
**CHALLENGES TO ATTRACT AND RETAIN PROFESSIONALS FROM GENERATION Y:
A Case Study from a Supermarket from Cascavel**

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ABSTRACT

This assignment have as objective the behavior of professional youngsters from generation Y in a supermarket in the town of Cascavel-Paraná-Brazil and which are the challenges in the business to attract and retain them on the employees board. Generation Y is composed by those born amongst the decades of 1980's and the 1990's, who are boarding or are already on full activity on the labor market. These youngsters are considered to be the first born after the internet, which influenced positively or negatively in the way they relate to companies, as supermarkets, which face high levels of turnover on their employees. This case study was performed in a exploitive form, which data have been collected by means of questionnaire with 124 employees, containing opened and closed questions, documental through records of the company and interview with two company managers. After data analysis, was concluded that generation Y came to contribute largely upon the development of human resources inside the organizations, such as supermarkets, which holds on human capital a fundamental part of it's business. To reflect upon this relations and to adapt is essential to seize in a consistent way the talents of a generation that lives the present and, therefore, believes more on oportunities than on perspectives.

Keywords: *Generation Y; Labor Market; Supermarkets; Professional Youngsters*

1. INTRODUCTION

During the entire history of mankind is common to observe a great transformation in physical and behavioral context that shaped society, this is a natural reflex from the expansion of knowledge, of the possibilities and necessities created and developed with the surging of new technologies. The labor market, because of it's fundamental part on the social and economic development of society, here represented by organizations, seeks to adapt itself continuously to these changes, as a form of attracting and retaining the different types of generations of professionals.

The modern professional generations are characterized into five large groups: the Traditional which were born among 1933 and 1945, the Baby Boomers born among 1946 and 1960, the Genaration X which are the ones born among 1960 and 1979, the Generation Y which are those born among 1979 and 1994 and the Generation Z which are those born after 1994 (SILVA; STRUKEL, 2013). Some authors diverge on some years to determine when to begin or end the generations. However, agree that these delimitations of time are based upon the idea that individuals that are born on a certain period tend to, even not being unanimous, to share thoughts and similar behavior, which are justified by social, cultural and economic conditions in which they are obligated to live in.

The generation Y represents a large amount of available labor force, for it is on it's peak of economic potential, however it is considered one of the greatest challenges to the management of people inside the organizations, for their ideals tend to widely conflict with what the labor market is used to deal with previous generations. This is

due to the fact that, while the traditional generation respects authority and hierarchy and believe on labor as the base of society, and the generation Baby Boomers is disciplined and respects authority, and the generation X values too much financial reward, generation Y, however, as affirmed by Oliveira (2009 apud SILVA; STRUCKEL, 2013) is linked mainly to the constant search of balance between professional and personal life. To these professionals doing what is liked, act with more freedom, having acknowledgement and professional growth opportunities has come to be as important, if not more to some, as the payment reward.

To live with this mix of generations and their so different behaviors, is not an easy task to be administered in the labor market. Lipkin and Perrymore (2010) quote that as long as previous generations obtained career success by means of lots of work and years of dedication, including sacrifice of personal life for it, the members of generation Y only consider that success on the career involves the well-fare on social life as well. Therefore, is not unusual, in the work environment, the generation Y to define others from previous generations as slow, meanwhile their antecessors define them as lazy and people without focus (OLIVEIRA; PICCININI; BITENCOURT, 2012).

According to Calliari and Motta (2012), individuals belonging to generation Y are agiles, immediatists, accustomed to perform several tasks at once, besides being extremely superficial and self confident. They don't believe in empty speeches and are not seduced by future promises. Therefore the companies that do not take effort to adapt to these changes and offer slow responses or have too much bureaucratic internal processes may face difficulties on attracting and maintaining these professionals on their board.

Adaptation is fundamental when understanding that is inside organizations that happens most part of people's life, for it is through this relation they seek resources to attend their needs and demand their personal and professional success. Chiavenato (2008) reinforce this when affirming that separating the job from personal existence is practically impossible due to the great importance that the work causes on the human being.

Still on the middle of these relations, many organizations, specially supermarkets, object of this study, had to expand each time more the hours and treatment days over the last years, to attend a consumption need from society and the constant segment competition, generating thousands of job positions. However, what is seen as a job opportunity to generation X, not always is attractive to generation Y (ABRAS, 2013).

Still according to ABRAS (2013), many youngsters seek their first job and maybe that is the reason why, one of their adaptation difficulties in the current jobs refers to maintaining a fixed schedule, making difficult the effective replacement of different vacant jobs on several professional areas from the segment, such as cashiers, replenishers, packers, attendants, among others.

According to the demographic data from the Brazilian Census from 2010, nowadays there are over 104 thousand youngsters who belong to generation Y in the county of Cascavel, which corresponds approximately to 36% of the actual City population.

Facing this relation between young professionals overly self-confident and the labor market inside the supermarkets, this course conclusion assignment had as main goal to analyze the challenges to attract and retain the professionals from generation Y in a supermarket from the town of Cascavel. In this case study were approached the social-demographic profiles, the difficulties, dissatisfactions and boarding from generation Y inside the organization, besides presenting some strategies used by the supermarket on the each time more important attempt to attract and retain these professionals.

2. THEORETICAL REFERENCE

Correia (2012) describes that over the last six decades occurred so many structural changes in society, that seems that several centuries were grouped into one. As a consequence of it, different generations appear in shorter spaces of time, but this temporal proximity not always means less conflicting relations.

2.1 *The Generations*

The labor market is in direct relation with youth, which is an important factor when you wish to comprehend the social relationships in determined periods of time. In many western cultures the entrance into the labor market indicates the beginning of adult life (GALLAND, 2007 apud OLIVEIRA; PICCININI; BITENCOURT, 2012).

These variations originated the generation theory, for according to Smola and Sutton (2002 apud CAVAZOTTE; LEMOS; VIANA, 2012) people that are born inside a determined period share the same experience of social life and this may affect the way they behave, based on their values, beliefs and personal and professional perspectives, and in certain situations, in the way they relate to organizations.

Tomiazaki (2010 *apud* OLIVEIRA; PICCININI; BITENCOURT, 2012) complements that for this generational situation to make sense, it's integrants must live and share experiences with similar meanings, however is not determinant that all cultural characteristics are always identical.

Oliveira (2008 *apud* SILVA, 2010) affirms that the period of 20 years is what separates a generation from another, justifying that, on average, is around 20 years old youngsters begin to interfere inside society according their personal choices and when initiating a professional activity.

The author mentioned above indicates that on actual days five generations co-exist together: The traditional, or veterans, the baby boomers, generation X, generation Y, and generation Z.

The ones born among 1920 and 1940, denominated as traditional, veterans or *belle époque*, were born and raised facing a great economic crisis unleashed by world war one. Oliveira (2008 *apud* SILVA, 2010) describes that in this time people felt obligated to live their local birth places to try to get jobs or simply flee from the effects caused by war.

Silva (2010) complements that these laborers profiles may be defined as stable, respectable to rules and organization hierarchy, and consider work as base to provide their family support.

According Oliveira (2009 *apud* COSTA, 2011), the baby boomers were born after the world war II, between 1946 and 1964. The name of this generation is due the birth increase spread all over the world and the expectation that people would grow in a world considered better because of the reconstruction being made by their fathers.

Many of these youngsters were influenced by the previous generation and believe that work is a fundamental factor for personal growth, as well maintain respect for authority, to discipline and loyalty to their professional career (SILVA, 2010).

Nielsen (2009 *apud* SILVA, 2010) complements that this generation is healthier and more intellectually instructed than the veterans generation, therefore their members live with better quality and tend to finish their professional activities later, on account of feeling productive for much longer.

The generation X, comprehends those born between 1960 and 1980, time when the globalization process began and television became one of the most powerful instruments of communication. It was in that period that society observed changes in the family structure, for with both parents working out and split marriages, television became part of the educational process of youngsters, interfering and transforming family routine (OLIVEIRA, 2009 *apud* SILVA, 2010).

The young of this generation may present revolutionary, musical, family characteristics, and be very focused on work. The authors Cavazotte, Lemos and Viana (2012) affirmed that they can be considered as more motivated by individual opportunities, for are more selfish, less faithful to organization where they work, due to always be seeking better financial rewards, value less formal hierarchy and are more concerned about the balance of professional and personal life.

Generation Y is on full activity in the labor market and is also object of study to this course conclusion assignment. They are those born between 1980 and 1999, the baby boomers sons and from the first members of generation X. Silva (2010) adds that the youngest are living adolescence and the elders are reaching mid thirties.

The youngsters from generation Y are described as much different from those from other generations, being the most present characteristic the capacity of doing several things at once, made viable for being born into a world full of technological resources at their disposal. Besides, are very well informed, superficial and immediatist, for they long for instant realization and immediate satisfaction (CALLIARI; MOTA, 2012).

These youngsters are motivated by their personal interests, therefore they don't have much interest on keeping themselves for too long on the same company much less to feel useless. At the smallest trace of perception that they are not being challenged with interesting projects, they seek other options that may satisfy them (OLIVEIRA, 2011).

To Armour (2009, *apud* SILVA, 2010), these young are available to the labor market and recognize the importance of that for their lives, but have the conviction that work will never occupy first place in their lives. They will always seek complete balance between personal and professional life.

Generation Z is the most recent of generations and comprehends those born in the late 90's. They have always been involved with the possibilities they may conquer through the internet and all the available technology (D'ELIA, AMORIM, SITA, 2013).

Bingham and Conner (2010) affirm they are more intimate with technologies, have yet faster return expectations and need to maintain even more connected than youngsters from generation Y.

D'Elia, Amorim and Sita (2013), complement that this generation have as characteristic difficulty to work in groups, are extremely critical to the world surrounding them, are very precocious on development and are full of dynamism.

2.2 *Generation Y on Labor Market*

To learn with changes provided by impacts caused by generations is extremely important to any organization and to the human resources department (BITENCOURT, 2010).

This change in characteristics from the labor market has become one of the biggest challenges for many companies that still have on their professional board teams considered multi-generational (SILVA, 2010).

To Kaye and Evans (2004 *apud* SILVA, 2010), is the first time in history that several distinct generations are obligated to interact inside work environment. This mixture, seeing that every individual have characteristics according to their period, it tends to be at the most optimistic hypothesis, cheering and valuing, however on it's worse, extremely stressful.

Costa (2011) reinforces that the correct management of the profile from young professional from generation Y may contribute in significant levels to reach business prosperity goals. But as loyalty to organizations is not something that is part of these professional's universe, the understanding of their profiles is needed to develop a people management that avoid loss of talents to the competition.

The increase on labor force from generation Y may conflict with other generations and this diversity, as previously exposed, may bring advantages and disadvantages to organizations. The authors Cornett, Adair Jr. and Nofsinger (2013) affirm that mixed teams may take longer to achieve the desired performance and these failures may generate communication difficulties, moral problems and high levels of turnovers.

This diversity of behaviors reaffirms that human talent management is each time more important in the process of successful companies. Chiavenato (2008) defends an appreciation of the individual qualities and reinforced the qualities of each person as a competitive differential, which facilitates the retaining talent process.

When the generation Y have their qualities better treated, Oliveira (2009 *apud* COSTA, 2011) affirms that motivation are based on self-knowledge promotion. Not having this opportunity inside the organization, quickly the interests are diverged to other challenges. Therefore, many companies realize that turnovers have presented continuous growth and that job exchanges are not a mere consequence of financial benefits, but also from the absence of challenges that are coherent to these professional's expectations.

Besides, Pacek (2012) quotes that is important the reconsideration of costs generated by turnovers and the benefits from talent retaining, for this is the way that will lead the organization to a set of practices also destined to attract and retain new motivated and productive teams.

The author mentioned above affirms that as Generation Y reinforce their part on labor market, companies must apply a personal model of relating to their employees, based on single desires and needs, and that is what will make them different from the most.

To Tulgan (2009 *apud* COSTA, 2011), generation Y is considered the one presenting the hardest difficulty to recruit, retain, motivate and manage, however, may represent a high professional performance to organizations capable of managing all their qualities.

The author mentioned above developed a research that served as base to affirm that the meaning of work to generation Y may be altered at any moment, and that depends directly of what happens in their lives.

Oliveira (2011) affirms that the youngsters from generation Y exhibit a extremely different life standard than their reality when they are launched on labor market, meaning, for desiring a social status standard, the same may present disregard by professional activities considered to be of inferior level to a organization.

2.3 *Organizational Behavior and Generation Y*

To understand about the organization's behavior, Cornett, Adair Jr. and Nofsinger (2013, p. 4), affirm that organizational behavior comprehends "what people think, feel and do when relating to organizations". As examining this behavior it seeks to understand all the perceptions involving internal and external relationships from the individual to the organization and how that interferes on its decisions.

To Schreiber (2012) organizational behavior have by meaning to diminish any job withdraw, developing the aspects of citizenship inside the company and productivity, since these studies are turned directly to what is job related.

The fundamentals of organizational behavior "include motivation, behavior and leadership power, personal communication, structure and group processes, learning, attitude development and perception, change processes, conflicts, work planning and stress at work" (SCHEREIBER, 2012, p. 103).

The main factors to be analyzed inside the organizational behavior involve motivation and leadership. To Khauaja and Juliboni (2011, 2012 *apud* SCHEREIBER, 2012). Professional from generation Y are considered to be restless, unsubordinated, non-formal and disloyal to organizations, for they don't fear changes. However, they see themselves as idealists, consumers, communicative, responsible, innovators and hard workers. Think collectively when seeking the resolution of tasks, are multi-disciplined and optimistic.

Comachione (2010, *apud* SCHEREIBER, 2012) complements they are questioners and are concerned much more with balance between personal and professional life, which re-invented their way of work and forced a consequent change inside organizations.

To Esteves, Galdini and Magliocca (2011) this change is due to the fact of the adaption from generation Y is shorter than the others, since the economic context went through a lot of changes in a shorter period of time, and influenced the behavior of individuals.

According to Smith (2009 *apud* COSTA, 2011) professional from generation Y have interest of working in a organization that manage to influence a part of balance among employees, community and environment. He highlights that it was observing how much their fathers dedicated themselves to companies and were absent in families, that they valued intensely activities that provides a integrated form of personal and professional life quality.

Therefore is evident that "as long Generation X rejects rules, Generation Y seeks to re-right them. As generation X looks auspiciously to corporations, Generation Y looks at them with irrelevance. The postures are different, but perhaps they are stages to a same track that has being walked" (CORREIA, 2012, p. 35) and may do all the difference to companies.

2.4 *The supermarkets*

The supermarkets appeared in the 1930's in the United States, after the great crisis of 1929, because it has as base an operation the self-service, meaning, clients choose what to buy without the direct participation of a salesman, allowing commercialization of products with lower prices than the traditional current models (RATTO, 2004). In Brazil, the first supermarkets appeared in the decade of 1950.

This segment is inserted in the commercial and retail segment and is one of the most developed over the last few years. Currently these organizations sell a great variety of products, that goes from food to clothes, and represent and important labor market (RATTO, LANDI, 2008).

According to Grewal and Levy (2012), an average supermarket have the opportunity to offer from 20 to 30 thousand different products, which is fundamental to attend the needs of its consumers. According to data from the Brazilian Association of Supermarkets (ABRAS), in 2013 the segment made over 272 billions, a growth considered to be 5.5% higher than 2012.

According to ABRAS (2013) to keep organized structures to attend such a large consumption is needed a large number of employees that, many times, work in time schedules, including activities on Mondays and holidays. Because of it, in the year of 2013 there were 988,5 thousand employees in activity inside the supermarkets across Brazil, being so professionals with ages up to 35 years old, who fits generation Y, represent 77% of this total.

2.5 *Difficulties from Human Resources inside Supermarkets*

One of the main difficulties for the human resources area inside the supermarkets, according to a research ordered by SuperHyper Magazine (2013) and commented by ABRAS, is the high turnover levels of employees that is usually based on the admittance and discharge of employees with little time in the company.

According to this research from the magazine quoted above, in some sectors of supermarkets, turnover rate reaches above the 60% and is generally associated to the most operational functions, which consequently offer the lowest salaries. However it is not possible to justify that salary situation is the main motive of high turnovers.

The president of the association considers that most employees are young, generally in their first job, and are in search of new experiences which contributes directly to it, besides the demand for work on Mondays and holidays, is a condition that scares away the ones interested or leads to quittance of those newly hired (ABRAS, 2013).

According to ABRAS (2013), all these actions not always result the expected effect, making human resources face another challenges that includes absenteeism and work environment conditions. The best suggestion defended by some executives of the area is the capacity of leaderships and growth perspective for professionals, which for many is a fundamental condition to keep interested in the organization.

3. METHODOLOGICAL PROCEEDURES

The assignment was developed in a company in the field of supermarkets in the town of Cascavel, which contains 6 branches. Is active for 40 years in the retail market and counts on 1447 active employees.

The method utilized was an exploratory and documental research classified as case study.

The exploratory research, according to Gil (2007 *apud* GERHARDT, 2009) sees to offer larger proximity with the problem, in attempt to make it more evident and support hypothesis construction.

Fonseca (2009) affirms that the characteristic of documental research is the data collecting source, that is restricted to documents, written or not, and that can be performed during the occurrence of an event or after.

The research in form of case study “is dedicated to intensive studies from the past, present and environmental interactions (social-economic, political, cultural) from a unity: individual, group, institution or community selected by it’s specificity” (GRESSLER, 2003, p. 55).

Complementing, Prodanov and Freitas (2013) affirm that the case study is a type of research that can be qualitative and/or quantitative, and is understood as an investigative typology and must be performed in a deeper form. It’s realization must follow basic requisites, among which stands out severity, objectifying, originality and coherence.

The population from the research is of 824 active employees belonging to generation Y, that are among 20 to 35 years old. Data collecting was performed through multiple choice questionnaire, applied to 300 employees corresponding to 36% of the population. Was obtained in return only 124 questionnaires corresponding to 15% of the research population. Also were made interviews with two managers from the human resource department. Some company documents were also utilized to verify admittance and discharge data registered in the first semester of 2014.

In the questions formulated in the instruments saw to provide better visibility of the problematic and attend the specific goals of work as social demographic profile, work environment, professional perspectives and perceptions, satisfaction rates and organizational strategies, which allowed a quantitative and qualitative analysis from the raised data.

4. PRESENTATION AND DATA ANALYSIS

There were performed questions referring social-demographic profile, work environment, what would motivate a job exchange, perspectives of professional growth, to highlight how generation Y evaluates their relationship towards the organization. The information on the following items describe the collected information through the questionnaire destined only to the employees from generation Y.

4.1 *Social-Demographic Profile*

From the 124 interviewed with the questionnaire, the female gender represented 78% and male 22%. Is valid to notice that there was no directing towards neither pre-determined gender on delivery of the questionnaires, however the female participation on the company corresponds to 59% of the active board, meaning, most of the employees.

As to age group, the selected researched are between 20 and 35 years old, wherein those between 20 to 22 correspond to 39%, from 23 to 25 years old to 19%, from 26 to 28 to 13%, from 29 to 31 to 12% and from 32 to 35 to 17%.

Calliari and Mota (2012) affirm that youngsters from generation Y will become soon the great force of work in Brazil, for it is estimated that they already correspond to 30% of active population.

On the matter referring to civil status, 60% from the interviewed declare to be single, 21% married, 15% in stabile union and 3% divorced or apart.

Regarding scholarship most have second degree/high school level complete, with 70% of the interviewed, while 13% have superior education incomplete, 10% concluded superior education, 3% are post-graduates or have some sort of specialization and other 3% have concluded merely fundamental education.

It was sought to employees that they would inform their salary rank. On this matter 21% informed to have wages to R\$ 1.000,00, 56% informed to have wages of R\$ 1.001,00 to R\$ 1.500,00, 14% informed having salary of R\$ 1.501,00 to R\$ 2.000,00, and 9% informed having wages above R\$ 2.000,00. It is valid to jut that was not any sort of directing of research for this salary profile informed by most. This percentage is justified on account that the great majority of the interviewed acts in the operational base of the supermarket and receive very close wage values.

From the 124 employees whose responded the questionnaire, 77% operates in jobs or positions of operative nature, 21% operates in jobs or positions of administrative nature and 2% operates in positions or jobs of management nature.

The informed positions were: cashier operator with 31%, replenisher with 2%, human resources with 8%, cashier guiders with 5%, sellers with 4%, sub-manager/sector supervisor with 4%, sector manager with 4%, butcher with 3%, price lecturer with 3%, biller with 3%, receptionist with 3%, prevention agent with 2%, stocking with 2%, financial assistant with 2%, sales clerk with 2%, exchange controller with 2%, credit holder with 2%, packer with 2%, sector manager with 2%, baker with 2%, validity auditor with 1%, cook with 1%, electrician with 1%, price researcher with 1% and programmer with 1%.

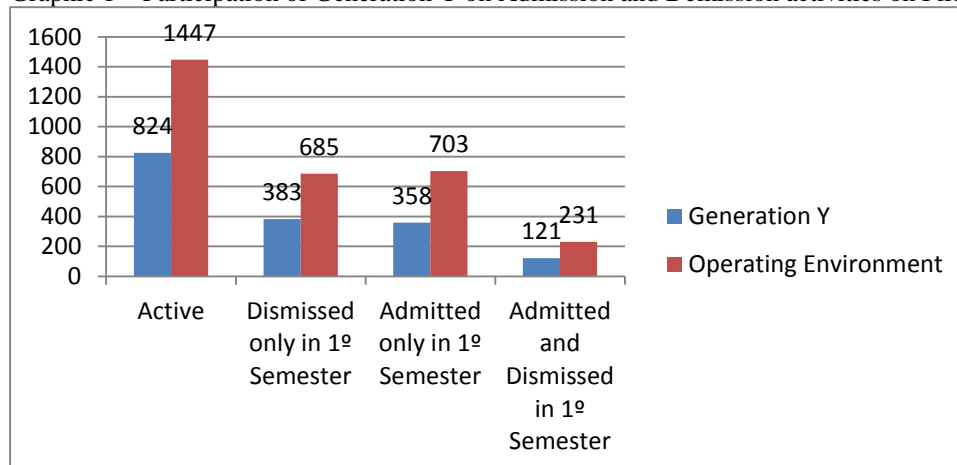
4.2 Admission and Demission on First Semester of 2014

On this topic are presented the collected data regarding the relation between admission and demission, as well the average time due between this both situations. To reach the results presented were researched, in company documents at study, the total number of active employees, the admitted on first semester, the dismissed on first semester, and the average time worked for those admitted and dismissed during the period.

Considering all the employees from the researched units, was observed that 1447 are active, 685 were dismissed, 703 were admitted and 231 were admitted and fired inside the period of the 6 first months of 2014.

Graphic 1 allows a better visual of how much of the professional participation represented from generation Y.

Graphic 1 – Participation of Generation Y on Admission and Demission activities on First Semester



Source: Research Data (2014)

With the reading of this data, was observed that the employees belonging to generation Y correspond to 57% of the active employees, 56% of the dismissed employees, 51% of the admitted and 52% of the admitted and dismissed in the first semester of 2014.

During the researched period, the turnover activity inside the supermarket registered the rate of 48% on the general employees board and 45% for employees belonging to generation Y.

To attend to one of the objectives from the research, during identification of the 121 professional, belonging to generation Y, who were hired and dismissed inside the first semester of 2014, was noticed that the average worked time, due between admission and demission, was of 1.9 months, meaning 58,2 days, which represented a variation between a minimum of 4 days and maximum of 147 days worked.

It is valid to highlight that the registered number is not an exclusive characteristic of the researched supermarket, but so, from a field of activity, for the turnover activity of some operational sectors reaches up to 60% (ABRAS, 2013).

4.3 Perception, Satisfaction and Motivation of Generation Y inside the Supermarket

During the research it was sought to capture the perceptions that professionals from generation Y have about themselves and about the company they work in. For that, it was questioned their opinions regarding satisfaction referring to wages, environment, colleague, superior relationships among others, professional motivation and intentions of job exchange.

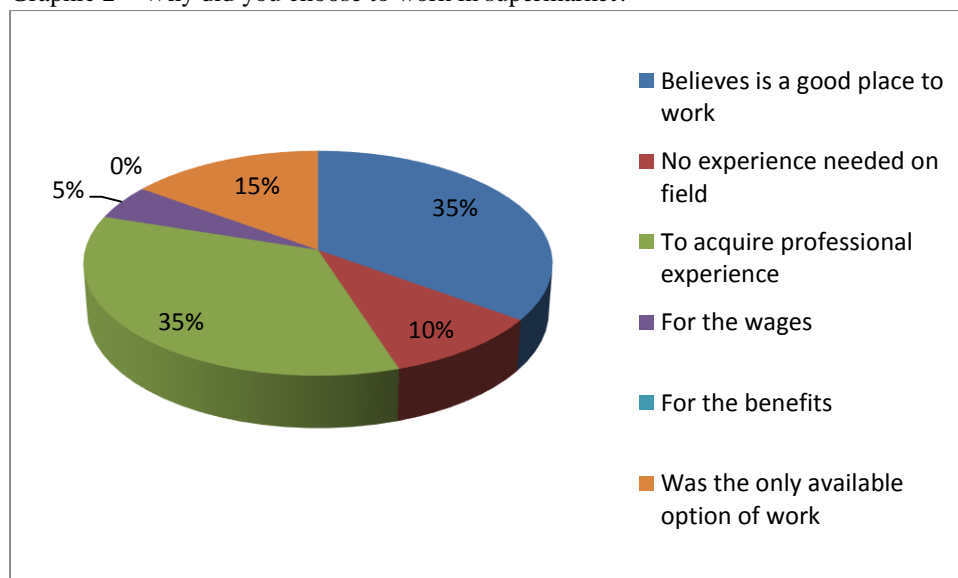
According to Comett, Adair and Nofsinger (2013) perception is the creation process of a meaning for the information individual receives from their daily lives. The process of perception is a process far from being perfect, however its categorization and interpretation inside self knowledge aids in the process of taking decisions.

When questioned if the supermarket is a good place to work 2% disagree completely, 1% disagree, 22% do not concur nor disagree, 60% agree and 16% totally concur.

On identifying the time worked in the company, 14% is there less than 3 months, 19% have from 4 to 6 months, 10% from 7 months to 1 year, 23% from 1 year to 2 years, 35% are over 2 years. This data are correlated to the affirmation of Costa (2011), where fidelity to organizations does not take part in the universe of these professional.

When questioned about the choice of working in the supermarket, most of the researched believe that is a good place to work, as graphic 2 presents.

Graphic 2 – Why did you choose to work in supermarket?



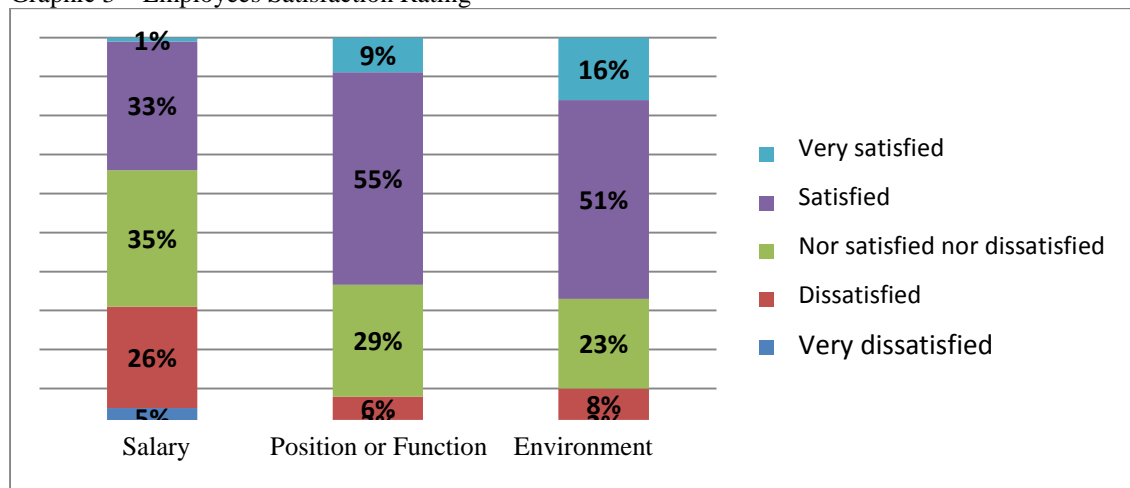
Source: Research Data (2014)

Related to graphic 2 and related to professional perspectives, when questioned about the possibility of having a professional career inside the supermarket, 30% from the interviewed believe to be very possible, 58% believe it is probable, 6% declare uncertain, 2% believe to be unlikely and 4% believe to be improbable.

When questioned if working in the supermarket allows them to fulfill their personal needs, 7% disagree completely, 11% don't agree, 35% don't agree nor disagree, 44% concur and 3% totally concur.

In response to the satisfaction rating, were considered the factors, salary, function or position and work environment inside the supermarket. The interviewed were mostly satisfied, except regarding to salary, as in graphic 3.

Graphic 3 – Employees Satisfaction Rating

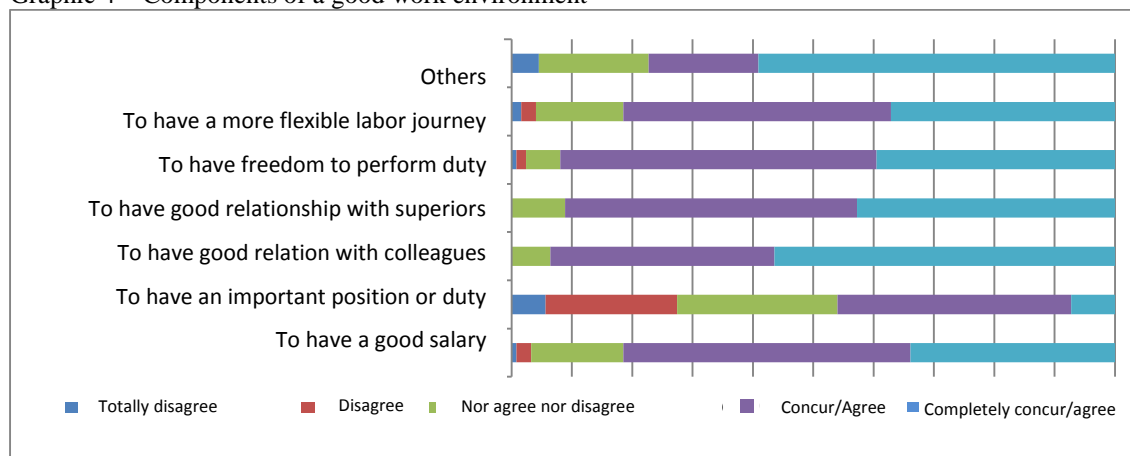


Source: Research Data (2014)

It is important to highlight that satisfaction and no satisfaction at work correspond to a pack of sentiments and emotions by which employees perceive their work. An individual may become satisfied or not as he acquires information about what is related to his work, still the altering from a point to another may change drastically, as change the employees' needs (NEWSTROM, 2008).

Still regarding what compose a good work environment, the collaborators signed the alternatives they agree to be important to compose an environment considered good to work at, as shows the following graphic.

Graphic 4 – Components of a good work environment



Source: Research Data (2014)

On analyzing graphic 4, it is noticeable that most employees signals that the relationship to colleagues, superiors and having the freedom to perform their duties as the three most important components in a good work environment. In the alternative *others*, most agree that is also needed to have more benefits, such as, health care plan. Matewmann (2012) reinforces it when affirming that members from generation Y like to relate with their

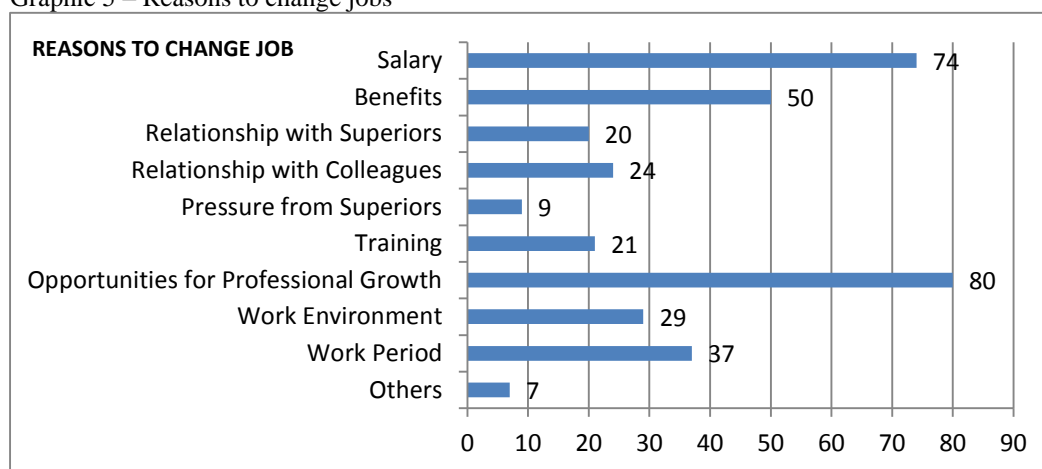
equals, seek for challenges and integrity inside the companies where they notice an effective action to improve life of those inside and outside their work environment.

Another point jut, was the perception that employees have regarding the contribution of their work to the companies development. In this questioning, 59% affirmed they work contributes greatly, 38% affirms it contributes, 2% declare neutral and 1% believes they don't contribute. The other alternative of this question was to not contribute with anything, however none signed it.

The research approached the reason that would take employees to change their jobs. To understand better this approach, is valid to mention that a joint of motives is what leads to motivation, that comprehends the process that induces it, incentive, stimulates or provoke some sort of action on human behavior and is related to the satisfaction level of the employee (OSWALDO, 2013).

The answers obtained in this questioning are presented on the following graphic.

Graphic 5 – Reasons to change jobs

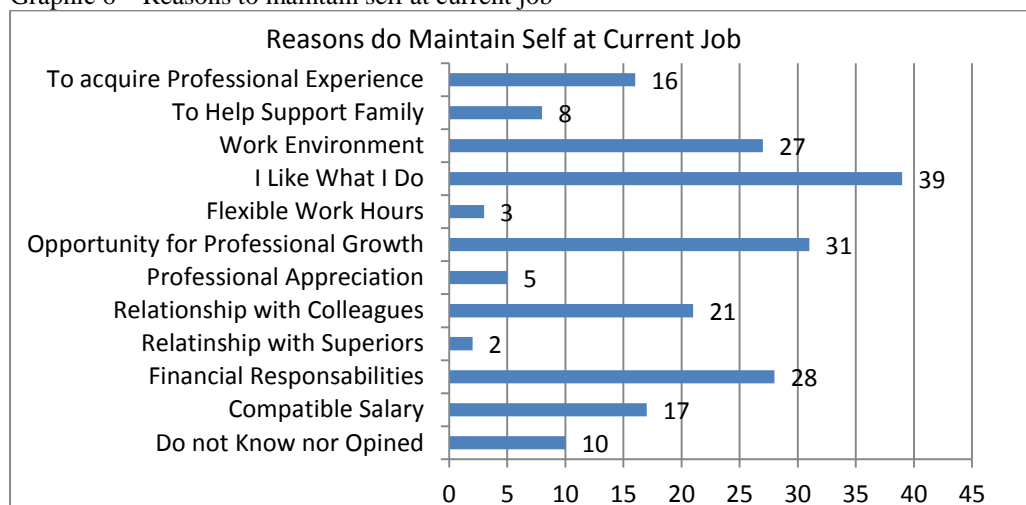


Source: Research Data (2014)

In analysis to graphic 5 is valid to mention that this question allowed to choose more than one alternative, which resulted in an average of 2.8 alternatives selected by each researched. Facing this, there were highlighted as the biggest reasons to change of job, with 80 signalizations, the professional growth opportunity, with 74 signalizations, salary and, with 50 signalizations, benefits.

In attempt to identify which reasons make employees to remain at their current work, was presented an opened question, where analyzing it was juted the main subjects, as the following graphic presents.

Graphic 6 – Reasons to maintain self at current job

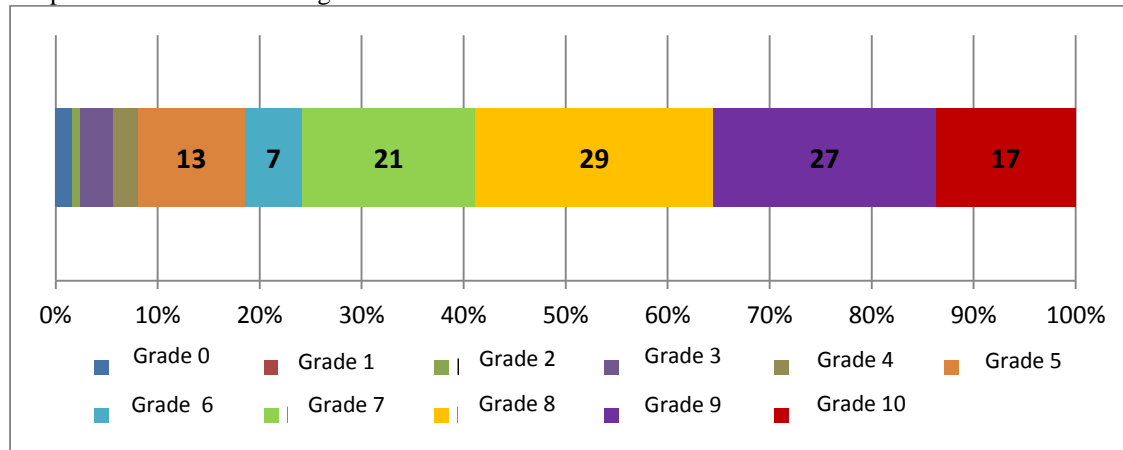


Source: Research Data (2014)

In analysis of graphic 6, the researched affirmed that to remain on their jobs, is fundamental to like what you do, perceive the opportunities of professional growth, fulfill their financial commitments for self sustain and work environment, among others.

In this research was also questioned which grade, from 0 to 10, that better defines satisfaction from the employees regarding the company they work for. As expected, facing all the previous results, they demonstrated to be satisfied, attributing a 7.5 grade, wherein from the 124 interviewed, 75% attributed grades from 7 to 10, as shows the following graphic.

Graphic 7 – Grades indicating satisfaction



Source: Research Data (2014)

Still to complement this research, it was also questioned for how long the employee intends to remain at the supermarket. In this situation, 10% affirmed that until they find another job, 2% affirmed they don't intend to keep on working at the company, 4% manifested they intend to work for another year, 10% signed they intend to work from 1 to 2 years, and 74% of the interviewed affirmed they intend to work for over 2 years.

In this research analysis, was evident a perception of satisfaction from the employees with the company, so how to justify the high rates of turnovers? Including in this research was identified that, before working in the supermarket, 20% of the interviewed worked in 1 company, 17% in 2 companies, 19% in 3 companies, 14% in 4 companies and 7% affirmed they worked in 5 companies or more.

Matewmann (2012) believes the answer to the question made in the previous paragraph may be related to the fact youngsters from generation Y don't want a lifetime job, nor pretend to be willing to do so, for change is something that is part of their behavior and daily lives. As consequence, it interferes directly in the maintenance of the organizations professional boards.

4.4 Supermarkets' strategies to Attract and Retain Professionals from Generation Y

Due the challenges from the entrance of these young professionals at the labor market, the supermarkets seek to launch strategies to attract and retain the talents, as alternative on maintaining the attendance to their clients and also restrain the costs on admissions and demission.

To identify these strategies, were interviewed the human resources manager and the human resources coordinator, both from the utilized supermarket network as object of study from this assignment. In this interview were approached the perceptions of the managers and how the human resources department is acting on practice to attain the organizational goals before their functional board.

When questioned about the changes happened with the entrance of generation Y in the labor market, the increase of turnovers and how companies are dealing with it, the human resources manager highlighted the role of leaders as a fundamental tool in the adaptation of organizations to correspond the expectations of youngsters. The human resources coordinator complemented that is important also to keep in mind that this behavior from youngsters is connected to the available offers from the labor market, as a consequence of a more stable economy. According to the coordinator, this forces not only the leaderships to renew, but also the whole structure, including physical, involved in the organizations, for as it is quoted by Calliari and Mota (2012) the recent opening of economy made possible to a rapidly and intense increase of wealth acquisitions, services and information.

When questioned about turnover being a cultural characteristic from generation Y or from the supermarket business, the human resources coordinator quotes that it is not exclusively from supermarkets, but a consequence from the changes that generations cause on the labor market. Generation Y demands better agility on answers they seek in their lives, however for having a greater economic independence, that many times is provided by their families, allow themselves to live less with the frustrations generated in the professional field. The human resources manager complements that the field has high turnovers as consequence of being the first job for many youngsters, that have difficulty to adapt mainly to the labor journey for contemplating jobs at Sundays and holidays. Oliveira (2003) affirms that the labor journey is one of the quality aspects of life on work that corresponds to the space that work occupies on people's lives, where is made a measurement between employee private's life and his life at work. On supermarkets cases, the labor journey, composed by a turns schedule, may interfere directly in what employees consider beneficial or prejudice to their personal life.

When questioned about the form of attempting to minimize financial costs and time generated by high levels of turnovers, both managers affirm that the exit to it is to select more adaptable professionals and see to maintain them with the offer of healthier environments and try to provide a labor journey that interfere the less possible in their social life.

Regarding the strategies to attract and retain professionals, the human resources manager affirms that the organization develops internal actions that see to offer growth possibilities and demonstrates it clearly through the development of the map of career, which shows the professional possibilities on short and long term. The human resources coordinator adds that the company has invested each time more on training and also individual valuing programs, as the program that prizes the best idea, the anniversaries and the best collaborator of the month, among other actions that are managed effectively by the endomarketing department.

When understanding the profile from the professionals from generation Y, is noticeable that training and prizes can contribute positively, but not effectively on retaining the ones inside the organization, however are full of a restless feeling resultant from growing up with more freedom of choices (MATEWMANN, 2012).

The managers affirm that also exist a bigger concern with the quality of life from the employees inside the organization, that is why the restrooms reform was made, dress rooms, balanced and proper meals, partnership with outsource institutions, internal sports events, with health programs. All these actions are being applied in a aligned form to provide in a effective way a more harmonic environment in respect to the cultural characteristics of the organization and the professionals. Life quality on work corresponds to a pack of factors that are essential to professional development of the human being, for it is inside the organizations that the laborer finds its success or frustration (OLIVEIRA, 2003).

To finish, affirm that developing harmony in this relationship between company and employee is essential, since generation Y needs companies and vice-versa, because, to the supermarkets' segment, it is still that what guarantees a good part of the business. This affirmation is based because we have, in generation Y, the biggest wave of people on national history, which lives no doubt as to the importance of these youngsters to Brazil and the world, including the market scenario (CALLIARI; MOTA, 2012).

On this analysis of research data, was verified that generation Y active on the supermarket attends the characteristics described by the referred authors in this case study. The questioning made to the employees and to the managers of the company, as well the documental research, have showed to be relevant to attendance of the proposed objectives and has allowed a consistent conclusion.

5. CONCLUSION

During the development of this work, one may conclude that generation Y has come to really bring a new context to work relations. Their perspective have contributed in substantial ways so organizations look again their processes and concepts regarding the respective values that human capital really represents.

It is a fact that technologic and social evolutions contributed so all these youngsters are each time more connected to the world surrounding them and peek at greater opportunities than the previous generations and take more risks, make more changes and seek continuously new experiences in the labor market.

As to the general goal of the assignment, the analysis demonstrated that the biggest challenge on the supermarkets field, which can also be of any other company possessing many professionals from generation Y on its functional board, is on the continuous maintenance of an innovating process on its operations and its relations with the

employees, in a way to offer stimulus that transform the professional's disquietude into contributions to development of them and the company.

The demonstration from the social demographic profile showed the tendency of a each time larger participation from generation Y on the labor market, for in this case, the younger belonging to this generation already represent most of the company's functional board, which implies in a greater need of organization in adapting being able to become constantly attractive to these new professional.

On verifying the average time between admission and demission, which was of 1.9 months, was concluded that professional instability is more linked to the search of new challenges and opportunities than the manifestation of dissatisfaction with work. This professional instability must be noticed by the company managers as a sign of constant worry, not only as a caution measure to contain costs, but to avoid being excluded from their functional boards these promising young who may positively contribute to the organizational development.

It is not easy to highlight difficulties or dissatisfactions in a group of individuals who stick to the present moment, changes idea fast and don't usually put emphasis on frustrations from professional life, due to the quickness they take decisions that seem more convenient to them. Generation Y does not share a complaining behavior, but a questioner one and of exposition of their opinion, leading to the conclusion that, despite they declare themselves satisfied, it does not mean professional loyalty. The attitude from these professional are more inclined to their personal interests and the perception that they can contribute much more to the world than to one single organization.

Was evident that the supermarket field have knowledge of the challenges involved managing professional careers from youngsters from generation Y. This will be evidenced on actions and strategies developed inside the researched supermarket network. This includes the need or dependency the field has of a great labor force and in its majority will always be composed by younger people, either as first job or not. Therefore, supermarkets have also the responsibility to aggregate inside their operations, and each time more frequently, the modernization of their physical structures, the constant development of their employees and the creation of new growth opportunities, as a way to try to adapt to the demand levels present on professional youngsters.

Reflecting upon the results presented in this study, is believed that organizations, supermarkets or not, will be able to act in ways to continuously enhance their communication and also their perception towards young from generation Y. Facing this, it is possible to come into a one sided consensus where perspectives can be turned into opportunities. When following this path, they will be attending to the need of immediate actions which is present on individuals and as consequence will be able to make use of a single power capacity, which may become a competitive differential before other segments of retail sales and to serve as important learning to deal with generations yet to come.

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