The importance of proximity in people management in industrial operations

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ABSTRACT
Nowadays, the industrial market is becoming increasingly competitive and demanding, requiring an increasingly specialized workforce. Modern companies have an increasingly lean workforce and fewer hierarchical levels, with new forms of organizational structure, increased outsourcing and redistribution of tasks within the companies themselves (GONÇALVES, 1997). It is therefore of the utmost importance that companies' Human Resources Management meets the needs of their employees.

Keywords: People management, Industrial market, Companies.

INTRODUCTION

Currently, the industrial market is increasingly competitive and demanding, requiring increasingly specialized labor. Modern companies have increasingly leaner workforces and increasingly smaller hierarchical levels, with new forms of organizational structure, increased outsourcing and redistribution of tasks within the companies themselves (GONÇALVES, 1997). Therefore, it is extremely important that companies' Human Resources Management meets these needs of its employees.

According to Marques (2015, p. 14), "modern people management focuses on a series of integrated activities that consist of: aggregating, applying, rewarding, developing, maintaining and monitoring people." Considering internal and external factors that can influence the human resources planning process, also knowing that personnel needs vary over time.

Tanure, Evans and Cançado (2010) state that practices such as people management must adapt to regional specificities and those of each company, while other practices linked to organizational dimensions, such as strategy, can be universal.

Since the beginning of time, individuals have spent most of their lives in their workplaces, dedicating their strength, energy and efforts to companies and making more time available to them than to their own families and friends. In fact, through technological advances, employees can work anywhere via mobile for their employer, increasing the level of pressure for results, competition and market complexity (CAVASSANI, CAVASSANI and BIAZIN, 2006).

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However, on the other hand, companies are increasingly valuing the individual's intellect, for example their ability to solve problems, their creativity and their logical reasoning, which according to Cavassani , Cavassani and Biazin (2006) are characteristics present in people and not on machines.

Therefore, there is a search for quality of life at work and the implementation of actions with the aim of improving these employees and which, in no way, should be considered as a cost for their employers.

The authors Cavassani , Cavassani and Biazin (2006, p.2) state that the expenses with sick leave, absenteeism and labor lawsuits are much greater than a "preventive measure". Likewise, when there is concern for the well-being and safety of employees, it is possible to guarantee "greater productivity and quality at work and greater satisfaction in family and personal life."

GOAL

Thus, the general objective of this research is to raise the importance of the proximity of People Management in industrial operations, understanding the role of the Human Resources sector within the industry, in addition to discovering the difficulties faced by this sector in managing its employees and identifying what industries are doing to improve their quality of life.

To achieve its objectives, the work establishes a theoretical framework addressing the contextualization of People Management in the industry and its business strategies within the Information Age.

Also, the methodological procedures adopted will be presented, constituting a research with a qualitative focus and for data collection a structured questionnaire will be applied to students in class VI of the MBA course in Production Engineering at Centro Universitário Farias Brito, with the aim of understanding the importance of People Management in the industrial operations of the places where they work.

Finally, the results and discussions of the research will be presented, observing the importance of People Management in the industrial environment, proposing some strategies to promote the quality of life and work, in addition to presenting topics for improving the sector, such as personal relationships and participation in the daily lives of employees.

METHODOLOGY

This article has a qualitative focus, which emphasizes social, anthropological, cultural, psychological characteristics, etc., covering complete human processes. Considering the time sequence, it will consist of a cross-sectional study, as the research variables will be studied in the period 2019/1.

In this research, bibliographical surveys will be carried out on authors who address the topic of people management, such as Chiavenato (2008), Vilas Boas (2009), Andrade (2009), Xavier (2006), among others.

Furthermore, this work constitutes qualitative research, as it has the character of social investigation, with the aim of producing knowledge (ALVARENGA, 2014). Likewise, the method used was *survey research* , which has in its exploratory purpose the objective of identifying the initial concepts on a subject, discovering possibilities and dimensions of the researched population (FREITAS, OLIVEIRA, SACCOL and MOSCAROLA, 2000).

Therefore, in data collection, a structured questionnaire (Appendix A) will be applied to students of the MBA course in Production Engineering at Centro Universitário Farias Brito in order to understand how this important process of managing people in operations takes place. industrial companies in the places where they work, as well as the relationship between the human resources sector in the daily life of the industry.

Within the universe to be researched, of all MBA Production Engineering students at Centro Universitário Farias Brito, the sample is students who are completing class VI of MBA in Production Engineering, which corresponds to 16 (sixteen) students with the aim of discovering how the people management sector presents itself in the different areas of the industry in the State of Ceará. This sampling will be done by conglomerates, since this sampling is related to groupings in subgroups in life (ALVARENGA, 2014).

Finally, in the presentation and discussion of the results, the data obtained during the research will be analyzed regarding the importance of the proximity of People Management in industrial operations reported by the agents involved in the sample.

Therefore, data collection will occur through the use of structured questionnaire techniques within the *Survey research* , as it is indicated when the research wishes to answer questions about the characteristics, actions or opinions of a certain group (FREITAS et al., 2000). And it will be analyzed using the inductive method, which according to Alvarenga (2014) is the form of reasoning that guides the mental process through observation, allowing general conclusions to be reached.

Finally, the acquired data will be processed manually and the results obtained will be cataloged in the form of tables and graphs that show the synthesis of responses in different aspects of the investigation.

DEVELOPMENT

ASPECTS OF PEOPLE MANAGEMENT

Over the years, the industry has undergone several changes related to the economic, technological, political, social sectors, among others. However, the area that stands out most for profound changes is Human Resources, including changes in the way it is called, commonly known as People Management.

The 20th century brought about major transformations in the area of human resources, as well as the way large industries behaved with their employees and management. Chiavenato (2008) cites three organizational eras that marked changes in people management: the classical industrial era, the neoclassical industrial era and the information era. In this way, the transformations that occurred in these periods help us understand the philosophy and management of the people who are inserted in this industrial scenario.

According to Costa (2015), the history of People Management was born in the midst of this context, rising as a movement in opposition to the Classical Theory of Administration, with its first schools of Human Relations emerging in the 20s with the aim of starting a process of humanization in companies, highlighting an organization's human resources as an element of value and importance.

Therefore, it can be seen that this history is somewhat recent, arising from the Industrial Revolution that is still reflected today, creating the competitive and dynamic environment found in the Information Age. In view of this, People Management has been evolving in several areas, contributing to the industrial development and that of its employees.

Consequently, the area that takes care of human resources has become a pillar agent in transformation within companies. Moving from a mechanistic and methodical department that aimed at obedience and centralized control, to a vision of collaboration and participation, identifying the "boss" as a manager (COSTA, 2015).

Furthermore, many companies refer to their personnel as employees, associates, human talents, human or intellectual capital, collaborators, employees, or even monthly and hourly employees depending on the organization. According to Chiavenato (2008), regardless of the nomenclature, they sound vague and imprecise when referring to your human resource.

In any case, the history regarding the relationship between people and organizations has always been seen as "antagonistic and conflicting". Because the main objectives of large industries are focused on surplus value (profit), productivity, efficiency and the maximization of physical and financial resources, together with the reduction of costs, can be identified as incompatible with the needs of its employees who want better salaries, benefits, security, job stability, leisure and personal development in the company, for example (CHIAVENATO, 2008, p.38).

In this confrontation scenario, the win-lose tool has always been used, where one party aims for total victory, often triumphing through the use of power at the expense of the other party in question. However, nowadays, if the company really wants to achieve its objectives in a prosperous way, it also needs to focus on the personal efforts of its employees, so that both can ultimately win, that is, using the win-win solution, which requires negotiation, communication and mutual cooperation, according to the author.

In short, companies are made up of people and need them for their vital function, equally, for these people, companies are the means of achieving their personal objectives, which sometimes cannot be achieved just by a particular personal effort.

Therefore, there is a need for organizations to have People Management focused on employability and entrepreneurship which, respectively, means the ability to get or keep a job, and the ability of companies to develop or take advantage of the intellectual and technical skills of your employees.

Furthermore, it is important to highlight that the area of People Management goes beyond just managing a company's workforce. Andrade (2009) explains that this sector has general responsibility for all the necessary infrastructure, covering fundamental elements, so that the employee can perform their role well, such as, for example: hiring, training and monitoring.

PEOPLE MANAGEMENT IN THE INDUSTRY

Human Resource Management is closely related to the context between people and organizations. People spend a large part of their lives within these companies, and these, in turn, depend on their people to function and be successful. In this way, it is almost impossible to separate work from the human sphere, as there is a dependence between them.

According to Chiavenato (2008, p.37):

Organizations depend directly on people to operate/produce their goods and services, serve their loved ones, compete in markets and achieve their global and strategic objectives. Certainly, organizations would never exist without people: who give them life, dynamics, drive, creativity and rationality. In fact, each part depends on the other (CHIAVENATO, 2008, p.37).

Continuing, Chiavenato (1999) states that People Management in companies is the function that enables the synergy of its employees, with the aim of achieving corporate and individual objectives. The nomenclatures can be different, such as: personnel department, industrial relations, human resources, talent management, among others. Furthermore, the most used term in the industry is Human Resources Management (ARH).

However, each term can represent a different way the company sees its employees. In any case, for the objectives of People Management to be achieved, it is necessary that managers see their people as a basic element to achieve the organizational effectiveness of their company.

According to Chiavenato (1999, p.39):

> People Management is an area that is very sensitive to the mentality that predominates in organizations. It is contingency and situational, as it depends on several aspects such as the culture that exists in each organization, the organizational structure adopted, the characteristics of the environmental context, the organization's business, the technology used, internal processes and a multitude of other important variables. (CHIAVENATO, 1999 p.39).

Currently, successful companies are increasingly attentive and aware of their employees, identifying that the growth and prosperity of their company are the fruits of the return on investments of everyone involved, especially their employees. Therefore, "when an organization is truly focused on people, its global philosophy and organizational culture begin to reflect this belief" (CHIAVENATO,1999, p.8).

The changes occurring in the industry show that companies are adopting new work strategies, involving workers in a participatory way in the companies' decision-making, that is, valuing intellectual resources in strategic action (ANDRADE, 2009).

Since the workforce is the fundamental pillar of a company, a people management strategy is necessary, given that, on the one hand, employees need to be willing to achieve the objectives established by the company, on the other hand, employees expect receive fair wages and benefits that encourage you to perform your activities better.

Chiavenato (1999, p.37) explains that companies need to change their management practices and invest in their human capital, that is:

> Instead of investing directly in products and services, they are investing in the people who understand them and who know how to create, develop, produce and improve them. Instead of investing directly in customers, they are investing in the people who serve them and who know how to satisfy and delight them. People become the basic element of business success (CHIAVENATO, 1999, p.37).

Likewise, this people management strategy means using these human resources as a way of achieving self-sustainable advantages for the company in the face of market competitiveness. Thus, this strategy can be understood as planning so that the workforce appropriately fulfills the company's mission (CHIAVENATO, 2008).

That is why it is so important to look into this sector, as companies tend to grow in the market when they are successful, and when they grow, their business needs also increase, implying an increase in

capital, introduction of technologies, increase in personnel and various other complex operations needs that involve business knowledge, skills and technical competencies.

BUSINESS STRATEGY AND HUMAN RESOURCES

As mentioned previously, it must be understood that strategic people management works with basic requirements of commitment, involvement and motivation of its people in the workplace and stands out as a competitive advantage within the industry.

Thus, companies use an organic structure prioritizing knowledge management. Vilas Boas and Andrade (2009, p.6), explains that:

> People, with their knowledge, skills and competencies, become the main basis of the new organization. The old human resources administration (ARH) gave way to a new approach: people management (PM). In this new conception, people are no longer simple organizational (human) resources to be approached as beings endowed with intelligence, personality, knowledge, skills, competencies, aspirations and unique perceptions. They are the organization's new partners (VILAS BOAS; ANDRADE, 2009, p.6).

Therefore, People Management is concerned with finding the necessary skills in each individual to effectively carry out their work, understanding how to designate and employ financial capital, the fundamental human and technological resources of a company, generating essential values in a market competitive.

Therefore, the efficient development of these skills is extremely important, which must be managed by management in partnership with its employees, so that intellectual capital can be adapted and improved through training, social relationships with other individuals and continuous learning.

For this reason, this is the sector responsible for the needs of employees, along with what should be improved, helping the cooperation of those involved in their work with a focus on improving results. According to Andrade (2009), these types of approaches can help the company's performance within the competitive market, enabling the promotion of sales and consumption.

Therefore, people management can be understood as a process of planning, organizing, directing and controlling individuals, of a given company, focused on the efficiency of its contingent, with the aim of achieving the organizational objectives of managers, as well as, the individual objectives of its employees, which have a direct or indirect relationship with the work, as explained by Vilas Boas and Andrade (2009).

PEOPLE MANAGEMENT AS A FUNDAMENTAL TOOL FOR THE ORGANIZATION

People Management needs to be included in a company's strategic decisions, from its strategic planning, monitoring technological changes in a creative and innovative way. According to Dalmau and

Tosta (2009), this means that the sector must act in data collection, generate and process information/diagnosis, share knowledge, including decision-making on market expansion, possible acquisitions, creation of new products/services for business, so that it is capable of simultaneously reaching other areas of the company, that is, all processes aimed at organizational competitiveness.

The people management area needs to be at the forefront of a significant portion of changes in the administrative sphere. The objectives of the Human Resources sector are diverse and must promote business success through some main points, which are described by Chiavenato (2008), such as:

Help the company achieve its goals, objectives and carry out its mission: currently, the focus on people management is seen as a fundamental element of the company, with the aim of achieving the objectives and results related to the organization's own business and its needs;

Provide competitiveness to the company: employing the skills and capabilities of the workforce, providing more productivity for its employees for the benefit of its customers, partners and employees. In other words, maintaining the health and growth of the company amid the production of goods and services on the market;

Enable well-trained and well-motivated employees for the company: it is extremely important to recognize people's efforts and capabilities. In addition to the well-known salary, it is necessary to give due reward for good results, bringing justice to those who receive it;

Strengthen employees' self-fulfillment and satisfaction at work: since people spend most of their lives at their jobs, it is understandable that they need a personal identification with what they do, and if they are not satisfied, they can easily resign. will leave the company, which could be an answer to the problems of absenteeism and future dismissals. Therefore, employees are more productive when work is suited to their capabilities;

Strengthen and ensure quality of life at work: it is nothing more than elements of autonomy in decision-making, the possibility of having a pleasant work environment and freedom in employment, in addition to interesting tasks and job stability, for example. Many companies use the quality of work life (QWL) program as a way of providing most of these individual needs to their employees, aiming at the permanence and preservation of their employees;

Knowing how to manage changes: the survival of companies directly depends on how their professionals deal with the various changes that are plaguing the industrial sphere. Since there have already been several scenarios of transformation, both economic and technological, social and cultural, so that people management enables, through new strategies, planning, mechanisms and solutions, the survival of the company;

Have ethical policies and socially responsible behavior: companies, together with People Management professionals, must use an ethical, reliable and transparent position with all those involved, cultivating a respectful relationship and guaranteeing their individual rights and social.

Therefore, if, on the one hand, business objectives are aimed at survival and sustainable growth, with profitability, productivity, with quality in the products and services provided, with cost reduction, market participation and prospecting for new clients, as well as new customers, building a solid image in the market and having a competitive company; on the other hand, employees demonstrate that their individual objectives are focused on their quality of life at work, their satisfaction, freedom and security, with better salaries, benefits and a certain degree of job stability, with opportunities for growth, together with their self-realization, the respect deserved in addition to being proud to be part of the company.

In view of this, it can be said that People Management, in short, is aimed at the efficiency and effectiveness of a company, in any case it is not easy to manage all the elements and conditions that are necessary to achieve this end, and it is necessary act directly in this diverse environment with numerous elements including employees, managers, collaborators, associates, customers, among many others.

PRESENTATION AND DISCUSSION OF RESULTS

It is a real challenge that People Management faces when it comes to the diversities found in the business environment. Elements from different school levels, age groups and nationalities of people of both sexes, with their values, social and political positions, as well as their religious beliefs, offering peculiarities in the ways of being and acting, together with the multidisciplinarity that make up the teams industry (XAVIER, 2006).

Therefore, in the research results that will be addressed and discussed, it is important to highlight the different aspects of the interviewees. Even though they are all conglomerated in the theme of production engineering, there are singularities in the aforementioned areas.

Firstly, the following survey will be counted among the 14 (fourteen) responses from the 16 students who are completing class VI of the Production Engineering course at Centro Universitário Farias Brito, as 2 (two) of these students did not answer the questions, claiming who until the following moment of application of this questionnaire, are not part of the staff of any company and because they were unaware of the industrial scenario, they chose not to respond to the questionnaire on People Management in the industry.

The individuals surveyed are female (21%) and male (79%) and aged between 25 (twenty-five) and 44 (forty-four) years old, involving different branches of industry, as shown in graph 1:

Graph 1 – Industry branches
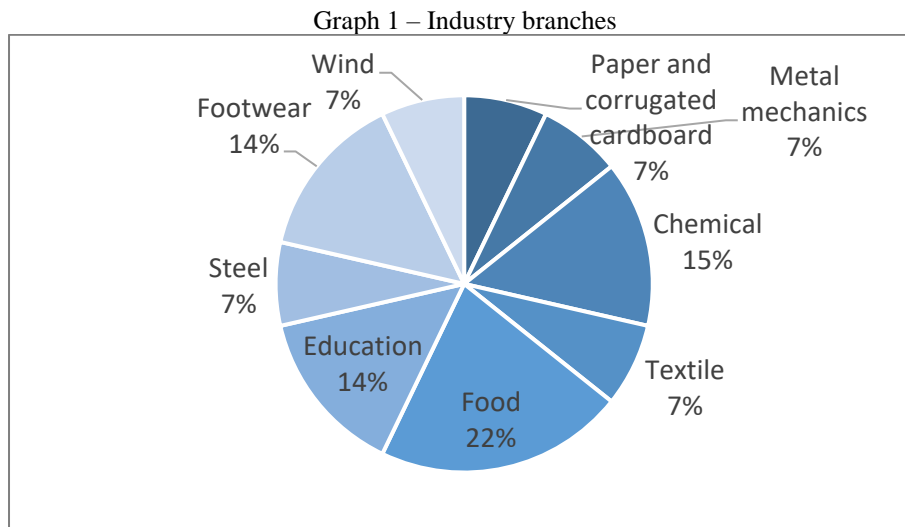
Source: Direct Research (2019)

The data presented shows that the majority are in the food sector (22%), followed by chemicals (15%), education (14%) and footwear (14%). Among them, 57% of respondents responded that they are occupying leadership positions in their respective jobs, arranged in various positions, as described in graph 2:

Graph 2 – Current position
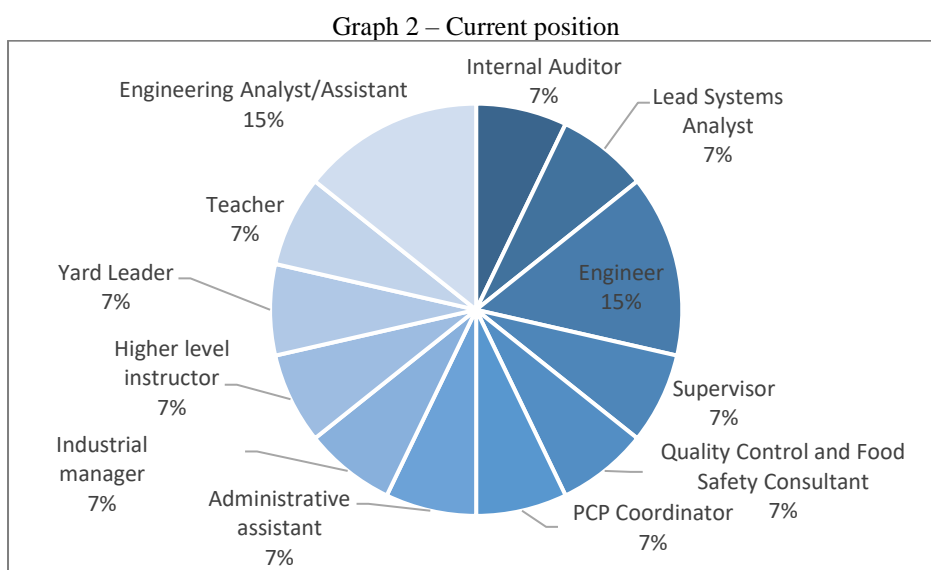
Source: Direct Research (2019)

IMPORTANCE OF PEOPLE MANAGEMENT

It was seen that people management is of paramount importance in the administrative process, related to the functions of planning, organizing, directing and controlling. In other words, the entire context that involves the policies and practices necessary to manage people's work, as explained by Chiavenato (2008).

Therefore, when asked whether the People Management Sector was important within the industry, 100% of those interviewed said yes, citing some necessary points that corroborate this statement.

Therefore, the interviewees made a satisfactory division between the organizational and individual aspects of the sector's activities, pointing out some organizational objectives listed in table 1:

Table 1 – Importance of the people management sector

INTERVIEWEE	ANSWERS OBTAINED
E1	Provide guidance on HR procedures. Assist in evaluating the employee's points for improvement, proposing development plans.
E2	I don't know how to define it specifically for the company I work for.
E3	It makes it easier to clarify doubts and speed up problem solving.
E4	Recruitment and monitoring.
E5	Find out about each person's day-to-day life, evaluate their routine and their opinions.
E6	HR that is close and active with its employees brings balance when developing and updating leaders, dividing the focus between people and processes!
E7	Show the employee that they are not just a work tool, but that they are part of the company and show them that they can grow together with it.
E8	Fundamental.
E9	Motivational, Organizational and Opinion-forming.
E10	Facilitate guidance for people to seek professional development.
E11	Trainings, psychopedagogical guidance.
E12	Manage human resources.
E13	Publicize career plans, recognize professionals with management, develop projects for the training and growth of employees.
E14	Evaluate employee behavior to offer support and guide managers in decision making.

Source: Direct Research (2019)

Some examples of the organizational aspect of People Management can be identified in the answers listed by the students: "training, psychopedagogical guidance" (E11); "manage human resources" (E12); and "recruitment and monitoring" (E4).

Further on, individual objectives can also be seen when they mention actions to "facilitate the clarification of doubts and speed up problem solving" (E3); "show the employee that [...] he is not just a work tool, but that he is part of the company and shows him that he can grow together with it" (E7); and "facilitate guidance for people to seek professional development" (E10).

Individual needs of employees

When asked if at any point in their work they needed to activate People Management, 64% of those interviewed said yes, giving varied reasons, related to doubts, internal opportunities, information, training, personal requests, among others, as seen in table 2:

Table 2 – Activation of people management

INTERVIEWEE	ANSWERS OBTAINED
E3	Questions about paychecks, overtime and additional hours.
E4	Support employees with psychological problems after personal trauma.
E5	Yes, to check/give tips on improvements for employees, inform about employees who do not contribute to the service and who do.
E6	The employee came to request his resignation without convincing reasons, after listening to him I identified the possible depressive condition, I informed HR to find out some more information and act according to the employee's needs!
E7	Opportunity for internal selection.
E8	Climate research and training.
E9	For hiring or dismissal, for training, to check employee skills, get-togethers, among others
E10	Clarify doubts about *on - the - job training* and benefits provided by the company.
E13	Release for academic training.

Source: Direct Research (2019)

According to Fiuza (2010), People Management must treat the employee as a fundamental player in the process of achieving goals and making decisions, with the aim of achieving greater effectiveness and competitiveness for your company. Therefore, it is essential that this sector is a partner with employees, contributing to an environment of well-being among the members involved, enabling means for personal and professional growth.

PEOPLE MANAGEMENT: BENEFITS AND QUALITY OF LIFE AT WORK

It is understood that the elements of quality of life at work are extensive, above all encompassing both the organizational and social issues of an individual, called the biopsychosocial vision (CAVASSANI; CAVASSANI and BIAZIN, 2006).

Thus, the work environment directly affects the employee's productivity, as well as their satisfaction and motivation with their work directly affect the company's objectives.

Based on the information obtained in the questionnaire, 79% of those interviewed stated that they have job, career and remuneration plans in their respective jobs. Likewise, all companies offer the possibility of advancement in category or role for their employees.

Furthermore, in graph 3, all the benefits that were cited by the individuals surveyed can be statistically identified.

Graph 3 – Benefits provided
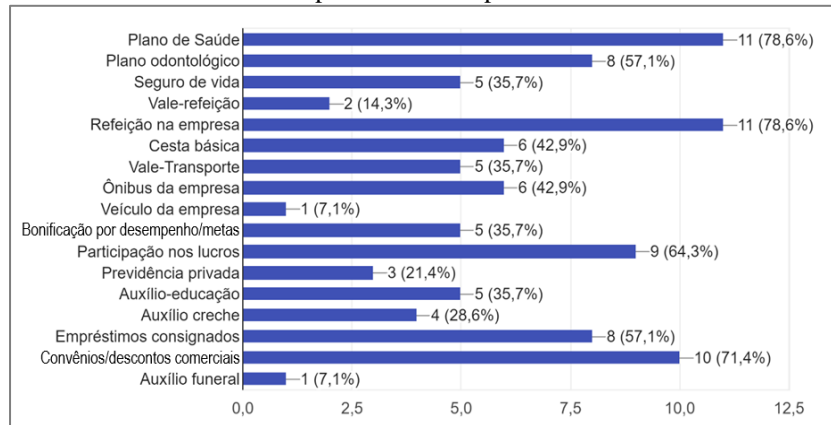
Source: Direct Research (2019)

According to the research, most companies have common benefits of equal importance for their employees, such as "health plan", "dental plan", "basic basket", "transport voucher", "company meal", "participation in profits", "bonus for performance/goals" or "commercial agreements/discounts".

Silva (2012, p.63) points out the importance of providing your employees with some reward systems within your strategic planning, as it directly impacts the "capacity to attract, retain and motivate employees", contributing as an incentive for compliance with objectives and profitability of the company, so that both parties win.

RELATIONSHIP BETWEEN PEOPLE MANAGEMENT AND EMPLOYEES

The transformations that have occurred in this Information Age have completely affected the strategic mode of People Management in the industry, which is, in turn, increasingly intimate with the social relations of an organization.

In fact, for a company's strategies to be achieved to their full potential, the People Management sector takes the lead and develops a new positioning with the aim of promoting the potential of all the elements that involve everyday organizational life.

Therefore, the need to identify how employees view their company's People Management, as a partner or as a bureaucratic sector, as shown in graph 4:

Graph 4 – Classification of the people management sector
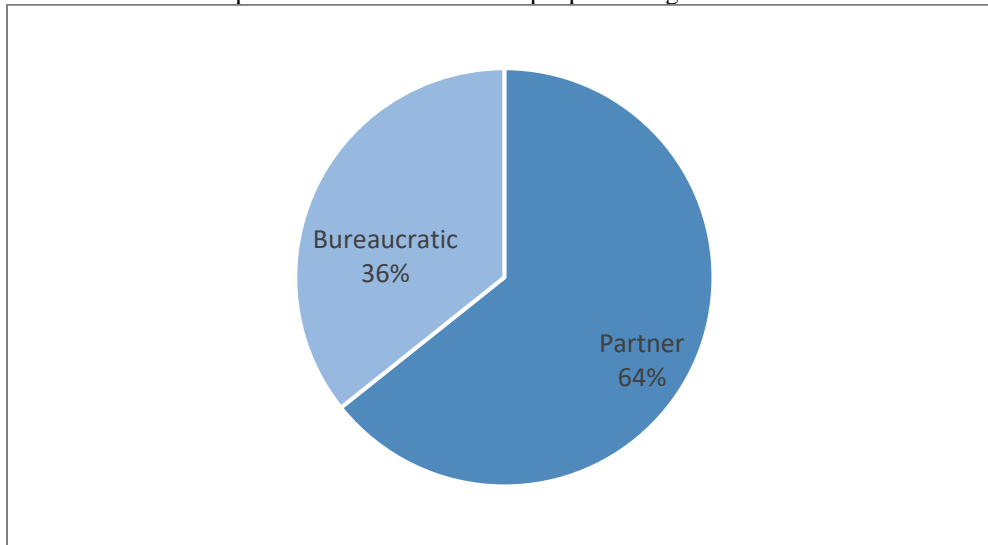
Source: Direct Research (2019)

According to Chiavenato (2008), one of the goals of the Human Resources sector is to evaluate, facilitate and improve the quality of management and teamwork, through partnership with everyone involved in the process, including employees, customers, suppliers, managers and society.

In other words, in general, People Management must act as a strategic partner for everyone involved directly and indirectly in the business in question. This can be seen in practice by the result that 64% of respondents identify this sector as a "Partner" in their activities.

Difficulties between people management and employees

The partnership between the People Management sector and employees must be constantly evaluated, and different difficulties in this relationship can be identified in each type of company.

Within the sample of this research, some difficulties were highlighted by the interviewees, according to table 3:

Table 3 – Difficulties identified by employees

INTERVIEWEE	ANSWERS OBTAINED
E1	I don't know how to inform.
E2	I don't know.
E3	Access to those responsible for HR in the region, as there is a vast area under HR's responsibility, which makes it difficult to access for aligning information.
E4	Salary issue.
E5	Some companies do not accept employees' opinions and do not have a well-defined HR department with clear goals, sometimes going so far as to discount employee bonuses.
E6	I don't see any difficulty, but there is assistance with issues that were previously frowned upon by the employer!
E7	Information is often not conveyed clearly.
E8	Disclosure of information.
E9	Access to human resources employees and lack of communication.
E10	Unavailability.

E11	Not knowing the sector's responsibilities.
E12	Communication.
E13	Personal relationship.
E14	There is no support from HR.

Two of the interviewees (E1; E2) were unable to provide information, however it is noticeable that the vast majority complain about a lack of information, support and relationship with employees, as well as the failure to pass on information and the sector's unavailability to the employee.

Individual needs of employees

Around 64% of those interviewed admitted to missing the sector at some point in the company, addressing needs in the context of conflict mediation, difficulties in agility in information, as shown in table 4:

Table 4 – Absence of the people management sector

| INTERVIEWEE	ANSWERS OBTAINED
E1	No.
E2	In mediating specific conflicts in some areas.
E3	Yes.
E4	No.
E5	Yes, some micro-companies do not have this sector, others do not realize its importance.
E6	No, it is an active sector that pays close attention to people management!
E7	Yes, information is always late.
E8	Benefits.
E9	Yes, in times of divergences between other areas.
E10	Yes.
E11	No.
E12	Yes.
E13	No.
E14	Yes.

The corporate environment is marked by a diversity of processes that must be mediated. The scenario of competitiveness and differences is filled with conflicts on a daily basis, which is why People Management must be present at all times. As Bolgar (2002, apud PAULA and NOGUEIRA, 2016) explains , "people management must find an appropriate balance point, where their main roles within an organization must function properly."

ABSENTEEISM AND TURNOVER

Absenteeism and turnover are the most common difficulties faced by the People Management sector. In the research, data was collected that 43% of companies suffer from absenteeism among their employees, compared to 57% that do not suffer.
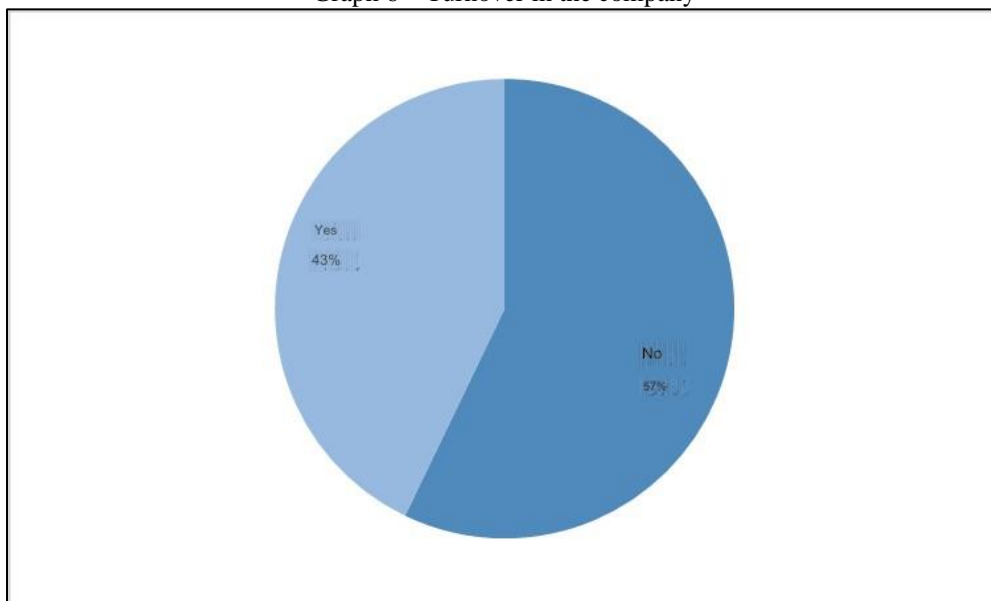
Graph 5 – Absenteeism in the company
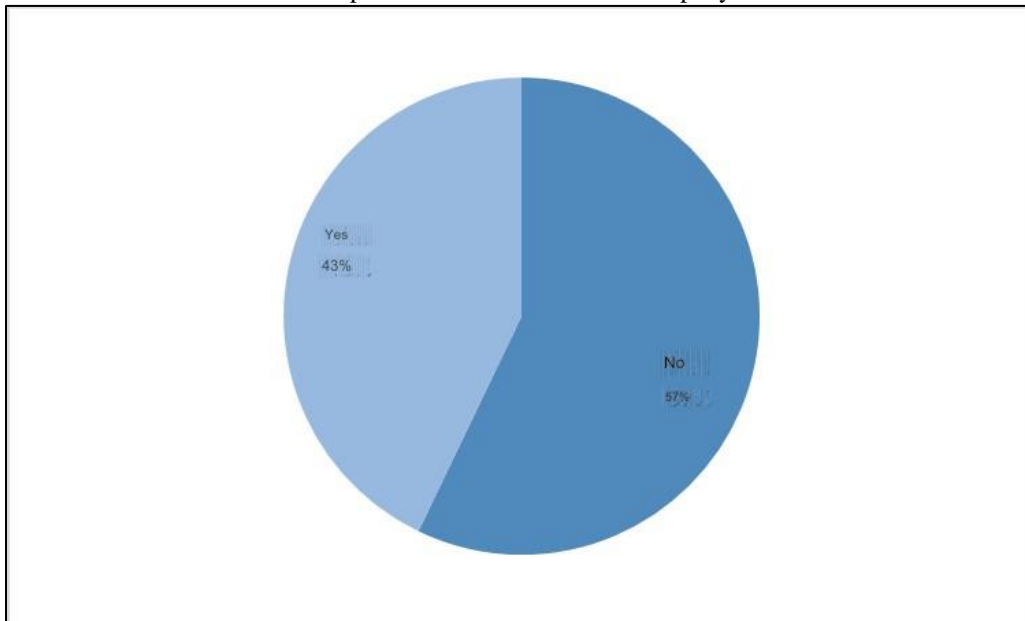
Source: Direct Research (2019)

In parallel, there is the turnover of employees within the industry, which was also reported that 43% of companies have this problem in their organization, compared to 57% that do not.

Graph 6 – Turnover in the company

Source: Direct Research (2019)

On the other hand, among the companies of the interviewees, 50% stated that the People Management sector of their organization carries out actions to combat absenteeism and employee turnover in the company.

Among the actions highlighted by those surveyed, the majority explained that the main actions are in the area of awareness, that is, through information, meetings and lectures, as seen in table 5:

Table 5 – Actions to combat absenteeism and employee turnover

INTERVIEWEE	ANSWERS OBTAINED
E1	at.
E2	Not that I know.
E3	No.
E4	Flu vaccine, lectures on quality of life.
E5	Yes, dynamics, meetings, moments of integration.
E6	Yes, workplace gymnastics awareness campaigns and education assistance in the company, enabling employees to complete primary and secondary education!
E7	Yes, absences usually lose benefits such as basic food baskets, transport implemented within the municipality.
E8	Yes, retention policy.
E9	Training, celebrations such as Mother's Day, Father's Day and profit sharing.
E10	I don't understand.
E11	Yes. Time bank, holiday exchanges.
E12	No.
E13	No.
E14	Anything.

Source: Direct Research (2019)

The data shows that several actions are taken to strengthen the fight against turnover and absenteeism in the industry, with interventions in the health sector, assistance in the area of continued qualification and benefit systems in various instances. In addition to informing employees that absenteeism may result in the loss of some benefits provided by companies.

IMPROVEMENT IN PEOPLE MANAGEMENT

When one understands the changes that have occurred in the industrial sphere, related to the People Management sector over the years, it is possible to identify the cultural aspects that this Information Age positions in the corporate environment.

One of the cultural aspects that Chiavenato (2008, p.42) points out regarding this issue is precisely "Continuous Improvement". That said, interviewees were asked whether there was a need for improvement in the People Management sector, of the company they work for, and 92% of them said yes, identifying some aspects, as shown in table 6:

Table 6 – Improvements in people management

INTERVIEWEE	ANSWERS OBTAINED
E1	I believe they can improve their understanding of internal customer processes.
E2	Yes, it could integrate employees better.
E3	Yes. Carry out more visits to the units for clarification and behavioral feedback from employees.
E4	Seek salary improvements for employees.
E5	Improving is always good.
E6	All sectors always need to be aware of changes in culture and information, especially in the industrial sector!
E7	Yes, more present in the industrial sector.
E8	Yes. Work to improve the benefits policy.
E9	Yes, you need to get closer to employees, checking their real needs.
E10	There should be more presence on the factory floor, there is a lack of contact.
E11	No.
E12	Yes, improve your engagement with people.
E13	Yes, personal relationship.
E14	Better identify trends and be more opinionated in managers' decisions.

Source: Direct Research (2019)

Chiavenato (2008, p.42) also mentions "Participation and Involvement", another main point related to the cultural aspects of People Management, which was no coincidence being the most presented improvement among the responses, covering more visits to the sectors, greater integration with employees, improving service, involvement and personal relationships, being present in all sectors of corporate daily life.

FINAL CONSIDERATIONS

Taking into consideration that the workforce is the fundamental pillar of a company, the need for strategic People Management was perceived to direct this antagonistic and conflicting scenario, understanding that it is necessary for employees to achieve the objectives and goals established by the companies, aiming at profit and corporate competitiveness. But it is also necessary to establish benefit systems, fair salaries and a healthy environment so that employees can perform their activities in the best way possible.

This is why the importance of People Management in the industry, so that it can seek the efficiency and effectiveness of the organization, managing all the elements and conditions that are necessary to achieve this purpose, working directly with employees, managers, collaborators, associates, customers, among others, aiming to assist the company's performance within the competitive market, enabling the promotion of sales and consumption.

Therefore, the objectives proposed by the research were achieved, since the work can raise the importance of the proximity of People Management in industrial operations, understanding its function within the industry, in addition to discovering the difficulties faced by employees, identifying the actions that are being implemented at the industrial level to improve the quality of life and work of its employees.

The main findings, when applying the questionnaire to MBA students in Production Engineering, were several positive points in relation to People Management and employees. The survey identified that 100% of respondents know the importance of this sector for industry activities, and 64% of them consider People management as a partner in corporate work.

It is also important to highlight that 79% stated that they have Job, Career and Remuneration Plans and the possibility of professional growth. Likewise, most companies have strategies to promote quality of life and work, with various benefits for their employees, for example: health plan and dental plan, basic food basket, transportation vouchers, company meals, profit sharing , bonuses for performance/goals, in addition to agreements or commercial discounts, etc.

On the other hand, some points that require attention were identified, as 43% of interviewees reported that their company suffers from turnover and absenteeism, even with 50% of them responding that their company's People Management already carries out actions to combat these issues.

Likewise, it was mentioned, with some frequency, about the lack of communication and support from People Management towards employees, in addition to the unavailability presented by the sector and problems in personal relationships. Therefore, the main improvement topics were within the scope of participation in the personal relationships, proximity to workers' needs, being more present in conflict mediation and involved in the employee's daily issues.

And finally, it is important to highlight that the findings of this research can assist in future people management strategies within the industry, enabling the strategic planning of People Management to be more focused on the relationship with other employees, improving involvement in the company decision-making and being an intimate part of the employee's daily life.

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APPENDIX A

QUIZ

The following questionnaire refers to the research for the MBA course completion work in Production Engineering and aims to raise the importance of the proximity of People Management in industrial operations. All data collected in the following questionnaire will be treated with complete confidentiality and anonymity, respecting the integrity and objectivity of this research, in addition to maintaining the confidentiality of all individuals and companies involved.

Age:

Gender:

Office:

Industry Branch:

1. Do you have a leadership position?

2. Do you believe that the Human Resources Sector is important in the industry?

3. How important is Human Resources close to employees?

4. Have you ever needed to call Human Resources? For what purpose?

5. Does your company have job/career and remuneration plans?

6. Does your company have any type of benefits for employees? Which?

7. Does your company have the possibility of moving up a category/function?

8. Would you classify your company's Human Resources sector as a bureaucratic or partner sector?

9. What difficulties do employees have in relation to the Human Resources sector?

10. Do you miss Human Resources at any point in the company?

11. Does your company suffer from employee absenteeism?

12. Does your company suffer from employee turnover?

13. Is there any action taken by the Human Resources sector to combat absenteeism and employee turnover in the company? If yes, which one?

Do you think your company's Human Resources needs to improve? Name one.