



YOUNG ADMINISTRATORS: AN ANALYSIS OF THEIR INSERTION IN THE JOB MARKET IN SERVICE COMPANIES IN IMPERATRIZ - MA

Joseph Rossini Moura de Araújo¹
Sandna Nolêto de Araújo²
Janara Pereira dos Santos Borges³
Marilsa de Sá Rodrigues⁴

ABSTRACT

The present study dealt with the insertion of young administrators in the job market of service providers in the city of Imperatriz - MA, emphasizing the importance of managers opening more opportunities for these young graduates to show their performance, so that necessary changes for a successful organization to be implemented. To facilitate the study, a theoretical framework capable of explaining the real face of the research was built. Four managers participated in the research. The research was carried out from the data collection made through an interview, thus highlighting the qualitative paradigm. This article does not intend to end the discussion on the topic studied, but rather to open the opportunity for more discussions, the researcher's idea is precisely to provoke new debates in the same direction,

Key words: Insertion. Job market. Young administrators. Opportunities

1. INTRODUCTION

The market of Imperatriz today is composed of many companies that were formed when the city was still on the rise, so the vast majority of these companies are managed or administered by breadwinners, since the city of Imperatriz is still growing economically each day , there are many companies that continue.

being managed by people who have only empirical knowledge, who have not had the opportunity to attend a college or university, therefore due to the new economic directions in the city, running a company requires more than just knowledge of the market, but also theoretical knowledge.

Some service companies, which have been in the market for a considerable amount of time, and have presented a satisfactory result, in the field of their activity, are experiencing

¹ joseph_rossine@hotmail.com - State University of Maranhão- UEMA

² sandna-@hotmail.com - Maranhão State University-UEMA

³ janara_borges@hotmail.com - University State of Maranhão-UEMA

⁴ joseph_rossine@hotmail.com - State University of Maranhão- UEMA

Araújo, JRM, Araújo, SN, Borges, JPS, Rodrigues, MS .; Young Administrators: an analysis of their insertion in the job market in service companies in Imperatriz - MA. Magazine of Entrepreneurship and Management of Micro and Small Enterprises V.4, N°1, p.1-15, Jan./Abr. 2019. Article received on 02/10/2019. Last version received on 02/25/2019. Approved on 03/05/2019.

Young Administrators: an analysis of their insertion in the job market in service companies in Imperatriz - MA

difficulties to remain active. However, most of these companies do not have as their manager qualified and prepared people in the area of Business Administration. With this, many young managers see the opportunity to be able to demonstrate their potential and do an excellent job in order to optimize customer service and strengthen the company for future economic crises in the country.

However, many who seek this possibility find it very difficult to allocate themselves satisfactorily to companies, specifically those that provide services to consumers, in the city of Imperatriz - MA.

Therefore, the research had as its general objective the intention of investigating how young graduates are inserted in the job market in service companies in Imperatriz - MA. The specific objectives were: (i) to identify the profile of managers; (ii) to identify with managers the need for insertion of young administrators; (iii) to identify with managers the existence of management flaws that could be treated with more quality by management professionals; (iv) identify possible changes with managers to improve the company's smooth operation.

2 THEORETICAL FRAMEWORK

The vast majority of companies that rely on the help of professionals trained in the administration area and who work in the management of the organization, have managed to overcome any adversity that may arise in the market. However, not all companies are so lucky, in most cases it may be because the entrepreneur gives preference to candidates who have ties of friendship with the board, or because the entrepreneur gives preference to people who already have a certain time in the company even if not trained, giving preference to hiring people who already have experience in the area.

The job market is also demanding with respect to which qualified professionals to hire, it is taken into account not only the training, but also the experience and the professional qualification courses. Because not every company is yet ready to train professionals, but rather hire them trained already, as they need ready employees.

Young Administrators: an analysis of their insertion in the job market in service companies in Imperatriz - MA

Therefore, there is a need for young managers, when trying to enter the labor market, to understand the importance of being efficient and being effective. It is not always easy for the young manager to be able to align his personal objective with the company's objective, if he manages to enter the job market he must first be effective, which is when he can achieve the organization's objectives, and then be efficient, when if personal goals are achieved. (CHIAVENATO, 2004)

For Chris Argyris (1994, p. 234):

There is an inevitable conflict between the individual and the organization due to the incompatibility between the achievement of both. Formal organization makes demands on individuals that are inconsistent with the needs of individuals, hence frustration and conflict arise. The typical company confines its employees to mediocre tasks where there is little opportunity for responsibility, self-confidence or independence. In addition, tasks are organized in such a way as to require the least amount of training from people to take responsibility for decisions from their hands and centralize them in their superior.

Therefore, many young managers are unable to enter the labor market due to what was said above, as the young people themselves do not make the company's objectives a priority, leaving something to be desired in their position, and over time they begin to be underestimated, which causes demotivation and over time dismissal.

For some researchers, the problem is not only found in the way the entrepreneur sees the young manager, but also how the new graduate in the area allows himself to be seen, in many cases it shows an image of a young man who has a little more to offer of theoretical knowledge, but has nothing of empirical knowledge and still without any experience in the area, these factors lead to the entrepreneur's decision not to allow his company of years in the market to be managed by a young man who can lead him to ruin.

It is necessary that the young administrator has a defunct leadership to be able to assume positions of trust, to be able to assume companies of many years in the market. And for that there are several types of leadership, we have the transactional one that involves leaders who are extremely efficient in giving people something in exchange for their support or work, making their followers valued, appreciated and rewarded, and the transforming

Young Administrators: an analysis of their insertion in the job market in service companies in Imperatriz - MA

leadership that involves concerned leaders in creating a vision and that they can get people towards that vision. (Burns)

According to John Kotter (1992, p. 66-111):

Three processes in leadership: establishing direction, aligning people and motivating and inspiring. The way to put these essential elements into practice is continually being redefined. This means that the leader cannot act alone. Drucker had already observed that leaders usually speak in the first person plural and not in the first person singular. It is expressed in terms of us and not me. Leaders seem to work naturally in teams, a fact ignored by the old models of leadership.

Other factors that may contribute to the non-insertion of the young administrator in the labor market is the great distance of partnership between universities and companies, as students hold the government responsible for precarious education and the government blames companies for not wanting to train their hands. As we have already seen, not all companies want to spend time for this training of labor, they want professionals with experience and graduates in the area ready to work.

Today a great initiative by universities to minimize the difficulty for young administrators to enter the job market, is the creation of Junior companies, which allows young people to show their potential to companies already active in the market, and also allows all the knowledge acquired over the years in college he can be trained in real companies, with real situations, that is, the young administrator who has just graduated, already leaves college with theoretical knowledge and a little empirical knowledge, which facilitates insertion in the competitive job market.

Therefore, it is of utmost importance that it is shown how young people can enter the job market in a satisfactory way, and also show the entrepreneur that in many cases what is missing is just an opportunity to show the potential of these young people who have just left the college, and are looking for a successful job in the tough market that we see today.

3 NATURE OF RESEARCH AND METHODOLOGICAL FRAMEWORK

3.1 Nature of the research

3.1.1 Justification

This work aims to verify how the insertion of young administrators who recently graduated and are looking for companies to apply what they have learned over the years that they spent in college and / or university happens. Well, it is known that many companies that provide services are managed by people who do not have an academic background in the administration area, but due to the crisis that is currently happening in Brazil, many companies are declaring bankruptcy or having difficulties to remain in the same pace of accession, many due to the lack of knowledge about administrative processes that could help a micro or small company to establish itself in an unstable situation.

Thus, what is intended is to analyze what the entrepreneur's vision is, who has no academic training, regarding recent graduates or young administrators, who leave colleges or universities with knowledge still “fresh” in mind, ready to put into practice all the teachings.

However, such professionals do not have the opportunity to be able to externalize this to the labor market, especially in companies that already have a certain consolidated base in the market and in companies that provide services, as their managers believe that there is no possibility for a young person to be able to run a business. years in the market.

Companies with many years in the market have had an increasing number of employee turnover and others are even returning to the initial stage of the company, the time when only the owner and at most two employees took care of the company, as they lack courage or even they do not even know how to proceed in the face of an economy of changing numbers.

3.1.2 Problem

How can young, recently graduated administrators successfully insert themselves into the market of Imperatriz - MA, in service companies?

3.1.3 Objectives

3.1.3.1 General

Young Administrators: an analysis of their insertion in the job market in service companies in Imperatriz - MA

Investigate how young graduates are inserted into the job market in service companies in Imperatriz - MA.

3.1.3.2 Specific

- Analyze the profile of service providers' managers;
- Analyze how the market inserts these young, recently graduated managers to exercise their functions;
- Identify if there is a management failure to allocate these young managers efficiently;
- Analyze whether with the insertion of these companies obtain process optimization, as well as the profitability of the organizations surveyed.

3.2 Methodological Framework

3.2.1 Participants: Population.

The research universe was the market in the downtown area of Imperatriz - MA, where companies from different branches that provide services to customers were interviewed and their opinions were obtained. About the universe Lakatos (2008) says that this is where the phenomena and all the alarming aspects of the problem take place. Four managers participated in this universe. Regarding the sample of participants, the accessibility criterion was used, which according to Gil (2008) is not very rigorous because it does not obtain a high precision index. However, for Vergara (2009), precision exists, as this criterion aims to obtain information through free access to participants, without interfering in the research result.

3.2.2 Approach / Type of research

The most suitable type of research for the phenomenon on screen was qualitative research and, together with quantitative research, which aimed to investigate and explore phenomena arising from the problem.

The purpose of qualitative research according to Bauer and Gaskell (2003), is to explore various thoughts and opinions, aiming at a broader discovery and foundations.

3.2.3 Instruments for data collection or generation

Interviews involving only managers were applied. In this sense, Lakatos and Marconi (1999) mention that both research methods and techniques must be adapted to the problem to be studied. Thus, the research made sought to adapt to the managers analyzing not only the personal points of view, but also as current situations that affect the country. Each characteristic of the research was coordinated so that the method applied was understood in a cohesive manner, taking into account the academic background of each manager.

3.2.4 Procedures

The interviews were conducted in the company's own environment. Initially, only the researcher's intention was clarified, as well as the research's theme and objective, and at the end of the interview, the researcher explained the interviewer's point of view in more depth, which did not influence the respondents' answers at all, as it was only in order to answer some questions from managers.

The interviews were conducted between October 15 and 30, 2015, a period sufficient to obtain the necessary information to encourage research. All interviews were heard and transcribed by the researcher himself, and each interview lasted an average of 5 minutes.

3.2.5 Data analysis strategy

The strategies used to analyze the data were content and discourse analysis. In the view of Lakatos and Marconi (2008), data analysis is based on the interrelation of existing phenomena with other variables that influence these phenomena in some way, that is, an activity that evaluates responses by relating them to other events.

About content analysis Moraes (1999) says that it is a research methodology used to describe and explain the content of documents and texts, conducting descriptions in a systematic, qualitative or quantitative way, helping a greater understanding of a common reading.

Young Administrators: an analysis of their insertion in the job market in service companies in Imperatriz - MA

Therefore, it is clear that the type of methodology used here, constitutes more than a mere technique of data analysis, as it brings together the theoretical and practical parts giving greater meaning in the field of investigations. For the identification of the research participants, an unknown was adopted so that their identities could be preserved, using the letter G followed by a numeral for the manager.

4 ANALYSIS AND DISCUSSION OF RESULTS

The research was carried out through an interview involving managers. The participating manager was identified as G, and the sequence of G1, G2, G3, among others, was used.

4.1 What the managers tell us

Regarding the results of the research applied to managers, the analysis was divided into 4 categories, aiming at further deepening the answers:

1. Profile of managers;
2. Insertion of young managers in the market;
3. Management failures;
4. Obtaining process optimization.

4.1.1 First Category - Profile of managers

The characteristics of the managers were represented in the first category in the structure of Chart 2 in order to adequately assimilate the information related to the profiles of each questioned manager.

Name	Genre	Age	Marital status	Profession	Occupation	Working time
G1	M	55	Married	Insurance broker	Director and Manager	34 years
G2	M	34	Married	Systems Analyst	IT Technician	5 years
G3	M	51	Married	Accounting technician	Director and Analyst	28 years

Young Administrators: an analysis of their insertion in the job market in service companies in Imperatriz - MA

G4	F	42	Married	Businesswoman	Director and Consultant	2 years
----	---	----	---------	---------------	-------------------------	---------

Table 2 - Characteristics of employees

Source: The author himself

4.1.2 Second Category - Insertion of young managers in the market

In relation to the second category, it was asked about the confidence that managers would have in hiring newly trained administrators to manage their businesses. In this sense, G1 responded by saying that: “For me to be honest with you, I would need to know the whole history of this administrator and he would need to understand my business, my industry, so that I can then give him this opportunity.” G1, after being questioned the reason for his response, also states that: “[...] because I work with confidence, my product is not a tangible product, it is a product where the market needs to have the necessary credibility for my product” . From the G1 point of view, it is clear that there is an understanding of the need to hire an administrator, however, it is prudent to hire only those who already know its history or report of work already developed, that is, making it difficult for young managers to enter the labor market. The explanation was cohesive and did not avoid the functional reality of the tool. The G2 was somewhat indecisive in replying that it would have the courage to hire a trained administrator, depending on performance, but he determined a condition for hiring, saying that: “[...] I would do a test in reality, I would do a test for a while and if it did well I would certainly hire ”.

To this end, this same question was applied to the G3 and was very emphatic in its response when it said: “Yes, without any problem, I usually say that we always make an experience contract and this contract is going to make him show me that has the capacity to take on the job ”. It should be noted that the G3's response, despite being very emphatic, however had an indirect agreement with the G2, which despite being indecisive in responding, said that before hiring he would do a test with the candidate, and the G3 presented another tool for assessing the administrator's ability to take over the business in question, which in this case would be an “experience contract”.

In this same category, the question was asked to the G4 who said: “Certainly! New ideas for the market. ” And after being questioned why she was so sure that she would trust to hire a young administrator, G4 was very explicit in replying: “[...] always a company that seeks growth, it needs an administrator”.

In this sense, it is known that although young managers can be seen as new

Young Administrators: an analysis of their insertion in the job market in service companies in Imperatriz - MA

opportunities for significant growth today within organizations, there are still managers who are somewhat hesitant to hire, as they believe that to assume a position of such trust in a service company of service, it is necessary not only theoretical knowledge but also empirical knowledge, which allows the young administrator to act effectively and satisfactorily.

4.1.3 Third Category - Management failures

With regard to the third category, it was questioned that flaws in the management of the companies surveyed, the young managers could correct. Thus G1 responded by saying “It would be good if it were more automated, if it were more systematic and that would make it less dependent on human action, which causes many more failures”, that is, the manager knows the need that his company has and therefore has the help of administrators trained in management, but even so, he still has not managed to solve this problem that afflicted him. About this G2 says that "The change ... actually the difficulty that the company presents is more a matter of government, because of tax" at that moment it was possible to realize that the manager for not having a training in the administration area and also for not having an administrator in the management of the company,

In view of these arguments, it is noted that G3 is fully aware of the necessary changes in his company when he declares “Look, we always have changes, changes in improvements” and the manager cites some as “[...] a good staff, a good team that is qualified, because we demand from the employee, because we are also required, and the employee always comes first, because we have to have a good partnership with him ”and when asked, even in the third category, if he had someone qualified to choose people in the job market who were already trained, so as to turn that failure into a boost to take your company to a different level, he replies without hesitation “Yes, for sure!”, and he also cited examples of partner companies that do this work indirectly, indicating professionals for the G3 company, and recognizes that if this change occurred it would be very good, but understands the dangers of working or not.

G4 explained a point of view basically related to the current situation in the country, because when asked if there would be any flaws in its management that could be resolved or solved by a trained administrator, he answered forcefully “Look at the moment, due to the crisis in which we are living, the only change to be made is the retention of expenses even due to the crisis we are going through ”when asked if all sectors of the company in question were in order and being well orchestrated by the current management

Young Administrators: an analysis of their insertion in the job market in service companies in Imperatriz - MA

G4 was reluctant to answer “No need not, even because of the size of my company that there are few employees ... and at the moment there is no need ”.

Within this scenario, it is analyzed that managers in the face of so many conflicting factors such as lack of manpower, lack of training of existing managers in the current management and financial crisis that affects the national economy, it is extremely necessary for a company to count on the help from a trained administrator, qualified to be able to deal with the problems that companies usually face in the best possible way and that although managers are successful entrepreneurs, it does not make the task of running a company easier or less easy, because there are factors and solutions that only an expert in the field, an administrator, can perceive.

4.1.4 Fourth Category - Obtaining process optimization.

Regarding the fourth category, it was asked about the existence of the need that the market in Imperatriz has, to hire managers to carry out good management of companies. Regarding this, G1 says that “Certainly, many gaps would cease to exist, many situations that later generate problems for the company, that would not need to exist because the eyes of the administrator see beyond the obvious” and when asked if a young administrator would be able to see beyond the obvious G1 was categorical when saying “[...] it is what is expected of a person who proposes to manage an organization of people, which is not easy, and even better adapt the company to the market in which it will operate ”. In the same direction, the G2 agrees when saying “Yes, I believe! And I think it won't be long before that happens [...]”.

However, in order to obtain better results and process optimization, it is necessary to hire an administrator, however this is not a requirement, as it is for the regional accounting council that require companies to hire an accountant to take care of the company's financial accounting. before the state. Therefore, in the same category in question, the managers were asked what they think of the attempt by the regional board of directors to require that companies have at least, on the management board, a trained and registered board member. In response G1 stated, “I don't know the class very well, but I think this presence in the market of Imperatriz and region is lacking, so that entrepreneurs may be aware of hiring managers, and so develop an excellent job ”and in contrast to G1's response, G2 was very emphatic when saying “ In this case, I don't agree, because there are many professionals, many entrepreneurs who don't have a degree in administration, but they manage very well your company can survive in the market ”. The speeches of G3 and G4

REGMPE, Brasil-BR, V.4, N°1, p. 1-15, Jan./Apr.2019 <http://www.regmpe.com.br> Page 11

Young Administrators: an analysis of their insertion in the job market in service companies in Imperatriz - MA

opposed the idea of G2 as well, as they believe that if there were an administrator to manage any company in the market possible, it would make the job market much healthier, as was said by G3 “[...] it is another partnership with us, because for example, the accounting office has an accountant and if there was also a company administrator to manage the accounting company, great! ” because there are many professionals, many entrepreneurs who do not have a degree in administration, but they manage their company very well, they manage to survive in the market ”. The speeches of G3 and G4 opposed the idea of G2 as well, as they believe that if there were an administrator to manage any company in the market possible, it would make the job market much healthier, as was said by G3 “[...] it is another partnership with us, because for example, the accounting office has an accountant and if there was also a company administrator to manage the accounting company, great! ” because there are many professionals, many entrepreneurs who do not have a degree in administration, but they manage their company very well, they manage to survive in the market ”. The speeches of G3 and G4 opposed the idea of G2 as well, as they believe that if there were an administrator to manage any company in the market possible, it would make the job market much healthier, as was said by G3 “[...] it is another partnership with us, because for example, the accounting office has an accountant and if there was also a company administrator to manage the accounting company, great! ”

However, although the G4 agrees with the idea, he cited some requirements that could be considered for this to take effect, that the board not only required the trained company administrator, but also to take into account the size of the company, as G4 believes that “[...] you have to see the level of the company, because a small company will not be able to financially hire an administrator, which will cost on the payroll for small companies, but for medium and large companies with sure there must be ”.

Therefore, from what was acquired by the field research, it is that there are several factors that can lead an organization that provides services to hire a trained administrator, those that are composed of momentary savings, work history, intellectual capacity to solve problems between others quite relevant to a company.

5FINAL CONSIDERATIONS AND RECOMMENDATIONS

In this article it was approached about the insertion of young administrators in

Young Administrators: an analysis of their insertion in the job market in service companies in Imperatriz - MA

the job market of Imperatriz - MA and that it was to find the research problem.

As regards specifically the problem stated in the introduction, how to insert young administrators into the job market, of service providers in the city of Imperatriz - MA, and which was the starting point of the research, even considering its level of complexity, it can be said that it received adequate methodological treatment.

The work also achieved the specific objectives, which were: (i) to identify the profile of managers; (ii) to identify with managers the need for insertion of young administrators; (iii) to identify with managers the existence of management flaws that could be treated with more quality by management professionals; (iv) identify possible changes with managers to improve the company's smooth operation.

As for the general objective, to verify how young people recently graduated in administration can be inserted in the job market of Imperatriz - MA, it can be said that it was achieved.

The research contributed significantly to the identification of methods that can be used so that a young administrator can enter the job market in Imperatriz more easily. It was also found that there is a favorable relationship between entrepreneurs who already have stable companies today and the possibility of hiring young administrators who have just graduated from college. It was also noted that companies want to implement improvements, but many of the managers still do not know how to apply these improvements, and confess that if they had the help of someone with higher education in the administrative area, they would be able to apply this in a more satisfactory way.

In this way, the A researcher's work only has some value if some of its conclusions are considered, and it may even be an informative debate held in a specific place for this, with the presence of entrepreneurs and entrepreneurs who are new to the Imperatriz market, or even the implementation of idea of hiring new administrators, through youth inclusion programs in the labor market. This researcher chose to suggest some changes in the style of companies in general, which can be applied by all companies as well as by the companies interviewed, being the proposals:

- ✓ Visit colleges, fairs and lectures so that entrepreneurs can see the performance of young administrators;
- ✓ Use partner companies of educational institutions, for the insertion of these young people;

Young Administrators: an analysis of their insertion in the job market in service companies in Imperatriz - MA

- ✓ Promote or support social projects that carry out work that aims to train young administrators, so that they can already practice some of what they learn in universities;

Per Finally, this research did not intend to end the discussion on the topic studied, on the contrary, the researcher's idea is precisely to provoke new debates in the same direction, and even because of the fact that the country is currently in, it is believed more once the overall goal has been achieved.

REFERENCES

BAUER, Martin W. and GASKELL, George (ed.). Qualitative research with text, image and sound. Translation by Pedrinho A. Guareschi. 2nd ed. Petrópolis-RJ: Vozes, 2003.

GIL, Antônio Carlos. Methods and techniques of social research. 6th ed. São Paulo: Atlas, 2008.

LAKATOS, Eva Maria; Marina de Andrade Marconi. Fundamentals of scientific methodology. 6th ed. São Paulo: Atlas, 2008.

MORAES, Roque. Content analysis. Education Magazine. Porto Alegre, p. 32, 1999.

CHIANENATO, I. Introduction to General Theory of Administration. 7th Ed. Fully revised and updated. Editora Campus, 2004.

Thomas H. Davenport, **Process Reengineering: How to Innovate in the Company Through gives Technology gives Information**, Rio de Janeiro, Campus, 1994, p. 234.

Michael Hammer and James Champy, **Reengineering**, *op. cit.*, P. 51-65.

Alan D. Meyer, James B. Góes & Geoffrey R. Brooks, Organizations in Disequilibrium: Environmental Jolts and Industry Revolutions. George Huber & William H. Glick (eds.), **Organizational change and Redesign**, New York, Oxford University Press, 1992, p. 66-111.