

AN ACTION PLAN TO RETAIN EMPLOYEES IN POREU

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ABSTRACT

Many are the differences from generation Y to the previous one. One of them is the way this generation live their life and specially their working life. They are demanding and want always more. This is a generation that want to know the route of every problem. They are always seeking for better opportunities and do not settle. They are the *job hoppers*.

The human resources departments face a problem when it comes to fulfil these employees. What can the employers do to satisfy their needs? How to deal and retain this young workforce? These are the main questions of this thesis. So that, 8 ex-employees of one specific company were interviewed and shared their perspectives about the topic.

Through the testimonies, it was developed an action plan which its main purpose is to help the company to understand the reasons that made their employees quit and present some suggestions that the human resources can apply in the future.

Keywords: Rental car, shared service centre, retention, generation Y

› JEL Classification:

L91- Industry Studies: Transportation (General)

O15- Economic Development: Human Resources

RESUMO

Muitas são as diferenças entre a geração Y e os seus antecessores. Uma das principais diferenças é o modo como encaram a vida, especialmente a vida profissional. São exigentes e querem sempre mais e mais. São uma geração que procura sempre a raiz do problema. Eles, estão sempre a procura de novas oportunidades e não querem assentar. São os chamados *job hoppers*.

Os departamentos de recursos humanos das empresas enfrentam hoje em dia um problema com esta geração. O que podem os empregadores fazer para satisfazer esta geração? Como lidar e reter estes jovens trabalhadores? Estas são as principais questões desta tese. Foram, então entrevistados 8 antigos colaboradores de uma empresa em particular que partilharam as suas perspetivas sobre o tema em questão.

Tomando os testemunhos como ponto de partida, foi desenvolvido um plano de ação que tem como principal objetivo ajudar a empresa a perceber as razões que levaram os trabalhadores a sair da empresa e também algumas sugestões que podem ser postas em pratica no futuro.

Palavras-chaves: Aluguer de carros, serviços partilhados, retenção, geração Y

› Classificação JEL:

L91- Organização Industrial: Transportes (geral)

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INTRODUCTION

The Generation Y, individuals who have born after 1980, has as its main characteristic - the fact that they cannot stop in one place. They want to be always travelling, discovering new places, cultures and adventures. Exploring is their middle name. And this happens in professional terms as well. They are already called the *job hoppers*. They go from company to company, looking for “the perfect company” hoping that it will fulfil them entirely. It is common that the young work force has worked for 3 or 4 different employers in their 20’s.

This job-hopping tendency is becoming a serious issue to the companies nowadays. The employers do not know what they can do to retain and attract this generation. This is reflecting high turnover rates in most of the companies. This phenomenon was not common in the previous generations. However, the employers have to face that the rotation rates lived in the companies, because of the millennials hires, are now a fact. They should focus on what they can change in order to offer conditions that are attractive to generation Y.

This is a topic that has been studied by several authors as it is a trend and a nightmare to the companies. Poreu (fictional name given to protect the company), as many other companies, is facing the same issue – a high rotation rate. When I asked the human resources manager if the company was dealing with any problem which I could investigate and help, she suggested that I analysed the high rotation rate of the company. As an ex-employee, I had to assumed an external position in order to be the most impartial possible

The aim of this present study is therefore to analyse the high turnover rate in this specific company and present some suggestions to the human resources manager that in the future can help the company decreasing the high rotation rate.

This investigation, started with a theoretical part, where many authors have been studied. In the literature, each author defends different reasons that make an employee quit his/her job such as: bad appraisal, dissatisfaction with its work or salary, bad relationship with colleagues or managers.

However according to the authors studied, there are some retentions strategies that can be put in practise that can attenuate the high turnover rate. For instance, a continuous training, a bigger

concern from the managers with regard to the employees, a healthy environment to work in, among others.

In order to analyse the specific case of Poreu, 8 ex-employees have been part of a quantitative study, through semi-structured interviews. This sample joins people from different departments, hierarchical levels and with different leaving dates from the company, who have given their personal testimonies about their staying and leaving from the company. Later on, the testimonies have been analysed and grouped by dimensions. As a final result, I have suggested some improvements that the company can put in practice.

Regarding the structure of this thesis, after this first introductory chapter, there is a second part with an overview of previous research done by several authors covering topics such as: employee turnover, reasons to quit, retention strategies and the generation Y. In the third section, it is described the way this study will be conducted, how the sample was selected, how the data was collected and analysed. Afterwards the fourth chapter presents and discusses all the data collected, and then in the following section, the conclusions and suggestions are presented. The last section of this thesis is dedicated to a list of all of the references used during this study.

LITERATURE REVIEW

Definition of terms

Productivity: The work done by an employee to create net income for the company. (Halkos & Bousinakis, 2010)

Retention: The ability of retaining or holding employees. (Levoy, 2010)

Job satisfaction: The way an employee feels about his or her job. (Wheeler, Harris & Harvey, 2010)

Motivation: The wish of an individual to accomplish a goal. (Herzberg, 1987)

Skills: The abilities and knowledge that employees must have to perform their work. (Chen, 2010)

Turnover: When employees quit their jobs voluntarily, the organization faces a turnover. (Parry, 2008)

Human Resources

Human Resources (HR) is considered an important department that all of the companies must have. It has been proved that good HR practices can help a company to be more successful.

Human Resources management is a set of activities implemented with the main goal of building a relationship between the company and its employees (Torrington et al., 2011, p.25).

First of all, the firm should draw a HR strategy in order to set the goals and define which positions and jobs the organization will offer. Another task from the HR department is creating and developing a recruitment and selection process in order to hire qualified people. After hiring the employees, they need to be motivated, therefore you need to apply policies that make them productive. Such as: training, reward policies, team buildings, health and care and so on. There is also an administrative dimension of human resources which deal with contracts, salaries, holidays and benefits, for instance (Torrington et al., 2011, p.25).

The work performed by the human resources have the ability to reduce the turnover and improve the bottom line (Human Resources Management, 2010).

Multiple challenges are handled by organizational leaders to reduce the rates of turnover. Challenges such as: job satisfaction, employee perception of the company, training and reduce the stress. Also lack of skills, experience and knowledge from the employees which can influence the companies to hire and retain qualified employees (Iqbal, 2010). Factors such as: job satisfaction, payment, skills, employee motivation, employee commitment and retention are important to the organizations' growth and sustainability (Crossley, Bennet, Jex & Burnfield, 2007).

It is necessary to improve background investigation during the recruitment in order to reduce the employee turnover and maintain valuable ones (Kidwell, 2011).

A decrease on the employees' performance can affect negatively the company's productivity (Imran & Usman, 2011).

Employee turnover

With the increasing of turnover and retention challenges the organizations have been facing labour shortages (Mehta & Mehta, 2009) which is becoming a huge concern for companies (Masibigiri & Nienaber, 2011).

The cost of employee turnover has always represented a significant worry for organizations (Ballinger, Craig, Cross & Gray, 2011; Mckeown, 2010) as recruiting and training is costly to organizations (O'Connell & Kung, 2007). According to Ratna & Chawla (2012) replacement costs and the necessary to keep the work process flowing costs are also consequences from voluntary turnover. Not only turnover brings a lot of costs but it can affect the bottom line (Ratna & Chawla, 2012). This is costly and it can affects the quality of the service (Samuel & Chipunza, 2009).

Ramlall (2003) estimates that the cost of losing an employee is 150% of an individual employee's annual salary. This represents a high cost to the company, especially if it occurs with several employees at the same time.

Lee-Kelley, Blackman & Hurst (2007) asserted the cost when an employee quit is really high as it involves replacement and training a new employee, loss of talent, performance, customer satisfaction and business opportunities.

Another consequence from employee turnover is the hard task of replacing an employee with someone as qualified as the previous one. According to Dey (2009) it takes from three to six months to a new employee to be well fully trained and start performing its tasks.

When employee turnover rises it is hard to maintain the residual job satisfaction (Wheeler et al., 2010), bottom line (Imran & Usman, 2011), organization performance (Kelleher, 2011b) and employees' motivation (Galletta, Portoghese & Battistelli, 2011).

In order to keep turnover rates low, the companies should implement retentions strategies which reduce the stress and increase employee commitment to their job (Rekha & Kamalanabhan, 2010).

Voluntary turnover can be affected by employee commitment (Rekha & Kamalanabhan, 2010). Dissatisfaction with the current job counts more than attraction to other job opportunities when comes to employee turnover (Wasmuth & Davis, 1983).

O'Connell & Kung (2007) believe that employee turnover affects the performance of an organization. However, Mello (2010) says that turnover can bring some benefits like promoting higher performers and hiring more talented employees.

If organizations understand employee turnover reasons, they can save money on retention costs (Stewart, Volpone, Avery & McKay, 2011).

Reasons for employee turnover

Nowadays, people do not look for a job for life like a traditional career in only one company. They are not as loyal as they use to be in the past (Burke & Ng, 2006).

For Starks (2007) the employees' skills and job requirements should be aligned in order reduce the turnover. Yurchisin & Park (2010) found that low level performers are more likely to voluntarily quit their job than high level performers. According to Pattie et al. (2010) not using all of the employees' skills influences the intent of quitting their job.

Carmeli & Abraham (2005) found that employees with more challenging jobs have less intention to voluntarily quit their job.

Stewart et al. (2011) asserts that employees who like the organizations' ethical climate show less intentions to quit than the others.

There are different reasons for people to quit their job which can be personal or work related. For instance: changes in personal life, desire to learn more or a situation at work that is against their values (Mitchell, Holtom, & Lee, 2001).

According to Abbasi & Hollman (2000:2) "lack of recognition, lack of competitive compensation system, lack of interesting work, lack of job security, lack of promotion, inadequate training and development opportunities, and toxic workplace environment" are also reasons for turnover.

According to García-Serrano (2011) one of the reasons to turnover is not being satisfied with the salary or the status in the company. Also, Kavitha et al. (2011) believe that pay is a reason for turnover. Conversely, for Vatcharasirisook & Henschke (2011) pay is not the key reason for employees to quit their job voluntarily.

Babajide (2010) believes that turnover can be influenced by personal factors such as: job satisfaction, commitment and health.

Knudsen, Ducharme, and Roman (2009) found that turnover increases when employees do not adjust to the culture of a company. Kelleher (2011a) asserts that organizational culture influences employee engagement. According to Chiva & Alegre (2009) the organization's environment have an influence on job satisfaction and motivation.

The stress developed during work influences job satisfaction and consequently it can increase intention to quit the job. Besides the more employees find their job stressful the more their intention to quit increases. (Fried, Shirom, Gilboa & Cooper, 2008) Paillé (2011) says that there is a relationship between job stress and job satisfaction.

According to Rekha & Kamalanabhan (2010) and their study on the relationship between employee internal and external work environment in Information Technology Enabled Services and Business Process Outsourcing (ITES/BPO) organizations and employee turnover, many employees appear to have a lack of commitment to their job and be stressed about work.

According to Staufenbiel & Koenig (2010) job insecurity affects employee motivation and performance as it causes job stress.

The results of a study conducted by Brown, Hyatt & Benson, (2010) concludes that low performance appraisals increase the intention to quit and also affects job commitment and satisfaction. Employees who are not committed and satisfied, are more likely to quit their job. (Lambert & Paoline, 2010)

According to Rooney, Gottlieb & Newby-Clark (2009) several employees voluntarily quit their job because they do not like their manager(s) and they think managers are failing on doing their job.

Mihelic & Plankar (2010) says that work life balance and motivation is a factor that contributes to the decision of quitting their job. Other reasons for that can be: stress, lack of trust, a change in management or conflicts with colleagues. From Shahzad, Hayat, Abbas & Bashir (2011) points of view job satisfaction, job stress and career satisfaction contributes to employee turnover and absenteeism.

According to Mandhanya (2015) employees intent to leave an organization when they considered to be unmotivated, dissatisfied or underpaid. Also, when they do not see opportunities to grow within the organization or when they do not adapt to the organizations or its culture

On the other hand Hausknecht, Rodda & Howard (2009) conducted a study on why do employees stay at their job and he concluded that one third of the respondents said that the reasons to stay can be: being satisfied with their rewards, job or constituent attachment. 10% to 20 % said that they did not have another option, liked the organizational commitment or because of the organizational prestige.

Due to the high costs of employee turnover, efforts have been made in order to study employee satisfaction, motivation and consequently retention (Baill, 2012).

Employee Retention

The world as we know it now is constantly changing, the technological innovation, the growing globalisation and the competitiveness between companies is always increasing. And the

organizations have to follow up (Kyndt, Dochy, Michielsen & Moeyaert, 2009). Nowadays the market is really competitive and what differentiate companies are their competitive advantages, which can be their employees. Valuable and skilled employees are important to organizations and sometimes hard to find (Samuel & Chipunza, 2009).

According to the Society of the Human Resource Management the retention issue is “the hottest topic” of Human Resources (Mitchell et al., 2001).

Retaining employees has been a problem for several organizations over the past years. (Yurchisin & Park, 2010) Retain their best employees is responsibility of the employer (Gurumani, 2010).

Retention is a big problem nowadays as a result of the high competition existing in the market (Haider et al., 2015).

Employee retention is a set of measures applied by a company with the main goal of attracting an employee to stay in an organization for a long period of time (Haider et al., 2015). Retention is a bottom line issue. Managers who not react to the employee retention issue will put their companies in risk and might kill them at all (Herman, 2005).

Sandhya & Kumar (2011) asserts that retention is the process that encourage employees to stay in an organization for the longest time possible. This brings advantages to the employer and employee both.

Retention is an organization’s strategy to build an atmosphere to avoid that employees leave the organization in the long term (Chaminade, 2007). Its main goal is to retain valuable employees. As losing key employees may lead to problems in the productivity, losing social capital or service’s quality (Samuel & Chipunza, 2009).

In order to retain employees, the organizations can create an Employee Retention Program (ERP) which is a set of practices that aims create an atmosphere suitable for employees’ desires and needs. Retaining employees who want to leave involves take into action several steps, such as applying motivators – financial or not – that satisfy all of the employees’ needs. “Employee retention involves five major aspects of motivation like Compensation, Growth, Support, Relationship and environment“ (Sandhya & Kumar, 2011 : 3).

Retaining employees is important as the skills and knowledge owned by the employees represent an important role to the success of the company (Hiltrop, 1999).

According to Heathfield (1995) in order to maintain the success of the organization and have a long-term growth, it is really important to retain the most talented employees.

Losing an employee means losing knowledge which can affect the success of the organization, as they have acquired specific skills to perform their job (Ramlall, 2003). Furthermore, when they leave to another organization, they will have knowledge that will represent a competitive advantage to the other organization. Not only the organization loses knowledge but also network contacts that the employee might have (Samuel & Chipunza, 2009). Sometimes employees have privileged contacts with clients that the company might lose with the employees' leave (Sandhya & Kumar, 2011).

When an employee leaves, the company loses his experience and the investment on training (Curtis & Wright, 2001). The most important issue for the employers in employee retention is the return on investment (Ramlall, 2004).

Employee turnover generates a lot of retention challenges such as financial costs (O'Connell & Kung, 2007) and decrease in productivity (Imran & Usman, 2011). These create numerous barriers which stops managers from retaining valuable employees and reduce the employee turnover rates (Stewart et al., 2011).

The costs (direct and indirect) associated with losing an employee are approximately a minimum a year of salaries and benefits and it can go to a maximum of two years (Ramlall, 2004).

According to Ramanaiah & Lavanya (2011) it costs more recruiting and training a new employee than to retain the old ones. However, retaining involve a bigger effort and more time.

There are several studies that prove that retaining talented employees is the biggest challenge for the organizations. As highly skilled employees have several attractive offers from different organizations at the same time and they will pick the best one. So in order not to loose key employees, the organizations need to implement strategies to retain them and also to reduce the turnover (Samuel & Chipunza, 2009).

Sometimes, the employees leave to the competitors' organization which represents a bigger concern to the organizations. Because they move to another company fully trained and with privileged information (Abbasi & Hollman, 2000).

Managers should look for the reasons that make employees change their job so often and act accordingly (Stovel & Bontis, 2002). However, managers have been failing on understanding the real reason for employees' turnover and therefore they do not have the appropriate strategies implemented, which will reflect in a high rate of employee turnover (Samuel & Chipunza, 2009).

The importance of employee retention is not only the costs associated with the turnover but also prevent the key employees from being taken from other companies. Losing company information is a big issue to the employer as when the employee goes to another organization he takes important information from the inside which can be used by the new employer who might be a competitor (Sandhya & Kumar, 2011).

Sandhya & Kumar (2011) refer that also the company's goodwill can be affected by a high rate of turnover. If a company has a lot of employees leaving it can mean that is not a good company to work and potential employees can take that into consideration when choosing a job. However a high retention rate reflects a secure atmosphere to outsiders.

When an employee is replaced by another, there is a period of adaptation that represents a lack of efficiency therefore a loss of time to the company (Sandhya & Kumar, 2011).

For Mehta & Mehta (2009) organizational leaders face retention challenges when the turnover increases and creates shortages issues to the organization. Turnover not only concerns leaders as it can affect the other employees' work as well. With turnover, the load of work will increase to the others which can cause stress. Finally, stress can be also a reason for turnover (Mardanov, Heischmidt & Henson, 2008).

For Herman (2005) employee retention is not a human resources issue but a management issue. The job of retaining talents must be done by leaders specialized in retention. However, he asserts as well that the whole company should be involved in order to create a culture and attractive environment in the company.

According to Anderson & Pulich (2000:1) retaining employees is as important as recruiting new employees. "Attracting good people is just one side of the employment equation; retaining them once they have been hired is the other."

The workforce nowadays is not characterized the same way it was some years ago. Employers cannot expect employees to be loyal and remain in the same company for their entire life (Anderson & Pulich, 2000).

First of all, employers must hire employees who share the same culture of the company and then they should implement strategies to keep them in the company (Anderson & Pulich, 2000).

An employee's resignation is irreversible. However, you can try to understand the reason in order to not make it irreversible to other employees (Phyllis & Joe, 1989).

Ballinger et al. (2011) found that reducing the retention costs is now a challenge for a lot of companies as the high employee turnover that the companies are facing is creating bigger retention costs.

Knowing how to retain employees is decisive (Carragher, 2011).

Retention strategies

Due to the increasing necessity of retaining and recruiting valuable employees the Human Resources departments have developed specific strategies, such as performance management, training and compensation (Vance, 2006).

Two important elements for the success and grow of a company is the employee motivation and his/her retention (Imran & Usman, 2011).

Retention strategies reduce turnover and retention costs (Chen, 2010) however not many organizations put in practice retention strategies (Armstrong-Stassen & Ursel, 2009).

According to Lattin (2005) effective human resources practices like training, good orientation and career training development can help reducing the employee turnover.

Employees who are satisfied with their job are more engaged and feel that they have more empowerment which reflects an increase of retention. For instance, the American airline JetBlue airways created a retention strategy of training that developed the sense of empowerment and encourage the decision making (Wegner, 2011).

Gberevbie (2010) when studying the relationship between employees' performance and retention strategies, found that poor retention strategies can influence negatively the

organization's bottom line and can guide to a worst performance. Also, organizations which implement inadequate strategies have a higher turnover rate (Mohlala, Goldman & Goosen, 2012). Welding (2011) found that retention programs help to decrease turnover. On the other hand lack of appropriated strategies might increase turnover (Deery, 2008).

According to Rooney, Gottlieb & Newby-Clark (2009) having strategic retention strategies leads to a good working environment. Which increases the employees' motivation therefore might decrease voluntary turnover.

Mihelic & Plankar (2010) asserts that put in place strategic retention plans to retain employees is part of the recipe to the organization's success, as well as taking into account the employees' desires.

Kavitha, Geetha & Arunachalam (2011) assert that training, job satisfaction, pay satisfaction, communication and benefits are factors that contribute to employee retention.

Shriberg (2009) asserts that managers should empower their employees in order to decrease their intention to quit and therefore reduce employee turnover.

Implementing a mentoring program and acknowledge the employees' work are considered good retention strategies (Chen, 2010). Engagement in employee improvement can cause a better performance of the employee (Kelleher, 2011b).

Carraher (2011) asserts that payment helps attracting new employees at first on the other hand benefits is important to retain employees in the organization. Inversely, Vatcharasirisook & Henschke (2011) suggest that payment is not the main reason for the employees to quit their job.

Acknowledging the employees might help on decreasing the employee turnover (Pattie et al., 2010). as well as involving the employees as much as possible. Keeping the employees involved in the organization and motivated to be efficient is the best way to retain employees. Because it will increase the motivation, productivity, job satisfaction and consequently decreases the turnover (Kelelher, 2011a).

For Winterton (2004) a good retention strategy is to create new job opportunities and build a good work environment where employees feel satisfied.

Wright & Bonett (2007) found that good management and job satisfaction help on retaining employees.

Employees' motivation decreases when managers are not concerned about their employees because they start to feel disconnected from the organization and this leads to an increase of turnover. A good strategy to increase employees' motivation is to give them more responsibilities like: decision making and more involvement in the process (Carleton, 2011).

According to Herzberg (1987) job and pay satisfaction is a way to motivate employees. Which can decrease employee turnover (Kelleher, 2011a). Another way to motivate employees is to acknowledging them for their accomplishments as this helps with their confidence.

Wegner (2011) holds that if the employees have the needed resources and training to perform their job, their motivation and morale will increase. It also shows that the management is concerned with them.

Gayathri et al. (2012) asserts that managers are really important to create a good environment to work and should take care of their employees' concerns.

According to Lambert & Paoline (2010) another way to help decreasing the turnover could be a higher involvement from managers and improving the work-environment.

Welding (2011) says that if managers have a strong relationship with the employees might help on reducing the employee turnover.

For Amy (2008) managers should not only be managers but leaders, so that they can be more involved in the organization and motivate the employees.

Managers should invest in employees' skills and provide them the necessary training in order to decrease employee turnover. They should have a plan and goals so that they retain valuable employees (Chen, 2010). For Gayathri, Sivaraman & Kamalambal (2012) it is a challenge to recruit the right people with the needed skills. It is also a challenge to train and retain skilled employees. These are activities that should be taken care by Human Resources department and managers from the organization. HR should find and recruit talented and skilled people, then train and motivate the employees in order to retain them. On the other hand, managers are in charge of training and motivating employees as well, but also ensure that the work is done and the goals are achieved.

Training helps managers to perceive what are their employees' needs (Liao & Teng, 2010). Additionally, investing in employees and their specific skills will help to decrease the turnover (Chen, 2010).

HR managers should use strategies that motivate their employees by offering the necessary resources to improve their skills (Human Resources Management, 2010).

According to Deery (2008) managers have to create retention strategies in order to reduce the employee turnover. They should empower and train employees. Managers should as well get closer to the employees and show that they are concerned about them. Like this they will reduce turnover and improve the bottom line (Iqbal, 2010).

Schyns, Veldhoven & Wood (2009) found that employees with a good relationship among their superiors and leaders are more satisfied with their job.

The organizations should be transparent about the past, present and future of the employees' career path so that they will feel secure in the organization (Ongori, 2007).

According to García-Serrano (2011), status and job satisfaction can help with retention. Putting in place retention strategies that involve job satisfaction might decrease the employees' intention to quit (Babajide, 2010).

Job satisfaction occurs when an employee is pleased with his job. In the past employees were satisfied with factors like: paid extra hours, retirement benefits and less work-life balance. However, these new generations appreciate a better work life balance, high salaries and gratification, for instance. Nowadays employees want the organizations to care about their families and personal life and have policies that encourage work-life balance (Aruna & Anitha, 2015). Employees want to work in companies that support them in terms of family. They want policies family-oriented, such as flexible work hours (Anderson & Pulich, 2000).

Lambert & Paoline (2010) asserts that there is a correlation between job satisfaction and intention to quit a job.

Shin, Taylor & Seo (2012) found that employees who are committed to their job are less likely to intent to quit. For Pepe (2010) also, the employees who feel happy at their job do not intent to quit. Employees who had a good training are more satisfied with their job than the ones who were not well trained. Training can improve the employees satisfaction (Liao & Teng, 2010).

According to Ma, Yc, Lee & Wy (2009), job satisfaction is the key predictor to employee turnover.

When a person starts a new job the job satisfaction is high however it tends to decrease with time (Kidwell, 2011).

For Nyberg (2010) salaries influence employee turnover and job satisfaction. According to Lee, Gerhart, Weller, Trevor & Ellig (2008) the employees less likely to quit their job are the ones who are satisfied with their pay and job. On the other hand, employees who are satisfied with their task but not with their pay consider more to quit their job.

According to Kelleher (2011b) even though, employees have a high rate of productivity does not mean that they are totally satisfied with their job.

Joo & Park (2010) studied that when employees are not satisfied with their job, they change their behaviour and commitment to it.

According to Vatcharasirisook & Henschke (2011) job satisfaction is an important factor that makes employees staying in a company. When employees feel that they are improving and learning new skills, they do not intent to quit.

Employees like to control their job and tasks. They feel that they have more freedom therefore they feel less stressful about their job. In these situations, they feel that they have more decision power so they are more comfortable in the company which results in desire of staying in the company (Mandhanya, 2015).

Factors such as: diversity in the workforce and improving organization climate might help decreasing employee turnover (Mulki, Jaramillo & Locander, 2008).

Talented employees are an added value to the organization. They help the organization to grow and they have fresh ideas as well as new skills. Despite of representing a high cost, the organization should recruit and retain talented employees in order to build a competitive advantage and consequently be a successful organization (Philips & Edwards, 2009). The employees' perception of the company is one of the factor that contributes to the decision of quitting a job (Stewart et al., 2011).

According to Tymon, Stumpf & Smith (2011) having strategies and training focus on the diversity of the organization might reduce the employee turnover.

Employees in the age group 55 and older are an important workforce group as they are able to perform a specific task because they have developed skills for that. Therefore, they are also qualified to teach the new employees. However, their skills can be considered old-fashionable (Calo, 2008). Although there are some retention policies for older employees that can be put in place (Armstrong-Stassen & Ursel, 2009).

Another retention tool, especially for the millennials, is development and training because it helps to build up their careers (PricewaterhouseCoopers, 2009; Dolezalek, 2007).

Mentoring is a retention strategy which can be applied to young people (Munde, 2010). Mentoring consists in having an older employee to guide the new one and helps him on the new task. The mentor should look after the junior employee (Aruna & Anitha, 2015).

Bloomquist (2014) asserts that nowadays the conventional mentoring has been substituted by the reverse mentoring. This means that the junior employee shares his technological skills as a payment from the guidance inside of the company given by the senior employee. Thereby, there is a better relationship between the two different generations as it is a win-win relationship (Koster, 2013).

A practice that can be implemented to help to reduce employee turnover is Exit Interviews – interviews with the employees that are leaving to understand their reasons and consequently amend the situation with other employees (Spain & Groyberg, 2016). Also, Herman (2005) agrees that the employee- retention specialists should do “exit” interviews and even “stay” interviews.

The hardest generation to retain – Generation Y

The generation Y, also called the Millennials, are the ones born from 1979 to 1997 (Taylor & Keeter, 2010). Considered the largest generation in the labour market since the baby boomers (Glass, 2007). The youngest cohort has entered in the workforce around 2001.

They are characterized by being the “why” generation. They need to understand the root of the problem and always want to find a solution to everything (Kehrli & Sopp, 2006).

According to McElhaney (2008), Generation Y is characterized by being friendly, social and civic minded, responsible, open-minded, intelligent and informed. Also, they are fast learners and techno oriented.

Aruna & Anitha (2015) asserts that this generation is not loyal to a company but to the job. So that, retaining this young generation is becoming a challenge to organizations. On the other hand, according to Longan (2008), Generation Y is loyal as long as they are satisfied with their job and its conditions although if they are not satisfied they will quit easily. They are loyal to

the companies that treat them fairly however is not proven that they are as loyal as the past generations (Bassett, 2008).

The millennials look for companies that treat all of the employees in the same way, that have employee appreciation, managers that you can trust and where employees can be part of the decision making (Lockwood, 2009). They seek for leaders with the following characteristics: motivational, educational, organizational, achievement-oriented, value-based, team-orientated (Alch, 2000).

Whitney Gibson, Greenwood & Murphy (2011) have studied that the employees from Generation Y expect their mentors to give immediate and honest feedback as well as a good atmosphere between them.

They expect to be paid with high salaries by the time they are 30 (Aruna & Anitha, 2015). They want to be involved in the organization, share ideas, have responsibilities (Rai, 2012), be part of the decision making process (Beck & Wade, 2004) and also work in organizations concerned about corporate social responsibilities (Weyland, 2011). According to PricewaterhouseCoopers (2009) the young workforce seeks companies that encourage corporate social responsibilities as they are eco-friendly.

Comparing with the previous generation, Generation Y is more skilled at multitasking and more concerned about the environment (Eisner, 2005). This generation presents a short attention span which makes them more challenging for employers (Hill, 2004).

They are characterized for being eco-friendly, less consumerist than the previous generations and not liking monotony. They prefer to live experiences rather than own goods (Correia & Montez, 2016).

According to Rai (2012) the work place environment is really important as it is the place where the employees spend most of their day, working, socializing and learning. The millennials need their physical work areas to be attractive and comfortable and with places to relax and socialize, like breakout areas, conversations and creative rooms. They also look for organizations developed in a technological way (Weyland, 2011).

Generation Y cohorts have a competitive advantage comparing with the older generations, they are hired for their technological skills (Bassett, 2008).

Lopes & Johnson (2008) asserts that it is in the beginning of their career paths that young employees are willing to take more risks. For them the most important is to have a continuous learning and self-development (Terjesen, Vinnicombe & Freeman, 2007).

This generation is also characterized by being multi-tasking and liking to be independent (Martin, 2005). They like to have deadlines and responsibilities but also be autonomous in how to do their job (Weyland, 2011).

This generation changes their careers at least 6 times during their life (Burmeister, 2009).

The Millennials do not consider their work a priority; travelling, spending time with their friends and leisure time is their priority (Bauman, 2010). For Generation Y quality of life and good relationships with the co-workers is important (Bridgeford 2007).

Due to the current globalization, this is a generation that is more racially diverse and used to international environments (Hill, 2004).

They got used to be part of family decisions therefore when in a company, they have no problem to go directly to the superior if they do not agree with something. They do it in a polite, respectful and positive way (Eisner, 2005).

Hays Group Portugal has developed in 2015 a study on the motivations and preferences of Generation Y in the labour market. 650 young people up to 35 years old have been questioned.

According to this study, 58% of the respondents says that they want to work in a project in their area which offers financial stability and offer a possible continuity in the company, 36% desire to work in different projects in several areas. Only 18% want to work to gain some experience. As long-term goals, 73% assert that they want to be fulfilled on their job, 53% want to have a work-life balance, in third position with 37% of respondent comes high salary.

When asked, what are the principal factors to choose an employer, generation Y cohorts answered: good work atmosphere, work-life balance, easiness in communicating with superiors. For them the less important factors are: formal atmosphere, the structure of the company or possibility to travel.

For generation Y, a manager should be motivational, fair, assertive, ethical, dynamic and transparent. For them the most attractive benefits in an organization are: health insurance, training with certifications, a canteen in the office and schedule flexibility.

In this study, the respondents were asked what was for them the best way to communicate with their colleagues in the company. 44% answered face-to-face, however inversely of what was expected they affirm to prefer to write e-mails or in chats instead of calling. This phenomenon happens because this generation even in their personal life communicate texting all the time.

EMPIRICAL RESEARCH

As it has been said in the literature review, retaining employees is one of the biggest challenges for companies nowadays (Samuel & Chipunza, 2009) therefore employers need to know the reasons for employee turnover and act accordingly (Stovel & Bontis, 2002). The main goal of my thesis is finding out why Poreu is losing employees. To proceed with my research, I could have chosen a quantitative or a qualitative method.

The quantitative method is an objective study which involves a large sample. In this method is used structure techniques as surveys, for instance, to quantify data.

On the other hand, qualitative techniques can be applied which are normally used to study a phenomenon deeply. This is a more subjective study which uses a smaller sample to study.

Within the qualitative research, we have several methods, for example: study cases, focus groups, observations and semi-structured interviews. I have decided to use the semi-structured format which is the most used in the qualitative researches (DiCicco-Bloom & Crabtree 2006). This method is considered to be a flexible and versatile.

According to Hardon et al. (2004), Rubin & Rubin (2005) & Polit & Beck (2010) one of the biggest advantages of semi-structured interviews is that allows the interviewers to improvise depending on the answers' respondents. The interviewer should have a guide to conduct the meeting with previously formulated questions however each interview will flow differently. The main goal is to collect similar information from several participants (Holloway & Wheeler 2010), so that the interviewer should guide them during the interview in order to discuss the same topics (Gill et al.2008).

I believe that with a qualitative study I can find out the real reasons which made Poreu's employees quit by interviewing ex-employees. With the purpose of making this decision I have contacted the Human Resources Manager, and ask her from her point of view what would be the best technique to apply, after the meeting we have agreed that as I am an ex-employee I can take advantage of my network in order to perform the interviews. During them, I intend to find out what made the employees unsatisfied and consequently quit. Also, I will try to understand what kind of strategies would have made them stay longer.

Enterprise background:

This thesis addresses a common issue to all of the companies nowadays however its focus will be to a specific company whose name will not be mention for confidential reasons. The company will be referred as Poreu, during the whole thesis. The present chapter is dedicated to clarify the concept of shared service centre (SSC) , the structure and hierarchy of the company which will be useful to better understand the conclusions from the interviews.

Present in more than 140 countries all over the world, Poreu is a rental vehicle that offers their customers the opportunity to rent cars in short or mid-term contracts. They present solutions for both business and leisure travels.

As the current European market leader, Poreu has to follow the trends, therefore for them the digital strategy and innovation is one of the pillars of their strategy. That is why they have created a Financial Shared Service Centre.

After a careful analysis, Portugal was elected the best country to host the first financial shared service centre of Poreu, which includes all the financial departments of the group. This decision was made taking into account the low costs, specially the real state ones, and as well the language skills of the Portuguese people. It was in 2014 that the Shared Service centre was establish in office. They, currently, have seven countries and the holding operating in the Portuguese office and around 350 employees.

Not all of the countries have started at the same time, it was a gradual migration process based on a road map pre-defined. From January 2014 to October 2014, seven countries have been transferred to Portugal. Germany, Belgium, Italy, France, United Kingdom, Portugal and Spain have now departments in the shared service centre, however not all of the departments have been transferred yet. Currently, Poreu SSC has several departments such as: customer services, card processing, treasury, collections, accounts payable, accounts receivables and general accounting.

The shared service centre main goal is to join different departments and countries from the same company in just one headquarters. Afterwards they will analyse the different practices used by each country, evaluate which one is the most efficient one and standardize the processes to all of the countries. They might, as well, create different processes, based on the old ones, to be

used in the future by all of the countries of the same department. Usually SSC are focus on just one operational task, for instance: finance, customer services, IT.

These centres have as its main advantage the low upkeep costs as they are commonly located in countries with low labour costs, low real state costs and where the taxes are lower as well. The aim of the SSC is *“to standardize all the finance programs of the group, ensure the uniformity of processes and deliver gains on global efficiency”* (CFO of SSC Poreu, 2014)

Another characteristic from a shared service centre is the reduced number of hierarchical levels. Considering our company (please, see figure 1): for all of the departments the lower lair is the position of a clerk. Then there are the senior clerks which are followed by the team leads. These last ones have a manager as a superior. In some of the departments there are coordinators between team leads and managers. In the top of the pyramid there is the Chief Financial Officer. The number of clerks per senior depends from department to department. There are some departments which do not have all of the levels mention before.



Figure 1. Hierarchical levels with the number of employees per level in April 2017.

Poreu has a young work force as 270 of their employees have less than 39 years old, which is the generation that was studied along this thesis. Also, the average age is 34 years old. According to the company the average time of an employee in the company is 18 months.

Methodology

Sample

In order to conduct my study, I have decided to interview 8 ex-employees from Poreu who have voluntarily quit. When performing this kind of technique, it makes sense to have a narrow sample like 8 participants in order to investigate the problem deeply and try to come up with some solutions.

The main purpose of these interviews is to find out what were the motivations for these employees to quit Poreu and understand if there is a coincident reason for it.

My interviewees are part of generation Y as this generation is the focus of my study. I have asked the company if they wanted any person in particular to be interviewed or if I could choose the employees.

As they gave me freedom, I have decided to choose as much female ex-employees as male ones. In order to have a diverse group of interviewees I tried to have different ages, within the generation Y, so the range of ages from the participants is from 25 to 39 years old. Being Poreu a Shared Service Center, there is little hierarchy, therefore within the selected range of ages, it was not easy to interview ex-employees who were seniors or leads, as they are a few and usually older than 39. However, in this group of participants, there are an ex-lead and an ex-senior as I consider it would be enriching and interesting to understand if the motivations would be the same in a higher level of hierarchy.

Also, I have chosen people with different academic backgrounds as well as different teams within the company. So that we exclude the idea of all of the participants in this research have quit because of the same manager, one of the main reasons for quitting according to Rooney, Gottlieb, & Newby-Clark (2009). Some of the participants have a master degree, others only have the bachelor degree, which can show us if more instructed people are more ambitious or not.

This sample has ex-employees that have worked in different teams with different seniors performing different tasks in different periods, therefore we have a miscellaneous group of participants. Poreu Shared Service Center is divided by countries as well as by departments.

The participants are from 3 distinct scopes (countries) and several departments which provides us a different perception of the company.

For confidentiality reasons, the names of the participants will not be mention. The participants will always be referred by acronyms.

Data Collection

After deciding the profile of the interviewees, I have contacted several ex-colleagues from Poreu in order to check their availability to be part of my study. Some declined as they were living abroad or did not have time to meet. The remaining ones have agreed to meet with me individually in order to talk about the main reasons that made them quit Poreu.

Every interview ran differently depending on the participants' answers. Nevertheless, all will follow the same guide with the same questions (see Appendix A). They have been prepared based on the literature review and also the Poreu's "Leaver questionnaire"(see Appendix B). All of the themes that seem relevant from the literature review has been addressed during the interview. The Human Resources manager from Poreu had sent me their template for their exit questionnaire – a practice that should be done by all organizations and consists in small questionnaires or interviews to the employees that are leaving are submitted in order to help the company to understand why the employees are leaving. (Spain & Groysberg, 2016).

In the beginning of the meetings I have explained to them the goal of my thesis and how they could help me taking conclusions.

RESULTS

This section is dedicated to the presentation and discussion of all data and figures collected during the interviews. Those will be presented in six different dimensions.

Employee's motivation

Motivation is, according to Herzberg (1987), the employees' desire to reach an objective. In order to understand what makes the employees productive, the interview started with a simple and open question of what motivates them in a company. Due to different personalities, different ages and different hierarchy we had diverse answers. However, the majority of the participants mentioned salary and financial benefits as a motivator, the ones, that did not refer it, are the ones that were in a higher hierarchical position, therefore had already better job conditions than the others. According to Sandhya & Kumar (2011) retain employees involves having motivators like compensation, growth, support, relationship and environment. Three of the five aspects mention by the author have actually been referred by the ex-employees. For some of the participants having a good relationship with the team is important. *"The good atmosphere in the team-"* (DJ) As well as the environment in general *"The good environment that you have with the other employees, your colleagues-"* (JM). I can conclude that as the employees move forward in their career and also get older they change their motivations. *"Not only expectations to progress but actual progression in your position and what you do during your daily basis. Feeling that you are improving as a person and professional-"* (NM). Also, it is interesting to see as the older and more qualified participants showed that the company and position motivates them. *"The company's size and the position that I am applying to-"* (VR). Likewise, Hays Group Portugal have concluded when choosing a new employer, the generation Y is concerned about the communication with the superiors *"(...) I think it's important to have a good relationship with your team leader-"* (DJ). I can conclude that as they are in an early phase of their career, the generation Y worry about *"the company being reputable-"* (MA), which reflects their primordial choice of applying to an internationally known company as Poreu. In contrast the older participant, which had the higher hierarchical level, mention that *"the company's name does not concern me-"* (VR). It has been referred by several participants,

too, “(...) if the project attracts me-” (RM), “(...) if the tasks are interesting-” (NM) and “the progression and the opportunities that I will have also” (DJ). Imran & Usman (2011) asserts that an important element for the success of the company is the employees’ motivation. Therefore, companies in order to attract and retain employees should worry about factors like: progression and opportunities, salary and other benefits and the companies’ environment which have all been referred by our participants.

Main reasons to quit

According to Mitchell, Holtom, & Lee (2001) employees’ reasons to quit can be personal or professional. Within our sample there are both cases, one of the employees left the company to proceed their studies, another left the company looking for a new adventure in a foreign country. On the other hand, some of the employees did not feel satisfied with their jobs anymore, so “looked for new opportunities-” (VR) or even “(...) have been proposed a project from another company-” (RM). Some of the employees mention lack of progression “I felt I was stuck in the same place. No progress-” (DJ), lack of recognition, “I felt that a good employee was not recognized and reward for his job-” (JN), lack of competitive compensation system “They expect you to do a good job but there were no incentives-” (JN), which are considered by Abbasi & Hollman (2000) reasons for turnover. More than one of the participants, from different hierarchical levels, mention that the tasks they were performing were not satisfying them anymore which motivated them to quit. “(...) And I did not like what I was doing” (MA) “the fact that I did not feel challenged anymore, I was bored” (NM). “Lack of opportunities and the monotony in the daily basis” (VR), which represents one of the characteristics of the Generation Y, not liking monotony (Correia & Montez, 2016). Several authors assert that salary is one of the key reasons for voluntarily turnover, however during my study I could conclude that in most of the cases “It had an impact on-” (RM) or “It did not make me stay either” (JN) but it was “not the main reason to leave-” (VD), confirming Vatcharasirisook & Henschke (2011) theory that salary is not the most relevant motivator to quit. Out of the 8 participants, just one affirmed that it was the main reason to leave. There were even 2 participants that said it was not at all. One employee mention that felt that “there were no intentions of increasing it-” (JM) from the human resources department. According to Mandhanya (2015) feeling underpaid is one of the

causes to employee turnover. Despite of not being the main reason to quit, the participants affirmed that were not satisfied with the salary they had and did not consider it fair *“at all”* (DJ) for the tasks they were performing. *“I think it was not fair for my background/ training and the responsibilities that I had. Not that my tasks were really hard with a huge intellectual effort but because we were dealing with high amounts of money. And I believe that at least to avoid frauds, the companies should worry more about it-”* (JM). With the exception of the team leader that considered the salary fair and satisfactory.

Regarding the benefits, the team leader was fairly pleased with them, the rest of the participants mentioned *“the health insurance was pretty good-”* (JN) and *“the discounts to rent cars were pretty good-”* (NM) but it was basically that. The majority referred that have better benefits in the new companies except for one participant that *“(…) think they were pretty acceptable comparing to the market-”* (RM). As Hays group’ study (2015) have proved health insurance is one of the most attractive benefits for generation Y, just like canteen in the office, which Poreu offers but none of the ex-employees have referred. Kavitha, Geetha & Arunachalam and Carraher (2011) asserts that benefits is a good strategy from the company to retain employees.

For the ex-employees having colleagues leaving the company did not affect them as Mehta & Mehta (2009) stats. *“It was more about losing friends, I do not think it shows instability. Nowadays there is a high rotation rate in all of the companies-”* (RM) and *“obviously seeing some friends leaving makes you less motivated (...)-”* (NM). Conversely, there was an ex-employee that shared their insecurity *“it did not make me quit but it made me think about the instability of the company. And we saw some people being dismissed because the company was always being reshaping which transmitted a lot of insecurity. We felt that not everything was assured there and I thought maybe it was time to find something more guaranteed”* (JM).

Despite of being not satisfied in Poreu anymore, not all of the participants have looked for new opportunities. Two of them were *“not looking for anything, I was contacted by a recruitment agency”* (RM), *“ I was contacted by an outsourcing company of HR which was dealing with my current company’s recruitment. They saw my profile on linked In”* (JM). Others *“left to look for new opportunities-”* (VN) or *“I was not looking for new opportunities because I left the company to study-”*(MA) In contrast with *“I was looking for new opportunities when in Poreu, I went to an interview, I got an interesting job offer and I left-”* (NM) and the team leader that even having almost 15 years of experience *“Every time I left a company I was the*

one looking for new opportunities. During my whole career when I left it was because I felt the need to change. Again, it is all about the functions. I felt that I was not learning that was why I looked for a new opportunity. I will always be like that, I do not settle in terms of work. I want always something that challenges me (...) I feel that I do not have a job for life as some people of my age that worry a lot about the job security and so on. There were people in Poreu and even colleagues from university who are my age and none of them are like me. The generations are changing and I feel that I am more part of generation Y than to the previous generation but well I am in the border-” (VR). Mandhanya (2015) refers that not having opportunities to grow is a reason for the employees to leave a company. According to our sample, just one of the ex-employees saw growing opportunities as he was the only participant that was actually promoted while in the company. The rest of the sample answered with “no-” (MA) and the employee with the higher hierarchical level stated “They could give me horizontal projects however vertical progression for me did not exist. When I entered, I was already in the “Top of career” for that company, I went to gain experience and to see which opportunities that company would give me. I did not think in the long term, I was there to learn at first and I did not think about promotions in the future-” (VR).

Poreu’s atmosphere

Another reason that increases the turnover is the company’s culture and if the employees feel part of it or not (Knudsen, Ducharme, and Roman, 2009). When an employee does not feel adjusted to the company’s culture, he is more likely to quit as according to Kelleher (2011a) organizational culture influences employee engagement. When asked about the company’s culture, the employees from Poreu had opposite answers. Some of the employees shared that “(...) did not see any culture-” (JN), “I do not even feel that there was a culture, at any moment. I, actually, do not really know what is their culture. I felt the spirit of the company was ‘Let’s see what happens after’ and a lot of show off.” (NM), “No. I was an outsider. I was not in the Poreu spirit at all. (...) Because I was not worried about the team buildings they organized, I never wanted to go and I did not go.” (VN) and also “They had no criteria on firing or hiring people, so I did not feel adjusted to the company’s culture-” (MA), which according to Mandhanya (2015) are reasons to intent to leave a company. On the other hand, there were

interviewees, the ones with higher positions from the group, that answered promptly, “*Yes totally*” (VR). There were also employees that showed a neutral position “*-in general I think the answer is yes*” (DJ) or a position that changed through the time “*In the beginning, yes. However, at a certain point I felt that the team and department were a bit apart from the rest of the company. At the beginning, I felt aligned with the culture because I think Poreu has a young and dynamic culture. At the end of my stay there I felt that it was becoming a not that much open-minded company-*” (JM). It was mentioned by one employee that it was hard to see a culture in the company “*because it was a new company.*” (JN)

It was referred by more than one employee the existence of a masculine football team and how this helped on the team spirit. “*I talked with every man in the company. (...) the masculine employees knew each other really well, if I needed any help for any task I had no problem of picking up the phone and call them because I knew them from the football team.*” (JN) and “*I felt team spirit in the football team. In my team, not at all.*” (NM) Despite of the last testimony saying that there was no team spirit in the company, all of the other participants agreed that they felt part of a team. “*We always helped everyone, at least in my sub-team. Even in the whole department we were always helping each other*” (JN) and also, they “*felt part of the company*” (RM).

Mitchell, Holtom, & Lee (2001) state that seeing situations at work that are against personal values motivates employees to leave a company. The two employees with higher positions that were interviewed, mentioned that for confidential reasons could not share the situation, but it happened that their values did not match the company’s. The rest of the employees, showed their unpleasantness regarding “*some suspensions*” (DJ) and “*the way they treated some people, I have seen a manager being fired in a day with no previous warning.*” (MA). As it happened with “the culture”, it appears that the employees were not familiar with the values of the company “*I do not think they have a lot of values.*” (VN) or “*I never understood Poreu’s values so I cannot answer you that question (...) however in some situations I thought (...) they do not have ethics and vision at all to take some decisions, (talking about top management)-*” (NM).

For Starks (2007) the employees’ skills and job requirements should be aligned in order to reduce the turnover, therefore the ex-employees were asked if they felt that their skills were aligned with the job they were performing. Most of the employees express that “*I would like to*

do something that was aligned with my skills” (DJ), “I think that the job was worst comparing to my skills” (JM), “I had more skills comparing with what I was doing-” (MA), “Totally under exploited-” (NM) and “If I was a clerk I think I would be over skilled for the tasks that they ask for that position-”, mentioned by the senior clerk (RM). On the other hand, there was an ex-employee that felt that “was in the right place-” (VN) and the ex-team leader interviewed shared “When I entered, I was afraid I did not have the necessary skills. When I left, I felt I had more skills than what they were asking me. Through the time, I understood my skills were higher comparing to the functions I had-” (VR). A couple of ex-employees mentioned that they showed concern in helping the company to improve some processes as they felt skilled enough for that, but there was “no opportunities to create input or improvements to the company-” (NM), “they could give me more tasks and also let me help on automatizing some of the existing tasks-” (JN). I can conclude that as Pattie et al. (2010) said not using all of the employees’ skills influences the intent of quitting their job. Therefore, companies should worry about improving the employee’s skills. According to Chen (2010) managers should provide continuous training with the aim of reducing employee turnover. With the purpose of retaining employees, companies should have an action plan which involves training. The company should offer not only training but also the necessary resources to improve employees’ skills (Human Resources Management, 2010). As an overall the ex-employees, unanimously, mentioned that they have improved and acquired new skills when in the company. They referred they have improved their language skills such as french and english because they were working directly with employees and customers from other countries. Also, “I felt I improved my skills. I learned about excel and accounting terms” (MA), “technical terms” (RM), “I learned a bit of oracle” (DJ), these were the main skills mentioned by all of the employees. VR said he had learn about leadership and optimization from the trainings the company was offering to employees with higher positions. Altogether I can state that the employees felt they had an improvement in the company which is important to generation Y, as they like to have a continuous learning. (Terjesen, Vinnicombe & Freeman, 2007). “Yes, continuous learning is important to me. It was one of the reasons that made me quit. I felt I was not learning anymore-” (RM). Continuous learning is a retention tool that according to Dolezalek (2007) can help companies to retain employees, specially the millenials as it help them to build up their careers. When asked about the importance of continuous learning all of the ex-employees said it was really important. “It is more feeling that you are improving. And not always doing the same-” (NM). According to

Whitney Gibson, Greenwood & Murphy (2011), having immediate and honest feedback is also important to this generation. Abbasi & Hollman (2000) asserts that lack of recognition and promotion are causes for employee turnover. Five out of the 8 interviewees felt lack of recognition. *“We had targets but I do not know for what. Because when I reached the monthly target I got nothing and when I did not get to reach the target I got nothing as well-”* (DJ).

Regarding career progression, all of the employees mention that it was *“inexistent”* (JN), except for the senior clerk *“(…) because I got promoted.”* (RM). Even the ex-employee who was a team leader stated there was lack of career progression in the company. There was an ex-employee that mentioned *“I never felt at all that the company was worried about the employees’ ambition”* (NM), which is one of the characteristics of this generation. Generation Y is loyal as long as they are satisfied with their job and its conditions although if they are not satisfied they will quit easily (Longan, 2008). According to García-Serrano (2011) not being satisfied with the position in the company is another reason to turnover. Three of the interviewees said automatically they were not satisfied with their position in the company. One of the ex-employees mentioned that he did imagine himself in another department in that company and the rest of them said they were satisfied with their position, therefore in this sample, I can conclude that not being satisfied with the position is not one of the main reasons to quit as in general the employees were satisfied.

As Paillé (2011) says there is a relationship between job stress and job satisfaction, I have decided to ask the ex-employees if they considered their job stressful. Although all of the employees were from the same company, they did not work all in the same department, therefore some of them did not consider to have a stressful job and others did. Even in the same department, there were different feedbacks. Two of the ex-employees consider that it depends on people’s character. *“My job was stressful but I think that it depends on the resilience skills of each one. I think my job was stressful but I tried that that did not affect my way of performing my job and living the daily routine at Poreu -”* (JM); *“I am not a person that gets stressed by work-”* (VR). As an overall they did not consider it stressful. *“Sometimes a little bit but nothing really stressful. Sometimes you had deadlines but the important was to stick with them. Sometimes you were in a hurry and have to work faster-”* (JN), *“sometimes during the end of the month yes because we had to close the accounts but the rest of the month no”* (MA). There was an ex-employee that mention his team leader as the cause of stress at work. Stress is not

always caused by the tasks but it can be caused by the load of work or the team/manager. Stress is also considered a reason for turnover (Mardanov, Heischmidt & Henson, 2008).

Retention's strategies

Nowadays it is becoming really common in the companies to offer a program that allows the employees to work in different departments and give them the opportunity to have *“a better overall view of the whole company”* (VR) – the so-called trainee's programs. As one of the main characteristics of generation Y is the need of knowing everything (Kehrli & Sopp, 2006), I have decided to ask the ex-employees how would they feel about a rotation policy within the company and if it would motivate them. *“That is a good idea-”* (JN) *“because like that people would not get bored with the job as I did. And you can find what you really like in the company-”* (DJ). This strategy is not only good to help employees to find the department where they are more comfortable but also to learn more about *“the other tasks in the company. To have a 360 view because sometimes we needed help from other people that we did not even knew what their actual job was. And maybe we could have understood better the company-”* (VN). As a team leader VR says: *“For me it makes sense (...) that would motivate them (clerks) no doubt-”* and also: *“I think that should come from the leads the identification of people that would ‘need’ to change because some people are satisfied in their position.”*

Another human resource practice that can be used in order to fight the employee turnover is the regular performance appraisal. Brown, Hyatt & Benson, (2010) asserts that the employees with low performance appraisals are more likely to quit. An unfair and disorganized performance appraisal can lead to an unsatisfied employee. *“It was in that moment that I understood how unfair it was. Because they blamed me for lack of someone's training-”* (JM) *“For me a job appraisal is really subjective because it is only based on your boss, it is not 360°.”* (JN) *“I think it was unfair.(...)maybe they should put more managers per person to check the job performance. I think my lead was a good lead but he had too much work. So, he could not control everyone's performance.”* (VN) However, there were employees satisfied with the way it was done. *“I think it was always fair. At the beginning it was annual but currently it is every 3 months so I think it is enough.”* (RM), this was referred by the interviewee that left the

employee more recently which means that the company is improving their job appraisal and meeting the employees desires. *“I think that an annual job appraisal it is not the best practise (...) It should be more regular”* (JM), about the past job appraisals. More than one ex-employee mention bonus when we were talking about job appraisal. *“For me if there was an evaluation based on results there should be a bonus based on that”* (JN) *“But I think that the companies should have it (job appraisals) and treat it like a base for the bonus.”* (DJ)

According to Carleton (2011) a good strategy to raise employees’ motivation is by giving them more responsibility and decision power as this new generation likes to have responsibilities but also be autonomous in how to do their job (Weyland, 2011). All of the interviewees said that for them having decision power and responsibilities is important. *“Yes, no doubt. Responsibility for me is a challenge and motivator.”* (NM) As Lockwood said (2009) the generation Y is looking for companies that allow them to be part of the decision power. *“Not as a personal goal, to show that I have power. But professionally speaking.”* (VR). This young force want to have responsibilities, share ideas and be involved in the company. (Rai, 2012) *“I think it is important to feel involved in your job. The more you get involved the more appreciated. And consequently, more interested.”* (JN) As they are a generation that have been used to be part of family decision, they have the need to take decisions at work too. (Eisner, 2005). *“Inside of my tasks I think I had but then there was some stuff I did not agree with but there was nothing I could done about it.”* (VN), which reflects what Mandhanya (2015) said about employees liking to control their job and tasks.

Managers’ influence

For Rooney, Gottlieb & Newby-Clark (2009) not liking their manager or thinking that they are failing to do their job is considered a reason for turnover. A strong and good relationship between employees and managers might help on decreasing the intention to quit (Welding 2011). As in this sample the interviewees were not all from the same department I got different feedbacks from different managers. Even, people with the same manager answered with opposite answers. *“There are always people with strong personalities, I do not want to say problematic but not everyone has to like everyone, right?”* (RM). Some of the ex-employees affirm that they did like their manager personally but did not like his work. *“In personal terms*

yes, but as a lead I think he had his limitations (...) As a manager, (...) I believe he was not really assertive and direct.” (JN), “I think he was not performing his job well”(DJ) and “I think he is a good person but I do not think he had leadership skills” (VN). Others said that did like their manager and got along with them. One of the ex-employees explained that had different managers during his stay in the company and “did not have problems with any of them. I got along well with all of them” (RM). As one of the interviewees was a team leader I have asked him how was his perspective as a subordinator and as a superior. “I feel I was getting along well with all of them. I think I was more worried about my team that my manager was about me because I had less people under me than her.” (VR) The last one has referred several times during the interview that he did not have a good relationship with his manager and it was the main reason that made him quit. “He did not know at all what was to lead a team. They (referring to his colleagues) had a bad relationship with him,too.”(NM) Several authors such as, Lambert & Paoline (2010) and Gayathri et al. (2012) assert that a good environment between managers and clerks is crucial to have a healthy company. According to Herman (2005) in order to a company to survive, its managers have to react to the employee turnover problem. They should find out what are the employees reasons to quit and act accordingly. (Stovel & Bontis, 2002). The ex-employees perspective about the company working in order to maintain their employees was almost homogeneous. “No, not at all. They did not care about us” (NM), “They could do more.” (RM). However two of the interviewees decided to put themselves in the companies feet: “I do not know what they could do to maintain us in the company. They tried at least when I was leaving the company” (DJ), also “If I were them what could have I done to do better? (...) first their goal was to hire massively (...) maybe now they have changed.” (VR). According to Carleton (2011) employee’s motivation reduces when they feel that their managers are not worried about them as they feel that they are not important to the company. Regarding Poreu’s concern about their employees there are different points of views. I have got answers from “yes, I think they worried about me” (RM) to “neither Poreu neither my manager were worried about me” (DJ). “In terms of Poreu I think that there was a concern of giving us all the tools and everything we needed to be autonomous from the mother-countries, but then they were not worried about improving and stimulating.” (JM), on the other hand JN says “Yes, I had everything I need in terms of tools.” The ex-employee who mention the management of the company was his main reason to quit stated: “my team leader only

worried about himself. Poreu cared about doing events. (...) Everyone there thought it was underpaid, so people would prefer a bonus instead of those events” (NM).

A study ran by Hays Group have concluded that generation Y look for managers that are assertive, motivational and transparent. From the sample interviewed only one person said that felt that Poreu was transparent about their path. The rest of the employees felt that “*there was no career path for me at the time*” (DJ), “*they lied a lot during the recruitment period*” (JN).

According to Abbasi & Hollman (2000) lack of job security is one of the reasons for turnover as it affects employees’ motivation (Staufenbiel & Koenig, 2010). Among the interviewees I felt that some of the employees did not feel secure about their stay in the company. “*I felt that anytime I could be.... There were a lot of rumours, nothing was certain, the communication was not really good. A lot of secrets and not transparent, I felt that there were ‘business under the table’ which generated instability*” (JM). “*During the period I was there I believe it was all insecure because I think it was always a surprise. They used to say something and then something else happened so I only believed what they said just when I saw it.*” (JN) However not all of the ex-employees felt the same way: “*I had moments that I was insecure about what was going to happened. (...) But every time I needed I asked and they always gave me an answer. For me that is not only the employer’s fault but also the employees’. They should ask.*” (RM) Some of the employees were “*(...) okay. I did not feel insecure that they would dismiss me the next day*” (DJ) “*I felt it was secure*” (MA), “*I was not afraid of being fired*” (NM), “*I was never afraid of losing my job*” (VN). According to Ongori (2007) the companies should be transparent about the past, present and future of the employees’ career path so that they feel job security.

Final remarks about Poreu

Job satisfaction occurs when an employee is pleased with his/her job. For Vatcharasirisook & Henschke (2011) job satisfaction is important to retain an employee in a company. When asked about their satisfaction in the company, just the two ex-employees with higher positions answered positively. The remaining ones said they were not satisfied by the time they left the company. One of the interviewees even rated her satisfaction: “*In a scale of 1-10 I was a 5*” (DJ). Not being satisfied with their job have more influence on quitting a job than being

attracted to new opportunities (Wasmuth & Davis, 1983), which can be proved by one of the employees *“There were good things and bad things. More bad things than good that is why I left”* (DJ). According to Kidwell (2011) the job satisfaction of an employee decreases with time. Which we could verify with this sample. *“it was decreasing with time”* (JM), *“it was decreasing until the point that I left”* (JN), *“decreasing more and more with the time”* (VN). Two of the ex-employees presented the reasons for their satisfaction to decrease *“At the beginning, I was satisfied because I was learning new things and I went to the UK to do work shadowing. And everybody was excited. But then every day the tasks were looking more or less the same. And started to be boring. And the company did not offer us anything else, like any training, salary rise. So, I did not have any reason to stay”* (DJ) and *“When I entered it was ‘okay let’s see.’ Then it was the period when we were learning, the processes and so on. At the point that I learnt everything and the tasks were really basic. The satisfaction started decreasing”* (NM). In both cases the reason for dissatisfaction was the need of learning more and the job not being challenging enough. The interviewee with the higher position stated: *“I was satisfied. I left satisfied. It is thanks to Poreu that I am where I am now.”* (VR) According to Herman (2005) everyone in a company should be involved in order to create a culture and attractive environment. During the interviews what have been mentioned by the ex-employees as what they liked the most about the company was exactly *“the environment”* (VN) and *“the team”* (DJ). In professional terms: *“working for the first time in a multinational company made me gain experience and learn how working in a multinational is”* (JM) and *“they gave me opportunities to grow a lot and to improve my technical skills which was something that I really wanted”* (RM).

As it has been said during this thesis it is hard to retain employees specially the ones from generation Y (Aruna & Anitha, 2015). It is a challenge for the company but they have to find out what are the employees’ needs in order to apply motivators that make them stay (Mihelic & Plankar, 2010). Retaining employees can represent a high cost however maintaining qualified employees might be a competitive advantage (Philips & Edwards, 2009). Therefore I have asked directly our interviewees what would the company have to change so that it was more attractive to them. *“They could be more competitive in terms of salary, comparing with their competitors in the market”* (RM), salary has been referred by three people, as well as *“the top management”* (VN), as according to Herman (2005) employee retention it is not only a human resources issue but a top management issue, too. One of the employees during the whole

interview mentioned a lot the need of having *“incentives, rewards according to your performance”* (JN). The ex-employees talked as well about *“learning more and more career progression”* (MA), *“there should be a career path for the employees”* (DJ) and also *“the trainings and learnings were really poor in Poreu”* (DJ). Regarding the top management behaviour towards the employees: *“I think they should change the goals of the company. Even though a shared service centre is compared to a call centre, I do not agree with it. The SSC is a financial company which asks for people with education, more intellectual capacity than the ones needed in a call centre. And I believe that the top management should value more the people that works there. Do not look to the employees as they are poor workforce. They are people with education. I also believe that a big company as Poreu should value the humanistic and personal side of the employees. Because if people are not satisfied and fulfilled personally they cannot work properly.”* (JM) and also *“listen to the employee’s opinions”* (NM). Despite of the fact that retaining employees involves a bigger effort, it is less costly than to recruit and train new ones (Ramanaiah & Lavanya, 2011), therefore the companies should make an effort when an employee show his/her desire to quit. This was not the case for all of the ex-employees from our sample. Just two of the ex-employees mentioned that Poreu made an effort for them to stay, *“I spoke with HR director and she told me she would speak with the manager of the shared service centre about this. But I got the information right away that it would be difficult. I would have considered it. The salary needed to be better and the position also”* (DJ) and despite they tried to RM *“It did not make difference because the reason was wanting to learn more and learn something that I could not in Poreu.”* Some of the ex-employees mention *“it would not make a difference at all. Because it was for personal reasons.”* (VR), *“I had have made my decision and when you have everything planned there is no way back”*(JN) or *“I knew that some people tried to negotiate and heard no , so I did not even try”* (NM). According to Hiltrop (1999) the employees have already the skills and knowledge that is why it is so important to retain them.

After concluding all of the interviews and as I have interviewed people that left the company in different occasions, I can see that some improvements have been done by the company. Such as, the job appraisal have been adapted through the years as to some of the suggestions mentioned by the ex-employees in these interviews. However, there were topics referred during the interviews that still can be improved. In the next chapter I will present some suggestions.

FINAL REMARKS

Conclusions and recommendations

The aim of this thesis was to look into the existing problem that most of the companies are facing these days, which is how hard is it to retain young employees. In order to study this topic, I have made my research in papers and scientific journal articles in an early stage. Afterwards I have developed my own empirical research by the collection of 8 personal testimonies of ex-employees of a pre-selected company, Poreu. Therefore, I realized a qualitative study where topics referred before in the literature review were approached.

The main goal of the interviews performed was to find out what were the main reasons that made those employees quit the company and try to understand if there is anything that the company can change in order to have a higher retention rate and decrease the turnover. In order to have a deep analysis, topics such as: employee's motivation, reasons to quit, company's atmosphere, retention's strategies, managers' influence and the company per se, have all been covered.

As this is a sample of eight participants with different backgrounds, ages and most important personalities, the obtained feedback was not always unanimous. However, there were several aspects where most of the ex-employees' perspectives about the company were the same. I can conclude that as it was said in the literature review there are different reasons to leave a company and several situations at work that can lead to turnover, depending on the person. The sample is formed by 6 clerks, 1 senior clerk and 1 team lead, which allowed me to analyse employees with different hierarchical positions in the company.

Below it will be presented, by the same order used in the interview, the main conclusions from the 8 interviews and some recommendations to the company.

As main motivators, the participants have mention salary and financial benefits, good relationship with the team, the company in general and the team leaders. Older ex-employees take into account the progression, companies' reputation and position in the company, which reflects maturity.

Regarding the main reasons to quit, this sample has ex-employees that left for personal reasons such as: returning to academic life or the need of a different phase in life, which are not reasons that the company can be responsible for. On the other hand, the ex-employees referred the need of learning more, better conditions in the competitors, bad relationship with the manager, lack of recognition and lack of progression. Which are all factors that can be managed by the human resources department. As it would be expected, salary was not the main reason for the ex-employees to quit however it was not a reason to retain either. They were not totally satisfied with the salary, especially for their academic backgrounds, but it did not force them to leave, in general. The benefits were considered worst compared to the competitors in the market. During the interviews health insurance and discounts in renting cars were referred but nothing else has been mentioned by the ex-employees. Benefits is a good strategy to retain employees and although it has not been mentioned by any of the ex-employees, Poreu offers their employees a canteen to have their daily meals, discounts at the nearest gym, a non-working anniversary day, petrol discount card, special offers during Christmas such as tickets to the theatre, Christmas dinner among others. Even the so referred bonus depending on targets.

As an overall lack of progression was a crucial point, mentioned by almost all of the ex-employees. Being a shared service centre, the company did not have a lot of hierarchical levels which represents lack of promotion to its employees. The employees did not see any opportunities to grow in the company.

As a 4-year-old company, Poreu, has a young and dynamic team. Considered by the ex-employees a company with good atmosphere and team spirit among each other. However, some have mentioned that they did not find any “culture” in the company which can be explained by the fact that it is a recent company which did not have time yet to grow and have “a story to tell”. I believe that Poreu, should develop its “culture” and have more occasions to promote it as several ex-employees revealed not knowing its culture. Initiatives like the masculine football team were referred during the interviews are good moments outside of the office where people could meet new colleagues and make new relationships that could help during the daily basis in terms of work. Also, when asked about the companies’ values, most of the employees said that they did not know what were them.

The generation Y is characterized by being a group of highly skilled and educated people, that are ambitious and like to know the route of every issue. They want to know and learn more and

more. This is a generation where most of the people has bachelor and master degrees and they are hard to satisfy. A big portion of this generation is working in the market in jobs which they consider to be lower compared to their background and skills. And Poreu is not an exception. The ex-employees said that they were performing monotonous tasks that were below their skills. They felt under exploited as most of them had master degrees. I believe that in order to decrease the turnover, Poreu in the future should focus on employees with soft skills instead of hard skills. People with resilience and willingness to work. Hard workers instead of highly skilled people that will look for a new project in a short term when they believe that Poreu has nothing else to teach them. Although feeling that their skills were better than the tasks performed, the ex-employees said that they have learnt during the period in the company which can be explained by the fact that it was a first job for most of the interviewees.

All of the participants have shared the importance of continuous learning and training to them, so I recommend that Poreu promote trainings in order to fulfil the need that the employees have to be always learning.

As the ex-employees claimed being tired of the same tasks, I asked them how would they feel about a rotation program inside of the company, which they reacted positively. From my point of view a rotation program would be a valuable input for the company and for the employees. As it would give a broader view of the company to the employees. They would know more about different departments which would make them a company expert instead of a department/task expert. In the daily basis, it would be beneficial as well because they would be more independent in some tasks instead of asking other departments for help all the time. I suggest that the employees enter in the company for a more systematic task for instance, billing, and grow inside of the company, changing departments until a more analytical task, when they have more know-how of the whole company, such as accounting. So that, the company should invest in horizontal promotion as they are already doing, but perhaps, having a career path outlined. Like this, the employees feel that they have progression in the company and Poreu does not lose employees but make them experts.

One of the topic that I have noticed that have changed more through the time is the job appraisal. When I interviewed ex-employees that have left the company a long time ago, they have complained about the way the job appraisal was handled by the human resources. However, when I interviewed the ex-employees that left the company more recently, they told me the job

appraisal have changed and now it even has bonus according to the target, which it was suggested by more than one ex-employee during the interviews. Therefore, I can conclude that Poreu is already working in order to improve the job appraisal.

Another characteristic of generation Y is the need of having power decision and feeling involved in the company. In order to satisfy this employees' desire, I believe that Poreu could implement an initiative that stimulate the employees to help the company improving some of the process in return for a symbolic bonus, for example. A couple of ex-employees shared that for more than once they tried to implement tasks that would help the whole team but no one was concern about that. If the employees feel that they contributed to any improvement in the company they would feel more involved.

Within this sample, just one of the participants showed serious problems with his/her manager, which is not concerning as it could be a personal matter. I believe that Poreu should be aware of situations like this and act accordingly in order to avoid discomfort.

Regarding the HR department, I suggest that they have a more active presence in the employees' path as some of the ex-employees felt lack of concern from HR part. Being present and listen to employees is crucial to have happy and satisfied employees. Understanding when an employee is not satisfied anymore and act to change that, is a competitive advantage.

As sometimes it is hard to have honest feedbacks from ex-employees on what did make them leave the company, I recommend that Poreu has private sessions with an outsourcing company which might leave them more comfortable and allow them to give suggestions for the future. The company is already doing "exit questionnaires", though personal interviews might have more impact, like the ones realized in this study.

All of the ex-employees said that there was a time they were happy and satisfied in the company however at some point in all of the cases their satisfaction have decreased or even disappeared. All of them have mention that they have learned in the company however some for personal reasons others for professional ones decided to leave. In order to avoid that other employees, leave the company as well, Poreu should understand when employees are not satisfied anymore and act accordingly. My final recommendation is that Poreu implement some of the suggestions in this thesis.

Limitations

During the elaboration of this thesis I have faced limitations which will be discriminated below. As this study has been made through interviews, there is always the risk that the conclusions came up from opinions of the participants that might not have been totally honest. In certain moments when I was interviewing the ex-employees I felt that they did not share everything because they were afraid of being recognized and as well as for confidentiality reasons.

Also, as the method used was semi-structured interviews, any interruption made by the interviewer in order to proceed the interview, might have influenced the participant opinion or what he/she was going to say, albeit it was not the research intention to do so.

When taking conclusions, it is important to assume a neutral position in order not to affect the results, however as an ex-employee myself, at some moments it was hard to perform a neutral analysis.

Likewise, when analysing the results, sometimes it was hard to take conclusions as I had a small sample of eight participants and all of them had different perspectives and I could not conclude and find a phenomenon.

Last, it is important to consider that this sample might not show the reality of other companies/shared service centres or countries, so it is not recommended to generalize or extrapolate the results as it was focused in one specific company.

Future Research

Despite of the participants of the research had been deliberately chosen, in future research it is recommended that all the participants selected had left the company all in the same time and in a recent past, in order to have the most updated data. As sometimes it was hard to make conclusions because of the different leaving time of the company. For this study, they were intentionally selected with different exit periods as I wanted to understand if the human resources practices have been changing.

I believe that all of the topics addressed in this study could be explored deeply in order to achieve different results at all levels. As well as other dimensions can be addressed. Employee turnover and retention is a current topic that needs to be studied and developed in order to help the companies to be more successful. Nowadays, as generation Y is the broader generation in the labour force and also the hardest to retain, I consider that this is a topic that is crucial in the business environment and should be investigated deeply in terms of existing literature and also more empirical research needs to be done, as a way to have a more complete analysis.

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APPENDIX A - LEAVER QUESTIONNAIRE

We would be grateful if you could spare a few minutes to complete this Leaver Questionnaire. The comments and opinions you offer would be greatly valued and may help us to identify future areas for improvement.

If you have internet access please use the below link to complete the survey:

General Information:

Your Name (optional):	
Job Title:	
Dept/Branch:	
Cost Centre:	
Leave Date:	

1. What did you like most about your job and why?

1.1 Hours

1.2 Pay

1.3 Type of work

1.4 Career prospects

1.5 Team working

1.6 Working environment

1.7 Other reason (please state)

Additional comments:

2. What did you like least about your job and why?

2.1 Hours		2.2 Pay	
2.3 Type of work		2.4 Career prospects	
2.5 Team working		2.6 Working environment	
2.7 Other reason (please state)			

Additional comments:

3. What are the reasons for you leaving?

3.1 Hours not suitable		3.2 Better Pay	
3.3 Job not suitable		3.4 Better career prospects	
3.5 Childcare difficulties		3.6 Returning to College/University	
3.7 Transport problems		3.8 Health Reasons	
3.9 Moving from area		3.10 Better working conditions	
3.11 Management approachability		3.12 Other (please state below)	

Additional comments:

4. Please comment on the following statements based on your experience whilst employed with the company.

	Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree
• I knew what was expected of me in my role.					
• I was provided with adequate equipment and resources to perform my job.					
• My job allowed me to do what I do best.					
• I received recognition and praise for good work					
• My supervisor showed an interest in me as a person.					
• My personal development was encouraged by others					
• My opinions were asked for and taken seriously.					
• The Company's mission made me feel my work was important.					
• My team was committed to producing results.					
• I worked with someone I'd class as a best friend					
• I had one-to-one reviews at least every six months					
• I was given the opportunity to learn and develop					

Please state below any further comments you would like to make on the areas covered above.

5. If you had been managed differently would that have encouraged you to continue your employment with the Company?

- Yes
 No

If yes, what could your manager have done differently?

6. From the following list, please rank which of the following are the four most important things when making your career choices (1, 2, 3 & 4):

Career progression	
Pay & benefits	
Working environment	
Job satisfaction	
Relationship with colleagues	
Relationship with manager	
Training & development opportunities	
Stable employer	
Large reputable employer	
Location	
Regular working hours	
Challenging work	

7. Do you think the Company has a good reputation as an employer?

Yes

No

8. Would you recommend us to others?

Yes

No

Please use the space below to tell us of any ideas you have that could improve the role or the Company:

Please add any further comments you would like to make below:

9. Do you agree to the information you have provided being shared with your manager?

Yes

No

Thank you for your feedback

APPENDIX B - INTERVIEW

PROFILE OF THE PARTICIPANT

Age:

Gender:

Academic background:

When left the company:

How long was the stay in the company?

How many jobs in how many years since started to work?

QUESTIONS:

1. The company

- a. What motivates you in a company?
- b. What do you take into account when you choose a new employer? How do you make your career choices? (salary, progression, location, working hours, working environment, job satisfaction, opportunities, job security, reputable employer, challenging)

2. Reasons to quit

- a. Please answer with just one reason, why did you quit Poreu?
- b. Was salary a motivator to quit?
 - i. Do you believe that the salary was fair to the job you were performing? Were you satisfied with it? What about the benefits?
- c. Were you contacted by another company or were you looking for new opportunities?
- d. Do you think that seeing other colleagues quitting influenced you to quit as well?
- e. Did you see opportunities to grow in the company?

3. How did you feel in Poreu ?

- a. Did you feel adjusted to the company's culture?
- b. Do you think you were part of the team?
- c. At any point, did you feel that your values did not match with the company's?

- d. Do you think your skills were aligned with the job you were performing?
- e. Did you feel lack of recognition? Did you feel lack of career progression?
- f. Did you feel lack of career progression?
- g. Were you satisfied with your position in the company?
- h. Did you think you had a stressful job?
- i. Did you feel that you were improving and acquiring new skills?

4. Retention's Strategies

- a. Do you think that having a rotation policy within the company would help you to be more motivated?
- b. Did you have job appraisal? What do you think about that?
- c. Is a continuous learning important for you?
- d. Do you believe that you had enough power decision/Responsibilities? Is it important for you?

5. The influence of managers

- a. Did you like your manager? Did you get along with him well? What about yours colleagues in general?
- b. Do you think Poreu HR were working in order to maintain their employees?
- c. Did you feel that Poreu and your manager was worried about you?
- d. Did you feel that Poreu was transparent about your career path? Did you feel job security?

6. Final conclusions about Poreu

- a. Were you satisfied? Has your satisfaction decreased with time?
- b. What did you like the most in Poreu? What would you have to change there to be an attractive company for you?
- c. Do you think that there was something that would make you stay?
- d. Did Poreu make an effort to keep you as an employee when you showed your intention to quit?
 - i. If yes, did you consider it?
 - ii. If no, would it make difference? How?