestão e Tecnologia para a Competitividade*.
- Silveira, E. D. L. (2012). Socialização e integração de novos empregados na empresa: cultura organizacional. *Embrapa Clima Temperado-Tese/dissertação (ALICE)*.
- Soares, A. K. (2012). *Gestão de pessoas na perícia criminal de Minas Gerais: condições motivacionais, relações interpessoais, liderança, qualidade no trabalho e na vida*. Dissertação de Mestrado em Administração Pública, Fundação Getúlio Vargas – FGV, Rio de Janeiro/RJ.
- Souza, R. A., & Santos, J. N. (2014). Comunicação interna: uma contribuição para a melhoria das relações de trabalho. *Revista Gestão & Tecnologia, Pedro Leopoldo*, v. 14, n. 2, p. 180-199, mai./ago.
- Spinelli, I. M. A. (2015). Formação, Desenvolvimento do Capital Humano e Vantagem Competitiva. Dissertação de Mestrado em Economia, Faculdade de Economia – FEP, Universidade do Porto, Porto/PT.
- Trentin, L., dos Santos, A. J., Batiz, E. C., & Duarte, M. A. T. (2016). Qualidade de vida em uma empresa têxtil: levantamento do nível de satisfação dos funcionários. *Revista ESPACIOS| Vol. 37 (Nº 07)*.
- Van Vugt, M., Hogan, R., & Kaiser, R. B. (2008). Leadership, followership, and evolution: Some lessons from the past. *American Psychologist*, 63(3), 182.
- Visser, M. (2010). Configurations of human resource practices and battlefield performance: A comparison of two armies. *Human Resource Management Review*, 20(4), 340-349.
- Xavier, O. (1986). Clima organizacional na pesquisa agropecuária: percepção e aspiração. *Revista de Administração*, v. 21, n. 4, p. 33-48, out./dez.
- Youndt, M. A., & Snell, S. A. (2004). Human resource configurations, intellectual capital, and organizational performance. *Journal of managerial issues*, 337-360.
- Yukl, G. (2010). *Leadership in organizations*. Upper Saddle River, NJ: Prentice Hall.