Policy and practice of people management: perception of the employees

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Abstract

Throughout history, people management has undergone profound transformations and, in the present day, a great effort has been expended in rethinking the role of people and organizations in work relations. People in the context of organizations ceased to be treated as an appendage of the machines, as a resource or input of production and started to be treated by the high collaborative degree. In this sense, this work aimed to verify the employees' perception regarding the policies and practices of People Management (PM) of a network of cosmetics in the region of south of Rio Grande do Sul. Methodologically, it is a study of multiple cases of descriptive character, of quantitative approach. Data collection occurred during the months of December 2016 and January 2017 with 49 respondents (89.1%). It was concluded that the "training, development and education" construct obtained a higher mean (4.75, standard deviation - SD = 0.56), leading to the belief that the organization invests in the development of the skills of its employees, besides stimulating learning, as well as investing in actions that promote "involvement" (4,59, SD 0.62). The lowest average fell on the policy "working conditions" (4.23, SD 0.69), requiring more attention from the organization in relation to the items that compose it.

Keywords: People Management Practices. Human Resources Policies. Small and Medium Enterprise. Cosmetics Network.

Introduction

In recent years, profound changes have occurred in the context of organizations, affecting the breaking of paradigms and changing organizational structures. The people who performed only the tasks that had been assigned to them could no longer behave in the same way; Human resources managers are no longer limited to service functions such as recruitment and selection of new employees, since they have been forced to assume a more active role in the strategic planning of companies, making employees their main "tool" in order to make it competitive and have distinctive characteristics in front of the other organizations.

Ribeiro et al. (2015) point out that as a result of the increasingly competitive market, organizations aim to develop People Management (PM) practices that improve functional performance through integration processes, internal communication systems, recognition programs, training and encouragement to employees.

People Management (PM) is an area that aims at the cooperation of people who work in organizations to achieve both organizational and individual goals. According to Milkovich and Bourdreau apud Romero e Silva (2008, p. 73), people management "is the set of integrated decisions about employment relationships that influence the effectiveness of employees /servers and organizations". One can understand, then, the PM as the main attribute for an organization to obtain positive results in the competitive market.

For Dessler, apud Romero e Silva (2008, p. 117), PM "is the set of policies necessary to conduct the people-related aspects of management work [...] and to provide a secure environment for company employees". With this thought, there was appreciation with the relevance of the psychologists and social factors of the collaborators. Therefore, all the people who appropriate from this command are people managers because they are involved in activities of recruiting, selecting and evaluating the performance of the personnel within the organization, among other activities that involve people.

Fischer and Albuquerque (2004) conducted a study on the current trends in people management in Brazilian companies. The authors verified that these companies are constantly seeking competitiveness, and that in this context the GP model tends to undergo significant changes in its strategies, policies and management practices. They point to the challenges of the area, align the human skills to the business strategies of the company, as well as provide training for managers to act in this process. The authors observed, in general, a significant evolution in the people management model of Brazilian organizations, proven by comparison with previous researches.

In addition, it was noticed that the strategic manager of people keeps in constant elaboration and revaluation of policies, not attaching to circumstantial events. This finding supports the transition position in which the human resources model is found, a position that is intrinsic to this, since it is neither static nor finished, but is constantly in the process of seeking its improvement and face to environmental contingencies (FISCHER, ALBUQUERQUE, 2004).

For Tinti et al. (2017), managers are increasingly demonstrating an interest in human resources as a competitive differential; seeking creative people who demonstrate organizational citizenship behavior to achieve promising results. In addition,

according to Paşaoğlu and Tonus (2014), employee performance and capacity are one of the most important factors affecting the success of organizations.

Although human resources are one of the most valuable assets of an organization, few organizations are able to fully realize their potential (AHMAD, SCHROEDER, 2003).

In the recent discussion on people management, Ulrich (1998) points out the need to analyze human resources not only in what can be practiced; according to the author, these analyzes focus on "what the personnel in this area do: hiring, development, compensation, benefits, communication, organization design, high performance teams and so on".

In view of the contextualization discussed, the following question is raised: - What is the perception of the employees regarding the practices and policies of people management in a network of cosmetics in the south region of Rio Grande do Sul?

Therefore, the objective of this study is to describe the employees' perception regarding the practices and policies of people management in a network of cosmetics located in the State of Rio Grande do Sul. As regards the structural part of the work, it's divided into four chapters beyond the current one. The next section deals with the topic of people management, their concepts and their practices in organizations. The third chapter deals with the methodological procedures used to develop the research. The following section presents the employees' perceptions about people management, with respect to (a) recruitment and selection subsystems, (b) involvement, (c) training, development and education, (d) working conditions, (e) evaluation of performance and competencies and (f) remuneration, benefits and services. The fifth chapter is for the final considerations.

Management people practices in organizations

According to Trindade, Trindade and Nogueira (2015) People Management (PM) deals with all work management activities of people in companies and other formal organizations. His studies date back to the late nineteenth century, with the first university courses and books appearing only after 1900 and its history was related in the study of individual differences and in the design and execution of functional activities that include the recruitment, selection, evaluation of people and remuneration practices based on differences (TRINDADE; TRINDADE; NOGUEIRA (2015).

According to Dutra (2011) PM is a set of policies and practices that allow the reconciliation of expectations between company and people in the long term. Thus, PM is a distinctive instrument of organizations, since it is influenced by organizational culture and structure, mission, vision, shared values, beliefs and paradigms. Thus, in the view of Colpo et al. (2016), a people management system applied successfully in one organization can become obsolete and different in another, due to the specificities and characteristics of each case. Therefore, it is incumbent upon the PM to converge the interests of the organization with the interests of the employees, contributing to obtain competitive advantages.

Corroborating with the study, Alberton and Carvalho (2017) declare that creative individuals are more willing, dare and take more risks in complex activities. There-

fore, it is incumbent upon the PM to converge the interests of the organization with the interests of the employees, contributing to obtain competitive advantages.

According to Trindade, Trindade and Nogueira (2015), the environment in which organizations are inserted is an increasingly complex and challenging place to work and live. Therefore, the workforce, people management systems, have never been so important to a company's strategic success these days. In this sense, one of the sustainable forms of competitive advantage ends up falling on talent, which makes it necessary to better understand the issues, which involve PM efforts.

According Xavier (2006), Dutra (2011), Fiuza et al. (2011), Giovelli, Calvetti and Bevilacqua (2012), Chiavenato (2014), Demo et al. (2014), Bezerra (2016), Alberton and Carvalho (2017) and Tinti et al. there are six main GP practices: (1) recruitment and selection, (2) involvement, (3) training, development and education, (4) working conditions, (5) performance and competency assessment, and (6) benefits and services, which are discussed in turn.

According to Xavier (2006), finding the right people to fill vacant positions is not an easy task for organizations. In this attempt, some companies adopt systems to recruit a sufficient number of candidates in order to obtain the range of options that lead to the location of the most suitable and promising people in charge. As for the approach, Chiavenatto (2014) classifies recruitment as direct indirect or mixed. In the first case, it occurs when the organization directly contacts the human resources market (school, university, the database itself, competitors and other sources). It is indirect when the organization uses an intermediary (recruitment agency, class associations, unions), which makes contact with the market. In turn, there are companies that use both approaches, that is, mixed. In turn, selection, as the term itself suggests, deals with the choice of the most suitable candidate among the recruits (CHIAVENATO, 2014, FRANCE, 2014).

Demo et al. (2014) and Bezerra (2016) treats the subsystem as a set of practices related to recognition, relationship, participation and communication in order to create an affective bond and a psychological identification of people with their work, contributing to their well-being.

Another subsystem of PM is the training, the development and the education. The training aims at acquiring the necessary skills to perform tasks, contributing to increase productivity and improve performance and intrinsic relations to the activity. Development, on the other hand, is about providing the conditions for the employee to grow fully, in both professional and personal aspects, stimulating the search for innovative solutions to problems, for example, having a long-term perspective. The education consists of a program or set of educational events of medium and long duration that aim at the broad, continuous and systematic evolution. (GIOVELLI, CALVETTI and BEVILACQUA, 2012, BEZERRA, 2016). Such practices are capable of generating significant increases or changes in employee performance. (RIBEIRO et al., 2015).

The policy of working conditions aims to provide employees with essential items for maintenance in the company, such as benefits, health, safety and technology (BEZERRA, 2016), and include: incentives for health and quality of life at work, provision of basic and complementary benefits , as well as a flexible benefit plan, accident prevention and health promotion programs, investments in ergonomics and safety concerns.

(DEMO et al., 2014). It is therefore about aspects of (a) physical, environmental and (b) psychological aspects of the workplace (CHIAVENATTO, 2014).

Referring to the evaluation of performance and competencies Fiuza et al. (2011) corroborates relating to the set of practices aimed at evaluating the performance and skills of employees, helping decisions about promotions, career planning and employee development to promote their personal and professional growth.

Finally, focusing on the policy and practice of remuneration, benefits and services, it is characterized with a high degree of importance and complexity in terms of management. Conceptual remuneration is the "economic and / or financial counterpart of a work performed by a person" (DUTRA, 2011, p.96). In the same perspective, Bezerra (2016) conceptualizes remuneration as an organizational policy, in order to reward employees' performance and skills in terms of remuneration and incentives, and should have equity, justice and transparency among employees as a characteristic.

Alberton and Carvalho (2017) point out that the existence of reward systems and the feeling of participation in the decision-making process of the company's strategy are capable of stimulating even the generation of innovative ideas, propitiating the solution of organizational problems.

Methodological procedures

This research is classified as descriptive, since it was proposed to uncover and observe phenomena, trying to describe, classify and interpret them, steps that are used to know their nature, composition and processes. As for the method, this is multiple case study. For Yin (2010, p. 126), this method consists of "an empirical investigation that investigates a contemporary phenomenon, in depth and in its real life context, especially when the boundaries between phenomenon and context are not clearly evident". Regarding the approach, the present study fits in quantitative research.

Cresswell (2007) clarifies that quantitative research is carried out for the development of knowledge through reasoning of cause and effect, reduction of specific variables, hypotheses and questions, measurement of variables, observation and test of theories. In this research, after being collected, the quantitative data underwent descriptive and multivariate statistical treatment, applied factorial analysis using SPSS software version 22.0.

As for the data collection instrument, a questionnaire was applied to the employees of the stores that occupy the position of sales consultant, cashier, stockist and manager 49 respondents from 11 commercial units participated in the survey. It is worth mentioning that the questionnaire was destined / distributed to the 55 employees with the help of the electronic tool Form Google Forms, with return percentage of 89%. It should be emphasized that the questionnaire was sent to the e-mail of each store and contacted the managers and employees requesting participation. Data collection occurred in the months of December 2016 and January 2017.

It is necessary to emphasize that of the population (total staff of the cosmetic network), employees of the store were excluded, whose marketing channel is directed to "direct sales" and to those of the administrative office of the organization (administrative and financial manager, supervisors, administrative assistants and assistants, human resources and purchasing)..

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In this way, the calculation of the minimum sample was respected, corresponding statistically to 49 participants for a 95% confidence level and a sampling error of

5%. For the calculation was used the statistical formula: $n = \frac{N.Z^2.p.(1-p)}{Z^2.p.(1-p)+e^2.(N-1)}$, wich, n - calculated sample; N - population; Z - normal standardized variable associated with the confidence level; p - true probability of the event; and – e - sample error.

Analysis and discussion of results

This section is divided into seven stages, the first one refers to the characterization of the respondents and the others, regarding the perception of employees in relation to the practices of People Management: (2) data analysis of the recruitment and selection process; (3) the involvement / application process; (4) the training, development and education process; (5) the process of working conditions / quality of life at work; (6) evaluation of performance and competencies and lastly, (7) remuneration and rewards.

Interviewee characterization

As shown in Table 1, the sample counted on 89% of employees of the organization, distributed in eleven stores of the group. It is worth mentioning that the survey was attended only by the employees of the street stores and shopping mall, thus not considering employees who work indirectly with sales, such as administrative, financial, purchasing, warehousing, human resources.

Table 1 - Number of researchers per commercial unit

Alternatives	Total number of collaborators surveyed	Relative frequency	Total company employees	Relative Frequncy
Store A	8	16.3%	9	88.9%
Store B	4	8.2%	5	80.0%
Store C	3	6.1%	3	100.0%
Store D	4	8.2%	4	100.0%
Store E	14	28.6%	14	100.0%
Store F	5	10.2%	7	71.4%
Store G	4	8.2%	4	100.0%
Store H	2	4.1%	2	100.0%
Store I	2	4.1%	2	100.0%
Store J	2	4.1%	3	66.7%
Store K	1	2.0%	2	50.0%
Total	49	100.0%	55	89.1%

Source: survey data (2017).

Regarding the age group of respondents, 73.5% are in the age group between 19 and 30 years, thus considering a young team. 16.3% of respondents are aged between 31 and 35 years. It was observed that 95.9% are female, as it presents, leading to believe that this percentage is in conformity with the target public, most women, because it is an organization of the cosmetics sector, although some research will

point out that the male audience has grown in recent years, however, this is not the purpose of this research.

When analyzing the degree of education of employees of the evaluated company, it is noticed that the majority have completed high school (40.8%), followed by incomplete upper level (38.8%). The others (14.3%) had a complete graduation, 4.1% with incomplete post-graduation and 2.0%, incomplete high school.

As for the time of the respondents' company, it is noted that 81.7% have up to 3 years of work in the company, which leads to the belief that most employees have little time in the organization, and suggest actions and programs to promote the retention of talent. Other 8.2% have between 4 and 6 years of company, 6.1% between 7 and 10 years and 4.1% between 11 and 15 years.

In summary, it is observed that the majority of respondents are female, aged between 19 and 30 years, have a high school education level and have up to 3 years of work time in the company.

Recruitment and selection

As shown in Figure 1 of Appendix A, in all variables related to the Recruitment and Selection construct, employees demonstrated full agreement with the assertions, notably with greater representativeness: 80% of employees stated that they fully agree that "3. The selection tests of the organization where I work are conducted by skilled and impartial people (X = 4.7, SD = 0.6), 80% of employees agree fully with the assertion" (X = 4.7, SD = 0.6).

On the other hand, 49% of employees said they fully agree that "2. The selective processes of the organization where I work are arranged, attracting competent people. "(X = 4.3, SD= 1.0), presenting the lowest mean.

In the view of Demo et al. (2014) the recruitment and selection process should be carried out from the following activities: publicizing the recruitment, be it internal or external; candidates should be informed of the stages, criteria, performances and results of the selection process; several selection tools should be used, according to the profile of the position to be filled. In addition, the selection must be conducted by a qualified professional, being impartial in choosing the appropriate candidate for the position.

France (2014) warns about the care that the professional must have in conducting the selection. "Ethics must be present above all else," says the author (FRANCE, 2014, page 47). France also ratifies that the results should be communicated, previously disclosed criteria and general company affiliation should be clarified, avoiding customization of restrictions and failures observed in interviews and tests.

In view of the presentation and description of the data, it is noted that such premises are adopted by the organization, object of study and have passed on to the good perception of its employees, especially among the issues mentioned above 3, 5 and 6.

Regarding the multivariate analysis of the data for conducting the factorial analysis, it was preliminarily observed the chronbach alplha of the group / block that presented a reliability index of 78%, considered good, demonstrating that the indicators that make up this group / block have relationship with the subsystem of human

resources recruitment and selection, which composes the sample. It should be noted that according to Maroco (2010), the value assumed by the alpha varies between 0 and 1, and the closer to 1 is its value, the greater the trustworthiness of the dimensions of the construct.

The homogeneity of the construct was evaluated from the Bartlett test according to Maroco (2010).

Table 2 - KMO and Bartlett test of subsystem recruitment and selection

KMO and Bartlett Test		
Kaiser-Meyer-Olkin Measure (KMO) sampling suitability.		.809
Bartlett sphericity test	Aprox. Qui-quadrado	90.054
	df	15
	Sig.	.000

Source: survey data (2017).

The analysis presented a level of significance of 0.809, being higher than the established level of significance that is 0.5. Guimarães (2009) suggests the following scale to interpret the value of the KMO statistic: between 0.90 and 1 excellent; between 0.80 and 0.89 good; between 0.70 and 0.79 median; between 0.60 and 0.69 mediocre; between 0.50 and 0.59 poor and between 0 and 0.49 inadequate. Already Hair et al (2006) suggest 0,50 as an acceptable level.

Finally, Bartlett's Test of Spherecity (BTS) or Bartlett's Sphericity Test should be statistically significant ($p < 0.05$). These tests confirm the convergence of the indicators to support the factorial analysis.

According to the data presented, the KMO test is statistically considered "good" and Bartlett's sphericity test has a significance value of less than 0.05, so the null hypothesis (H0) is rejected. The null hypothesis is that there is no relationship between variables. Thus, the data confirm that the variables are correlated significantly, being ideal to proceed with factorial analysis.

By means of the correlation matrix, it can be observed that there are significant correlations in several indicators of the construct, according to Table 3. According to Hair et al. (2006) most of the correlation coefficients should present values above 0.30.

Table 3 - Linearity test of the recruitment and selection subsystem

Correlations matrix							
		VAR1res1	VAR2res2	VAR3res3	VAR4res4	VAR5res5	VAR6res6
Correlations	VAR1res1	1.000	.197	.325	.636	.625	.379
	VAR2res2	.197	1.000	.292	.167	.227	.101
	VAR3res3	**.325**	.292	1.000	.442	.509	.363
	VAR4res4	**.636**	.167	**.442**	1.000	.651	.380
	VAR5res5	**.625**	.227	**.509**	**.651**	1.000	.524
	VAR6res6	**.379**	.101	**.363**	**.380**	**.524**	1.000

Source: survey data (2017).

It was verified that there are positive correlations between the issues of this block. Question 1 "The recruitment processes (external and internal) of candidates to fill vacancies in the organization where I work are widely publicized" presented

greater correlations with two other variables: 4. "The organization where I work uses several selection, for example interviews, tests etc. "(0.636) and 5." The organization where I work discloses to the candidates information about the stages and criteria of the selection process "(0.625). Such prerogatives are strongly advocated by Demo et al. (2014), France (2014) and Bezerra (2016).

Question 3. "The tests of selection of the organization where I work are conducted by skilled and impartial people" presented greater correction with question 5. "The organization where I work discloses to the candidates information about the stages and criteria of the selection process" (0.509).

At the same time, question 4. "The organization where I work uses several selection instruments, for example interviews, tests, etc." also showed a greater correlation with question 5 "The organization where I work discloses to the candidates information to respect of the stages and criteria of the selection process "(0.651).

Question 5 "The organization where I work discloses to the candidates information about the stages and criteria of the selection process" presented positive correlations in addition to the issues already mentioned 1 (0.625), 3 (0.509), 4 (0.651), presented a correlation with the assertive 6. "The organization where I work communicates to candidates their performance at the end of the selection process" (0.524).

The Kaiser criterion suggests that one factor must be extracted: the first has its own value (eigenvalue) of 3.056, carrying about 51% of the variance. Together, the first three factors explain 79% of the variance of the original variables.

In the analysis of commonalities, the variables are being better explained in the construct were respectively: 5. "The organization where I work discloses to the candidates information about the stages and criteria of the selection process" (0.758); 4. "The organization where I work is used of various selection instruments, for example interviews, tests etc." (0.663) and 1. "The recruitment processes (external and internal) of candidates to fill vacancies in the organization where I work are widely reported "(0.608). As for variable 1, Demo et al. (2014) argue that internal recruitment should be a priority for external recruitment.

It is known that commonalities are quantities of variance, that is, correlations of each variable explained by the factors. Thus, the greater the commonality, the greater the explanatory power of that variable, the value being acceptable, 0.5. (HAIR et al., 2006, GUIMARÃES, 2009). According to Figueira Filho and Silva Júnior (2010, p. 176) "the communities represent the proportion of the variance for each variable included in the analysis that is explained by the components". In the analysis of commonalities, variables 2, 3 and 6 presented a deficiency, whereas they denoted values lower than 0.5, that is, alone would not explain the construct, which in turn contradicts the view of Chiavenato (2014), Demo et al. (2014) and Bezerra (2016).

Involvement

In the construct Involvement or also called by some authors as subsystem of Application that according to Chiavenato (2006) comprises the constant participation and communication of the collaborators, autonomy in the accomplishment of the tasks and decision making, mainly with regard to the contingent model of position,

which prescribes that the position must allow the employee autonomy, identity with task, retroaction, meaning of work and variety. Furthermore, for Bezerra (2016), this sub-system also encompasses respectful, attentive treatment and concern for well-being, a climate of understanding, cooperation and trust between managers and subordinates and between colleagues, identification of needs, values and concerns of the collaborators and internal communication. In Figure 2 of Appendix A, in all the variables related to this construct, the employees demonstrated that they fully agree with the assertions: 80% of the employees stated that they fully agree that "The organization where I work cares about my well-being" (X=4.7,SD=0.7).

Already 82% of the employees stated that they fully agree that "8. The organization where I work treats me with respect and attention ", with the highest mean of the construct X = 4.8 and one of the smallest standard deviations SD = 0.7, which means that there was a low dispersion in relation to the mean and that the majority of employees focused their perceptions on this item. He observed that 98% of respondents positively positioned in this aspect (partially agree and totally agree).

On the other hand, the smallest means were concentrated between variables 10 and 15. In relation to 10 "The organization where I work stimulates my participation in decision-making and problem solving" (X = 4.5, SD = 0.7), 57% of respondents said they fully agree.

Question 15 "In the organization where I work, there is coherence between managerial discourse and practice" presented the lowest mean of the construct X = 4.4 and SD = 0.8. Another fact that stands out is the frequency of those who did not present positioning (I do not agree or disagree / do not apply), 10.2%. Nevertheless, 57% of the respondents said they fully agree with the assertion.

In view of the results, convergence with the prerogatives defended by Xavier (2006), Dutra (2011), Fiuza et al. (2011), Chiavenato (2014), Demo et al. (2014) and Bezerra (2016). Xavier (2006) warns that the process of involvement and integration is a function of the area of human resources, but should be a fundamental role of the area manager, assuming the minimum of: general orientation of work, general orientation on the role, guidelines on personalities and more "differentiated" behavior of the area, presentation of general norms and customs, and other aspects relevant to the employee.

Fiuza et al. (2011) and Demo et al. (2014) complement that the process also includes autonomy in the accomplishment of tasks, continuous feedbacks and identification of the needs, values and worries of the collaborators and existence of channels of internal communication.

Dutra (2011) argues that the organization must provide and stimulate participative management plan, with incentives for employee participation in the decision-making process.

In this group / indicator block the cronbach alplha had a reliability index of around 95%. Under this focus, it is possible to verify that the indicators that make up this group / block have a "high" relation with the involvement / application subsystem, according to the classification of Guimarães (2009).

The Kaiser-Meyer-Olkin test confirms the convergence of the indicators to support the factorial analysis. The analysis presented a level of significance of 0.910, well above the established level of significance that is 0.5, indicating strong signifi-

cant correlations in this group / block, being classified as "excellent" according to Guimarães (2009). The data are shown in Table 4.

Table 4 - KMO and Bartlett test of the involvement subsystem

Teste de KMO e Bartlett		
Kaiser-Meyer-Olkin Measure (KMO) sampling suitability.		
Bartlett sphericity test	Aprox. Qui-quadrado	419.373
	df	36
	Sig.	.000

Source: survey data (2017).

By means of the correlation matrix, it can be observed that there are significant correlations in several indicators of the construct, according to Table 4. According to Hair et al. (2006) most of the correlation coefficients should present values above 0.30. The linearity of the data was verified from the correlation matrix generated by the SPSS software.

Table 5 - Test of linearity of the involvement subsystem

		Correlations matrix								
		VAR7 env1	VAR8 env2	VAR9 env3	VAR10 env4	VAR11 env5	VAR12 env6	VAR13e nv7	VAR14 env8	VAR15 env9
Correlations	VAR7env1	1.000	.871	.683	.605	.737	.766	.829	.711	.617
	VAR8env2	**.871**	1.000	.672	.648	.748	.804	.872	.718	.665
	VAR9env3	**.683**	**.672**	1.000	.565	.677	.781	.760	.535	.697
	VAR10env4	**.605**	**,648**	**.565**	1.000	.692	.609	.663	.564	.774
	VAR11env5	**.737**	**,748**	**.677**	**.692**	1.000	.732	.780	.521	.677
	VAR12env6	**.766**	**,804**	**.781**	**.609**	**.732**	1.000	.833	.498	.689
	VAR13env7	**.829**	**,872**	**.760**	**.663**	**.780**	**.833**	1.000	.652	.773
	VAR14env8	**.711**	**.718**	**.535**	**.564**	**.521**	**.498**	**.652**	1.000	.594
	VAR15env9	**.617**	**.665**	**.697**	**.774**	**.677**	**.689**	**.773**	**.594**	1.000

Source: survey data (2017).

It is observed that all variables presented correlations. The major ones stood out among 7 "The organization where I work worries about my well-being" and 8 "The organization where I work treats me with respect and attention" (0,871). Variable 8 "The organization where I work treats me with respect and attention" also showed a strong correlation with 13 "In the organization where I work, there is a climate of understanding and confidence of the bosses in relation to their collaborators" (0.872), the greatest of all the construct involvement.

Therefore, the variable 9 "The organization where I work seeks to know my professional needs and expectations" showed a greater correlation with 12 "In the organization where I work, the employees and their managers enjoy the constant exchange of information for the good performance of the functions" (0.781).

Likewise, variable 10 "The organization where I work stimulates my participation in decision-making and problem solving" presented a strong correlation with 15 "In the organization, there is coherence between managerial discourse and practice" (0.774).

Variable 11 "The organization where I work recognizes the work I do and the results I present (eg, praise, stories in internal journals, etc.)" showed a stronger

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correlation with 13 "In the organization where I work, there is a climate of understanding and confidence of the bosses in relation to their collaborators "(0.780).

At one time question 12 "In the organization where I work, the employees and their managers enjoy the constant exchange of information for the good performance of the functions" presented a greater correlation with the seventh variable of the construct 13 "In the organization where I work, there is a climate of understanding and confidence of the bosses in relation to their collaborators "(0.833). This variable had a strong correlation with 15 "In the organization where I work, there is coherence between managerial discourse and practice" (0.773).

All correlations presented construct and research are in accordance with the human resource theories / people management advocated by the authors Xavier (2006), Dutra (2011), Fiuza et al. (2011), Demo et al. (2014) and Bezerra (2016).

The Kaiser criterion suggests that one factor must be extracted: the first has t's own value (eigenvalue) of 6.585, carrying about 73% of the variance. Together the first three factors explain 87% of the variance of the original variables.

In order to obtain the factorial analysis solution, the main components method was used. The SPSS software offered a preliminary structure of the results, which allowed, prior, to make a prior identification of the components of each factor.

In the analysis, all variables presented acceptable commonalities (greater than 0.5). 13 "In the organization where I work, there is a climate of understanding and trust of the bosses in relation to their employees" (0.876) and 8 "The organization where I work treats me with respect and attention" (0.835), respectively.

Training, development & education

As shown in Figure 3 of Appendix A, in all the variables related to the Training, Development & Education (T, D & E) construct, employees demonstrated to fully agree with assertions: 80% of employees stated that they fully agree that 16 " where I work helps me to develop the necessary skills to perform my duties (eg, training, participation in congresses, etc.) "(X = 4,8, SD = 0,6).

In question 17, "I can apply the knowledge and behaviors learned in the trainings / events that I participate in," 80% of the respondents stated that they fully agree with the assertive (X = 4.7, SD = 0.7).

At the time, it was question 18 "The organization where I work stimulates learning and knowledge production" which presented the highest mean X = 4.8 and lowest standard deviation SD = 0.5.

After presenting the research data, it is observed that the results converge with the findings of Giovelli, Calvetti and Bevilacqua (2012), Fiuza et al. (2011) and Demo et al. (2014) on the training, development and communication construct, while in the employees' perception the organization stimulates learning, promoting training and enabling the development of skills and the promotion of knowledge for practical application.

In this group / block the cronbach alplha indicator had a reliability index of around 92%. Under this focus, it is possible to verify that the indicators that make up this group / block present a "high" relation with the subsystem training, development and competencies, according to the classification of Guimarães (2009).

This data can be confirmed by the Kaiser-Meyer-Olkin test (KMO), which presented homogeneity under index 0.717, being above the established

The Bartlett sphericity test presents a significance value of less than 0.05 and the null hypothesis (H0) is rejected, which again confirms the adequacy of the factorial analysis method for the data treatment, as demonstrated by Table 6.

Table 6 - Test of KMO and Bartlett of T, D & E subsystem

Teste de KMO e Bartlett		
Kaiser-Meyer-Olkin Measure (KMO) sampling suitability.		
Bartlett sphericity test	Aprox. Qui-quadrado	120.376
	df	3
	Sig.	.000

Source: survey data (2017).

In the linearity test, as shown in Table 7, all variables present a strong correlation.

Table 7 - T, D & E subsystem linearity test

Correlations matrix		VAR16tde1	VAR17tde2	VAR18tde3
Correlations	VAR16tde1	1.000	.872	.832
	VAR17tde2	.872	1.000	.742
	VAR18tde3	.832	.742	1.000

Source: survey data (2017).

Thus, the highest correlations were found among the variables16 "The organization where I work helps me to develop the skills necessary for the good performance of my functions (eg, training, participation in congresses, etc.)" and 17 " I can apply in my work the knowledge and behaviors learned in the trainings / events that I participate in "(0.872).

Another strong correlation was observed by the same indicator (16 - VAR16tde1) in relation to 18 "The organization where I work stimulates learning and the production of knowledge" (0.832).

These correlations flow with the theoretical currents defended by Chiavenato (2006), Giovelli, Calvetti and Bevilacqua (2012), Fiuza et al. (2011) and Demo et al. (2014), Bezerra (2016). Chiavenato (2006) clarifies that the training process is cyclical and consists of the steps: diagnosis, design, implementation and evaluation. The training has the objective of promoting knowledge and skills in the short and medium term, enabling the practical application by the employees, in relation to the task to be performed, directly impacting on productivity (GIOVELLI; CALVETTI; BEVILACQUA, 2012).

The Kaiser criterion suggests that must extract a factor: the first has it's own value (eigenvalue) of 2.632, carrying about 88% of the variance.

In the community analysis, all variables presented acceptable indexes (greater than 0.5). The greatest explanatory factor of the construct was the variable 16 "The organization where I work helps me to develop the skills necessary for the good performance of my duties (eg, trainings, etc.)" (0.929).

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It should be noted that none of the indicators showed indices below acceptable that would not be able to explain the construct.

Working conditions

In the working conditions construct or also treated by some authors as Hygiene, Safety and Quality of Life, belonging to the subsystem maintenance, by Chiavenato (2006) corresponds to the norms related to work safety, which must be followed by everyone in the organization. The assumption is that everyone must have a place of work in adequate conditions for the development of their work activities and HR is the main responsible for making this happen in every organization (CHIAVENATO, 2006). In addition, for Bezerra (2016), this subsystem refers above all to the adequate environment and conditions conducive to the maintenance of the physical, mental and mental well-being of individuals.

In Figure 4 of Appendix A, it is clear that in most of the variables related to this construct, the collaborators demonstrated to fully agree with the assertions. Greater agreement was expressed on question 20 "The organization where I work offers me basic benefits (eg, health plan, transportation assistance, food aid, etc.)", carrying a larger average of the construct X = 4.9 with lower mean dispersion SD = 0.6 , where 94% of respondents stated that they fully agree with the assertion.

However, question 21 "In the organization where I work, there are actions and programs of accident prevention and coping with incidents", presented the lowest mean X = 3.3 and highest standard deviation SD = 1.4, which shows that the employees do not perceive actions and programs related to accident prevention.

Considering the data appreciation, according to Demo et al. (2014), the organization should join efforts to invest in accident programs and health promotion, ergonomics and safety. Chiavenato (2014) presents some alternatives such as the map of the rich, accomplishment of Internal Week of Prevention of Accidents in the Work (SIPAT) and even the formation of Internal Commission of Prevention of Accidents in the Work (CIPAT).

In this group / block, the cronbach alplha indicator had a reliability index of around 77%. It is possible to verify that the indicators that compose this subsystem, is between the scale 0.6 and 0.8, presenting "good" relation with the subsystem working conditions.

This is confirmed by the Kaiser-Meyer-Olkin test (KMO), which presented homogeneity under index 0.716, being above the established minimum that is 0.5 by Maroco (2010). The Bartlett sphericity test presents a significance value of less than 0.05 and the null hypothesis (H0) is rejected, which again confirms the adequacy of the factorial analysis method for the data treatment, as demonstrated by Table 8.

Table 8 - KMO and Bartlett testing of working conditions subsystem

Teste de KMO e Bartlett		
Kaiser-Meyer-Olkin Measure (KMO) sampling suitability.		
Bartlett sphericity test	Aprox. Qui-quadrado	80.540
	df	10
	Sig.	.000

Source: survey data (2017).

In the linearity test, performed through the SPSS software, as shown in Table 9, most of the variables present a correlation, that is, they have correlation coefficients above 0.3, except for variables 20 "The organization where I work offers me (eg health plan, transportation assistance, food aid, etc.)" and 21 "In the organization where I work, there are actions and programs for accident prevention and coping with incidents" (0.226). This conclusion does not invalidate the achievement of the factorial analysis.

Table 9 - Linearity test of the working conditions subsystem

		VAR19cndt1	VAR20cndt2	VAR21cndt3	VAR22cndt4	VAR23cndt5
	Correlations matrix					
Correlations	VAR19cndt1	1.000	.671	.479	.552	.389
	VAR20cndt2	**.671**	1.000	.226	.548	.306
	VAR21cndt3	**.479**	.226	1.000	.448	.312
	VAR22cndt4	**.552**	**.548**	**.448**	1.000	.517
	VAR23cndt5	**.389**	**.306**	**.312**	**.517**	1.000

Source: survey data (2017).

More important correlations were observed among the variables: 19 "The organization where I work is concerned with my health and quality of life" and 20 "The organization where I work offers me basic benefits (eg health plan, transportation, food aid, etc.)" (0.671), leading to the belief that the employees' perceptions are focused on the provision of health care and food supplementation (through food aid).

Another strong correlation was observed through the same variable (19 - VAR19cndt1) and 22 "The organization where I work is concerned with the safety of its employees, controlling the access of strangers in the company", where it presented a correlation index of 0.552.

The Kaiser criterion suggests that a factor must be extracted: the first one has it's own value (eigenvalue) of 2.810, carrying about 56% of the variance.

This can be confirmed through the analysis of commonalities, where it is observed that the variables have the capacity to explain the construct: 19 "The organization where I work is concerned with my health and quality of life" (71.2%); 22 "The organization where I work is concerned with the safety of its employees, controlling the access of outsiders in the company" (69.1%) and 20 "The organization where I work offers me basic benefits (eg, health plan, transport aid, food aid, etc.)" (57.0%). On the other hand, the other variables (21 and 23), because they present values below 0.5, alone, do not explain the subsystem working conditions.

Evaluation of performance and competences

In the analysis of the issues that make up the Evaluation Performance and Competences (E P & C) construct, the variables were satisfactorily accepted by the respondents, as shown in Figure 5 of Appendix A.

There was greater agreement with variable 28 "In the organization where I work, the criteria and the results of the evaluation of performance and competencies are disclosed with the collaborators", 59% of employees say they agree totally, raising the average to X = 4.4 (SD = 0.9). However, referring to 25 "In the organization

where I work, the evaluation of performance and skills subsidizes decisions on promotions and salary increase," the item was not so much perceived by the respondents, when compared to other averages of the construct, X = 4.1 (SD = 0.9).

In this group / block the cronbach alplha indicator had a reliability index of around 90%. It is possible to verify that the indicators that compose this subsystem, is between the scale 0,8 and 1,0, presenting "high" relation with the sub-system of performance and competences. This relationship is confirmed by the Kaiser-Meyer-Olkin test (KMO), which presented homogeneity under index 0.839, being above the established minimum that is 0.5 by Maroco (2010).

The Bartlett sphericity test presents a significance value of less than 0.05, rejecting the null hypothesis (H0) and confirming the adequacy of the factorial analysis method for data treatment, as shown in Table 10.

Table 10 - K & Bartlett test of E P & C subsystem

Teste de KMO e Bartlett		
Kaiser-Meyer-Olkin Measure (KMO) sampling suitability.		
Bartlett sphericity test	Aprox. Qui-quadrado	147.561
	df	10
	Sig.	.000

Source: survey data (2017).

In the linearity test, performed using SPSS software (version 22.0), as shown in Table 11, all variables present a strong correlation, that is, they have correlation coefficients above 0.3.

Table 11 - Linearity test of the E P & S subsystem

Correlations matrix					
		VAR24adc1	VAR25adc2	VAR26adc3	VAR27adc4	VAR28adc5
Correlations	VAR24adc1	1.000	.785	.791	.619	.577
	VAR25adc2	.785	1.000	.654	.658	.601
	VAR26adc3	.791	.654	1.000	.568	.539
	VAR27adc4	.619	.658	.568	1.000	.640
	VAR28adc5	.577	.601	.539	.640	1.000

Source: survey data (2017).

The highest indices were denoted among the variables 24 "The organization where I work performs performance evaluations and competencies periodically" and 26 "In the organization where I work, the evaluation of performance and skills subsidizes the development of a plan for the development of employees" (0.791).

Then, there was a high correlation between variable 24 and 25 "In the organization where I work, the performance and competencies evaluation subsidizes decisions about promotions and salary increases" (0.785).

Another relevant fact is the strong correlation between variable 25 and 27 "In the organization where I work, the criteria and the results of the evaluation of performance and competencies are discussed with the collaborators" (0.658), as said by Demo et al. (2014).

On the total variance explained, the Kaiser criterion suggests that one must extract a factor: the first has it's own value (eigenvalue) of 3,580, carrying alone about 72% of the variance of the construct.

These data are confirmed by the analysis of commonalities, where it is observed that the variables have the ability to explain the construct: 24 "The organization where I work performs performance evaluations and competencies periodically" (80.7%); 25 "In the organization where I work, the performance and competency assessment subsidizes decisions on promotions and salary increases" (77.3%) and 26 "In the organization where I work, the performance and competencies evaluation supports the elaboration of a employee development plan "(71.0%).

It should be noted that all variables have the ability to explain the construct performance evaluation and competences, since they presented values above 0.5, in isolation.

Remuneration and rewards

The variables that make up the Compensation and Rewards subsystem presented high levels of satisfaction. According to Chiavenato (2006), this subsystem includes all forms of payment or rewards given to employees and resulting from their employment and includes the package of quantifiable rewards an employee receives for his or her work. That is, it refers to three components: basic remuneration, salary incentives and indirect remuneration / benefits. Bezerra (2016) adds that he must consider legal, institutional, cultural and market factors.

Greater concordance was found with variable 30 "In the organization where I work, I receive incentives (eg, promotions / commissioned functions, bonuses / prizes / bonuses, etc.)", observed the highest mean X = 4.7 of the construct and the lowest standard deviation SD = 0.82, where 86% of respondents stated that they fully agree with the assertion. However, as shown in Figure 6 of Appendix A, when questioned about 29, "The organization where I work offers me remuneration compatible with my skills and training / schooling" (X = 4.2, SD = 1.2), 57% of respondents strongly agree with this assertion. By the incongruity in the responses denoted by the largest standard deviation of the construct, this assertion is not so understood by the others. As for the level of education, it is noteworthy that most respondents have completed high school.

Proceeding on the chronbach alplha indicator of this group /block, a reliability index of 80% is observed. It is possible to verify that the indicators that compose this subsystem, is between the scale 0,8 and 1,0, presenting "high" relation with the subsystem of performance and competences.

The Kaiser-Meyer-Olkin test (KMO) showed homogeneity under index 0.729, being above the established minimum that is 0.5 by Maroco (2010).

In Bartlett's sphericity test the value of significance is less than 0.05, confirming the adequacy of the factorial analysis method for data treatment, as shown in Table 12.

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Table 12 - KMO and Bartlett test of the remuneration and rewards subsystem

Teste de KMO e Bartlett		
Kaiser-Meyer-Olkin Measure (KMO) sampling suitability.		
Bartlett sphericity test	Aprox. Qui-quadrado	86.227
	df	6
	Sig.	.000

Source: survey data (2017).

In the linearity test, performed through SPSS software (version 22.0), as shown in Table 13, most of the variables present a strong correlation, that is, they have correlation coefficients above 0.3, except for the variables 29 "The organization where I work offers me remuneration compatible with my skills and training / schooling "and 32" In the organization where I work, my remuneration is influenced by my results ", presenting a correlation index of 0.241. This data does not confirm the views of Chiavenato (2006), Xavier (2006), Demo et al. (2014), Bezerra (2016) and Alberton and Carvalho (2017), who report that the organization must offer re-muneration compatible with the skills and training of employees, as well as in line with individual and / or group performance, such as rewards and, above all, incentives.

Table 13 - Linearity test of the remuneration and rewards subsystem

Correlations matrix		VAR29rec1	VAR30rec2	VAR31rec3	VAR32rec4
Correla-tions	VAR29rec1	1.000	.544	.646	.241
	VAR30rec2	**.544**	1.000	.805	.466
	VAR31rec3	**.646**	**.805**	1.000	.476
	VAR32rec4	.241	**.466**	**.476**	1.000

Source: survey data (2017).

The highest correlation indices are observed between variables 30 "In the organization where I work, I receive incentives (eg, promotions / commissioned functions, bonuses, etc.). "31 In the definition of its rewards system, the organization where I work considers the expectations and suggestions of his collaborators "(0,805).

On the total variance explained, the Kaiser criterion suggests that one must extract a factor: the first has it's own value (eigenvalue) of 2.631, carrying alone about 66% of the variance of the construct.

This can be confirmed through the analysis of commonalities, where it is observed that the variables, in isolation, have the capacity to explain the construct: 31 "In the definition of its rewards system, the organization where I work considers the expectations and suggestions of its collaborators "(85.7%); 30 "In the organization where I work, I receive incentives (eg commissioned promotions / functions, bonuses / awards / bonuses, etc.)" (79.5%) and 29 "The organization where I work offers me remuneration compatible with my skills and training / schooling" (57.4%).

On the other hand, observed the table, variable 32 "In the organization where I work, my remuneration is influenced by my results", because presenting a value below 0.5, alone, does not explain the subsystem remuneration and competencies.

Final conclusions

The present research proposed to describe the perception of employees of a network of companies in the cosmetics segment, located in the southern region of the State of Rio Grande do Sul, in relation to the practices of People Management.

According to Ribeiro et al. (2015) practices positively influence organizational performance improvement, as it contributes to increased motivation, job satisfaction, greater commitment to activities and tasks, improved quality of relationships between individuals and teams, and increased skills.

It was noticed that the "training, development and education" construct obtained a higher average (4.75, standard deviation of 0.56), leading to the belief that the organization invests in the development of the skills of its employees, besides stimulating learning and production of knowledge. It should be noted that Alberton and Carvalho (2017) argue that an environment conducive to the creativity of employees is formulated from the area of people management through practices that stimulate the creativity of employees. One of these practices is through training, development and education.

The second highest average was centered on the "involvement" policy (4.59 standard deviation of 0.62). The lowest average fell on the policy "working conditions" (4.23, standard deviation of 0.69), requiring more attention from the organization in relation to the items that compose it.

It is necessary to recognize that proper to the research method, the present study presents limitations of study, and can not be extrapolated by the proposed delimitation.

In this sense, it is suggested that in-depth studies be carried out in the other perfomers and cosmetics organizations in the southern region of the State of Rio Grande do Sul in order to map the policies and practices of HR adopted, as well as of the tools, techniques, methods adopted by the managers in the administration of people, as well as to evaluate the forms of knowledge and learning that they disseminated and constructed.

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APPENDIX A
Graphs of the constructs of the People Management subsystems

The graphs presented were elaborated through Excel (Office 2010), from the information extracted after data treatment, descriptive statistics, through the software Minitab Express, academic module.

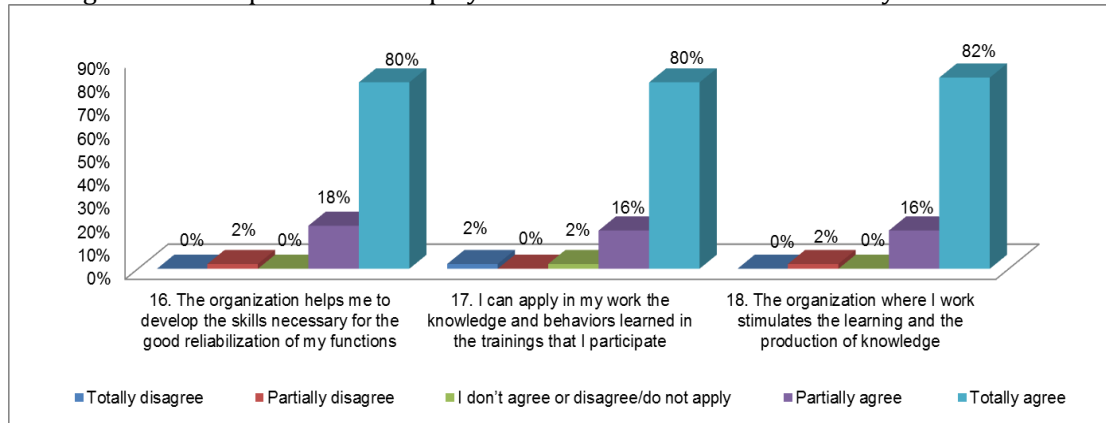Figure 1 - Perception of employees in relation to the recruitment and selection subsystem
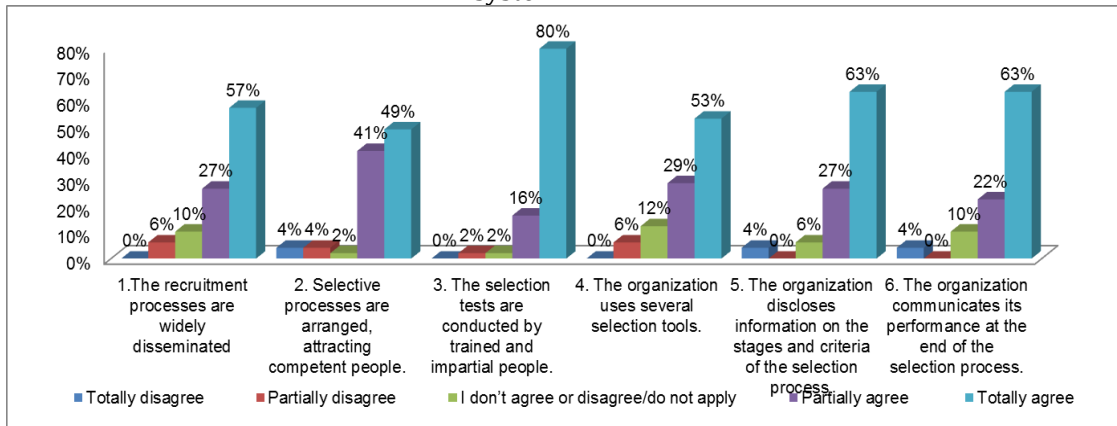
Source: survey data (2017).

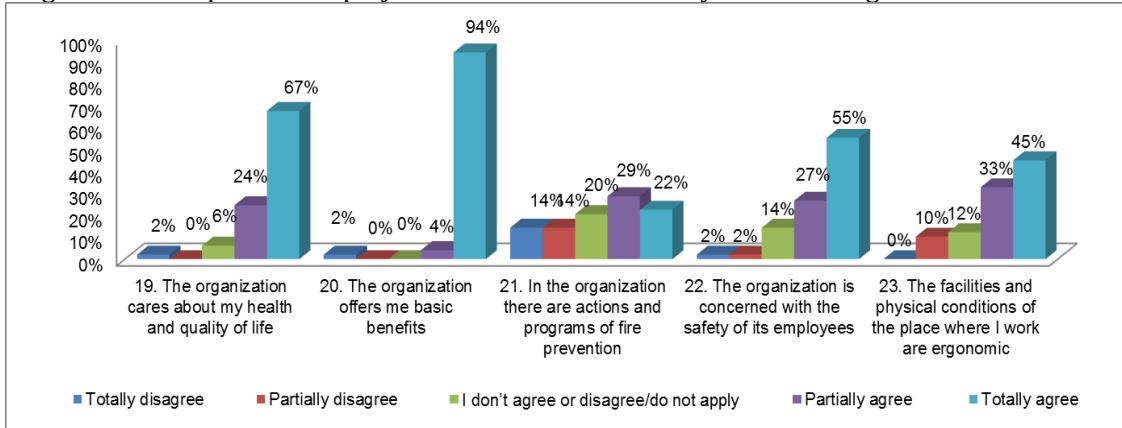Figure 2 - Employee perception regarding the involvement subsystem
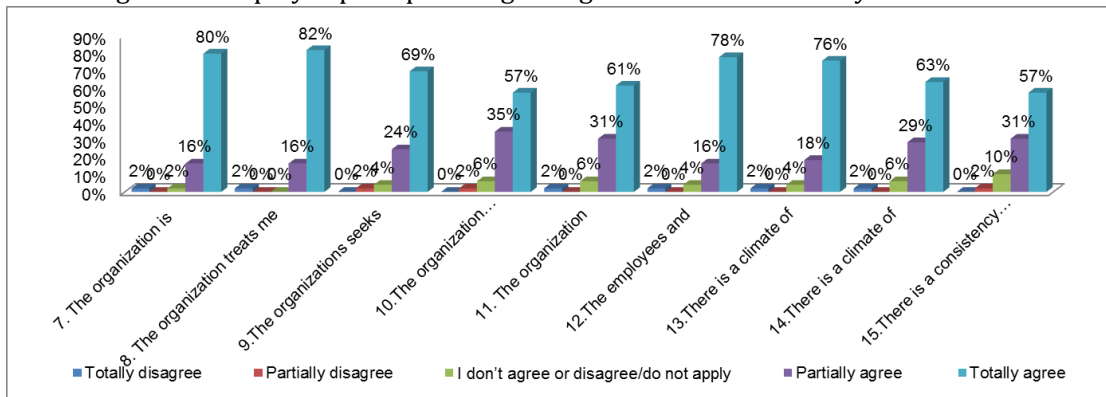
Source: survey data (2017).

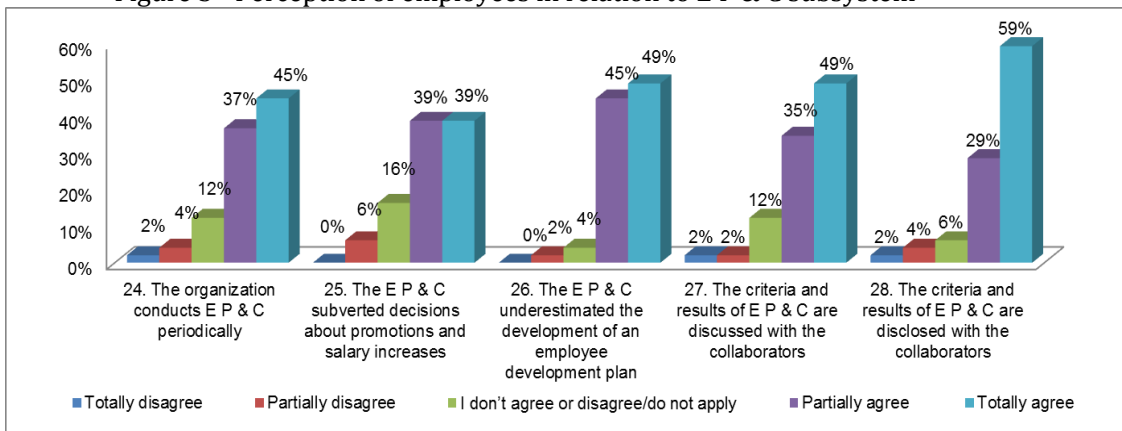Figure 3 - Perception of the employees in relation to the T D & E subsystem.

Source: survey data (2017).

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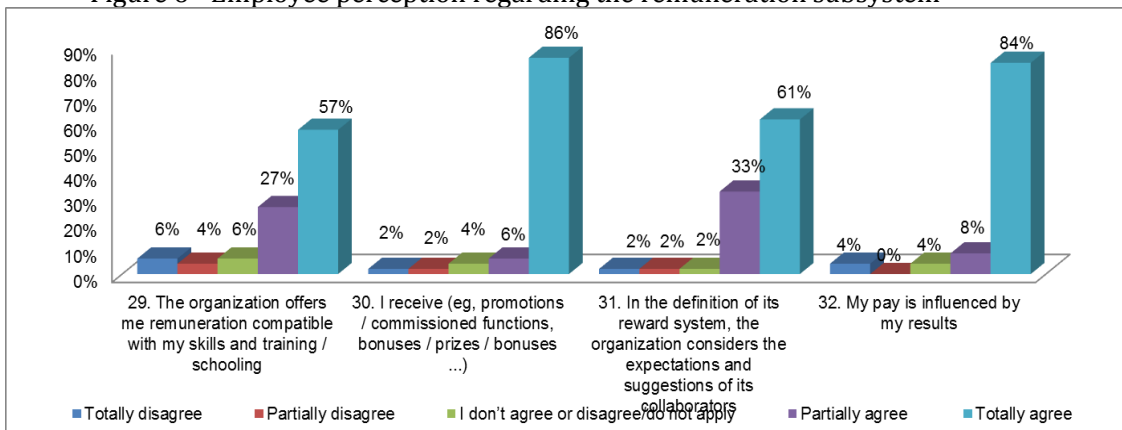Figure 4 - Perception of employees in relation to the subsystem working conditions

Source: survey data (2017).

Figure 5 - Perception of employees in relation to E P & C subsystem

Source: survey data (2017).

Figure 6 - Employee perception regarding the remuneration subsystem

Source: survey data (2017).

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