

GOOD PRACTICES IN HUMAN RESOURCE MANAGEMENT: CASE STUDY OF A RETAILER COMPANY CERTIFIED BY GPTW**BOAS PRÁTICAS DE GESTÃO DE PESSOAS: ESTUDO DE CASO DE UMA EMPRESA VAREJISTA CERTIFICADA PELO GPTW**

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ABSTRACT

The article aimed to set up the people management practices adopted by an organization certified by GPTW as one of the best to work in the Brazilian retail segment. A descriptive research was carried out, using a qualitative approach, and the method used was the study-case. The techniques used to collect evidence were documentary analysis, in-depth interviews and *in loco* observation. The object of study was a large company that operates in the retail segment and has more than 500 branches and about seven thousand employees in the entire Brazilian territory. Based on the results obtained, it was verified that the studied company works with several policies and practices of people management, allowing employees to develop and be rewarded appropriately for their contributions, which positively impacts the perception they have about the organization.

Keywords: Human resource management. Employee development. Employee recognition.

RESUMO

O artigo objetivou levantar as práticas de gestão de pessoas adotadas por uma organização do segmento varejista brasileiro certificada pelo GPTW como uma das melhores para se trabalhar. Realizou-se uma pesquisa descritiva, com abordagem qualitativa, e o método utilizado foi o estudo de caso. As técnicas utilizadas para coleta de evidências foram análise documental, entrevistas em profundidade e observação *in loco*. O objeto de estudo foi uma empresa de grande porte que atua no segmento varejista e possui mais de 500 filiais e cerca de 7 mil funcionários em todo o território brasileiro. A partir dos resultados obtidos, constatou-se que a empresa estudada trabalha com diversas políticas e práticas de gestão de pessoas, permitindo que os empregados se desenvolvam e sejam recompensados adequadamente pelas contribuições que fornecem, impactando positivamente na percepção que eles têm acerca da organização.

Palavras-chave: Gestão de recursos humanos. Desenvolvimento dos funcionários. Valorização dos funcionários.

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1 INTRODUCTION

When faced with the growing competition, not only in the scope of the consumer market, but also with regard to human resources, many organizations realized the need to continually encourage and support the growth of their employees, aware that only the financial valuation would not be enough to retain and stimulate them (DUTRA, 2009). As a result, several changes began to occur in administrative practice, anchored on pillars such as knowledge, competence, training and human development (PACHECO, 2005).

Seeking to stand out from competitors in the race for talent, such organizations have implemented people management practices that promote a win-win relationship between employees and employers and, as a result, have come to be recognized as the best places to work, thus attracting, more engaged and competent professionals, who helped them to develop sustainable competitive differentials (VASCONCELOS; MASCARENHAS; VASCONCELOS, 2005).

In this context, the ranking of the Great Place to Work Institute (GPTW) emerged, a globally recognized organization that operates in several countries, carrying out organizational assessments that classify good working environments based on various quality indicators, such as: climate, remuneration, growth opportunity, infrastructure, among others. GPTW certified organizations adopt good management practices and become not only attractive to workers, but also examples to be followed by other companies.

In this sense, it was defined as a research objective to raise the people management practices adopted by an organization certified by GPTW as one of the best to work in the Brazilian retail segment.

It is important to clarify that the option for this segment is justified based on the difficulties that many companies that operate in retail have to manage their human capital, which can be inferred by the high rates of turnover and absenteeism linked to the sector.

Such a study is relevant because, by identifying how a company that is considered one of the best to work manages its human resources, one has the opportunity to contribute with other organizations working in the same industry, offering them quality references on which to base themselves to improve its people management practices and achieve the same results.

2 THEORETICAL BACKGROUND

With the development of Administration as a science, terms such as motivation, human capital and people management were introduced into the daily lives of managers, who came to recognize that the success of organizations is linked to the development and appreciation of their employees (MOURA, 2018). However, it is important to emphasize that the valorization of workers goes beyond the organization's compliance with its legal obligations, which include, for example, the payment of monthly wages and other labor rights, and it is also necessary to adopt good people management practices (ULRICH, 1998).

The adoption of synergistic people management practices (BEH; LOO, 2013), anchored in principles such as career support, health and well-being promotion and professional evaluation, favors not only the reduction of the turnover rate (APPIO;

FERNANDES, 2015), as well as the improvement in organizational performance (BEH; LOO, 2013), as it provides an effective tool for managers to deal with the adversities that daily affect the internal environment of organizations (ADRESI; DARUN, 2017).

In this line, the importance of internal recruitment to fill vacancies stands out, giving priority to professionals who already work in the organization (as long as they are able); such practice is a way of signaling to individuals that the organization values their human capital (MICHEL, 2007) and that it seeks to provide them with opportunities for career growth, which tends to have a positive impact on individual performance (BEH; LOO, 2013) and organizational commitment (ADRESI; DARUN, 2017).

Regarding the personnel selection process, it is important to provide equal opportunities to all, regardless of social class, race, gender etc., that is, actions must be taken so that prejudice does not prevent certain groups of workers from being admitted in the organization (GONÇALVES et al., 2016).

However, it is not enough to hire minorities; it is up to managers to ensure that all employees have access to professional development opportunities, which, in addition to positively impacting the organizational climate (FLEURY, 2000), also contributes to making the organization's goals more easily achieved (GONÇALVES et al., 2016).

Still discussing good people management practices, it is worth calling attention to programs aimed at the development of leaders, which prepare future managers to adequately manage the organization's employees, adapting to different situations (LIMA, 2005).

Leadership development programs are a way for organizations to train certain professionals so that they act as leaders of the main desired organizational changes (BERGAMINI, 1994) and, at the same time, lead other employees with the vision aligned with the strategic planning of the business , mobilizing them so that the defined strategies are effectively operationalized (LEBOYER, 1994).

Furthermore, the objective is, through this practice, to train the leaders of the organization so that they know how to identify the positive and negative points of each member of their team, correcting failures and giving the proper support so that everyone evolves professionally (ERDMANN; SOARES, 2016).

However, in addition to giving priority to the employees themselves via internal recruitment, working on the issue of workforce diversity and developing effective leaderships, it is also necessary to adopt an effective and transparent performance evaluation process (ROMAN, 2017), which contribute to satisfaction (BEH; LOO, 2013) and the improvement of employee performance (HASSAM, 2016).

Through periodic follow-up, application of questionnaires, conducting interviews, etc., managers are able to make a diagnosis about the performance of each employee, which allows them to provide personalized feedback to members of their respective teams and then outline individual improvement plans (BEHN, 2003), favoring the improvement of human competencies essential to the business (OTOO, 2019).

It is important to consider, though, that for the evaluation process and the granting of feedback to be successful, employees must understand its importance, since the knowledge of its existence alone is often not enough for the intended results to be achieved (BEHN, 2003).

From the skills gaps found at the end of the performance evaluation process, it is possible to train and develop employees, making them more able to contribute to the execution of the organization's strategy (CARTON; HOFEN, 2006).

The planning, training and development of human resources are some of the main elements that contribute to increase satisfaction (NWACHUKWU; CHLADKOVÁ, 2017) and the organizational commitment of employees (ADRESI; DARUN, 2017), in addition to contributing to the improvement of individual performance (HASSAM, 2016) and business (BEH; LOO, 2013; SAIFALISLAM; OSMAN; ALQUDAH, 2014).

In order to align the competitive strategy of the business and the organizational efforts aimed at improving employees, an alternative that has gained prominence over the years has been the corporate universities (PATRUCCO; PELLIZZONI; BUGANZA, 2017), which arose as a result of the need for organizations to invest in the continuous development of their intellectual capital, dynamically adjusting it to their strategic guidelines (ALPERDEST, 2001).

From the managerial point of view, the importance of a corporate university is clear, as, as already mentioned, the intellectual improvement of employees is directly linked to the development of the business, in addition to the possibility of extending the education offered to customers, suppliers etc., which ends up bringing the organization closer to its main stakeholders (OTRANTO, 2007).

It should be noted, however, that by training employees, their employability is expanded, that is, they become more attractive to other organizations (MARTINI; CAVENAGO, 2017). Therefore, it is essential to invest concomitantly in mechanisms to retain them, which includes, among other points, the provision of adequate rewards (MOHANTY; MOHANTY, 2016).

In this line, strategic remuneration systems stand out, which seek to value the real contribution of individuals instead of placing excessive emphasis on the positions they occupy, being composed of a combination of different tools that are responsible for a fixed and a variable portion of the total gain earned by employees (MICHELLE; STEFANO; RAIFUR, 2015).

The fixed remuneration is linked to the position the individual holds and the benefits received; in turn, variable remuneration depends on the fulfillment of individual and collective goals (MICHELLE; STEFANO; RAIFUR, 2015), and is able to positively influence commitment (ADRESI; DARUN, 2017) and the motivation of employees in the search for their self-improvement consequently bringing better results for the business (MICHELLE; STEFANO; RAIFUR, 2015).

However, it is not enough to adequately remunerate professionals, because their retention also depends on the organizational climate (VONG; NGAN; LO, 2018). Not infrequently, organizations invest in organizational climate surveys to identify employees' perceptions of different aspects of the work environment, such as leadership, human relations, justice in the work environment, among others (MENEZES; GOMES, 2010), which they affect, in addition to their intention to stay, the way they behave and their job satisfaction (TACHIZAWA; FERREIRA; FORTUNA, 2006).

3 METHOD

In order to meet the proposed objective, a descriptive research was carried out, opting for a qualitative approach. Descriptive research is used to portray the characteristics of a

phenomenon, population or experience, with the collected data used as a basis to explain the object of investigation of the study (VERGARA, 1990). In turn, qualitative research refers to the detailed analysis of in-depth data acquired mainly through interviews or discussions (MONTEIRO, 2016).

The research method adopted was the case study, indicated when it aims to answer questions such as "how" and "why", analyzing the investigated phenomenon within the real context in which it occurs (YIN, 2005).

The case study, in addition to reaching a greater level of depth, has the advantage of safeguarding the characteristics of the object under study, as it allows the researcher to obtain evidence from different sources (YIN, 2005). In the present research, three data collection techniques were used, aiming at the triangulation of the evidence obtained: document analysis, in-depth interviews and on-site observation.

The documentary analysis included several documents, including the hiring flowchart, the rules and form for the organizational climate survey, the performance evaluation forms and the compensation manual. In addition, documents related to the organization's training and development planning, the policy that guides the operation of the corporate university and the diversity management policy were also analyzed.

In-depth, semi-structured interviews were conducted in order to collect information about the operationalization of the people management policies and practices adopted by the studied organization, in addition to the perceptions of employees of different hierarchical levels about them. The interviews, conducted in the organization itself, in the months of April and May 2019, were recorded with the consent of the interviewed professionals and later transcribed. Six professionals were interviewed, selected based on their position and availability to participate in the study: a store manager, a sub-manager, an administrative coordinator, two administrative assistants and a salesperson, identified in Chart 1.

Chart 1 – Characterization of respondents

Name	Position	Gender	Time at the company
E1	Store Manager	Female	3 years
E2	Sub manager	Male	4 years
E3	Administrative Coordinator	Female	6 years
E4	Store salesman	Male	4 years
E5	Administrative Assistant	Female	5 years
E6	Administrative Assistant	Female	6 years

Source: elaborated by the author (2019)

The interview script used included 12 questions, which addressed aspects such as leadership development, use of internal recruitment, performance evaluation process, climate survey, feedback, flexible working arrangements, remuneration, diversity management, career, university corporate and T&D (training and development).

In addition to the documentary analysis and in-depth interviews, direct on-the-spot, non-participant observation was carried out during the last week of May 2019, in order to analyze the treatment of minorities that make up the staff organization, openness to dialogue

between managers and their subordinates, and the characteristics of the organizational climate.

The object of study of the present investigation was a unit of a large company that operates in the retail segment and has more than 500 branches and about 7 thousand employees throughout the Brazilian territory, having started its activities more than 90 years ago and counting, at present, with an annual turnover of around R \$ 3 billion (data referring to the year 2018).

It is worth clarifying that the decision to study such an organization was due to the fact that it was included for the last 10 consecutive years (2009 to 2018) in the ranking of the best companies to work in Brazil prepared by the Great Place to Work Institute, which indicates that adopted people management policies and practices are effective and meet the individual desires nourished by the workers linked to it.

4 RESULTS AND DISCUSSION

The studied organization has several positions in its structure, distributed both in the branches and in the headquarters. In each branch, there are functions as a young apprentice, general services assistant, intern, credit assistant, administrative assistant, cashier, administrative coordinator, level II client consultant (responsible for making personal loans), client consultant (responsible for the area sales manager), sub-manager and store manager, in addition to the regional manager, who accompanies several branches. In the matrix there are functions that correspond to the areas responsible for the operation of the business, such as Human Resources, Financial, Legal, Purchasing, Marketing, Information Technology, Commercial Advisory, Auditing and the Board of Directors.

In order to encourage and value its employees, the organization gives preference to internal recruitment. All vacancies are first advertised through an application, named Conectize, to which all employees have access, as can be seen in the testimony transcribed below, extracted from the interview with an administrative assistant.

At Conectize we see everything that happens in stores all over the country, it's like an employee Facebook. Then, if there is a vacancy, we see changes in the procedure as well. I even indicated a friend of mine to work in here, but it's us, the people I tell the employees, who see first. Then a girl from Mariana took over, because she had a preference (INTERVIEWEE E5).

With regard to the selection and development of leaders, the organization seeks individuals who have a good team relationship, good communication, ease of negotiation and good interpersonal relationships. Professionals who already work for the organization or who are not part of the staff can be selected for this purpose. The excerpts from the interview with the store manager, transcribed below, illustrate how this process works.

The company has two ways of selecting leaders. One intern, which we call Potential Talent, which the manager of each store can indicate to their regional office, and the person will do the training. And another external, which is not done by direct indication, and the person goes through a selection process full of steps. That way, you can be an employee or not. Either way, the talent or trainee will undergo training for a year or so at the headquarters and then touring the country, to gain experience until taking over a store (INTERVIEWEE E1).

Their follow-up is based on the fulfillment of goals and procedures, and everyone has a lot of support from superiors and stores where they go to develop their skills (INTERVIEWEE E1)

In order to monitor the performance of employees, the organization adopts a periodic performance evaluation process. Every day (and more informally, daily) are evaluated for issues such as commitment, satisfaction, respect for organizational rules and procedures, attendance, interpersonal relationships, proactivity and productivity for all employees. In addition, self-assessments are also applied, which encourage each individual to reflect on their own performance in relation to each of the aforementioned questions. Subsequently, the employee meets with his immediate superior to discuss the points raised.

For management-level positions, the procedure is the same as described above (quarterly assessment and self-assessment), but issues such as team alignment, focus on the organization's strategy, communication, interpersonal relationships, analytical skills, leadership, organization and planning are evaluated, bargaining power, customer focus and innovation.

In general, employees feel comfortable with the evaluation process, as exemplified in the following excerpt, taken from the interview with the assistant manager.

It does not embarrass me, because it's rules and procedures and the company needs this to remain aligned and achieve results. Everyone has to be evaluated (INTERVIEWEE E2).

In addition to the evaluations, it is necessary to provide feedback, which occurs at all hierarchical levels: from general to regional supervisors, from regional supervisors to the manager of each store, and from store managers to other employees. The following excerpts, which were taken from the interviews conducted, respectively, with the administrative coordinator and the salesman illustrate the importance that feedbacks have for the organization.

I do not know for sure how much time they visit or pass on things to the regionals, I think it is monthly, to follow the goals of each one, and in the same way the regionals, like ours, make a monthly visit, or even more than once a month. It makes you nervous, right? Or, when you can't visit, he calls, sends e-mail, monitors everything and says what is good, what is bad, if there was a complaint from the store, if there was compliment there at Customers Service, and ask what we suggests to improve, but he always praises too. And, in the case of managers and supervisors, there is a meeting

in the store, there is always dynamics. Each dynamic teaches something that is always related to something that we are missing or getting right and we improve. But also if it is something personal, call the person in the corner and talk to him about what is happening (INTERVIEWEE E3).

The current (manager) is an extraordinary form of management. She calls, talks, talks about what's wrong and what's to improve, and without making us feel ashamed, it makes us even want to change really [...] (INTERVIEWEE E4).

Based on the results obtained in the performance evaluations, the organization identifies the gaps that must be addressed in the employees, ensuring the continuous learning of all. To this end, a training program is prepared quarterly.

The trainings cover several subjects, such as commercial techniques, marketing tools, people management, labor laws and organization procedures. They are applied through the Intranet, with videos, handouts and assessments that require 70% of the trainees' use to be considered valid. Such evaluations have no limit on attempts, as long as the full course is completed within the pre-established period.

In addition to these trainings, high-level positions, such as managers and coordinators, are submitted to national meetings once a year. Such meetings seek to improve the skills of these employees through lectures and courses with a specific focus.

If the training carried out does not achieve the desired results, the manager must request the Human Resources department to apply a new training, in order to address the remaining deficiencies. These additional trainings can be carried out online or in person, according to the identified need.

To train employees who hold leadership positions, the organization has a corporate university, opened in 2000. Initially, the corporate university offered courses aimed at the administrative and commercial areas; however, currently, the project focuses on leadership development, being divided into three stages.

In the first stage, trainee managers, as trainees are called, spend the first three months in practical training, visiting various stores with regional managers and auditors in order to learn about the demands and routines of the units. In the subsequent three months, trainee managers attend online and face-to-face classes at the corporate university headquarters, which address topics such as Marketing, Sales, Portuguese, Mathematics and People Management. During this period, an initial remuneration of R \$ 1,677.00 is offered to the trainee, with travel, accommodation and food expenses being the organization's responsibility.

In the second stage, the trainee manager takes over a branch, and its development and results achieved are followed up by the regional manager of that branch with more attention initially.

Finally, the third and final stage comprises graduation, with the delivery of a course completion certificate to the trainee and promotion to the position of store manager, when he definitively takes on a branch.

In order to retain employees, the organization works with a diversified remuneration package, offering, in addition to salary, benefits such as: transportation vouchers, food vouchers, health insurance, special discounts on dental plans, baskets for celebrations such as

Christmas, and commissions, which vary according to the position held, the goals set and the results delivered.

Employees who work in administrative sectors, as well as those who work in the commercial area, receive commission in relation to store sales. However, these professionals' commissions are also calculated considering other goals, such as, for example, the effectiveness of the collection of delinquent customers.

In addition to the aforementioned benefits, several variable bonuses are granted to employees as a way of encouraging compliance with the stipulated targets, especially in the sales sector. Appliances, national and international trips, dinners, shopping vouchers in various establishments, jewelry and even salary increases are received if the goals, which are normally monthly, are fully met. Exclusively for sales managers and consultants who reach annual goals, an international cruise is still offered.

It is worth adding that, in all sectors, there are social gatherings to reward employees for the goals achieved. In addition, management receives additional gains as each goal set is met by its team.

In general, the employees interviewed declared themselves satisfied with the benefits offered by the organization, as can be seen in the following excerpt, extracted from the interview with an administrative assistant.

So I think that the salary here, in the trade businesses around in the region is the best for what I've been asking. A lot of benefit and every time you hit the goal, every month, you have a barbecue, we go to the bar (laughs) and most of it is up to the manager. There is a lot of work, but there is a lot of good things (INTERVIEWEE E6).

Adding to the benefits already mentioned, the organization adopts an unusual practice for companies in the same industry: the distribution of PLR (profit sharing). In this case, when the overall results of the business, calculated based on the performance of all branches in the country, are satisfactory, which is defined based on a set of indicators predetermined by the managers, all employees receive the following year to the calculation, a salary bonus that varies according to the position held.

It should be noted, however, that the organization does not seek to retain its employees using exclusively monetary incentives. In all sectors, it is possible to meet alternative schedules, which favors the reconciliation of professional and personal demands.

Flexible hours are very common in all branches. Each manager, supervisor or sub-manager is responsible for directly agreeing with each employee the best way to meet their needs in this regard, which can occur sporadically or even daily.

In relation to this aspect, Cifarelli and Souza (2016) point out that the large displacements made by employees to reach their workplaces generate an increase in individual wear and tear, due to the time and energy spent in the means of transport. This possibly negatively impacts the quality of life of individuals.

The following excerpt, taken from the interview with the seller, illustrates how the flexibility policy adopted by the studied company contributes to minimize the impact mentioned by Cifarelli and Souza (2016).

I live in one city, work there and study in another. They are all close, but I wouldn't be able to do that anywhere else, another business. It is very easy for me to leave at the time I need, without punishment and I manage to produce more in some hours. So I come, do the job and I'm calm (INTERVIEWEE E4).

In addition, the organization is also concerned with employees' working conditions. Discrimination practices, whether by sex, color, race, religion, etc., are strictly reprimanded, subject to warnings, suspension and even dismissal for just cause. The intranet contains rules that specifically address this issue. In addition, managers eventually give lectures to reinforce the importance of cordiality in the work environment. The following excerpt, referring to the report of the interviewed administrative coordinator, illustrates how respect for diversity is part of the organizational culture.

If I make a sexist, homophobic or racist joke in here, for example, I take a warning, because I'm mistreating a colleague, a friend. Any kind of joke is forbidden. And no one receives a different salary because they are neither male nor female (INTERVIEWEE E3).

As part of its diversity management policy, the organization has as a guideline to hire and promote minorities, such as women and blacks. Currently, these two demographic groups represent more than 60% of employees and occupy 53% of managerial positions, which shows that efforts in this direction have generated satisfactory results.

Still in relation to the issue of diversity, it should be added that, mainly at the headquarters, there are several job opportunities for people with disabilities (PWD), which indicates the concern of the organization in promoting a very inclusive work environment.

Finally, the organization studied, aiming to provide its employees with a healthy work environment, seeks to encourage the maintenance of a good organizational climate in its units, promoting greater interaction between people inside and outside the workplace.

In addition to this effort, a monthly organizational climate survey is carried out, applying a questionnaire to employees in all sectors, which must be answered anonymously, in order to avoid unwanted exposure and possible misunderstandings. This research addresses issues such as balance between personal and professional life, working conditions, level of job satisfaction, remuneration and benefits received, understanding of the business and objectives, recognition of managers and staff, quality of the relationship with teammates, participation and autonomy, and team collaboration. Based on the information gathered, specific meetings, dynamics and / or training are held to improve critical aspects.

As can be seen in the following excerpt, taken from the interview with the deputy manager, employees understand the importance of the climate survey and feel comfortable to participate.

I've seen people complaining in another place that I worked, about answering these kind of surveys. But nobody here complains, because the questions are to see how things are working and everyone here respects the procedures. The company takes this seriously, so I am super easy to help like that, there is no question that I find strange to answer no (INTERVIEWEE E2).

After the presentation of the organization's main people management practices, the results found were discussed in the light of the previously consulted theoretical framework.

Initially, it is worth calling attention to the emphasis that the studied organization places on internal recruitment, publicizing the vacancies available first to the employees themselves through an application that they all have access to, which sends the message that it values their human capital (MICHEL, 2007) and seeks to provide career development opportunities to its employees, positively influencing both organizational commitment (ADRESI; DARUN, 2017) and individual job performance (BEH; LOO, 2013).

Also in relation to the recruitment and selection processes, we highlight the organizational efforts aimed at expanding the hiring and promotion of professionals who are part of groups often excluded by companies, especially women, blacks and people with disabilities. In addition, the training carried out in the branches focused on diversity reinforces the importance attributed to this issue by the organization studied.

It can be seen, therefore, that diversity management is not seen only as an additional bureaucratic policy, but as an integrated approach to people management (MACCALI et al., 2015), the results of which are visible both to the employees themselves as for external observers, such as customers.

In addition to the aforementioned practices and policies, the organization has a four-month performance evaluation process in which both management and peers evaluate each employee, which indicates the concern of managers to identify, without any bias, the individual skills gaps within each branch, aiming to increase the effectiveness of investments aimed at promoting the professional improvement of business employees (ROMAN, 2017)

It should be added that, as pointed out by Beh and Loo (2013), performance evaluation can be considered as one of the best people management practices in contemporary times, as it has a positive correlation with the level of individual competence of employees (OTOO, 2019) and the results delivered by them (HASSAN, 2016).

In view of the identification of employee skill gaps, a quarterly training plan is drawn up, which indicates the focus of the organization studied on human development and, therefore, the responsibility towards people who directly contribute to organizational success (CARTON ; HOFEN, 2006).

Training, as well as performance evaluation, is a practice that relates positively to the company's performance (BEH; LOO, 2013; SAIFALISLAM; OSMAN; ALQUDAH, 2014), in addition to increasing employee satisfaction (NWACHUKWU; CHLADKOVÁ, 2017).

Also in relation to employee training, the existence of a corporate university stands out, aimed at improving the skills of future store managers. This initiative reinforces the conclusion that human development, linked to the granting of opportunities for career growth, is one of the priorities of the studied organization.

It is important to add that the results obtained in the performance evaluations are not only a basis for planning the training, but also for granting feedbacks, which is essential to increase the employees' sense of urgency regarding their own improvement needs and increase the alignment of individual efforts to business strategy (BEHN, 2003).

It should be added, however, that the organization's good management practices are not limited to the training of employees, as, without proper valuation, they tend to look for another job over time. For this reason, a strategic remuneration system is adopted, composed,

in addition to the salary, of several benefits and bonuses linked to results, aiming to increase the retention of employees and their engagement with work (MICHELLE; STEFANO; RAIFUR, 2015).

As pointed out by Adresi and Darun (2017), performance compensation proved to be one of the main strategic people management practices that influence employees' organizational commitment. Furthermore, an attractive remuneration package has a significant and positive relationship with the satisfaction of individuals in the organization (NWACHUKWU; CHLADKOVÁ, 2017).

Last but not least, it is important to highlight the position of management with regard to the organizational climate. Employees respond to monthly climate surveys, through which, anonymously, they present their perceptions regarding various aspects related to the quality of their work environment, the results of which are discussed in team meetings and give rise to proposals for improvement. This strengthens the interpersonal relationship between employees, communication, the feeling of appreciation and the involvement of everyone in their daily lives (TACHIZAWA; FERREIRA; FORTUNA, 2006).

The adoption of all the aforementioned practices and policies seeks to create a synergistic whole (BEH; LOO, 2013) and reinforces the valuation of people and respect for human beings on the part of the studied organization, which is not limited to just fulfilling its legal obligations before your employees. What is observed, on the contrary, is the effort aimed at promoting the human development of employees and recognizing them for their contribution to the success of the business (ULRICH, 1998). And that explains the highly positive view that employees have maintained about this company for the past decade.

5 FINAL CONSIDERATIONS

In order to contribute to the continuous improvement of the human resources area within Administrative Science, the objective of this research was to raise the people management practices adopted by an organization certified by GPTW as one of the best to work in the Brazilian retail segment.

Examining the results obtained, it was found that the company studied works with the following people management policies and practices: prioritizing internal recruitment; use of variable remuneration, operated through the payment of profit sharing; conducting periodic organizational climate research; performance evaluation and providing feedback to employees in all sectors; promoting and valuing diversity among employees; maintaining a corporate university; adoption of a leadership training and development program; and flexible working hours.

Such policies and practices, by allowing employees to develop and be adequately rewarded for the contributions they provide, positively impact their perception of their employer, leading them to recognize the organization as a good place to work. Given the above, the importance of investing in the continuous improvement of employees is highlighted, as well as of valuing them.

This study, by raising the people management practices that are adopted by an organization that, since 2009, stands out from the perspective of the employees themselves as being a good employer, contributes to the advancement of Administrative Science, as it

ratifies the importance of investing in human development and valuing business employees, while indicating ways to do so.

In addition, it contributes to managers, especially in the retail sector, by presenting an empirical model of people management that effectively contributes to strengthening the relationship between a company and its employees, generating different benefits for both parties.

Despite reaching the proposed objective, the present research presented a limitation related to the number of employees interviewed. Therefore, as a suggestion for future studies, it is recommended that other organizations that are among the best to work in the Brazilian retail sector be investigated and that the practices identified here be compared with those that are used by them, in order to constitute a benchmarking of good practices in the area of people management.

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