



GENERATION Y IN THE WORKPLACE: A CHALLENGE FOR MANAGEMENT IN A TELECOMMUNICATIONS COMPANY IN IMPERATRIZ-MA

Sandna Nolêto de Araújo¹
Wanderson Wendel Noronha Lô²
Janara Pereira dos Santos Borges³
Marilsa de Sá Rodrigues⁴

SUMMARY:

This study aimed to expose the importance of generation Y in the work environment, pointing out the challenges that it presents for the management in a telecommunication company. It also aimed to explain, the relationship difficulties between manager and employees, the positive and negative perceptions of generation Y as well as their behavioral skills and the ease of immersion of this generation in the digital age. Ten employees and one manager participated in the research. The research was carried out from the data collection made through an open questionnaire, thus highlighting the qualitative paradigm.

Key words: Generation Y. Relationship. Organizations. Telecommunication.

1. INTRODUCTION

Currently the job market is adapting to a new profile of professionals, who tend to always be connected and immersed in the digital age, with no way to separate the use of technology both personally and professionally. They are usually dynamic, creative, immediate, individualistic, like to be valued, because for some money is not the predominant factor, they are considered sluggish and do not always appreciate bureaucracy.

Faced with a better job opportunity, the members generation Y don't think twice before changing jobs, they believe that if it's for a professional rise why waste it?

The truth is that these professionals are causing significant changes within

¹ Graduated in Administration. sandna-@hotmail.com

²Teacher advisor. Master's student in Education (UCB). Specialistin University Didacticsand School management. Degree in Philosophy, Pedagogy and Theology.

³State University of Maranhão- janara_borges@hotmail.com

⁴ State University of Maranhão

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organizations, and inserting them into the corporate environment with a traditional character is a difficult and challenging task for HR professionals looking for a way to understand and motivate them.

In this sense, the diffusion of generation Y in corporations can lead to a troubled organizational climate in relation to other generations. However, the heterogeneity of thoughts, behaviors and ideas contribute to the company's development and success. Bearing in mind that it is necessary for every organization to share the same objective so that they can move towards success and market excellence.

It is noteworthy that individuals of generation Y have atypical characteristics of other generations and for this reason, living with predecessor generations becomes very complicated, but this does not mean that they cannot relate and work together. Although counterproductive factors between generations exist, it is important to remember that there will always be two sides (pros and cons) that can be leveraged, thus contributing to better organizational performance.

Faced with a very competitive scenario, the research had as its starting point the following problem: How does generation Y in the workplace become a challenge for management in a telecommunications company in Imperatriz - MA? The research aimed to investigate how generation Y in the work environment becomes a challenge for management in a telecommunications company in Imperatriz - MA.

The first part addresses this introduction, which is a brief presentation of all the work now contemplated.

In this way, the work was constructed in a way that in Chapter II it was about the definition of generation Y, in sequence the differences between the previous generations were highlighted and in the third moment there was talk of generation Y and the challenges for managers.

Chapter III was dedicated to the methodological framework that guided the research, exposing the population, sample and selection criteria, the type of research, the instrument for data collection and the procedures as well as the data analysis strategy.

Chapter IV presents the analysis and discussion of the results. Then, the fifth chapter presents the final considerations and recommendations that summarize the entire study now presented.

2 LITERATURE REVIEW

2.1 Who is Generation Y

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Are known like *Millennials* or the generation of the internet that, according to some scholars, emerged after the 1980s until the 1990s. This period was marked by many technological, political and social advances, in fact it is a generation of children programmed and guarded by a society concerned with well-being and safety.

However, theLAB SSJ (2010) shows that these factors that make up those born of generation Y grew up exercising several activities at the same time, in addition to having overprotective parents, which means that this generation ended up being characterized by a demanding, audacious and self-centered generation.

Obviously, the speed of the changes experienced by generation Y is linked to the transformations undergone by their parents since its creation. For this reason, it is unacceptable, for example, for a Y to speak to a member of Generation X (which we will deal with later), who refused a job offer with a high salary because work would not provide him with a better quality of life (LOMBARDIÁ , 2008).

Another peculiarity of generation Y is the immediacy. Since the Y use a lot of the internet as the main means of research, however, this can be explained in the light of some historical events. People born of this generation were conceived in the Knowledge Era that was succeeded by the Industrial Era that lasted until the middle of 2000, where information predominated. And then the so-called Era of connections, where the importance is in the ability to connect in the most varied ways (FERREIRA, 2010).

Proof of this, there are now more and more Y users on social and relationship networks such as: Facebook, Orkut, Twitter, My Space, among others. However, what is most interesting is that most users use these tools not only to relate, but as a work tool that improves the internal processes of companies in some way. This shows that these 'young adults' are taking a significant space in society and within organizations, gaining notoriety and professional advancement. It is noteworthy that many aspects of generation Y were acquired with generation X and over the years it has been remodeling and gaining a new concept.

2.2 Differences between generations

To understand and glimpse previous generations to generation Y it is necessary to make a preamble of its characteristics. In the last 60 years, three important generations have marked society in the way of acting and thinking and have affected the labor market considerably. Learn more about these generations:

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Babys Boomers who are professionals from 50 to 69 years old place work as a priority and are very disciplined and committed, dedicate themselves to the maximum professional career and are loyal to the company. And it is not uncommon to come across a professional Baby Boomers who has stayed in the same organization for more than 10 years. (FGV, 2011 [Online]).

Consequently, there are generation X professionals, who are 30 to 49 years old, they are more mature and are looking for a balance between personal and professional, and are constantly improving professionally.

After Generation X, Generation Y is the object of study in this research, which is formed by professionals aged 18 to 29 years old, which ranges from those looking for higher education to those who have already graduated. This generation is known as the one that is looking for professional recognition, that craves new experiences and does not live without connecting, that is, they are dependent on technology.

Taking into account all the generations now presented, it is clear that the interaction of these generations can become a challenge for the management of organizations, a subject that will be addressed below.

2.3 The YX generation Challenge for managers

A priori in order to understand and obtain a good relationship with Generation Y, it is necessary to understand the 'universe' in which they live. It is important to ask yourself: What is the profile of this generation? Why are they connected in technologies and how can this help the organization to develop in the market?

It is important for managers to have the feeling refined to understand the real objectives and motivations that guide this generation marked by fast times and that is highly motivated by challenges, creativity and innovation.

Therefore Portugal (2011, [Online]) mentions that companies wishing to achieve a higher performance should develop tools with HR that help the changes caused by generation Y, in order to stimulate the adaptation of changes to a new, more efficient and collaborative environment, offering better salaries, investing in technology using social networks in internal and external processes to attract more talent, develop analytical skills and also offer training and career development tools.

Therefore, there are peculiarities and Y values that can somehow hinder the relationship between leader and team member, as well as being beneficial for organizational

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development. That is why it is up to the manager to know how to deal with these differences and make the best use of the talents and skills of this generation, always aiming at the present and future of the company.

However, with the new profiles of people within companies, they force and induce companies in a certain way to rethink management models that optimize internal relations, as well as decision-making processes. For the shock of the generations can turn into great opportunities for new visions, desires and possibilities, thus transforming threats into opportunities.

3 NATURE OF RESEARCH AND METHODOLOGICAL FRAMEWORK

3.1 Nature of the research

3.1.1 Justification

Generation Y is not mentioned today, but nowadays this subject has gained prominence within organizations, since more and more companies are concerned with joining and giving opportunities to these young, dynamic, creative and entrepreneurial professionals.

Periscinoto (2011, [Online]) says that: “Working with young people is a constant challenge. Each generation is the result of the education they received from their parents and also of the interaction with the environment and society”. Dealing with these professionals requires not only skill, but knowledge of their behavioral characteristics that directly influence organizational management.

It is observed that this is a generation that rose in a period of high technological and economic development. As a consequence of this, they learned to develop several functions at the same time, it is still considered a multitasking or multifaceted generation. Although they have already suffered accusations that they are distracted, loose, insubordinate and even self-centered, those born between 1978 and 1990 are growing more and more within companies taking on functional roles and important management positions.

The big news is that these 'young adults' are learning quickly from these behavioral factors mentioned above so they cannot be considered completely negative, because unlike the others, this is a generation that craves self-realization. Even though this discourse is considered to be somewhat backward, for them it is a preponderant factor.

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Although for many, personal fulfillment or self-fulfillment is a mere concept, Generation Y professionals believe that this objective can undoubtedly be achieved (LOIOLA, 2011).

The same Loiola (2011) says that this generation is not insurgent, since it has very strong ethical values, they prioritize learning and human relationships. What the author says is that despite some attitudes and values somewhat different from the previous generation, that is, generation X they are indispensable for companies, as they are skilled, like to relate, have high technological knowledge among other relevant characteristics for the good development of the organization.

3.1.2 Problem

How does generation Y in the workplace become a challenge for management in a telecommunications company in Imperatriz - Ma?

3.1.3 Objectives

3.1.3.1 General

Investigate how generation Y in the workplace becomes a challenge for management in a telecommunications company in Imperatriz - Ma.

3.1.3.2 Specific

- Identify characteristics of employees who are part of generation Y;
- Identify with generation Y employees how the relationship with managers is developed;
- Identify with Generation Y employees if there is relationship difficulties;
- Identify with the manager how the relationship with generation Y employees is developed.

3.2 Methodological Framework

3.2.1 Participants: Population, sample and selection criteria.

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The research universe was a telecommunications company in the city of Imperatriz - MA. About the universe Lakatos (2008) says that this is where the phenomena and all the alarming aspects of the problem take place. 10 employees and 01 manager 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 and exploratory research, which aimed to investigate and explore phenomena arising from the problem.

In this sense Gil (2008) mentions that exploratory research aims at development and facilitates understanding, making concepts and ideas much clearer. It is understood that exploratory research aims to provide a general understanding of a certain phenomenon, in which the result of this process causes a stronger problem and more prone to investigations.

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

3.2.3 Instruments for data collection or generation

Questionnaires were applied with open questions involving managers and employees. In this sense, Lakatos and Marconi (1999) mention that both research methods and techniques must be adapted to the problem to be studied. Thus, it was sought to adapt the investigation within the aforementioned aspects, taking into account each characteristic of the research so that the methods were applied cohesively.

3.2.4 Procedures

The construction of the data took place in the company's own environment. Initially, it was clarified about the researcher's intention, as well as the research theme and objective, and each participant had to sign the informed consent form to make the research

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more secure.

The questionnaires were applied on October 21, 2011 and collected on October 24, 2011, more than enough time to obtain the necessary information to encourage research.

3.2.5 Data Analysis Strategy

The strategies used to analyze the data were by content analysis. In the view of Marconi and Lakatos (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 constitutes a research methodology used to describe and explain the content of documents and texts, conducting the descriptions in a systematic, qualitative or quantitative way, helping a greater understanding of a common reading.

Therefore, it is clear that this type of methodology constitutes more than a mere data analysis technique, as it seeks to bring together the theoretical and practical parts giving greater meaning in the field of investigations. For the identification of the research participants, it was adopted unknown so that their identities could be preserved, being used for employee C1 referring to employee 1 and G to the manager, thus distinguishing the speeches of each participant.

4 ANALYSIS AND DISCUSSION OF RESULTS

The survey was conducted through open questionnaires involving managers and employees. The participating manager was identified by a code called G and the same rule was applied to employees using the sequence of C1, C2, C3, among others.

4.1 Manager categories and analyzes

In order to have a better view of the results of the research applied to the manager, the analysis was divided into eight categories, also called aspects:

1. Characteristics of the manager;
2. Perceptions about Y professionals;

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3. Company growth;
4. Skills;
5. Generation Y within the company;
6. Team work;
7. Behavioral skills;
8. Challenge for the manager.

4.1.1 First Category - Characteristics of the manager

With regard to the first category, a table 1 with the characteristics of the participating manager will be presented.

| Name | Genre | Age | Marital status | Profession | Occupation | Working time |
|------|-------|-----|----------------|--------------------|---------------------|--------------|
| G | M | 47 | Married | Accountant and MBA | Commercial director | 14 years |

Table 1: Features of the manager

Source: The author herself

According to the table above, the G is responsible for the commercial sector of the company to which he submitted himself to answer questions related to his professional characterization.

4.1.2 Second Category - Perceptions about Y professionals

The second category highlights the manager's perceptions of Y professionals as well as the positive and negative characteristics of this generation. According to the G, positive perceptions include: "Ability with new technologies, willingness to learn, well informed and not prejudiced." The negatives, on the other hand, are that "They are immediate, have anxiety to grow up, do only what they like [...]."

It is noted that the G has a good conception about the Y professionals and that he knows exactly about their particularities, which for the organization is a significant factor, since the leader knows his followers.

4.1.3 Third Category - Company growth

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The third category presents the characteristics considered most important for the company's growth and which ones need to be better worked. When questioned, the G states that: "In the specific case of our business, I classify quality, credibility, market share and professionalism as foundations for the growth of our company."

It is noticed that the manager has detected crucial points within the organization to be improved, then it is understood that the G needs to direct its efforts to achieve these improvements.

4.1.4 Fourth Category - Skills

In the fourth category according to the G's address, it was asked whether generation Y employees are more skilled than those of the previous generation. In response to this question, he replied: "I would not say more skilled, I would say more attuned to new technologies and with easier assimilation of the changes imposed by market competitiveness."

It is observed that the manager emphasized the skill of Y professionals with technology and the absorption of changes, but did not devalue previous generations saying that they would be less skilled.

4.1.5 Fifth Category - Generation Y within the company

Regarding the fifth category, it was questioned whether Generation Y employees would have much to add within the company. The G replied saying: "Yes. In addition to the ease with new technologies, they have a worldview [...] and tend to receive new information. Information in the human field is a company's greatest asset. "

Note that the manager was connected in his response, as he met what Generation Y represents for the job market.

4.1.6 Sixth Category - Teamwork

The sixth category is related to the exercise of teamwork within the organization. In relation to this, G said that: "[...] The crucial point in my vision is to delegate powers and responsibilities, and within this philosophy we create the foundation of good teamwork, with a key word: commitment [...]. " The same goes on to say that: "If everyone is committed to

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the same goals, we have a good chance of achieving them."

This questioning sought to discover whether the organization actually develops teamwork and which strategies would be used. What was noticed is that the manager made it explicit that he uses teamwork to achieve goals. Although he did not say how he delegates such powers and responsibilities.

Thus, Boog (1999) guides that professional training aims to adapt man to work in a certain organization, preparing him in an appropriate way for the performance of a certain function and can be applied to all levels and sectors of the company.

4.1.7 Seventh Category - Behavioral skills

Regarding the seventh category, it was related to the main behavioral skills that the company seeks in professionals of generation Y. To this the G responded saying that they are: "Curiosity in learning the new, living respecting differences, commitment, ambition [...]. " That is, they seek behavioral skills that drive the growth of the professional and the organization.

4.1.8 Eighth Category - Challenge for the manager

Concerning the eighth category that asks whether the profile of generation Y challenges the manager to rethink about a new management model, the G said that: "Not only because of generation Y, because managers have to be reinventing themselves daily [...].] every day new situations arise [...]. " This means that it is necessary to constantly update to keep up with the frenetic speed of this generation.

4.2 Employee analysis categories

Regarding the results of the survey applied to employees, the same criterion was used. The analysis was divided into 3 categories, thus obtaining greater precision and deepening of responses:

1. Characteristics of employees;
2. Relationship with the manager;
3. Relationship difficulties.

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4.2.1 First Category - Characteristics of employees

The characteristics of the collaborators 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 collaborator.

| Name | Genre | Age | Marital status | Profession | Occupation | Working time |
|------|-------|-----|----------------|--------------------------|------------------------|----------------------|
| C1 | F | 26 | Married | Social Worker | Accounts executive | 6 years |
| C2 | F | 25 | Married | Office assistant | Programmer | 6 years |
| C3 | F | 30 | Divorced | Advertising | Seller | 6 years and 5 months |
| C4 | F | 30 | Divorced | Administrative Assistant | Screenwriter | 12 years |
| C5 | M | 27 | Not married | Journalist | news reporter | 3 years |
| C6 | F | 20 | Single | Administration student | Assistant intern | 3 months |
| C7 | F | 27 | Single | Administrative assistant | Media docking | 5 years |
| C8 | F | 21 | Married | Journalist | Presenter and reporter | 6 months |
| C9 | M | 24 | Not married | Radio host | Music programmer | 5 years |
| C10 | F | 26 | Married | Journalist | Presenter | 5 years |

Table 2 - Characteristics of employees

Source: The author herself

4.2.2 Second Category - Relationship with manager

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Regarding the second category, it was asked whether the manager develops team work within the company. So C1 responded by saying that: “Yes. Holding weekly meetings and counting on the help of the whole team [...]”. For C2, this occurs through: “[...] training and lectures.” C5 said that: “Yes, because the format of the newspaper requires that all work be carried out as a team.” However, C10 asked that: “It is not very developed. And when it happens, it is because of higher orders, or when you have a personal interest”.

From the point of view of C1, it is clear that teamwork is fostered by providing the involvement of the entire team, although the employee has responded somewhat timidly, its conception can be understood. C2 was very objective and mentioned that the manager develops team work through lectures and training, because for its leader this contributes to the interaction between employees. C5 answered yes, but did not specify or make it clear how this team work is developed. The C10 responded negatively, since for him the manager does not apply this work effectively and when applied it is for motivational reasons.

For that, Tachizawa, Ferreira and Fortuna (2001) mention that in order to polish professionals it is necessary to acquire new skills and new knowledge, changing behaviors and attitudes.

Still in this category, employees' perceptions of the characteristics of Generation Y professionals were asked. In this sense, C6 says that: “They are good professionals, but there is still a lack of relationship and team spirit, more human contact [...]”. C7 states that: “[...] this generation seeks more technical knowledge, professional training and mobility [...] seeking new career plans.”

Note that both C6 and C7 have different understandings about Y professionals and their characteristics, but they were consistent in their conceptions, since they fit perfectly within the theme now worked.

4.2.3 Third Category - Relationship difficulties

Regarding the third category, we asked about the relationship difficulties between manager and employee. According to C3: "There is no difficulty, as he is always willing to help." C3 also mentions that one of the factors that can hinder this relationship is: “If the manager doesn't like to work in a team, then he ends up creating a barrier”. For C4: “My communication with my superior is great and I have nothing to say”.

It is noted that C3 and C4 gave similar opinions, and that for both there is no

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difficulty in the relationship between leader and follower. Emphasizing that C4 was more succinct in his speech, restricting more information. The C8 brings to the fore that the factor that can hinder the relationship between manager and employee within the company is: "The lack of freedom to discuss failures". Therefore, C9 reports that: "The lack of [...] attention severely damages the link between employee / manager, which is not my case". The same C9 continues: "My superior is a very open person and we have complete freedom to relate [...] he gives absolute autonomy to employees for the development of their activities". Analyzing the C9 discourse, there is a doubt about this degree of autonomy. It is understood that all employees do what they want,

It is observed that C3, C4, C8 and C9 were promulgated in a different way, but in a positive way in relation to the manager, given that freedom and a good organizational climate favor the members of the company with greater accessibility to high management, and for many companies today this is a problem, as there are still few that decentralize powers.

Regarding this, Carvalho (1995) says that the interaction between employee / company increases the likelihood of qualitative gains. If this interaction occurs, waste will be reduced and rework will be reduced to a minimum.

5 FINAL CONSIDERATIONS AND RECOMMENDATIONS

In this article it was approached about generation Y in the work environment and the challenge for the manager of a telecommunications company in Imperatriz - MA, and that was to meet the research problem.

The work also achieved the specific objectives of: (i) identifying characteristics of employees who are part of generation Y; (ii) identify with generation Y employees how the relationship with managers is developed; (iii) identify with Generation Y employees if there is a relationship difficulty; (iv) identify with the manager how the relationship with Generation Y employees is developed.

The research contributed significantly to the identification of the relationship conditions between the manager and employees as well as their difficulties, providing a greater basis for the correction of failures. Although few negative points about interpersonal relationships have been pointed out by Generation Y employees, these aspects cannot be considered inaudible.

Thus, the research found that there is a favorable relationship between leader and team member, and that the manager does everything possible to ensure good communication,

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interaction and accessibility at the highest levels.

It was noted that the company develops team work by investing in professional training so that employees can perform their duties with greater ease and efficiency.

He also found that the impacts caused by generation Y within the organizational scope are negligible and that it does not hinder the internal relationship, given that these professionals contribute to the exchange of knowledge, fostering the growth of both parties, that is, company / employee.

Given the above, the researcher did not intend to end the discussion on the theme worked on, on the contrary, it aimed to extend this debate in future works following this line of thought regarding the shock of generations.

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APPENDIX TO: Questionnaire with open questions - Manager

Place: _____ . Date: ____/____/____ . Hour: _____ .

I - Characterization of the manager:

1. Name: _____
2. Gender: M () F ()
3. Age: _____
4. Marital status: _____
5. Education level: _____
6. Function: _____
7. Profession: _____
8. Time in business: _____

II - Conceptual aspects

1. What positive and negative perceptions do you have of Generation Y professionals?
2. Which characteristics do you consider important for the growth of the company and which ones need to be better worked?
3. Do you consider Generation Y employees more skilled than the previous generation? Why?
4. In your opinion, do you believe that Generation Y employees have much to add within the company? Explain.
5. As a manager, do you develop teamwork in the organization? In what way?
6. What are the main behavioral skills that the company seeks in professionals of generation Y?
7. In your opinion, does the profile of generation Y challenge you as a manager to rethink new management models? Justify.

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APPENDIX B: Questionnaire with open questions- Collaborators

Place: _____ . **Date:** ____ / ____ / ____ . **Time:** _____ .

I - Characterization of the interviewee:

1. Name: _____
2. Gender: M () F ()
3. Age: _____
4. Marital status: _____
5. Education level: _____
6. Function: _____
7. Profession: _____
8. Time in business: _____

II - Conceptual aspects:

2nd Category - Relationship with manager

1. Does the manager develop team work within the company? In what way?
2. Have you heard of Generation Y which is the generation you belong to? Justify.
3. What is your perception of the characteristics of Generation Y professionals who are also known as the internet generation?

3rd Category - Relationship difficulties

1. As an employee, do you have any difficulties in relating to your superior? Justify.
2. Do you feel comfortable talking to your manager about matters pertaining to the company, or is there a barrier? Explain.
3. In your view, what can hinder or hinder the relationship between manager and employee within a telecommunications company? Justify.
4. Is there any type of training to qualify Generation Y professionals? If so, which one?

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ANNEX: Informed Consent Form

You are being invited to participate in a survey by the State University of Maranhão - UEMA whose theme in this article refers to: "Endomarketing as a competitive differential in a telecommunications company in Imperatriz - Ma". Read carefully what follows and any questions will be answered promptly. This study will be conducted by UEMA and will have the indirect collaboration of an advisor professor.

.The data collection instrument implies the completion of a specific scale on the topic of study, in addition to some questions about the characterization of the participant. If you agree to participate in the study, your name and identity will be kept in secrecy. Only the researcher will have access to your information to verify study data.

Questions or problems related to the study may be asked to the researcher. Any other question related to this research can be answered by the research supervisor Wanderson Wendel Noronha Lô, at 99 - 2101-6000. Your participation in the study is voluntary. You can choose not to be part of it, or give up at any time. You may be asked to leave the study if you do not comply with the procedures provided or meet the stipulated requirements. You will receive a signed copy of this consent form.

"I declare that I have read and understood the consent form, my doubts being clarified and that I am a volunteer to take part in this study".

Empress, _____ of _____ from 2011.

Participant's signature

Signature of the Researcher