

# Human resource management in a large company: an assessment from the viewpoint of its employees

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**Abstract:** People management is one area that has undergone more changes and transformations in recent years. The vision that we got to the area is totally different from its traditional situation, that received the name of Human Resource Management. This paper, as a result of academic research, the evaluation sought to establish that employees of a large company makes the action of the human resources area. The current stage of development of human resources shows that there is a significant change over time.

**Key words:** Human resource management; large company; employees.

## Gestão de recursos humanos em uma empresa de grande porte: uma avaliação do ponto de vista de seus funcionários

**Resumo:** A gestão de pessoas é uma das áreas que sofreu mais alterações e transformações nos últimos anos. A visão que temos para a área é totalmente diferente da sua situação tradicional, que recebeu o nome de Gestão de Recursos Humanos. Este artigo, como resultado de uma investigação acadêmica, procurou estabelecer a avaliação que os funcionários de uma grande empresa fazem das ações da área de recursos humanos. A atual fase de desenvolvimento de recursos humanos mostra que existe uma alteração significativa ao longo do tempo.

**Palavras-chave:** Gestão de Recursos Humanos; grande empresa; funcionários.

## INTRODUCTION

Until the early 70's the relationship between people in the organization and the organization was crafted with objects merely directed to some bureaucratic and legal requirements of the employer. With the advent of labor legislation and the creation of Work Minister this relationship has not changed, but only regulated in a manner that allowed the social structure ways and means search for their rights on the one hand, and secondly it also gave the company rights. Labor laws and the creation of the Work Minister led to the need for better structuring of the unit that took care of that relationship and then appears the department (or division) personnel already in a position of some emphasis in the organizational structure (Marras, 2009).

People management is one of the area that have suffered most changes and transformations in recent years. The vision that we have today is totally different from its traditional setting, when it received the name of Human Resource Management – HRM (Chiavenato, 2004).

The Human Resources Department, no longer merely a personnel department to become the main character of transformation within the organization. Recently, the Human Resources department had a behavior like a mechanical way, where the employee's view prevailed and obedience to the task, and the chief, centralized control. Today the scenario is different: the employees are called associates, bosses are called managers. We can say that managing people is no longer a factor in a mechanistic view, systematic, methodical, or even synonymous with control, and obedience task. It is rather to discuss and understand the absurdity of the techniques seen as obsolete and traditional with the modern, along with managing the participation and knowledge. People management aims to enhance the professionalism and human, unlike the Human Resources department that was aimed at the professional technique and mechanism (Dutra, 2006).

The main objective of this work, is the understanding the role of human resources within the organization through typical activities by an assessment from the viewpoint of its employees.

## LITERATURE REVIEW

### TYPICAL ACTIVITIES IN THE AREA OF HUMAN RESOURCES

Administration of human resources is considered by many authors interdisciplinary, and goes through a phase of profound transformation occurred in the 70's. It is not enough to mention only the functions traditionally known to be expert in recruitment, selection and training, for example. The requirements for those wishing to understanding beyond going

through the activities mentioned, has also requires knowledge not only on the technical vision that has interested many scholars and from work. In other words, as in other areas of knowledge, the work is in profound transition, and many companies already in rigorous mutation. The literature on labor relations in recent years of the century that has made it clear that the “conventional forms of employment were giving way to innovations of all sorts” (Ludwig, 1998).

Table 1, developed by Araújo and others (2005) presents a classification of activities in managing people. We can see from the table, the need for human resource professional is an individual within the global company it serves.

SYSTEMS OF PERSONNEL MANAGEMENT	ACTIVITIES
Supply or Aggregation	Identifying needs of personnel
	Search marketing people management
	Recruitment (includes recent sources of recruitment)
Application	Selection
	Analysis and job descriptions Internal planning and allocation of people in the organization
Maintenance	Salaries
	Benefits
	Careers
Development or Training	Health and safety at work
	Labor relations (including trade unions)
Development or Training	Training and development of people's organization
	Development and organizational change (both include appropriate involvement of all units in shaping training and development)
Control or Monitoring	Performance evaluation
	Database
	Management information systems Audit of human resource management

**Table 1 - Classification of activities of people management or human resource management**

## PROFILE OF PROFESSIONAL HUMAN RESOURCES

Within the process of globalization we can mention that people should be better prepared to assume responsibilities for functions so that they have in mind the need for continuous learning in order to remain included from the new needs of organizations, where knowledge becomes a constant demand, which is essential to ensuring employability, because knowledge becomes obsolete soon.

Currently, we value a new profile that is beyond the

simple mastery of motor skills and willingness to fulfill orders. The technological modernization has required a preparation beyond the simple mastery of motor skills and willingness to follow orders, making continuing education to become a new practice considered productive and competitive for the worker. To win in the competitive market is essential to "learn to know and be able to activate knowledge that enable them to propose creative solutions, as well as being innovative attitudes within the organization. We are in full knowledge revolution where manual work has no value, opening opportunities for the skilled expertise and capacity for abstraction. The capacity to learn is fundamental to the business sector that is constantly on the restructuring and transformation. The subject that is productive and able to learn to manage a reality which is constantly in transition (Becker, 2006).

This change of scenery also had an immediate impact on the way were regarded not as human resources within organizations. These features began to be treated as strategic resources to achieve the projected results, or as a competitive advantage of each organization. According to Barbosa & Bittencourt (2003), a possible explanation for this change comes from the observation that traditional training has not responded more to the training needs of employees, the expectations of business in terms of new skills and the demands of a market more competitive. Fischer (1998) tried to analyze the emergence of a new model of people management as a result of impacts of corporate restructuring, including the drastic reduction of the stands of professionals specializing in processes and human resource services and decentralization of resources humans and the consequent loss of monopoly power in the service of these areas.

## **HUMAN RESOURCES *VERSUS* PERSONNEL MANAGEMENT**

We live in a knowledge society, where human talent and capabilities are seen as competitive in the globalized labor market. But that talent and that ability has to be seen with new eyes, eyes of employees, not collaborators. We need therefore to recover the role of humans in the organization in order to make them competent to act as collaborators in their activities. It is with this background that organizations should take the view that Human Capital is a great advantage. Thus a new concept in personnel management (Terra, 2005).

With regard to Brazil, Albuquerque (1987) notes that, until the time of his thesis, human resources had been relegated to the background and were not considered among the strategic concerns of business. Also notes that changes in the environment, such as developments in the labor movement, the rise of social concerns and technological development, had imposed increased challenges to human resources. Thus, this area began to be seen as responsible for a strategic role within organizations. Arising hence the

importance of Strategic Planning of Human Resources (SPHR) that should be prepared in line with the Company's General Strategic Plan and could be considered a answer to the need to think about the evolution of business in the medium and long term.

The advances observed in recent decades have led organizations to seek new forms of management in order to improve performance, achieve results and meet the institutional mission to fully serve the needs of customers. Note also that the success of modern organizations depends, and much, investing in people, with the identification, recovery and development of intellectual capital. Observe that there is a great effort to change the old bureaucratic model to a management model that in many cases managerial breakthroughs occurred, eg, the introduction of new budgetary, administrative decentralization of some sectors, reduction of hierarchies, implementation of tools for evaluating organizational performance (Chiavenato, 2004).

The entire production process takes place only with the joint participation of several partners. Currently employees who are the closest partners of organizations, are considered the main contributors, who give life and dynamism in the day-to-day organization.

In every organization, employees are treated in different ways: as an organizational resource or as partners of the organization. When treated as resources, there must be planning, organizing, directing and controlling their activities. Since they are seen as "abiding orders" is needed to manage them for maximum revenue possible. When treated as partners of the organization, they are part of the intellectual capital of organizations by providing knowledge, skills, competence and, above all, intelligence, providing rational decisions affecting the direction of global goals.

Recently, the human resources department acted in a mechanical way, where employees only obey and perform the tasks. Today employees are called associates, and people management aims to enhance the professionalism and human, while the Human Resources Department aimed at technical and mechanism of the professional. If we look, we see that the role of employee is more participatory, he has greater autonomy in their activities, in cooperation with their management decisions, high levels of learning (Becker, 2006).

In the current era of the knowledge the training of people is considered the most important differentiator and success factor. This may be necessary to coordinate a plan for periodic training, targeting the needs of the organization and available resources. We can not forget that labor is human beings and not just objects. They are the people who make the institution develop, these human beings is what animates the institution, what drives, so should always be treated with respect, affection, tolerance, solidarity, forming a professional human being and not merely technical. It is worth noting that the organization knows that creating a motivating environment in order to avoid personal

conflicts that interfere in the lives of employees and the company will create a team spirit and connectedness of employees, making them partners and not just workers , leading the company to success (Lund et alli, 2008) .

## RESEARCH METHODOLOGY

According to the objectives, as to its purpose, this research is characterized as exploratory and descriptive. “Exploratory research is one that is characterized by the development and clarification of ideas, with the aim of offering a panoramic view, a first approximation to a particular phenomenon that is little explored and descriptive, in turn, intends to present the characteristics of a phenomenon (Vergara, 2007).

With respect to the means, it is bibliographic, since they were consulted the few works by Brazilian and foreign authors who have given grants of an academic nature and field research, according to research conducted at the company in question.

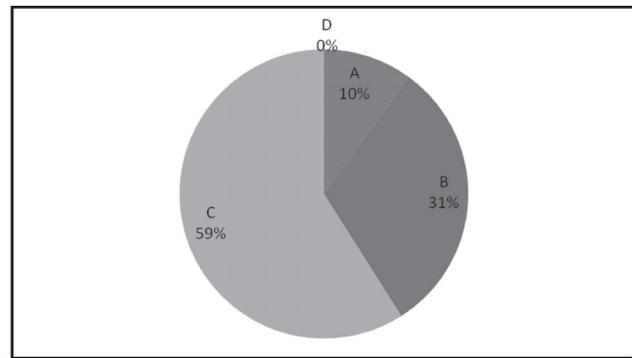
The research was restricted to the direction of some companies. For Gil (1995), so that the sample represents a reliable characteristics of the universe,”... must include a sufficient number of cases. This number, in turn, depends on the following factors: extension of the universe, level of confidence, and maximum allowable error percentage with which the phenomenon occurs. “The questionnaire of the research study is composed only of open questions. It was tested before its final use, applying some copies in a small selected population.

We performed a total of 68 (sixty eight) interviews with employees from various areas of business, except in the area of human resources in order to achieve the proposed work.

## ANALYSIS AND DISCUSSION OF RESEARCH DATA

In this item is made an analysis and discussion of data obtained in the survey with employees. All questions were objective enough so that carry the least possible time, considering that it was realized near to the company at time of entry and exit of employees. The results of all the research were presented in a pie chart with a legend of the reviews of each.

The first question was the following statement - “What the frequency relationship of Human Resources Department in your area?” The response options were: **A**-periodic, **B**-often, **C**-occasional and **D**-no relationship. The figure 1 shows the distribution of search results related to question 1.

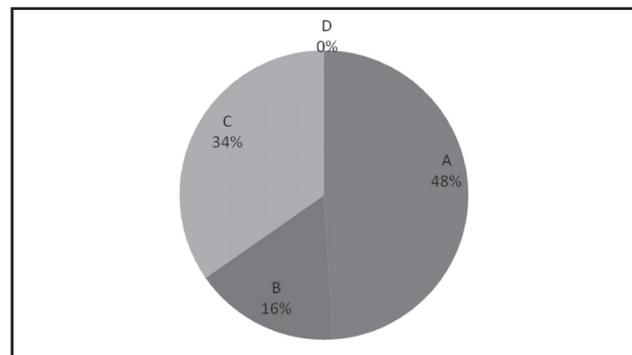


**Figure 1 - Distribution of research results relating to the question about the relationship of human resources with the area of research participants.**

The relationship which had the highest percentage (59%) was "occasional". It was explained during interviews that the relationship was often three times a week, while the regular is 15 to 15 days.

This emphasis on “occasional”, is probably due to some factors, such as, lack of motivation or interest of both parties.

The second question had the following statement: “The relationship with respect to the question 1, it happens, most of the time?” **A**-due to a request from is department, **B**-due to a request of HR Department?, **C**-according to the rules and regulations of the company and **D**-others. The figure 2 shows the distribution of search results related to question 2.



**Figure 2 - Distribution of research results related to question 2 on the relationship of HR Department with the department of research participants.**

Almost half of respondents (48%) answered that the relationship occurs, in most cases, depending to a request from his department. In other words, its means that the areas surveyed HR departments looking for relationships of a particular activity. Probably the area can not afford to self-develop.

Whereas relationships on the basis of rules and regulations of the company, 34% of respondents agreed with this item.

Now with regard to the relationship depending on the application of HR, the percentage was the lowest, with

16%. This result is surprising because it allows us to conclude that there is a likely gap between HR and the rest of the organization.

The third question was the following statement: "Do you have the habit of going to the HR Department?" A-yes, to keep me informed of its activities, B-yes, to inform my demands, C-not, only when requested, D-only to clarify any discrepancies and E-Other. The figure 3 shows the distribution of search results for question 3.

The results showed that the percentage, relatively high (28%) of respondents did not have the habit of going in HR office, ie, only looking upon the request. And those who go to stay informed of their activities, only 13% answered this alternative. While 36% answered "yes". They go to the HR area, usually to ask their demands.

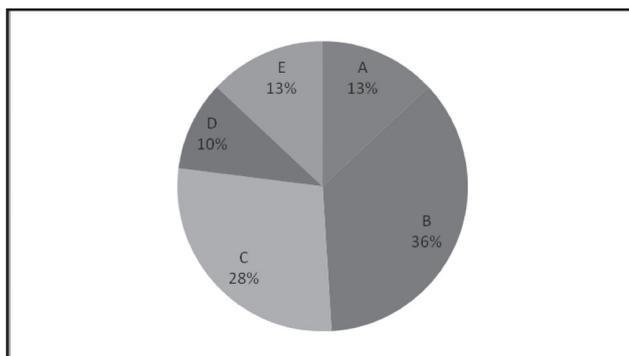


Figure 3 - Distribution of research results related to question 3 on the relationship of human resources with the area of research participants.

Question 4 had the following statement: "The person responsible for HR Department, has habit of going to your area?" A-yes, to stay informed about our activities, B-yes, to ask the demands of HR Department, C-no, only when requested, D-just to clarify any discrepancies and E-Other. Figure 4 shows the distribution of search results related to question 4.

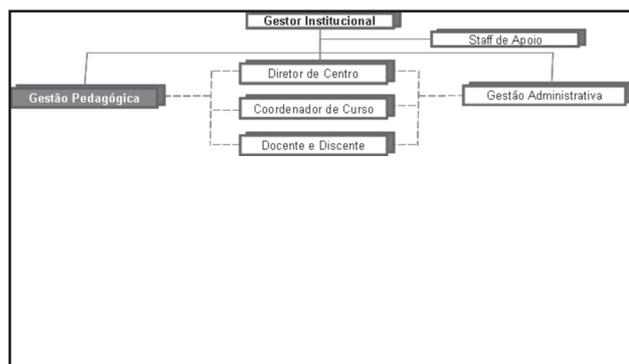


Figure 4 - Distribution of research results related to question 4 on the relationship of HR with the area of research participants.

The results showed that 46% of respondents only received a visit from HR staff when the request. This is

probably due to poor integration between both areas of the organization, showing up a little personal motivation. Remembering that this research is an evaluation of the performance of HR at large organization and this percentage founded is negative. Moreover, the management of HR goes to units of the organization, with results of 30% of respondents when he has something to tell.

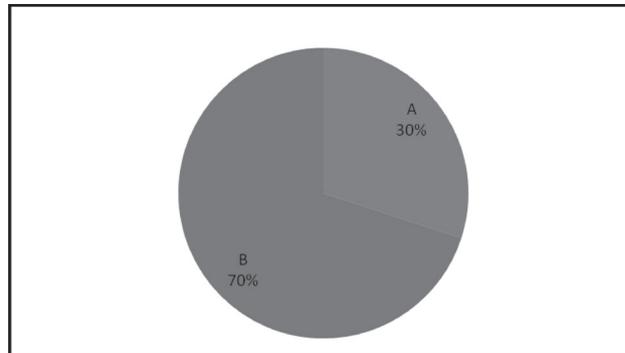


Figure 5 - Distribution of research results related to question 5 on the positioning geographical area of HR Department in relation to the area of research participants.

Question 5 had the following statement: "The HR Department is far from your area?" A-yes and B-no. Figure 5 shows the distribution of search results related to question 5.

The largest portion of respondents (70%) said the Human Resources Department is close to your area, which facilitates the interaction between both. It is important to say that, in nowadays, with the introduction of information technology, the distances were smaller.

Question 6 had the following statement: "When it occurs a training or an assessment of performance, is your area that runs?" A-yes, but we need support from HR Department, B-yes, my area alone performs such activities, C-no, my area has no enforcement power to do this, D-not my area has no enforcement power, and hired an outsourced and E-others. Figure 6 shows the distribution of search results related to question 6.

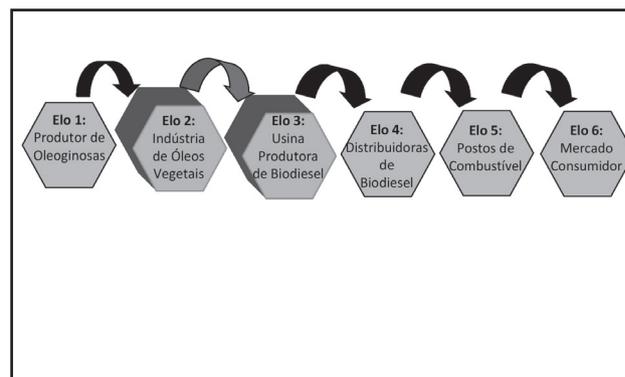


Figure 6 - Distribution of research results related to question 6 on the geographic placement of HR Department in respect to the area of the persons interviewed.

37% of respondents answered that they can perform HR activities on their own. It's a result that shows an interesting dynamic. In the past, this question would not even be formulated, depending on the certainty of answers.

The largest share of employees (40%) reported that has no enforcement power to do this training. Now with regard to outsourced, 10% answered this question, ie, there are companies doing outsourced training activities.

Question 7 was the following statement: "Considering the typical HR activities (eg, specialized courses within the company) how this procedure takes place in your company? **A**-packages are offered, and we have decide to do or not to do and what to do, **B**-packages are offered, and we have just decide what to do, **C**-are not offered packages, but the HR acts trying to meet the individual demands, **D**-are offered packages and HR acts trying to meet the individual demands and **E**-others. Figure 7 shows the distribution of search results related to question 7.

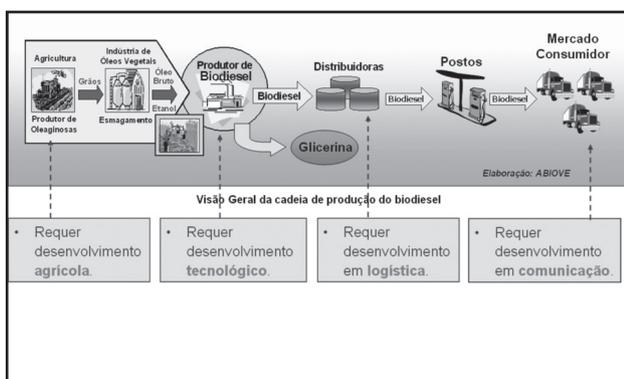


Figure 7 - Distribution of research results related to question 7 on the geographical location of the area of human resources in relation to the area of research participant.

Packages for training is practiced by organizations, especially this company which has implemented Total Quality Methodology. This was corroborated by the results of the survey, where 60% of respondents on this positive attitude of the company, it offers training packages for its employees.

Question 8 had the following statement: "During the formulation of HR plans for the next years, what's the attitude of HR in relation to your area?" **A**-general information calls, **B** - promoting mutual interaction, **C** - requests are not common, **D** - "there's no plans for the next years and **E** -others. Figure 8 shows the distribution of search results related to question 8.

38% of respondents answered that there is a promotion of a mutual interaction between the areas. Only 9% said there were no plans for the following years, ie, there is an evident lack of strategic planning with a vision of the future.

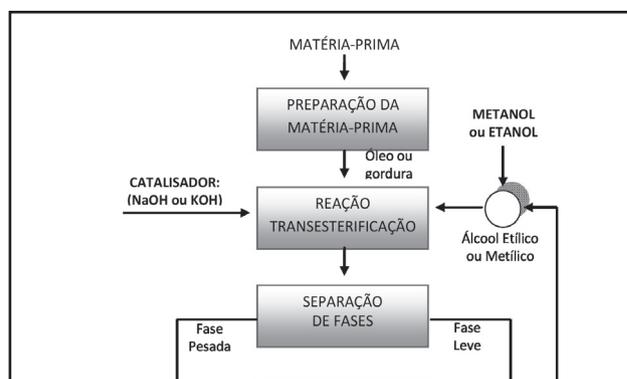


Figure 8 - Distribution of research results related to question 8 on the geographical location of the area of human resources in relation to the area of research participants.

Question 9 had the following statement: "As your area evaluates the action of human resources? **A**-operates primarily to satisfy legal requirements, **B**-works in an integrated way with the other areas, **C**-there's some difficulty in act in an integrated way with other areas, **D**-I don't have sufficient information to evaluate such action and **E**-others. Figure 9 shows the distribution of search results for question 9.

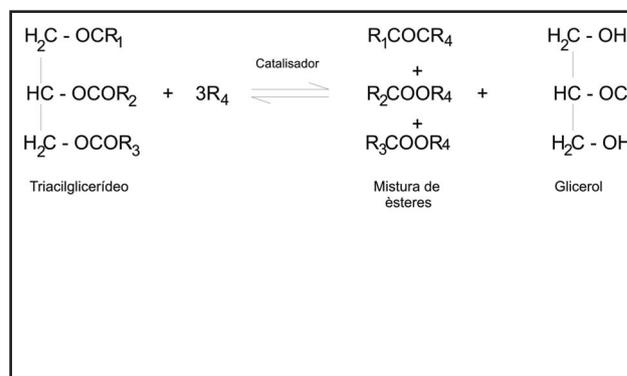


Figure 9 - Distribution of research results related to question 9 on the geographical location of the HR Department in relation to the area of research participants.

The work in an integrated way with the other areas was confirmed by the high percentage (43%) respondents. While 26% responded that the area of human resources serves primarily to meet the legal requirements and union.

## FINAL CONSIDERATIONS

People management is one of the area that have suffered most changes and transformations in recent years. The vision we have today the area is totally different from its traditional setting, when it received the name of Human Resource Management. This work, a result of academic research, the evaluation sought to verify that employees of a

large company makes the action of the HR Department. The current stage of development of human resources shows that there is a significant change over time.

The change of the administration of human resources for managing people, still without a good definition, ie, still not very clear. There are still great difficulties in maintaining a social structure that meets the requirements of organizations in the modern world.

For a complete success of the efforts of professional manager is essential to the exercise of powers to those seeking the best results through strategic action.

We can not forget to mention the position of a great author focused strategies. Porter (1999) says that the strategy is "to create a unique and valuable position, involving a different set of activities." He believes that if there was only one ideal position, there would be no need for strategies, and more - the development of strategies would not have the character it has today, ie, to be a strong company that really wants to survive and be competitive.

## CONCLUSIONS

Making an overall analysis, after observed results, it was noticed the existence of a conventional human resource manager and not a manager who moves through the organization, meeting the objectives and goals of the organization. Debating, innovating in strategies through their work dynamics. Making a separate analysis, it is notable the **question 6**, which talks about the implementation of human resource activities. The other is the **question 7**. It confirms the significant involvement in the provision of training packages.

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