

## PERCEPTION OF MSE'S MANAGERS AS THE APPLICATION OF HUMAN RESOURCES TOOLS

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### Abstract

People management is a major challenge to the MSEs of Teresina -PI due to the inability of management by some managers and their negligence before the adoption of management strategies that foster the development of its employees. In response to the reality which takes shape highlights the importance of the application of management tools that can assign value to the people who make up the company. This study was conducted in order to provide rational solutions to the following questions: what is the level of knowledge and application of micro and small entrepreneurs Teresina regarding people management tools? Notoriously has for objective measure knowledge of managers of MSEs Teresina-PI regarding people management tools and if they use these tools in their organizations. This is a survey with quantitative approach, characterized as exploratory and applied using as an instrument of data collection, a structured questionnaire consisting of seven statements based on Likert scale applied to 339 MSEs of Teresina. The results showed that managers are unaware and/or not applicable management tools and people often ignore elements deemed to be essential to manage these employees.

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**Keywords:** Management tools. Human resources. Micro and small enterprises in Teresina

### Introduction

Micro and small enterprises (MSEs) have great relevance in the Brazilian national economic scenario. This fact stems from the large number of people involved in these organizations, and its enormous significance before the totality of existing companies in the country. Given this importance, it can not fail to mention the difficulties to manage such organizations, since the scale of their problems transcends its size (Wedge and Soares, 2010).

The difficulties encountered in the management of MPE 's there , among other factors, due to the operationalization of planning, lack of financial assistance, but mainly because of the lack of managerial competence demonstrated by their managers (Ribeiro, 2011), a factor that leading to the extinction these organizations even during its first years of existence (Sales ; Barros ; Pereira , 2011).

In this complex and fraught with difficulties which scenario the MSE part is included managing people (Kuhn and Pereira, 2009). Even on the smallest number of employees compared to a large company ( Maurer and Silva , 2012) , one realizes that managing people is also a challenge to the MSE, since they are responsible for more than half of formal employment granted to the population in stores private (Sebrae, 2012).

It is worth mentioning that the performance of an organization depends heavily on the contribution of individuals who compose it and the way they are administered. As a result,

companies should pursue a management model organizational strategies that align people's expectations fostering the development of their skills (Pirzada et al, 2013; Rodrigues; Werner, 2011; Nakata; Sousa, 2012).

However, the reality is contrasting, since the function of managing people in organizations is limited enforcement of bureaucratic activities that add little to the employees in terms of experience, these in turn are bound to perform repetitive and monotonous tasks with their performance overlooked because there are no mechanisms that assess consistently (Tanure; Evans; Cançado, 2010).

Starting from the above assumptions and taking as object of study of micro and small businesses in the city Teresina-PI, which may have a reflection of the national reality, there is a need to analyze the knowledge of managers MSE on managerial tools can assign value to the people who make up your company. The adoption of management tools , in turn , represent a competitive advantage amid the turgid market and a solution before the negligence shown by managers MSE on hold efforts to foster the development of its employees.

Thus, the present study of the following research problem: what is the level of knowledge and application of micro and small entrepreneurs Teresina regarding people management tools?

Notoriously this study aims to measure the knowledge of the managers of MSE's Teresina -PI regarding people management tools and if they use these tools in their organizations. Furthermore, we intend to expand the vision of managers on the benefits that the management tools can provide your company and employees who are part of it.

## **Theoretical framework**

### **Management tools for Brazilian Micro and small enterprises**

The federal law No. 123 of December 14, 2006 was responsible for standardizing the concept of micro and small enterprise classifying these according to their annual income. According to this law is considered micro enterprise, entrepreneurial company , the simple society, the individual limited liability company and the businessman , duly registered by the competent bodies, which earns an annual gross income equal to or less than R\$ 360,000.00 . In turn, if the gross revenues for each year exceeding R\$ 360,000.00, or less than R\$ 3,600,000.00 this will be classified as a small business (Brazil, 2006).

Analyzing the numbers and statistics to MSE is emphasized that these represent 99 % of private nonfarm establishments in the country, overcoming the barrier of 6 million MSEs with a annual growth rate of 2.8 % per year. These are responsible for the creation of 7 million formal jobs. Regarding the business sector , trade presented with the highest number of establishments accounting for over half of total Brazilian MSE's, followed by the services sector with 2.1 million establishments and industry with 674 000 MSE (Sebrae, 2012).

If you continue at this rate of growth the Brazil reach by 2015 a number of 9 million MSEs in the context of 210 million which represents a company for every 24 inhabitants approaching the levels registered in European countries at the beginning of the century (Braga and Xavier, 2011).

As already mentioned, the MSEs are great difficulties for the conduct of its activities, however, none of these factors is as damaging to the continuity of these managerial failure as demonstrated by their managers (Borges et al., 2012).

A little training of their owners proves to be one of the factors responsible for the high mortality rate during its first years of existence. Most of these organizations are managed through the use of common sense or empirical knowledge demonstrating the failure of the scientific and technical principles in their management practices (Ribeiro, 2011).

The adoption and implementation of management tools to the administrative process of MSE prove to be an excellent way to change this scenario, since this measure, through the confluence of theory and practice would provide managers effective administrative

mechanisms, eliminating the management based on sense common, which would be crucial for the survival of organizations (Rodrigues, 2012).

According to Rodrigues and Vilas Boas (2013), management tools represent a practical theoretical framework useful to managers of MSEs contributes significantly to the maintenance, sustainability and growth of these organizations through the insertion of an innovative knowledge and responsible for checking greater solidity to manage them.

### **Human Resources Management Tools**

People management is a specialized branch of management science whose main objective is the integration of the collaborative context of organization and a resulting increased productivity. In turn, people management involves recruitment, selection, training, development, maintenance and control of the people of an organization (Gil, 2001).

So that employees are managed in a strategic manner is needed beforehand, which people are recruited (Ofori, 2011). Recruitment is a technique that is intended to attract a number of people in order to be selected for a position, occupying a particular job in the organization, this technique is used to supply the organization of people (Silva and Silva, 2013). To Cunha and Cavalcanti (2012), in the recruitment process the organization must pursue a number higher than the number of vacancies which, in turn, allows selecting the most qualified candidate to perform the function candidates.

For the recruitment process to develop properly it is necessary that there be an internal survey to verify and analyze the real needs of the organization, this need refers to the amount of people to be selected and where they will be allocated (Dutra, 2002). Gil (2001) is worth noting that recruitment may be internal, crave when offering places only those individuals already owned, or external when referring to the human resources market for new people entering the organization.

Having been recruited, candidates are subjected to a personnel selection, this in turn is considered an excellent management tool that aims to get recruited among the candidates who have the appropriate profile position available, this requires that the picker has sufficient information on all candidates to make decisions rationally (Pereira, 2013).

In order to retain the best candidates, organizations tend to use a number of strategies in selection processes. Among them stands out, review of curricula with a view to ascertain the activities prior to the desired academic and training of candidates (Silva and Santos, 2010), the interview, which provides contact with the candidate, where his ability to communicate and persuasion is put to the test and some information mentioned in the curriculum are reaffirmed.

Another technique used, this in turn owned by the professionals of psychology, are the psychological tests. They provide information about cognitive functioning and personality of candidates (Prá, 2013). Another technique to be highlighted is the group dynamic, used in order to put candidates in situations where they must work as a team, where features such as, attitude, leadership skills, quick thinking, among others, are observed (Hallack and Carvalho, 2011).

For which the employee meets the expectations of the organization is important that this is properly integrated and socialized the same. Socialization is the process by which the employee is integrated into the context of the organization, taking notice of their culture, rules of conduct to be followed, procedures, values and expected behaviors (Castro et al., 2012).

The socialization process, in turn, proves to be essential for retaining talent in organizations as it clarifies the employee and should be laying this on your role, your superiors, your fellows and the organizational structure, demonstrating the strategies for their professional development and growth within the organization (Relvas, 2012).

It should be stressed that in an environment marked by competitiveness is necessary for organizations to provide conditions for their employees to develop through training and

development of their skills and for this we use a variety of training (Kuhn; Pereira, 2009). Training is a set methods used to convey to employees necessary for the proper performance of their duties skills, in turn, provides the conditions that allow people to be more effective to reach higher productivity (Dessler, 2003).

According to Silva and Tonelli (2013), for a training program to meet the goals for which it was created, to mention empowering people in an organization and foster their professional development, it must meet specific concerns known through the survey of real needs of employees and the organization.

Depending on that the people performing a particular activity within an organization are rewarded through remuneration, according to Reis Neto and Assis (2010) is the most usual way of rewarding task performed by the employee, in addition to representing what actually employees want to get to work in an organization. But only provide financial rewards to employees is not enough in present times, because besides the pay, it is necessary to provide other incentives and benefits that may motivate employees to achieve the organization's goals, so that the benefits offered Supram that gap with property (Micke and Caregnatto, 2012 ).

The benefits, designed here as indirect remuneration, represent advantages, conveniences, facilities and services that organizations offer their employees in order to retain them and motivate them serving as the basis for satisfaction of personal needs (Chiavenato, 2004). It is worth mentioning that there are benefits that are required by law while others are given spontaneously by the organization (Marras, 2000).

In turn, to measure and evaluate the performance of employees and the organization uses one of the most effective management tools, namely, the evaluation of performance. This tool seeks to identify measure, observe and develop the performance of individuals with the primary objective of assessing the work of the employees in the organization (Santos, 2010).

Performance evaluation proves to be of great importance to any organization, as it provides a systematic trial to support salary increases, promotions, transfers, and often employee layoffs. Through it can communicate to employees how they are developing their work and demonstrating the real need for changes in behavior and attitudes (Nascimento et al., 2010).

Also according to Born et al. (2010) any person needs to receive feedback about their performance to become aware of how it performs its activities. Without this feedback the developers have no dimension of their income. The organization needs to know how people perform their activities to get an idea of its potential. Thus, people and organizations need to know something about their performance (Taylor and Tyler, 2011).

## **Methodology**

This study is part of a common deductive research method in research in the field of applied social sciences, where the factual outcome becomes known, it adopts the conception that the premises are all true (Marconi and Lakatos, 2004). In order to obtain concrete results in an empirical reality reported to quantitative approach, as this is adequate for studies aiming to emphasize large samples in order to bring to light data, indicators and trends observable via numerical results and statistical (Minayo and Sanches, 1993).

By adopting a quantitative approach as a guiding element of the research that is built here, some features are evident on this option. Objective reality regarding the ontology with epistemology that makes it clear to the researcher independence with its object of study without an axiology values and biases, formal rhetoric and methodology for static, context-free design driven by generalizations (Rodrigues, 2012) .

This study has applied nature, as it allows the researcher to practical application in order to ascertain empirical phenomena. Applied evidenced considerably in this study nature because here is intended to express relationships between variables of functional dependence to know the reality of the phenomena under investigation.

As to the objectives the study is evidenced as exploratory, since it deals over a field of research is still under construction, namely, to know how managers Teresina -PI assimilate, realize and embrace people management tools. The exploratory study is one that is intended to familiarize the researcher with the object of study and its reality so that through this research could emanate further insight can explain the above phenomenon more accurately (Piovesan and Temporini, 1995).

About the procedures, the following study was based on a literature grounded in scientific articles, theses and dissertations related to the topic discussed here, published in the last five years to ensure the timeliness of the information used. After step on developing procedures bibliographic field research guided by the use of a structured questionnaire was developed. Data were collected at a single time characterizing the study as a cross.

The population used in this study refers to the MSE's of Teresina -PI, which according to data from the Yearbook of Micro and Small Enterprise 2012 - the year with the most recent publication by December 2013 - total 20.485 enterprises (Sebrae, 2012). In turn, the sample, characterized as random and simple probabilistic, was drawn through a sample calculation with 95 % confidence level and sampling error of 5 % in the " n" calculated, in the others words, the number of companies be addressed in the study for statistical significance was 378 MSE's.

Thus, initially a pre - test with 39 firms in order to improve the instrument of data collection for unwanted items were excluded and those important but were not included in the initial idealization was developed. After this adjustment, the questionnaires were administered in over 339 companies, totaling a sample "n" necessary. Strategically, were removed from the analysis of the study, completed questionnaires that participated in the pre - test to ensure uniformity, universality and control of the instrument used.

Regarding procedures, survey research was developed. This is defined as the collection of data and information relating to a population by means of instruments to collect specific data. A survey is a quantitative research that is conducted with a representative sample of the population with a structured questionnaire (Rodrigues, 2012). This questionnaire was used as an instrument of data collection and consists of seven statements.

The statements are as follows : a) I usually gather my employees to give them ideas on how to improve my business and reduce the problems of the same b ) My company uses modern methods of recruitment and selection of personnel, c) After contracting the employee receives information about the mission, goals and vision of the company, as well as guidance on working procedures and standards of conduct to be followed d) my company invests in training, e) the salaries offered by my company are consistent with the average salary offered by the market, f) My company offers benefits and develops a program of incentives ; g ) My company periodically evaluates the performance of its employees.

The questionnaire was structured by Likert scale of five points to mention: strongly disagree, disagree in parts, neither agree nor disagree, disagree and strongly disagree in parts. Seven claims were directed to the managers of MSE's Teresina and through this scale is intended to know how they assimilate and apply people management tools.

The data obtained by applying the structured questionnaire were analyzed using SPSS (Statistical Package for Social Science) using descriptive statistics regarding obtaining answers about the knowledge of managers on people management tools and correlations (correlation Pearson) in order to know the influence of the characteristics of managers in the adoption and implementation of people management tools.

In the following section, the results of the study as well as their discussions, demonstrating through concrete statistical data of how micro and small entrepreneurs Teresina perceive and assimilate the tools of human resource management in their management practices were presented. Each question asked was exposed to micro and small entrepreneurs in order to accurately determine their knowledge about such management tools.

## Results and Discussion

As mentioned in the previous section, to code the responses, we used a five-point Likert scale namely, strongly disagree, disagree in part, neither agree nor disagree, agree in parts, totally agree. This scale is guided by statements that collecting information useful avoiding simplistic and without concrete meanings which in turn allows more accurate conclusions about the questions proposed here answers.

The first inquiry made to managers related to the attitude of these to gather your employees to give them ideas on how to improve the business contribution to eliminating certain problems. We obtained the following results noted in the table below:

Table 1 - Incentive ideas and suggestions from staff in relation to business

OPTION	%	VOLUME
Disagree	39,4	132
Disagree parts	6,6	22
Neither agree nor disagree	8,4	28
I agree in parts	10,1	34
Totally agree	35,5	119
<b>TOTAL</b>	<b>100</b>	<b>335</b>

Source: Prepared by the author.

It can be seen by the results, the micro and small entrepreneurs in Teresina, mostly, do not bother to provide freedom to their employees so that they can express their opinions on the administrative practices adopted by the company. This negative attitude shown by managers contributes to the motivation of employees due to the barrier created by his superiors not feel valued by their performance which influences the way in which they engage their own powers and organization development (Penha ; Martins, Guedes, 2011).

Despite the reality which takes shape, the results indicate that there has been an effort of micro and small entrepreneurs from Teresina to hear your employees allowing them to share opinions and discuss ideas on how to improve the business, which can be evidenced by the percentage of optimistic entrepreneurs who agreed with the statement highlighted in the table above.

This attitude of managers prove beneficial to the organization, because through the ideas and conceptions of employees, potential problems can be eliminated and potentials can be exploited to generate positive results. In turn, this attitude is also a benefit to employees who come to feel part of the process of dedicating themselves to their duties strongest form, representing a greater capacity for empowerment (Gil, 2001).

The second question aimed at micro and small entrepreneurs refers to the adoption and application of modern methods of recruitment and selection of staff. The results were listed by the table below.

Table 2 - Use of modern and effective methods of recruitment and selection of staff

OPTION	%	VOLUME
Disagree	68	223
Disagree parts	3,7	12
Neither agree nor disagree	6,1	20
I agree in parts	6,7	22
Totally agree	15,5	51
<b>TOTAL</b>	<b>100</b>	<b>328</b>

Source: Prepared by the author.

The results are clear in showing that the largest share of micro and small entrepreneurs Teresina neglect the techniques of recruitment and selection of staff. It is noticed that the adoption and implementation of these tools has great adhesion by this specific class of entrepreneurs, since they make these management tools only as additional and unnecessary expenses (Rocha et al., 2011).

The very form in which they are established micro and small enterprises discourages the adoption and application of modern methods of recruitment and selection of staff. This type of organization has reduced its staff of employees and basically formed by family members or people close to the company manager, this peculiarity explains why these tools as having poor adherence in the context of these companies (Lescure et al., 2012). The micro and small business use empirical methods to meet people their organizations these mechanisms, in turn, appear to be unable to guarantee the effectiveness of a given employment (Rocha et al ., 2011).

Once inserted in the employee organization needs some information to allow it to inspect the procedures and standards of conduct to be followed (Castro et al., 2012). The aforementioned information makes the process of organizational socialization. This was this instrument in the room questioning directed at entrepreneurs, in which we sought to know if after hiring, the employee receives information about the mission, goals and vision of the company, as well as guidance on work procedures and work standards of conduct to be followed. The results appear in the table below.

Table 3 - Application of organizational socialization tools

OPTION	%	VOLUME
Disagree	50,6	168
Disagree parts	3,7	12
Neither agree nor disagree	4,8	16
I agree in parts	4,8	16
Totally agree	36,1	120
<b>TOTAL</b>	<b>100</b>	<b>332</b>

Source: Prepared by the author.

The results are clear in showing that micro and small entrepreneurs in Teresina, after hiring an employee, do not provide this information considered necessary so that it can actually socialize the organization of which it is part. Several studies dedicated to analyzing the importance of the socialization process for permanence and development of the newly admitted to a company official, these studies demonstrate that this process, if done well, the manager ensures a more committed employee with its assignments and with the overall goals of the company themselves, since this know exactly what activities it should perform and what to do to ascend in the organization hierarchically (Relvas, 2012).

It is noticed that many companies do not have some basic information about your business, the name, mission, vision and goals to be achieved either long or short term. The absence of such information, in turn, affect employees performing random tasks with no well-defined meaning or reason (Relvas, 2012).

Table 4 - Investment in training

OPTION	%	VOLUME
Disagree	66,8	219
Disagree parts	3,6	12
Neither agree nor disagree	6,1	20
I agree in parts	6,1	20
Totally agree	17,4	57
<b>TOTAL</b>	<b>100</b>	<b>328</b>

Source: Prepared by the author.

The results show that the majority of micro and small entrepreneurs Teresina not provide their employees an opportunity for them to qualify or apimorem their knowledge through training programs. Thus, it can be seen that the MSE entrepreneurs have a great aversion to expend financial resources for the development of its employees. This is because such managers are unaware of the benefits that these actions can provide your company with regard to quality, efficiency and financial results (Kuhn and Pereira, 2009).

In this sense, it is perceived that managers to invest in any program always expect financial return when taking this as the primary goal and reason for investment and

concerning the management of human resources results obtained through training programs not are easily viewed by sometimes being abstract and are not directly associated with financial returns (Dessler, 2003).

The training programs are essential in the face of reality that is currently set. Characterized by extreme competition, complex administrative problems and changing environmental conditions, such a situation requires organizations intelligent and creative solutions that can mitigate or outweigh the difficulties present. There is no better alternative to this situation than qualify the general staff so that they, through their ideas and conceptions, may represent a differential giving greater strength to the management of companies (Silva and Tonelli, 2013).

The fifth question directed at managers of micro and small companies Teresina refers to the wages offered and their compatibility with the average salary offered by the local market. The results were different for the two extremes adopted in the study, namely, strongly disagree and strongly agree.

Table 5 - Compatibility between the salaries offered by the company and the market

OPTION	%	VOLUME
Disagree	44,7	148
Disagree parts	2,2	7
Neither agree nor disagree	3	10
I agree in parts	6,6	22
Totally agree	43,5	144
<b>TOTAL</b>	<b>100</b>	<b>331</b>

Source: Prepared by the author.

The large percentage related to micro and small entrepreneurs who admitted offering salaries below the average salary practiced by the local market is related to the body's own employees who comprise such organizations that, as mentioned earlier, are basically constituted by family and people close to the manager. Upon such finding is perceived that managers have the freedom to agree with these unusual payments that could not be performed for people with "unknown" which would require compensation standards adopted by the market (Oliveira; Pereira; Albuquerque, 2012). Otherwise, the salary paid to the wife, son, nephew, brother, uncle or similar, for it is often the smaller the market rate. However, despite representing a financial advantage, it can negatively affect the professionalism of the organization.

As a percentage of micro and small business owners who said they practice salary averages consistent with those adopted by the local market is perceived that this fact represents a current market trend where employees are more aware of their rights requiring companies to meet these needs relating to remuneration. This trend mentioned replaces a scenario where people accept absurd conditions imposed by employers due to the scarcity of jobs (Morini, 2012).

Beyond salaries offered to employees in exchange for their labor, they are graced with other benefits offered, whether prescribed by law or by the entrepreneur himself (Reis Neto and Assis, 2010). The sixth question concerns the activities of managers to grant benefits and an incentive program for its employees. The results are shown in the table below.

Table 6 - Use of a program of benefits and incentives

OPTION	%	VOLUME
Disagree	68,4	221
Disagree parts	5	16
Neither agree nor disagree	5	16
I agree in parts	5	16
Totally agree	16,7	54
<b>TOTAL</b>	<b>100</b>	<b>323</b>

Source: Prepared by the author.

The result shows that the majority of micro and small entrepreneurs Teresina not adopt or simply unaware of the benefits and incentives that may be granted to employees of your company programs. One of the great evidences that can be proven by the results is the lack of managers towards these and other key management mechanisms. Negative results can also be associated with the aforementioned aversion of managers expend financial resources for the development of its employees.

Thus, the benefits granted by companies, here taken as additional payments upon efficiency in the execution of certain functions, undoubtedly contribute to employees engaged, strive and they focus more vehemently about their daily tasks benefiting the performance of the organization as a whole, as an efficient and committed to the goals of the company employee influences the other components of the environment to act in a similar way, leading the organization to positive results (Micke and Caregnatto, 2012).

The last question directed to managers of micro and small enterprise Teresina relevant to the management of human resources tools refers to the attitude of the manager to adopt mechanisms to review performance regularly. The percentage refers to the responses of entrepreneurs set out in the table below.

Table 7 - Use of periodic performance evaluation mechanisms.

OPTION	%	VOLUME
Disagree	55,3	182
Disagree parts	2,7	9
Neither agree nor disagree	5,5	18
I agree in parts	6,1	20
Totally agree	30,4	100
<b>TOTAL</b>	<b>100</b>	<b>329</b>

Source: Prepared by the author.

Although a considerable amount of business has responded that evaluate the performance of their employees regularly, most are unaware or ignore this management tool which is an excellent way to know how employees are performing their duties.

In the context of micro and small enterprises, the process of performance evaluation is conducted in an informal manner, in the other words, the manager by adopting methods of empirical measures and evaluates the performance of its employees without any guarantee of validity or ownership of the inquiries raised which in turn can be distorted by subjectivity manager. Therefore, in the case of this particular type of organization, performance evaluation used as a formal process and applied through a structured form may allow determining accurately the performance of employees is usually nonexistent.

However, the highest percentage of micro and small business owners said they did not adopt or ignore any mechanism for evaluating performance, be it formal or informal. This reality is disturbing because this process is critical to the company, with information, be able to promote wage increases, promotions, transfers, and often employee layoffs. So, it appears that there is no such information, managers manage the performance of their employees without any regulatory criteria (Nascimento et al., 2010).

## Correlations

When analyzing the results obtained by the correlations made none of these proved to be significant, though, showed a factor worthy of being highlighted preponderance to mention, the turnover variable.

It was found that the turnover variable is significant correlation in relation to the following factors: attitude of managers to use modern methods of recruitment and selection of personnel; adoption of the socialization process by managers; tendency of managers to provide their employees opportunity to qualify through training programs, adoption and use of performance evaluation and compatibility of salaries paid with the average adopted by the local market.

The first correlation highlighted here shows a moderate positive correlation between the revenues earned by the company and attitude of managers to use modern methods of recruitment and selection of staff ( $p = 0,437$ ), in others words, the more a company gets more satisfactory financial returns managers relate to methods of recruitment and selection to insert, in the context of their organizations, suitable persons to occupy certain specific functions.

Subsequently, highlights the relationship between earned income by the company and the adoption of the socialization process for managers of MSE's in Teresina ( $p = 0,521$ ) demonstrating that the higher the annual revenues generated by firms more managers take a major provide basic and necessary to newly admitted employee information so that it can adapt to the organizational environment which is part.

Still , in relation to a separate variable, it was found that the higher are financial returns earned annually by MSE , over these , in the figure of its managers , provide employees the opportunity to develop their skills and knowledge through training programs which is reflected in a moderate positive correlation ( $p = 0,405$ ) .

The turnover variable was correlated with the attitude of managers to periodically evaluate their employees. The results enabled us to assert that there is a moderate positive correlation between these two variables ( $p = 0,487$ ) demonstrated that the more positive are the financial results determined annually by MSE more managers realize the need to understand and measure the performance of its employees in the exercise of its activities .

Finally, it was found that the larger the earnings accrued annually by most businesses these lining shaped consistent with the average salary offered to its employees wages. This finding was derived from the established correlation between turnover and compatibility of salaries paid with the salary market average, which was shown to have a moderate positive correlation ( $p = 0,563$ ).

## Conclusion

The results obtained from the study point to the disturbing reality of human resource management in micro and small enterprises in Teresina, since managers are unaware and / or do not apply many basic and necessary for the efficient management aspects of their employees and often ignore elements deemed to be essential. Such evidence may have as a consequence desmotivation and dissatisfaction of employees to their managers.

By analyzing the results yet it appears that the managers of MSE's Teresina, endowed with empirical knowledge, consider themselves connoisseurs of strategies and management tools, providing its employees the freedom so that they can express their views on the management of the company. Such conceptions could be harnessed in order to reduce any potential problems and explore.

Regarding technical recruitment and selection of personnel it was found that these have little bearing on the part of managers of MSEs Teresina , which is evident due to the very structure of the personnel of these organizations which is basically composed of relatives and acquaintances the manager , which makes the design of these mechanisms such essentials.

The study identified that, once placed in the context of the company, the employee is faced with the lack of information regarding the working procedures and standards of conduct to be followed, since managers do not bother to provide such information which undermines the socialization process of the employee with the environment to which it belongs.

It is noticed that many companies addressed by the study did not have information such as mission, vision and goals are short or long term which in practice affects employees to a blind obedience meaningless activity or logical reason.

As regards the attitude of managers to provide their employees the opportunity to develop their skills and knowledge through training programs, it was found that managers show great aversion to expenditure of funds for the development of its employees such

aversion can be explained by ignorance about the real benefits that these programs provide the organization in terms of efficiency, quality and financial results.

In the same direction, the survey results were clear in showing that the wages offered by the managers of MSE's , mostly , are below the average salary practiced by the local market , although the results have shown there is an effort of a number of these managers maintain the remuneration offered equivalent to that adopted by the market .

The results for the performance evaluation process were negative towards demonstrating the non-adoption of this tool by most managers of MSE's Teresina demonstrating the total disregard of the administrative requirements for using this technique that, in turn, allows the organization to evaluate and measure the performance of their employees in order to acquire the decisions soundness.

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