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CONFLICT MANAGEMENT BETWEEN GENERATIONS AS A STRATEGY FOR MAINTAINING BUSINESS COMPETITIVENESS

Marcelo Capistrano Gonçalves De Oliveira Matias

Abstract: This study aimed to identify the main points of conflict that people from different generations perceive in the work environment in a small company in the maritime and port area. The methodology had a quantitative design, in the form of a case study, with the application of a semi-structured questionnaire. The data were tabulated and processed in Microsoft Excel software, using descriptive statistics supported by an electronic spreadsheet to analyze the questions. The results obtained corroborate the bibliographical research mentioned, and show that, despite the low incidence, generational conflicts occur due to behavioral differences and characteristics of each type of generation. The results also demonstrate that while generation, in addition to presenting characteristics such as anxiety and lack of long-term vision. Generation Z presented characteristics such as a lack of commitment and responsibility.

Keywords: People management. Conflict management. Generation Differences.

INTRODUCTION

With the transformations occurring in the job market, organizations have frequently developed management changes to remain competitive. However, much more is needed than administrative, financial or similar skills and knowledge. With the advent of accessible technology and globalization processes, the source of competitive advantage has become related, especially, to the talents that the organization has. Therefore, human resources are increasingly important in the workforce, and are encouraged to be in constant development and learning, in order to put their full potential and creativity into practice.

People management has become a source of competitive advantage for companies. The human resources sector is directly linked to the business environment, providing support in several areas, mainly to employees, with one of its objectives being to ensure that they are motivated and committed to their tasks. To achieve their objectives, organizations must treat their employees as a strategic element for organizational effectiveness.

Since the beginning of the 21st century, many changes have occurred in the area of people management, including changes in the type of employee profile with the arrival of generations Y and Z in the market. As a result, the people management area now has to worry about creating strategies for the effective management of the three types of generations: X, Y and Z in the workplace. Faced with this diversity, leaders must have a new approach to managing their human resources, in order to adapt their way of attracting, maintaining and retaining different generations.

Companies are going through a phase in which the mix of generations can cause certain conflicts, therefore, good management is one that is attentive to the needs of each generation in particular, not forgetting who will be their main source of innovation and generation of wealth (CLARO et al., 2010). In the view of Pena and Martins (2015), the human resources area has a strategic role, and must integrate members of different generations, seeking to eliminate organizational conflicts, through knowledge of the characteristics of each generation, so that it is possible to understand the profile of each of them.

Conflicts are observed according to the characteristics of each generation, demonstrating incompatibility and personal variables as the biggest sources of friction (RECKTENWALD; PAULA; CARVALHO, 2017). In order to reduce conflicts in the work environment, this study will seek to understand what, in the perception of professionals from different generations of a small company in the maritime and port area, are the main points of conflict they experience

in the work environment.

This study is justified by the country's current economic situation, which has been causing many concerns due to the instability that ends up being reflected within business structures. We are experiencing constant changes in the job market that accompany a scenario of fragility and uncertainty. In times of crisis, good people management is essential to overcome difficulties in the corporate environment.

It is expected to contribute to the academic community with the preparation of this work in order to become a source of research and collaborate in the expansion of studies focused on the area of people management, conflict management between different generations and business competitiveness, which are themes that are always current and constantly evolving.

LITERATURE REVIEW

PEOPLE MANAGEMENT

The area of People Management is increasingly present in organizations and its existence aims to improve the processes carried out by people. "People Management is the managerial function that aims at the cooperation of people who work in organizations to achieve both organizational and individual objectives" (GIL, 2016, p. 17). Through people management, organizations began to recognize their employees as an important part of the process, valuing human capital, which becomes one of the main competitive advantages compared to the competition.

According to Chiavenato (2014, p. 06):

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

Milkovich and Boudreau (2010) complement that human resources are the competitive differentiator of organizations, as they bring their intellectual capital and talents, plan and produce services, in addition to controlling quality, selling products, allocating financial resources and establishing strategies. and objectives for the organization. Without effective people, it is simply impossible for any company to achieve its goals.

According to Chiavenato (2015), people management has a direct focus on managing the company's employees, called internal customers, involving all stages that begin with the opening of a vacancy, the hiring of a new employee, its process adaptation in the company, development of their training, performance evaluation, remuneration and benefits program, until the employee leaves the company.

If, on the one hand, people use organizations so that they can achieve various personal objectives, with a minimum cost of time, effort and conflict (CHIAVENATO, 2015), on the other hand, the objectives of organizations are only achieved through the synergy of everyone involved in the process. In this sense, Chiavenato (2015, p. 110) highlights that:

> People bring their skills, knowledge, attitudes, behaviors, perceptions, etc., to organizations. Whether directors, managers, employees, workers or technicians, people play highly different roles – positions – within the hierarchy of authority and responsibility that exists in the organization. Furthermore, people are extremely different from each other, constituting a highly diverse resource given individual differences in personality, experience, motivation, etc.

Nowadays, people management has a strategic role, focusing at the same time on meeting the interests of employees and organizations.

From the point of view of a more strategic HR vision, the area must interact with all managers and departments of the organization, checking what the demands of each of them are and how HR can help to increase the results of this sector. to achieve departmental goals and, consequently, organizational goals and objectives (ASSUMPAÇÃO, 2009).

In the strategic view, the HR area stops simply "managing people" and effectively manages people in line with the companies' macro strategies. Employees must be constantly trained, engaged, motivated to deliver their best with appropriate appreciation and retention policies. The HR area must be an agent of change, helping organizations identify and manage monitoring processes and implementation of actions (RIBEIRO, 2012).

This way, the Human Resources area, in the strategic vision, is no longer simply a sector in the institutions' organizational chart. The role of HR today in organizations is to be a consultant, a business partner for all sectors of the company.

CHARACTERISTICS OF GENERATIONAL PROFILES

Companies that seek to understand the different characteristics of each generation's profiles, encouraging teamwork among these employees and dealing with their possible conflicts, are those that are most predisposed to stand out in the market. According to Recktenwald, Paula and Carvalho (2017), in general, divergences between authors are observed regarding the date of birth that divides generations, but there is usually agreement regarding most of the main characteristics described. Below are some characteristics of the Baby Boomers, X, Y and Z generations.

BABY BOOMERS

The Baby Boomers generation can be identified by the group of people born between 1940 and 1960. These professionals were born at the end or after the Second World War, and were educated based on discipline and strictness.

> In general, this generation lives to work, acts according to established rules, demonstrates strong commitment and loyalty to the organization and seeks stability and security in this relationship. They tend to prefer seniority recognition systems, with indicators of success being the position held in the hierarchy and financial gain. In the organizational environment, they avoid conflicts, use political skill when dealing with authority and are cautious in the face of changes (CARRARA; NUNES; SARSUR, 2013, p. 4).

Recktenwald, Paula and Carvalho (2017) highlight that the generation formed by Baby Boomers, who are currently around 60 to 70 years old, seek a solid career, professional fulfillment and, because they enjoy working, are retiring later and later. Due to these characteristics, they are considered excellent professionals in the current job market.

GENERATION X

Generation in the Brazilian context, this generation lived with different economic plans that sought to resolve inflation crises, which is why these individuals are characterized by the continuous search for financial stability.

For Oliveira (2011), generation This generation that grew up selfishly, and among their worries, prioritizes dedication to raising their children, as during their childhood their parents spent little time with them. Furthermore, it values friendships and seeks involvement in the management of its leaders.

Professionals of this generation usually present themselves as independent and self-confident, are committed to organizational

objectives when they are allied with individuals, and tend to value knowledge, skills and attitudes. They structure their skills when they assume leadership positions (OLIVEIRA; PICCININI; BITENCOURT, 2012).

Rosseto (2009) argues that this generation is marked by pragmatic professionals, being made up of executives whose actions are guided by a sense of opportunity. They are agile in learning and considered good employees, the type that, in some segments, are considered the best.

Furthermore, it can be highlighted that the diversity that marked Generation including the advent of personal computers.

> Generation X has characteristics of greater commitment and loyalty to the company's interests, is capable of sacrificing leisure and, often, family life, to satisfy the company's objectives and needs.
>
> Another striking feature of generation X, it concerns the ease in dealing with plans and rules established for the implementation of a certain action, as they are professionals with experience in situations already experienced on other occasions (LADEIRA, 2013, p. 20).

A characteristic of generation X is to have become known for their independence of thought, generally being people who are in favor of change, who tend to challenge the current system and who seek to emphasize the family.

Y GENERATION

The profile of professionals is changing, as Vieira and Silva (2008) point out. Since the end of the 1990s, there has been a new generation in the job market, born with increased competition and the entry of new technologies. This generation, concerned not only with tangible benefits, but also with satisfying personal needs while working, is called generation Y.

Oliveira (2011) characterizes Generation Y as people born between 1983 and 1994, a generation that is always optimistic about its future, willing to go through changes with ease, accept current diversity and face challenges. Generation Y is made up of young people who were born with the arrival of the Internet and grew up with it, they leave graduation self-confident in search of space in the job market, they want to grow quickly, they are immediate and anxious most of the time, they want challenges and opportunities, they live at a fast pace, which is why they can easily change companies.

Young professionals in this age group are people who, according to Oliveira, Piccinini and Bitencourt (2012), seek an opportunity in the job market out of economic necessity and, on the one hand, seek to increase their income and that of their family, and on the other hand, they are young starting out in the business world looking to form a solid foundation for their career.

Vasconcelos et al. (2010) highlight that this generation wants to exercise their creativity and dynamism, have constant challenges and contribute to society, not being scared by changes, as they were born with technology and this speed is already part of their lives.

This way, companies need to identify the needs, desires and uncertainties of this new generation that is already inserted in the business world, developing forms of adaptation and policies to retain talent. Retaining talent, knowing what they expect and how to keep them in the organization can be a competitive differentiator in this aggressive market, creating the basis for the company's success in an environment of growth and mutual learning for organizations and employees.

Oliveira (2011) states that professional life has invaded personal life and that the two increasingly go hand in hand, which is why young people seek flexibility to manage both

sides. Young people enter the job market with many expectations and a certain pressure to achieve success, failure is not accepted and the biggest challenge is to be successful in the corporate world.

In generation Y, professionals are concerned about quality of life, as their common characteristic is the fact that their parents have dedicated themselves to corporate life for a long time, giving up the personal side and, despite this, receiving recognition. This generation has had a presence on the Internet and computers since childhood or adolescence, an immediate and accelerated notion of time, participation in family decisions and contact with consumerism since childhood (LOBÃO, 2010).

According to Claro et al. (2010) these young people prefer teamwork, flexible hours to be able to combine other activities and leisure, they want opportunities for growth, deadlines and aligned goals. In the view of Lombardía (2009), another important difference of this generation is diversity, as globalization is creating a collective with homogeneous traits, regardless of cultural, racial or geographic origin, which have common characteristics, which according to the author the most significant are:

a) they usually know several languages. Specifically, his English is fluent, even though it is not his mother tongue;

b) their level of education is high, they usually have a postgraduate degree (MBA or master's degree) or specialization from a prestigious higher education institution;

c) of average age, they could remain CBP (cosmopolitan business people, or cosmopolitan business people for their entire lives), although it is possible that up to the age of 50 their vital goals and objectives vary;

d) are single or married, with few children. Sometimes the couple is also a CBP. Their families tend toward instability;

e) the network of friendships and acquaintances is distributed throughout the world or in a wide region;

f) race, nationality and religion are secondary. Professional ties or personal tastes are what count;

g) in the job market, they have multinational experiences, facilitated by education and professional nomadism. Its geographic roots are weak and do not limit its mobility;

h) they have varied tastes, in which sports, arts, reading and, above all, travel stand out;

i) handling new technologies is inherent to your daily life – both professional and personal;

j) seek brilliant careers, high salaries and love headhunters and multinationals.

Despite so many characteristics that qualify them, managers tend to face some challenges when faced with the behavior of Generation Y. The ``Portal Exame`` published, in 2008, an article entitled "Impatients, infidels and insubordinates", by the author Márcia Rocha (2008), in which he highlighted the three characteristics mentioned in the title as intrinsic to these young people who had recently entered the job market. They present themselves as professionals who do not want to wait a long time for a promotion, are not loyal to the organization – but rather to their life projects – and adopt informality as a behavioral pattern, even with people of higher hierarchy in the company, not having as a characteristic the submission.

GENERATION Z

Generation Z is made up of individuals who were born between 1990 and 2010, according to Toledo, Albuquerque and Magalhães (2012, p. 03) this generation is:

> Made up of individuals constantly connected through portable devices and concerned about the environment, Generation Z does not have a defined date. [..] The 'Z' comes

from 'zapping', that is, changing TV channels quickly and constantly with a remote control, in search of something that is interesting to watch or listen to or, even, out of habit. 'Zap', from English, means doing something very quickly and also energy or enthusiasm.

Vasconcelos et al. (2010) highlight that this generation wants to exercise their creativity and dynamism, have constant challenges and contribute to society, not being scared by changes, as they were born with technology and this speed is already part of their lives. Moura (2013) adds that generation Z seeks opportunities that offer more challenges and growth, in a work environment without barriers to information and communication, which is similar to their world. According to Moura (2013, p. 01):

> At the beginning of their careers, they already fight for ambitious salaries, demonstrating their individualistic and autonomous side, which is why they have some difficulty understanding the reason for the lack of access and sharing with their bosses and managers.

Generations Y and Z bring new work concepts and have a different profile than employees from Generations X and Baby Boomer. Previous studies (RECKTENWALD; PAULA; CARVALHO, 2017; PENA; MARTINS, 2015; FERREIRA; SANTOS; SOUZA, 2015; LADEIRA, 2013; CARRARA; NUNES; SARSUR, 2013; LOMBARDÍA, 2009) indicate that these differences between generations can be potential sources of conflict if they are poorly managed.

CONFLICT MANAGEMENT

In organizations, there is a routine occurrence of conflicts, which must be managed in the best way possible, as they can affect the productivity and quality of the products or services provided.

According to Ussman (2004), from the perspective of the theory of resources and capabilities, all companies, whether family or not, develop in a competitive environment. From the perspective of the theory of resources and capabilities, the possibility of conflicts is recognized, but the intangible assets that people bring to the company are valued and favor it over the competition, overcoming the problems caused by conflicts.

Conflicts occur when, in a process, one of the parties perceives that their interests are being opposed or negatively affected by the other party. Therefore, within the organizational context, managers need to understand the dynamics of conflict and know how to deal with them effectively.

Certain situations produce more conflict than others. By having knowledge about the antecedents of conflict, managers are better able to predict them and take measures to resolve them without it becoming dysfunctional. According to Kinicki and Kreitner (2006), among the situations that tend to produce conflicts are:

a) incompatible personalities or value systems;

b) overlapping or unclear job limits;

c) competition for limited resources;

d) competition between departments/ groups;

e) inadequate communication;

f) interdependent tasks (e.g., one person cannot complete their assignment until others have completed their work);

g) organizational complexity (conflict tends to increase when the number of hierarchical levels and specialized tasks increase);

h) unclear or unreasonable procedures, standards or rules;

i) unreasonable deadlines or extreme time pressure;

j) collective decision making (the greater the number of people participating in a decision, the greater the potential for conflict);

k) decision making by consensus;

l) unmet expectations (employees who have unrealistic expectations regarding job assignments, pay or promotions are more prone to conflict);

m) unresolved or suppressed conflicts.

It is important to highlight that conflict, in the context of teamwork, is a real and common situation, and must be managed with a view to resolving it and seeking the growth of the team as a whole. The conflict situation can be considered a positive situation, as it enables the integration and growth of the team and its members, during the process of negotiation and conflict resolution (MILLER; FREEMAN; ROSS apud CANOLETTI, 2008).

Kinicki and Kreitner (2006) further analyzed that the main forms of conflict commonly found in organizations are:

a) personality conflicts: interpersonal opposition driven by personal antagonism or antipathy occurs, creating a potential minefield for managers. Personality traits are stable and resistant to change. Previously, managers dealt with conflict personality ignoring them or transferring responsibility to one of those involved;

b) conflicts between groups: conflicts between work groups, teams and departments are a common threat to organizational competitiveness. Reducing contact is suggested to reduce conflict between groups, as the more members of different groups interact, the less conflict between groups they experience;

c) multicultural conflicts: doing business with people from different cultures is common in the global economy, where cross-border mergers, partnerships, joint ventures and alliances are the order of the day. Due to differing assumptions about how to think and act, the potential for intercultural conflict is immediate and enormous. Success or failure when conducting business across cultures often depends on avoiding and minimizing perceived or real conflicts.

Previous studies have revealed, in general, that the characteristics of the baby boomer and X generations find it difficult to relate to generations Y and Z in the workplace, generating conflicts and potentially making the work process unproductive.

In a conflict situation, it can be considered resolved when all opposing parties are satisfied with the negotiated result. If one of these parties is dissatisfied, the conflict remains unresolved (AGOSTINI, 2005).

METHODOLOGY

The research, of a quantitative nature, was developed in the form of a case study, seeking evidence through the application of a questionnaire, observation of the context of the company investigated and bibliographic analysis to support the concepts.

Quantitative research uses quantities to demonstrate results. According to Richardson (2017), the quantitative method is characterized by use of quantification both in the modalities of collecting information and in the treatment of this through statistical techniques, from the simplest to the most complex.

The research was characterized, in terms of procedure, as a case study. The decision for the case study was based on the observations of Yin (2015), when he argues that this type of study can represent a typical project and that, from it, lessons can be drawn that can illuminate other cases.

The single case chosen was, therefore, focused on the relationship between the company Gama, especially the perception of professionals from different generations and the main points of conflict they experience in the work environment.

The research was carried out with a team of employees who work in a small company in the maritime and port area, where the

business units are located in the following municipalities: Itajaí/SC, Rio de Janeiro/RJ, Macaé/RJ, Porto do Açu/RJ, Vitória/ES, Santos/SP, Rio Grande/RS, Paranaguá/PR, São Luís/MA, Aracajú/SE, Maceió/AL, Recife/PE, Fortaleza/CE. For ethical reasons in this study the company will be called "Gama".

The research was carried out by sending a semi-structured questionnaire (Appendix) with open and closed questions to 72 employees of different age groups in the company, which cover the study population and total the organization's staff. The questionnaire was sent to the Human Resources department of each business unit, which forwarded the questionnaire via email and in person to employees. Of the 72, only 30 employees actually responded to the questionnaire.

The data, collected from October 22nd to November 1st, 2020, were tabulated and analyzed using descriptive statistics using Microsoft Excel software. Then, the results were organized into GRAPHICs, in order to be discussed with a view to achieving the objectives proposed in the study.

RESULTS PRESENTATION

The initial part of the questionnaire sought to identify the profile of the respondents. The sample studied was predominantly made up of male workers (83%), most of whom had completed high school (46%). Of the rest of the sample, 20% had completed higher education, 17% had incomplete higher education, 7% had incomplete secondary education and another 7% had postgraduate degrees, 3% of the sample did not answer this question.

Regarding age group, 20% of the sample are part of Generation X (employees aged between 38 and 60); 67% are Generation Y (employees aged between 26 and 37), and 13% are Generation Z (employees aged up to 25).

Regarding the state in which they work professionally, 60% of the sample work in

Santa Catarina, 30% are based in Rio de Janeiro, 7% work in São Paulo, and 3% work in the state of Sergipe.

GRAPHIC 1 identifies employees' perceptions about having some difficulty in their daily lives in working with people from different generations within the Range.

According to the previous GRAPHIC, a generation Y employee pointed out that he often has some difficulty in his daily life in working with people from different generations within the company, 03 employees identified that they sometimes have difficulty working with people from different generations. different generations; a generation Z employee identified that there are rarely difficulties; and also for the majority of employees, 06 from generation

In relation to employees who indicated that they have difficulty working with people from different generations, the situations that have generated the most conflict within the company were mentioned: non-acceptance of new processes; communication; Younger employees tend not to have a long-term vision, as the concept of responsibility is not yet fully formed.

GRAPHIC 2 presents employees' views on the differences in the behavior of Gama employees according to the generations.

According to GRAPHIC 2, for 4 generation X employees there are no differences in the behavior of employees from different generations. For 2 generation X employees, the differences are centered on modernity, which harms the work of younger employees, as well as anxiety when making decisions.
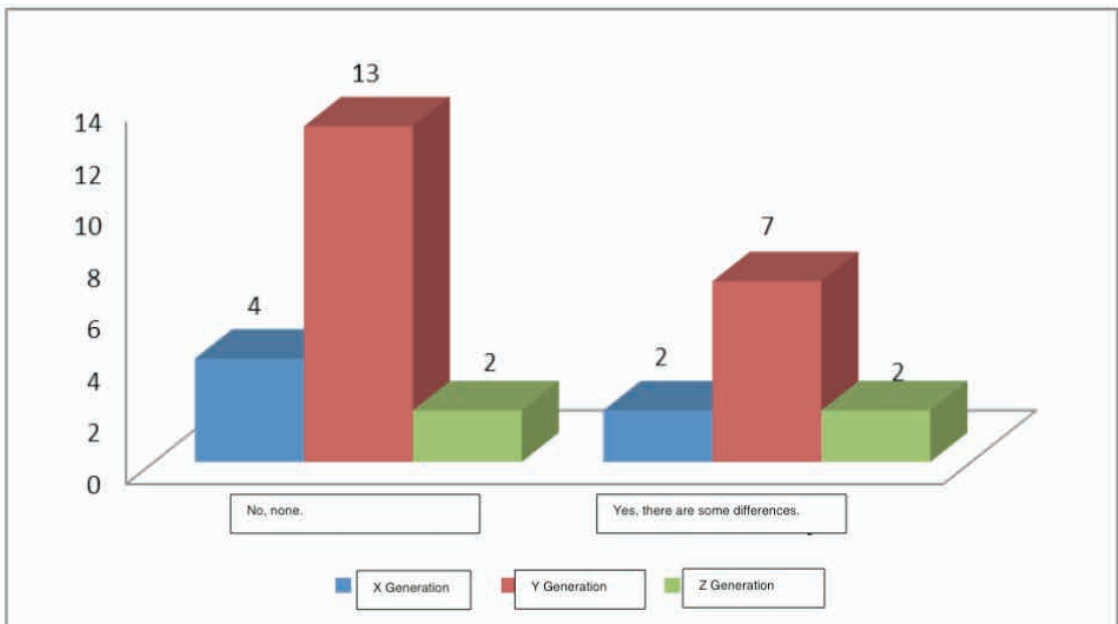
In relation to generation Y respondents, 13 employees pointed out that they do not observe differences in the behavior of Gama employees from different generations, and for 7 employees there are differences, such as:

a) ease with technology;

b) communication difficulties;
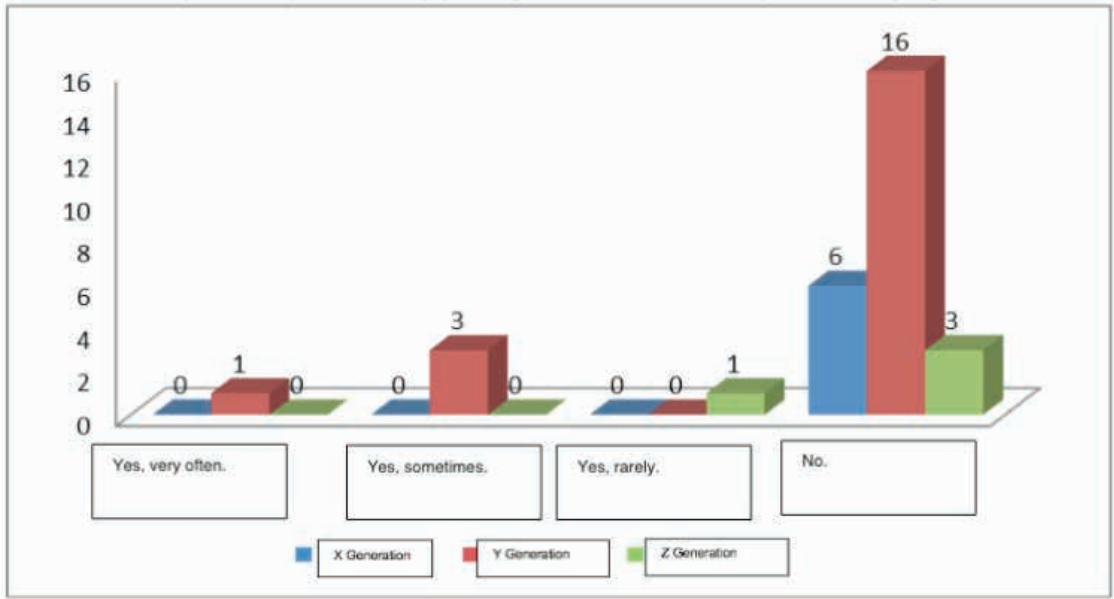
GRAPHIC 1 – DIFFICULTIES WITH DIFFERENT GENERATIONS

Source: the author (2020).

GRAPHIC 2 – EMPLOYEE BEHAVIOR

Source: the author (2020).

c) X (confidence, charisma), Y (dedication), Z (manners, responsibility);

d) behavioral differences;

e) Z (lack of commitment and lack of long-term vision), Y (are more permeable to changes and the concept of hierarchy is more present), X (has experience, adds value, avoids conflicts and seeks to dissolve disputes);

f) X (less familiarity with technology), Y and Z (more anxious).

Among generation Z respondents, two pointed out that there is nothing different in the behavior of Gama employees from different generations, while for two others, there are differences in behavior, being highlighted: generations X and Y have a broader view of knowledge and experience, generation Z is learning from other generations.

The GRAPHIC 3 below highlights employees' perceptions of the most difficult part of working at Gama for their generation.

According to the previous GRAPHIC, 5 respondents from generation

Among the researched sample of generation Y, 16 employees did not report any difficulties for their generation in working at Gama, while 4 employees highlighted the following difficulties:

a) shift schedule;

b) acceptance of new employees;

c) lack of practical knowledge;

d) lack of maturity and posture in certain situations.

For the sample that made up generation Z, 3 respondents pointed out that there is no difficulty in working at Gama for their generation, while 1 employee reported the following difficulty: lack of experience.

GRAPHIC 4 demonstrates the relationship between the age groups of the immediate supervisor and the respondent.

According to GRAPHIC, for 54% of the sample, the immediate supervisor is more or less their age group; 30% indicated that their immediate supervisor is older than the respondent; 13% highlighted that their immediate supervisor is younger than the respondent. Among the sample, 3% did not answer this question.

GRAPHIC 5 displays the generation type of the respondent's immediate supervisor.

According to GRAPHIC 5, in the sample of generation X respondents, the immediate supervisor of 02 employees belongs to Generation

In relation to Generation Y employees, 02 employees have bosses belonging to Generation X, 17 employees have an immediate supervisor belonging to Generation Y. One employee did not answer this question.

Among the employees who made up the Generation Z sample, all have immediate bosses belonging to Generation Y. In general, it can be observed that the majority of the company's immediate bosses belong to Generation Y.

The GRAPHIC 6 below identifies the respondents' perception of the characteristics of their leader that have hindered their day-to-day relationship.

According to GRAPHIC 6, 4 respondents who made up the sample of Generation company day, such as:

a) inability to hear and assimilate a negative;

b) stubbornness.

In the sample of generation Y respondents, 13 employees pointed out that none of their leader's characteristics make their day-to-day relationships difficult, while 4 employees pointed out that their leader's characteristics make their day-to-day relationships difficult, such as:
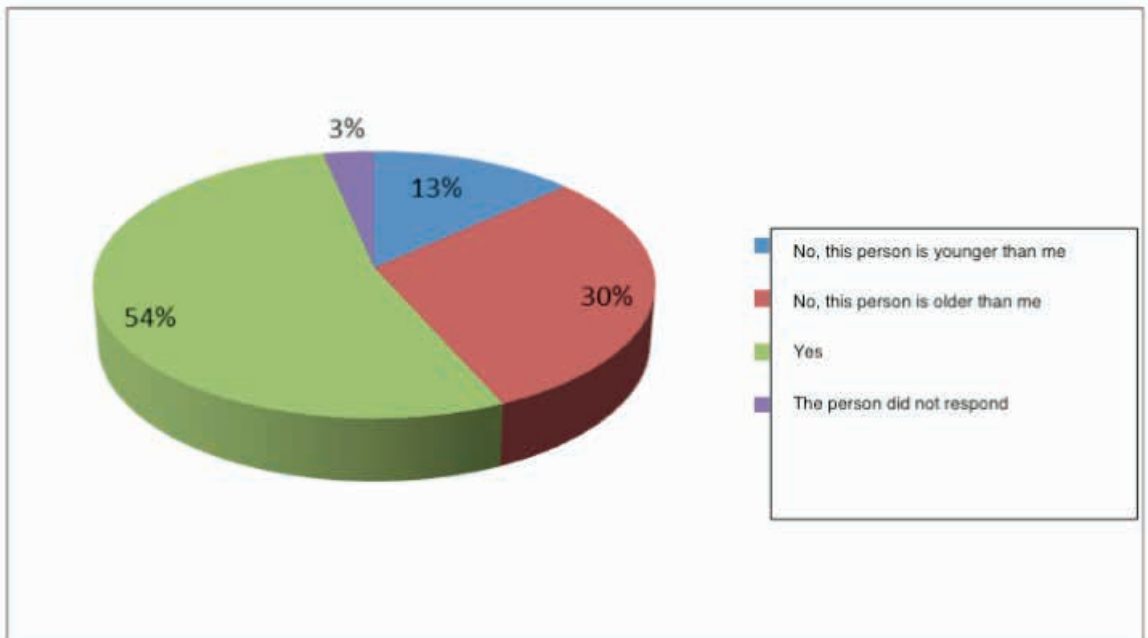
a) difficulty in changing processes;

b) lack of communication;

c) lack of time and priority to listen to employees;

d) distancing from the team.

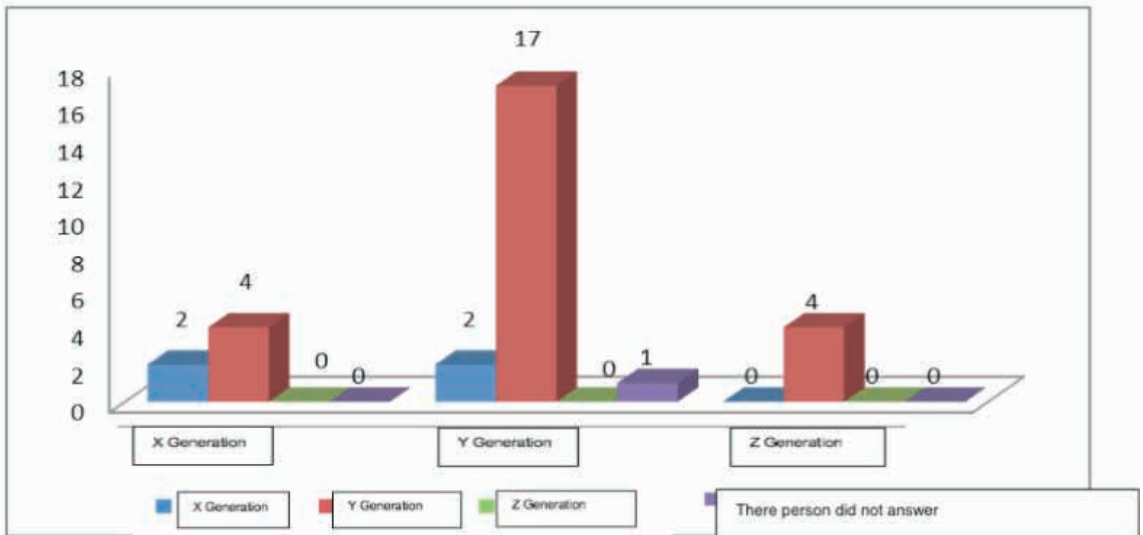Of the sample of Generation Y respondents,
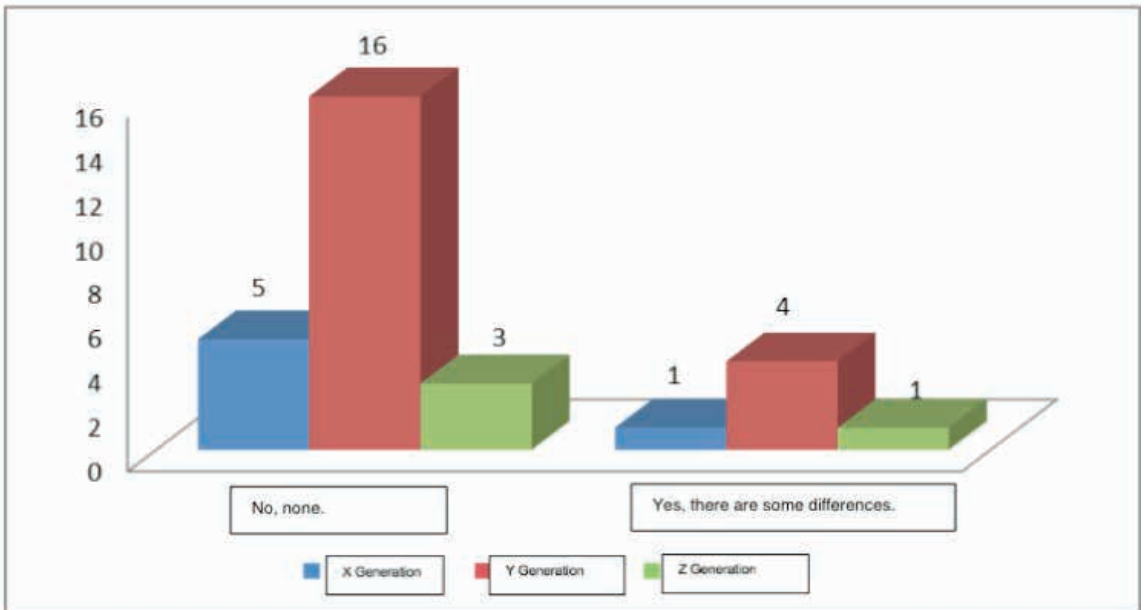
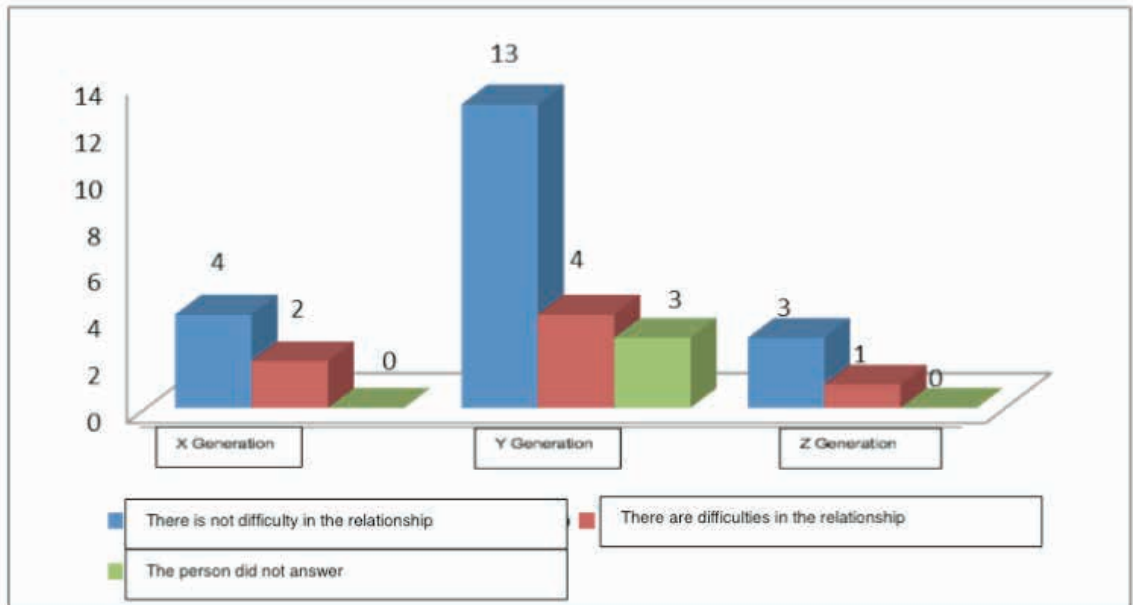GRAPHIC 3 – DIFFICULTIES IN DAILY WORK

Source: the author (2020).

GRAPHIC 4 – RELATIONSHIP BETWEEN THE AGE GROUP OF THE IMMEDIATE
MANAGERS AND RESPONDENTS

Source: the author (2020).

GRAPHIC 5 – TYPE OF GENERATION OF THE IMMEDIATE MANAGER

Source: the author (2020).

GRAPHIC 6 – LEADER CHARACTERISTICS

Source: the author (2020).

03 did not answer this question.

Among the Generation Z respondents, three pointed out that none of their leader's characteristics have hampered their day-to-day relationship, while one respondent pointed out that in the beginning there was difficulty in communication, but that they are managing to align this situation.

GRAPHIC 7 identifies, according to the generational profile, the characteristics of young generation Y that contribute to the company's growth.

It is observed in GRAPHIC 7 that, in the perception of Generation, another 2 employees mentioned innovation, 02 employees mentioned agility and one employee mentioned the option others, describing the characteristic of 'being visionary'. It must be noted that each respondent could indicate more than one answer to this question.

In the view of Generation Y employees, the characteristics of Generation Y employees that contribute to the company's growth highlighted by 12 employees was innovation, 8 employees mentioned agility, 05 employees highlighted excitement, for another 5 respondents, grit was cited, and a collaborator selected the other option, pointing out that generation does not affect the characteristics.

In the understanding of Generation Z employees, the characteristics of Generation Y employees that contribute to the company's growth were cited by 02 employees as excitement, another 02 employees cited agility as a characteristic, one employee mentioned vitality and yet another employee pointed out innovation as a characteristic.

According to Vasconcelos et al. (2010), generation Y wants to exercise their creativity and dynamism, have constant challenges and contribute to society, they were born with technology and this speed is already part of their lives.

GRAPHIC 8 presents the characteristics of young generation Y that make day-to-day relationships difficult and, consequently, the company's growth.

According to GRAPHIC 8, in the perception of generation X employees, the characteristics of young generation Y that make day-to-day relationships and the company's growth difficult, for three employees, are:

a) insecurity, haste, pride;

b) they must pay attention to details and company rules;

c) self-confidence can harm the work.

Three other employees from Generation X mentioned that none of the characteristics of Generation Y hinder day-to-day relationships and the company's growth.

In the view of Generation Y employees, the characteristics of young Generation Y that hinder day-to-day relationships and the company's growth, for 11 respondents, were:

a) they believe they are superior to other employees;

b) anxiety;

c) difficulty receiving orders, lack of awareness of the hierarchical structure;

d) agility;

e) communication;

f) lack of interest and focus;

g) lack of commitment;

h) attitude towards everyday problems;

i) lack of long-term vision.

For Rocha (2008), generation Y adopts informality as a behavioral pattern, including with people of higher hierarchy in the company, not having submission as a characteristic.
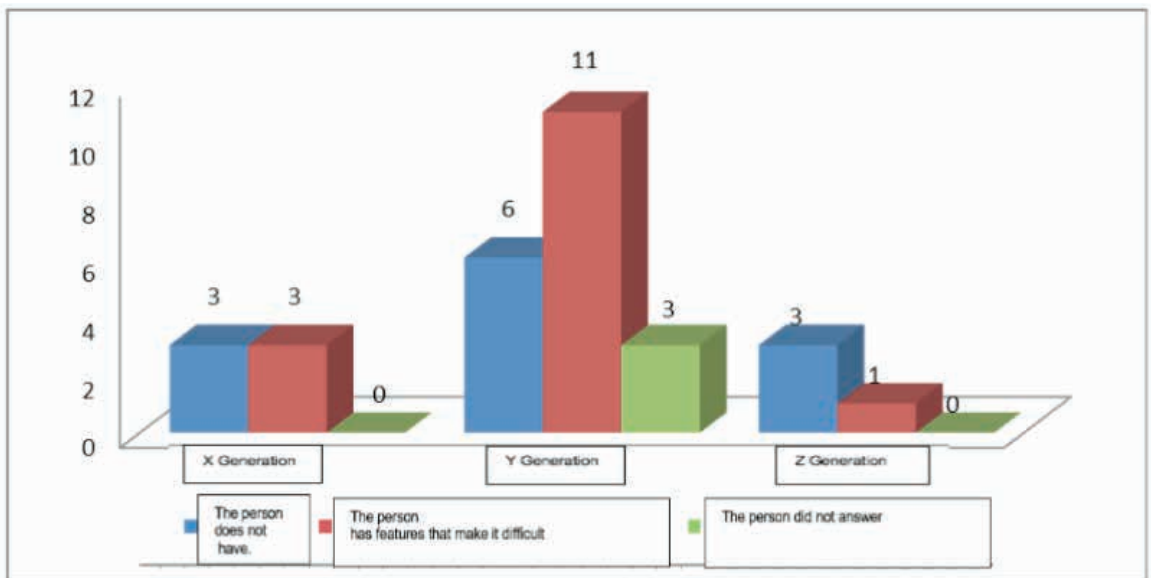
For 06 Generation Y employees, no characteristic of Generation Y hinders day-to-day relationships and the company's growth. Another 3 employees did not respond to this question.

For Generation Z employees, the characteristic of young generation Y that makes day-to-day relationships and the company's growth difficult, for 01 respondent,
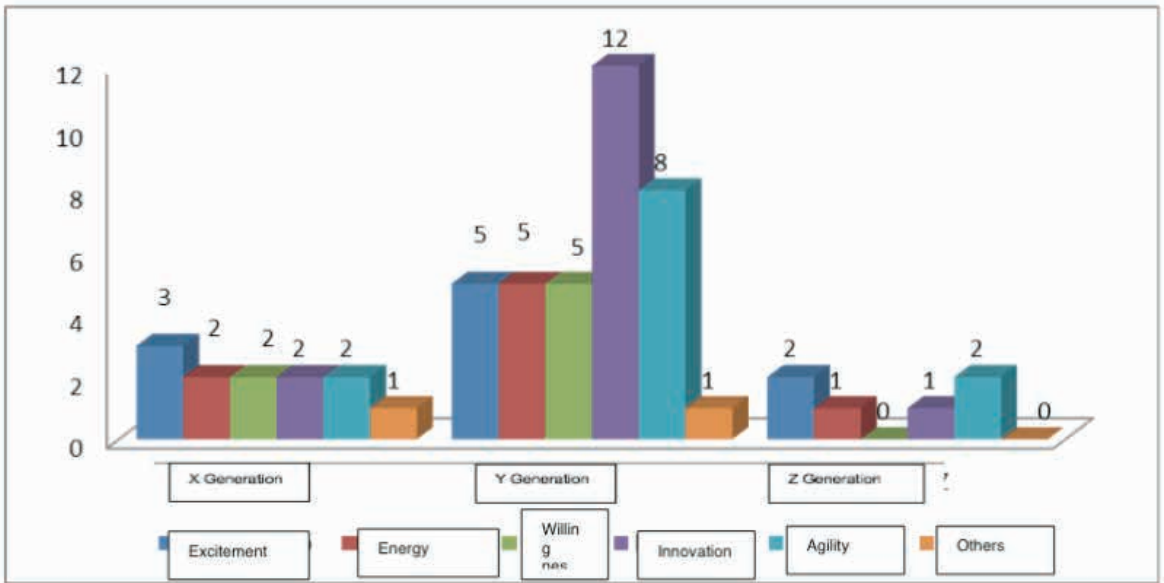
GRAPHIC 7 – CHARACTERISTICS OF GENERATION Y

Source: the author (2020).

GRAPHIC 8 – CHARACTERISTICS OF GENERATION Y THAT MAKE RELATIONSHIPS DIFFICULT

Source: the author (2020).

was: lack of innovation. Another 3 employees pointed out that no characteristic of generation Y hinders day-to-day relationships and the company's growth.

Oliveira (2011) characterizes Generation Y as willing to go through changes easily, accept current diversity, are immediate.

Most of the time, they want challenges and opportunities, they live at a fast pace, so they can easily change companies.

GRAPHIC 9 visualizes employees' perception of the characteristics of generation X that add most to the company.

According to GRAPHIC 9, in the perception of the employees who made up the generation X sample, the characteristics of generation 04 cited in-depth analysis and for 03 employees it was resilience.

In the opinion of generation Y employees, the characteristics of generation loyalty, 3 respondents highlighted in-depth analysis, one employee cited recognition and one employee highlighted the other option, explaining that generation does not interfere with the characteristics of generations.

Besides, in relation to GRAPHIC 9, all Generation Y respondents indicated that loyalty is the characteristic of generation X that adds most to the company, one employee cited experience and another employee mentioned recognition. In this question it was possible to select more than one option.

GRAPHIC 10 presents employees' views on the characteristics of generation X that make day-to-day relationships difficult and negatively impact the company's growth.

According to GRAPH 10, three employees from Generation, they are:

a) difficulty with technology;

b) less agile and versatile to changes.

Among the sample of respondents who include Generation Y, 7 employees pointed out that the characteristics of Generation that negatively affect the company's day-to-day operations, with 5 employees not responding to this question. It can be seen in this graph that 8 employees indicated that the characteristics of Generation

a) excessive security can get in the way;

b) lack of agility and willingness;

c) difficulty in accepting new processes;

d) difficulty with technology.

In relation to the sample of Generation Y respondents, three employees stated that no characteristics of generation company under study, describing that the factor that impacts would be the lack of communication.

Below, proposals from employees are presented, according to their generational profile, for improving working relationships between different generations within the company. The main suggestions from Generation Z were:

a) innovation in forms of communication;

b) increase the frequency of meetings;

c) fraternization to increase coexistence between generations.

The main suggestions proposed by Generation Y were:

a) seek greater social interaction, such as group dynamics and get-togethers;

b) put the more experienced generations working with the younger ones;

c) increase the frequency of meetings;

d) there is a lack of closer contact between management and employees, and differentiated treatment between employees;

e) holding lectures, courses, meetings.

The main suggestions proposed by Generation X were:

a) meeting to discuss improvements;

b) interactions, exchanges of experience and knowledge;

c) recreation, fraternization.

In accordance with the previous question, the three generations highlighted the holding of meetings, as a way of improving communication and interaction between
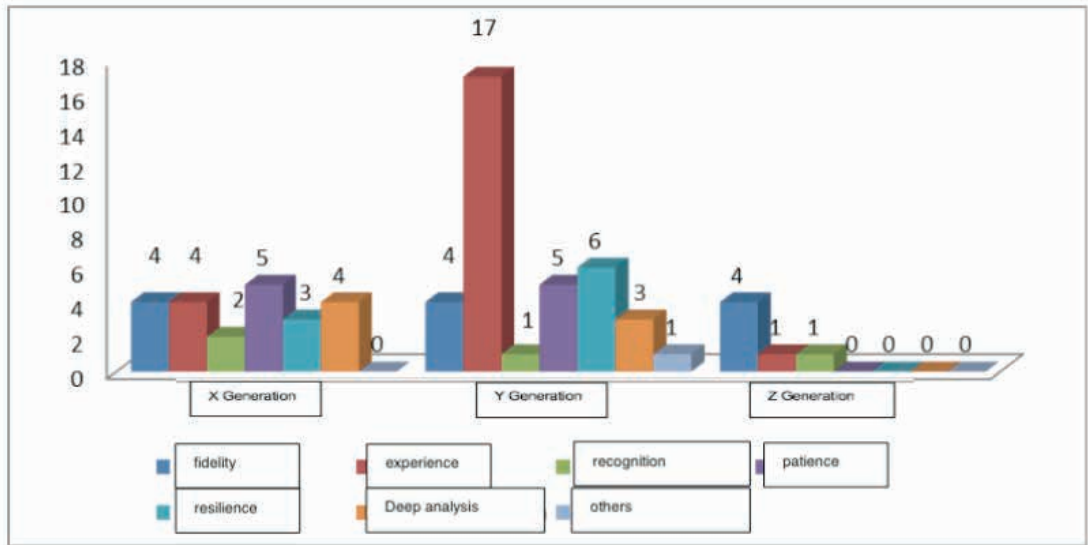
GRAPHIC 9 – CHARACTERISTICS OF GENERATION

Source: the author (2020).
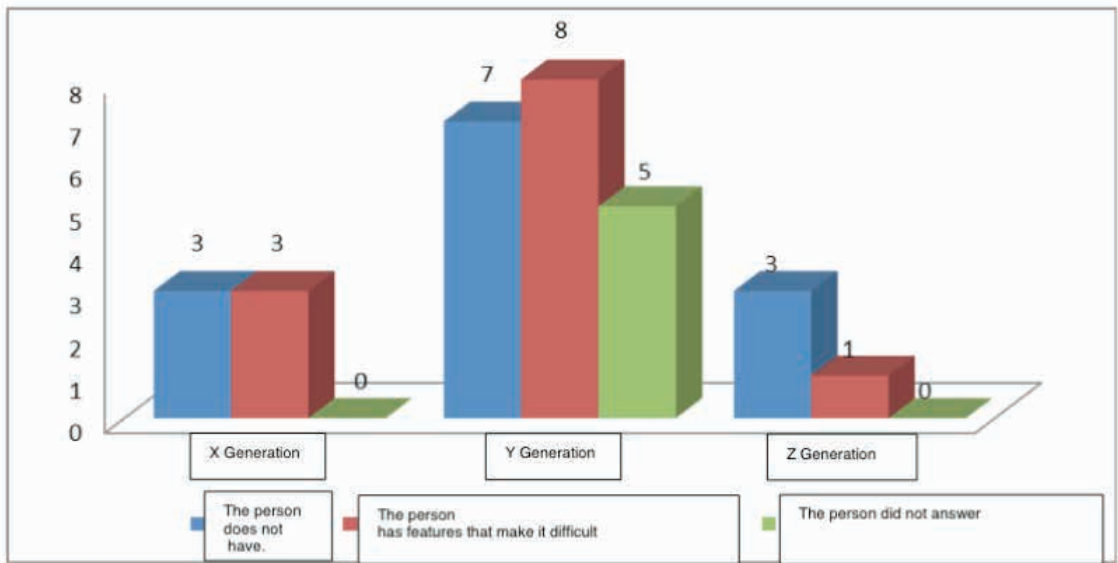
GRAPHIC 10 – CHARACTERISTICS OF GENERATION X THAT MAKE RELATIONSHIPS DIFFICULT

Source: the author (2020).

the different generations and sectors of the company, in addition to socializing. Because there are no meetings and social gatherings, employees do not interact with employees from other sectors or units.

Although the majority of employees who participated in the study stated that they had no difficulty in their daily lives in working with people from different generations within Gama, it was observed that 50% of respondents pointed out that specific characteristics of generation Y may make it difficult for them to relationships in day-to-day work, while 40% stated that the characteristics of generation X could also make relationships difficult, impacting the company's growth. It can also be seen from the results that 37% of respondents observe differences in the behavior of employees from different generations. At this point, the main points highlighted were: ease with technology, communication, experience, knowledge.

With regard to relationships with leadership on a day-to-day basis, predominantly made up of young generation Y, although the majority of respondents (87%) do not have any difficulties in day-to-day relationships, for 23% of employees, the Characteristics of their leader have made the relationship difficult, with the following points being highlighted: communication, prioritization of activities and behavior.

FINAL CONSIDERATIONS

The results of this study, which sought to understand the main points of conflict experienced by professionals of different generations in the workplace, in a company in the maritime and port area, corroborate the bibliographical research highlighted, and show that, despite the low incidence, generational conflicts occur due to behavioral differences and characteristics of each type of generation.

Generation X aims to build a solid career, which can be done in a single company, seeking social and economic advancement, in addition to experience, patience and knowledge. Generation Y is constantly connected to the Internet, seeing work as a challenge and fun, as well as characteristics such as anxiety and lack of long-term vision. Generation Z, in general, is characterized by a lack of commitment and responsibility.

The suggestions highlighted by all generations as points to be implemented to improve relations between generations are: communication, meetings, fraternization. It is observed that, in general, the suggestions aim to create a greater relationship between employees.

Although the responses pointed to few conflicts between the different generations, one of the limitations of the study was the number of participants. Perhaps those who perceive higher levels of conflict between generations are precisely those who chose not to participate in the research.

Therefore, the possibility of carrying out future work is recommended, whether through interventions and practical workshops with employees or carrying out new research with a larger number of people.

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APPENDIX A – QUESTIONNAIRE

You are being invited to participate in a survey that seeks to understand the main points of conflict that people from different generations perceive in an organization. Your participation consists of answering the questions presented in the most spontaneous way possible. There is no right or wrong answer. Rest assured that the data obtained through this research is confidential and will only serve to try to build a better work environment. Your sincerity when answering the questions is very important.

1. How old are you? _____

2. Gender:
(   ) male
(   ) female
(   ) Other, which? _____

3. What is your level of education? Consider the highest among the options presented:
(   ) Incomplete high school
(   ) Complete high school
(   ) Incomplete higher education (graduation)
(   ) Completed higher education (undergraduate)
(   ) Postgraduate degree (MBA, specialization, improvement) incomplete
(   ) Complete postgraduate degree (MBA, specialization, improvement)
In which state do you work?_____

4. Have you had any difficulties in your daily life working with people from different generations within Gama?
( ) Yes, frequently
(   ) Yes sometimes
( ) Yes, rarely

5. (   ) No, I don't have any difficulty dealing with people from different generations than mine during work

6. If so, in your perception, which situations have generated the most conflict within Gama in relation to generational differences?

7. Response:

8. In your view, what is different about the behavior of Gama employees from the different generations
Response:

9. In your opinion, what is the most difficult part of working at Gama for your generation?

10. Response:

11. Is your immediate supervisor around your age group?

12. ( ) Yes
( ) No
( ) he is younger than me
( ) No, he's older than me

13. What type of generation does your immediate supervisor belong to?
(   ) Babyboomer Generation (employees over 60)
( ) Generation X (employees aged between 38 and 60 years old)
( ) Generation Y (employees aged between 26 and 37 years old)
( ) Generation Z (employees aged up to 25 years)

14. In your opinion, what characteristics of your leader have made your day-to-day relationship difficult?
Response:

15. In your view, what are the characteristics of young generation Y (born between 1983 and 1994) that contribute to the company's growth?
(   ) Excitement
(   ) Vitality
(   ) Claw
(   ) Innovation

( ) Agility

( ) Other, which one?

16. In your view, what are the characteristics of young generation Y (born between 1983 and 1994) that hinder day-to-day relationships and consequently the company's growth?

17. Response:

18. In your view, what are the characteristics of generation X (born between 1960 and 1982) that add most to the company?

(   ) Loyalty

 ( ) Experience

( ) Recognition ( ) Patience

(   ) Resilience

(   ) Deep analysis

( ) Other, which one?

15. In your view, what are the characteristics of generation X (born between 1960 and 1982) that make day-to-day relationships difficult and negatively impact the company's growth?

Response:

16. If you were the owner of Gama, what would you change to improve working relationships between the different generations within the company?

Response: