

CAUSATIVE ASPECTS OF TRADE TURNOVER: A MANAGERS AND EMPLOYEES' PERCEPTION

Luiz Antonio Felix Júnior - juniorfelix@hotmail.com
Geraldo Luiz Valle dos Santos - geraldovalle@gmail.com
Gustavo Henrique Costa Souza - guga.hcs@gmail.com
Luciana Gondim de Almeida Guimarães - lugondim@gmail.com
Wily Karen Meira Feitosa - wily_karen@hotmail.com

* Submissão em: 14/06/2019 | Aceito em: 19/12/2019

ABSTRACT

The objective of this study was to identify the causes of the turnover process in the city of Viçosa-AL. For this, it was held a descriptive and qualitative study aiming to identify, by means of the perception of managers and contributors, the reasons for process of turnover of micro and small businesses in the commercial sector. It was identified that elements of professional qualification, existence of new job opportunities, quality of life at work, perception of success in the career and the process of recruitment and selection influence on the process of turnover. The age element has demonstrated not to be an influencer on this process. Findings of the study also identified that the satisfaction at work, dissatisfaction with the manager, bad resourcefulness as a professional and discontinuity in the rhythm of work also contribute to the turnover process. A managers' contribution to this study was helping to list the main flaws of controlling the process of turnover in trade in a vision from collaborators and managers, showing both sides of the working relationship. From an academic point of view, this study collaborates with the understanding of the turnover process, offering two visions - supposedly antagonistic -, besides conducting a research in trade without restriction of business branches. As a contribution to future studies, there is a suggestion of deeping the question embracing other sectors to verify if there is a difference in the managers and employees' perception from different sectors.

Key words: Turnover. Managers. Employees. Trade. Perception.

ASPECTOS CAUSADORES DA ROTATIVIDADE NO COMÉRCIO: UMA PERCEPÇÃO DOS GESTORES E COLABORADORES

Resumo

O objetivo deste estudo foi o de identificar as causas do processo de rotatividade no comércio da cidade de Viçosa – AL. Para isso realizou-se um estudo descritivo e de caráter qualitativo visando identificar, por meio da percepção de gestores e colaboradores, os motivos do processo de rotatividade de micro e pequenas empresas do ramo comercial. Identificou-se que os elementos capacitação profissional, existência de novas oportunidades de trabalho, qualidade de vida no trabalho, percepção de sucesso na carreira e o processo de recrutamento e seleção influenciam sobre o processo de rotatividade de funcionários, já o elemento idade demonstrou não ser um influenciador sobre este processo. Achados do estudo também identificaram que a satisfação no trabalho, insatisfação com o gestor, a má desenvoltura como profissional e a descontinuidade no ritmo de trabalho, também contribuem para o processo de rotatividade. No tocante a contribuição

gerencial deste estudo, esta se dá por elencar as principais falhas como forma de controle do processo de rotatividade no comércio em uma visão de colaboradores e gestores mostrando ambos os lados da relação de trabalho. Academicamente este estudo colabora com a compreensão do processo de rotatividade, desta vez com duas visões que presumidamente são antagônicas, bem como pelo fato da aplicação da pesquisa ser desenvolvida no âmbito do comércio sem restrição de ramos empresariais. Como contribuição para estudos futuros indica-se a compreensão entre outros setores, com o objetivo de verificar se há diferença na percepção de gestores e colaboradores entre setores diferentes.

Palavras-chave: Rotatividade. Gestores. Colaboradores. Comércio. Percepção.

1 INTRODUCTION

The human capital of organizations are rich sources of competitive advantage, since, when harnessed and qualified appropriately will bring success for products and services offered by their companies, creating a competitive advantage (Agapito, Polizzi Son & Siqueira, 2015). Therefore, the investment in the good maintenance of human resources becomes an essential factor nowadays. Even with the advancement of machines by means of technologies, human labor remains the essence of business development. Agapito, Polizzi Son, and Siqueira (2015) argue that scholars have even pointed out that machines would shut down human labor, but today people have never been more important to business.

Within the context of the maintenance of human capital in the institutions, the discussion about the turnover arises, having as a translation the nomenclature of turnover, which according to Chiavenato (2014) is a metric that translates the quantitative flow of entries and exits of people of the organization.

For Teston *et al.* (2016), turnover is an inevitable variable for any type of company, but there is a need for control over this phenomenon so that problems on the turnover do not occur associated for business, since the increase in operational cost and reduction in production can be caused by the existence of excessive turnover (Patias & Wittmann, 2015).

Several studies have been carried out in this area of knowledge, in search of the identification of the motivational causes of the turnover process, either by observing the costs caused by this phenomenon, or by observing what occurred in specific professions. Among the developed studies in this area, it may be listed the following: Quevedo (2013), Colombo (2014), Teza (2014), Silva *et al.* (2016), Xavier (2016), and Teston *et al.* (2016), who analyzed in their studies the causes that cause turnover in companies. Already the study developed by Santos and

Estender (2016) evaluated the influence of quality of life on the process of entry and exit of people from companies. Hoepers (2013) and Patias *et al.* (2014) deepened the study of turnover in a specific cause such as that the composition and incidence of turnover costs.

Other authors such as Agapito, Polizzi Son and Smith (2015) also observed specific points of the cause of the turnover, as the impact of the perception of success and the well-being at work. Some studies also reviewed the turnover in specific professions, for instance: Vlassis (2012), Orsso (2014) and Silva and Ribeiro (2014), who analyzed professional accounting, while Borges (2011) studied the scarcity of workforce in construction.

The present research proposal seeks to contribute to the study of the turnover issue, evaluating micro, small and medium enterprises that play the economic activity of retail and that are linked to the Commercial Association of Viçosa, in the State of Alagoas. In this way the objective of this study was to identify the causes of the turnover process in the city of Viçosa - AL, observing the following aspects: professional qualification, vacancies availability, quality of life at work, perceptions of career success, age of employees and the recruitment and selection process.

Within this proposal the study will be guided by the following problem: what are the causes of the turnover process in the city of Viçosa - AL, when the following aspects are observed: professional qualification, availability of vacancies, quality of life at work, perceptions of career success, age of employees and the recruitment and selection process?

2 THEORETICAL FRAMEWORK

2.1 TURNOVER CAUSES AND RELATED COSTS

People who make part of the organizations are elements of competitive advantage. For this reason, points such as welfare, job satisfaction, benefits, are aspects that arise with the aim of attracting good employees to these entities advantage (Agapito, Polizzi Son & Siqueira, 2015).

However, there are elements that impact negatively the relationship between company and collaborated, which may result as a consequence of the process of turnover, which, as Agapito, Polizzi Son and Smith (2015, p.76), matches to the "proportion of employees leaving the organization in a given period". According to Sato and Pona (2013, pp. 142-143), these elements are: "excessive or poorly planned contracting; business expansion; internal structure reduction

strategy; and, employee dissatisfaction with some characteristic of the organizational environment (climate, leadership style, working conditions)".

It can be seen that the management of turnover turns out to be an instrument of competitive differentiation in all segments, since it involves the loss of clients, human and intellectual capital, knowledge leakage, direct and indirect financial losses (Xavier, 2016, p.1). This process of entry and exit of employees is also always linked to training costs of this workforce, with contractual bureaucracy, benefits, charges and other not so easily measurable operational expenditures (Hoepers, 2013).

In agreement with this statement, the study carried out by Patias *et al.* (2015), developed in the supermarket segment, confirms that the high turnover rate contributes to the generation of high costs and warns of the need for better planning of the institutions regarding to the recruitment and selection process and the consequent follow-up of these collaborators.

In this way, it can be said that costs for entry and exit of employees are existing and very worrisome to managers, not only in the area of human resources, but also of the leaders who run their own organizations.

2.2 PREVIOUS STUDIES ON TURNOVER

At the moment, some works were raised that approached the subject of the turnover in their researches, being able to observe thus what each work objectified and their respective research findings.

Sato and Pona (2013) aim to demonstrate the turnover of personnel in three of the main retailers in the department segment located in the city of northeastern Brazil. As study results identified, the human resource strategies of companies diverge, the turnover rate of them was high, some companies have chosen to outsource labor, for this reason and that, despite their management systems, there is no definition and regularity of observations of turnover indicators.

In this logic of study, Borges (2011) sought to understand the civil construction sector, seeking to identify the main causes of the high turnover rate in the sector, obtaining as a return that there is a need for appropriate human resources management and people management, which is an element of collaboration in the decision-making process of employees. Hoepers (2013) and Teza (2014) and addressed the causes and also the financial implications of staff turnover in a

concessionaire and a gas distribution company, respectively. Both studies identified a high rate of turnover and corroborated with the work of Borges (2011) identifying the need for investment in the human resources sector.

Santos and Estender (2016) had as objective in their research to demonstrate how the quality of life at work can influence in the reduction of personnel turnover. For it interviewed employees of Alfa company, and found that the quality of life is linked directly to employee motivation and business productivity, and the employees' turnover is linked to internal and external factors of organizations. According these authors, the organization must do this mapping to reduce the entering and leaving of personnel.

The study of Silva and Ribeiro (2014) approached an accounting office and observed whether after the measured turnover it has a natural level or not. In this way he identified that the level of turnover is not an element to be avoided, but rather registered and monitored for purposes of control in the flow of employees. Orsso (2014) also had as a research space the accounting offices and sought to diagnose the causes that lead to employee turnover in accounting offices in the city of Caxias do Sul. The main results identify the need in the review in the form of remuneration as well as the analysis of new strategies for the motivational conditions of the work environment.

Silva *et al.* (2016) had as objective to verify the causes of the turnover in a company of the commercial branch and as finding the study identified that management changes, management conflicts, absence of training, lack of professional valorization, communication failure and the main one, the absence of human skills on the part of the management, are reasons for the flow of employees. As a technical contribution, the study developed a plan of action to assist business management with respect to employee turnover.

The work of Patias *et al.* (2015) addressed the turnover with a specific look at the costs that are the result of this process in the supermarket sector. Company data, interviews and on-site observations were obtained. The main identified turnover costs were those related to dismissal, replacement of employees in the vacancy and consequent training with new employees. It also considers that the improvement of the recruitment process, monitoring and training of employees are elements that can reduce the flow of people. Teston *et al.* (2016) analyzed the main causes of turnover in a supermarket chain located in west region of Santa Catarina, from a point of view of employees. The core reasons were aspects related to well-being at work, fairness and equity, leadership and relationship with co-workers.

Agapito, Polizzi Son and Siqueira (2015) had as their work proposal the analysis, interpretation and discussion of the relations between the perceptions of career success, well-being at work and the intention of change, being this work developed in the Southeast Region of Brazil. As a contribution the study found that the perception of success is not a significant factor in so process turnover, since the well-being at work proved to be significant in the process, warning that more satisfied professionals do not think about leaving their workplaces.

Vlassis's research (2012) observed the behavior of Generation Y in the accounting area, especially the high turnover rate of the external accounting audit area. Concluding that this young generation uses the companies to obtain practical knowledge and in sequence they follow in search of other opportunities, because the recognition is of long term, showing that the non-recognition distances potential talents, and that there is a gap between the benefits and the organizations so that there are gains for both parties.

Quevedo (2013) aimed to identify the reason for disconnection of a network of stores. It was portrayed that most of the people who disconnect from the companies are on their own initiative, a new job opportunity or wage dissatisfaction. As a suggestion to reverse this case, the study indicates that the recruitment sector is hiring different profiles from those already hired and dispensed, as well as bring benefits to employees, such as health plan performance evaluation, reduction of workload, among other benefits.

Xavier (2016) analyzed the consequences of real estate agent turnover and sought to identify possible causes and costs of collocation turnover. It was perceived that the organization's turnover is related to the forms of reward and recognition.

3 METHODOLOGY

The research is a descriptive and qualitative study aiming to identify, through the perception of the group of managers and the group of employees, the process of turnover of micro and small companies in retail. To reach the proposed goal, thirty micro-businesses and small commercial establishments in the city of Viçosa-AL were visited. In these establishments, 30 questionnaires were applied to managers and 50 questionnaires were applied to employees (in their respective establishments). The study was considered non-probabilistic for convenience (HAIR *et al.*, 2010), a sample study.

For the data collection, structured questionnaires were used, containing specific questions for the application to the businessmen and collaborators. The structure of the questionnaire was ordered differently among the research groups. For the managers the questionnaire initially counted on the characterization of the respondents and the performance of the managers, followed by some elements that affect turnover according to the literature. For the employees, the questionnaire had a section on the socioeconomic aspects and performance of the employee in the market, as well as the perception of these regarding aspects related to the turnover process.

Once the questionnaire was formulated, it was validated by a expert in human resources to understand the issues developed, thus seeking to reach an instrument with the lowest degree of error.

After the review of the questionnaire by the professional mentioned, once validated, it was applied, in person, to the managers of the commercial establishments visited and their collaborators. To represent the group of managers, the manager or owner was elected, and the group of employees was represented by the number of employees in each establishment. Data collection took place from January 2, 2018 to January 31, 2018.

After the data collection, it was possible to develop its analysis using descriptive statistics, in particular through the distribution of frequencies (relative and absolute), made using *Microsoft Excel® software*. The analysis was divided by group (managers and employees), as well as exposed in three blocks: i) socioeconomic aspects and action of managers / employees; ii) the positioning of managers / employees on the turnover process; and, iii) the reasons that cause the turnover to be compared in a comparative way between managers and employees. The second block (ii), in particular, was used the *likert* scale of 4 points, being 1 equal to “totally disagree” and 4 equal to “totally agree”, in order to verify the degree of agreement and disagreement of the managers / employees on the elements of the turnover.

4. DATA ANALYSIS

4.1 SOCIECONOMIC ASPECTS AND MANAGERS 'ACTIVITIES

The city of Viçosa has 25,407 people (IBGE, 2010). In 2017, the average monthly salary was 1.7 minimum wages. The proportion of employed persons in relation to the total population was 10.3% (IBGE, 2017).

Of the commercial enterprises visited in the city of Viçosa-AL, 60% have from 5 to 10 years old. The respondent managers of this research have higher level education (17%) and medium level (25%), being 63% male and 37% female.

The main sector of the survey was the trade and as the Table 1, it can be observed the composition of respondents, with highlight to the supermarkets (23%), the furniture retail, appliances and electronics (20%), and pharmacies (17%).

Table 1 - What is your branch of activity within the trade?

	Absolute Frequency	Relative Frequency (%)
Supermarket	7	23
Resale of clothes and accessories	3	10
Perfumery, beauty salon, beauty center, academies	3	10
Armarinho (sale of stationery products, xerox, binding etc.)	3	10
Resale of shoes	3	10
Pharmacies	5	17
Resale of furniture, appliances and electronics	6	20
Total	30	100

Source: Research Data (2018)

It was first observed whether these companies used recruitment and selection techniques, and 80% said they did not use them.

Table 2 - Does the company use any recruitment and selection techniques?

	Absolute Frequency	Relative Frequency (%)
Yes	6	20
No	24	80
Total	30	100

Source: Research Data (2018)

Confirming the absence of the recruitment and selection of the organizations interviewed, 100% of the respondents stated that the owners of the establishments themselves are responsible for doing so, as shown in Table 3. This fact may be related to the lack of service provision recruitment in the region, as well as the culture of recruitment in these establishments.

Table 3 - Who is responsible for developing the recruitment and selection of your employees?

	Absolute Frequency	Relative Frequency (%)
The company has no recruitment and selection	0	0

An outsourced company	0	0
It is developed by the owner	30	100
It is developed by the company's human resources sector	0	0
Total	30	100

Source: Research Data (2018)

The studies of Borges (2011), Hoepers (2013) and Teza (2014) predict in their results the need for the help of human resources professionals, as this is an element of collaboration in the decision-making process of the employees and responsible for drawing profiles for the specific vacancies, reducing the inflow and outflow.

4.2 POSITIONING MANAGERS ON THE ROTATING PROCESS

According to Table 4, 90% of the respondents agree with this statement, corroborating the study by Silva *et al.* (2016) found that the lack of training as to the causes of turnover.

Table 4 - The lack of professional qualification training is a factor influencing the hiring and the permanence of employees in their work environment.

	Absolute Frequency	Relative Frequency (%)
I agree	27	90
I agree partially	3	10
Partially disagree	0	0
I disagree	0	0
Total	30	100

Source: Research Data (2018)

Managers state from Table 5 that the absence of new opportunities in the region is a fact that keeps employees in companies. And this is a real fact in the city of Viçosa, because this region is scarce of work opportunities, since according to the IBGE in 2016 the number of employed people was 2,195 in a city of 26,143 inhabitants, according the statistics of IBGE in 2017.

Table 5 - The lack of new employment opportunities in the region retains employees in companies, reducing employee turnover.

	Absolute Frequency	Relative Frequency (%)
I agree	19	63
I agree partially	10	33
Partially disagree	0	0
I disagree	1	3
Total	30	100

Source: Research Data (2018)

When questioned about employee satisfaction, managers recognize, according to Table 6, that this is a reason to reduce turnover of company employees, corroborating with Santo and Pona (2013) that they listed as one of the elements of turnover the dissatisfaction of employees. with the organizational environment. In this sense, Agapito, Polizzi Son and Siqueira (2015) went further, demonstrating that satisfaction, benefits and well-being are elements that attract good employees, so satisfaction is not only a requirement for employees to remain, but an element of competitive advantage of organizations.

Table 6 - Employee satisfaction (organizational climate) is a factor that reduces the turnover of company employees.

	Absolute Frequency	Relative Frequency (%)
I agree	18	60
I agree partially	12	40
Partially disagree	0	0
I disagree	0	0
Total	30	100

Source: Research Data (2018)

Through the analysis of Table 7, the vision of career success is an element that reduces turnover according to managers. This finding brings a different perception that of the study of Agapito, Polizzi Son and Smith (2015) who found that the perception of success is not a significant factor in the turnover process. In conclusion, although this is not a significant element in the authors' study, it influences the process through the perception of the managers interviewed in the present study.

Table 7 - The vision of career success within the company is a factor that reduces the turnover of company employees.

	Absolute Frequency	Relative Frequency (%)
I agree	22	73
I agree partially	7	23
Partially disagree	0	0
I disagree	1	3
Total	30	100

Source: Research Data (2018)

When questioned about quality of life, the managers affirmed that in their respective enterprises there was quality of life. According to Table 8, 90% agreed with the statement. Quality of life is directly linked to employee motivation and company productivity, according to the study by Santos and Estender (2016). In this way, quality of life is a favorable element to the reduction of the turnover and the good performance of the employees, since it brings motivation and consequent increase of the productivity.

Table 8 - There is quality of life in the work of my enterprise.

	Absolute Frequency	Relative Frequency (%)
I agree	27	90
I agree partially	3	10
Partially disagree	0	0
I disagree	0	0
Total	30	100

Source: Research Data (2018)

According to 93% of the interviewed managers, age is not an element that influences the dismissal of employees, which may be linked to the need for experience that the market needs.

Table 9 - Employees' age is a factor that influences the dismissal of employees, that is, the older they are, the greater their chances of dismissal.

	Absolute Frequency	Relative Frequency (%)
I agree	0	0
I agree partially	2	7
Partially disagree	6	20
I disagree	22	73
Total	30	100

Source: Research Data (2018)

Through Table 10, managers affirm that their employee selection process is performed correctly, thus demonstrating that the use of the recruitment and selection techniques (Table 2) and the fact that it is developed by the managers themselves (Table 3) is not due to the absence of a company that provides human resources services, but because managers believe that their form of employment is fair and satisfactory.

Table 10 - The recruitment and selection process developed in my project is developed correctly, evaluating the candidates in a fair and satisfactory way.

	Absolute Frequency	Relative Frequency (%)
I agree	30	100
I agree partially	0	0
Partially disagree	0	0
I disagree	0	0
Total	30	100

Source: Research Data (2018)

Marital status does not influence the selection process for employees according to 77% of the managers. It is observed that there are other businessmen who identify in this affirmation an influencing element (23%), according to Table 11. Therefore, it is understood that this is a factor that varies according to managers.

Table 11 - The marital status influences the selection process of employees of my company.

	Absolute Frequency	Relative Frequency (%)
I agree	1	3
I agree partially	6	20
Partially disagree	0	0
I disagree	23	77
Total	30	100

Source: Research Data (2018)

Although the cost is high with the turnover process, as stated by Patias *et al.* (2015), the managers surveyed in this study, in 77%, report that this is not an element that reduces turnover.

Table 12 - The costs involved in the dismissal process is one reason that reduces employee turnover in my enterprise .

	Absolute Frequency	Relative Frequency (%)
I agree	2	7
I agree partially	5	17
Partially disagree	0	0
I disagree	23	77
Total	30	100

Source: Research Data (2018)

4.3 EMPLOYEES' SOCIOECONOMIC ASPECTS

After showing the businessmen vision about the process of turnover in their companies, it was observed the process of turnover in the view of the employees, being thus, here were considered the total of 50 employees as respondents of this space of the study.

In relation to socioeconomic aspects, in terms of schooling, the majority of the respondents completed their studies up to high school (70%), and on gender, most of them were female (66%).

In Table 13 it was approached about the form of work of the respondent employees, these affirm in 70% never to have work of irregular form.

Table 13 - Have you worked irregularly?

	Absolute Frequency	Relative Frequency (%)
Yes	15	30
No	35	70
Total	50	100

Source: Research Data (2018)

The supermarkets (30%), bars, snack bars, bakeries and restaurants (20%) and resale of clothing and accessories (14%) were the most recurrent types of establishment, according to Table 14.

Table 14 - In which branch of commerce are you employed at the moment?

	Absolute Frequency	Relative Frequency (%)
Supermarket	15	30
Resale of clothes and accessories	7	14
Perfumery, beauty salon, beauty center, academies	1	2
Armarinho (sale of stationery products, xerox, binding, etc.)	5	10
Bars, snack bars, bakeries and restaurants	10	20
Hotels, motels and hostels	0	0
Resale and Footwear	5	10
Pharmacies and laboratories	4	8
Resale of furniture, appliances and electronics	3	6
Pet shops	0	0
Total	50	100

Source: Research Data (2018)

The presented elements form a synthesis of the profile of the respondents of the category “collaborators”. It is possible to conclude that the respondents are mostly female, with high school and work outlets for reselling products, food and clothing.

4.4 CONTRIBUTORS’ POSITION ABOUT THE TURNOVER PROCESS

In this section, the position of the employees on the elements that make up or assist the process of turnover in the companies was addressed, taking as an answer their understanding of the experience lived in the work establishments and / or the current job.

This discussion begins with the training element, according to Table 15, with 80% of respondents aware that professional qualification is an important element for hiring and staying in the work environment.

Table 15 - Absence of professional qualification is a factor influencing the hiring and permanence of employees in their work environment.

	Absolute Frequency	Relative Frequency (%)
I agree	40	80
I agree partially	4	8
Partially disagree	5	10
I disagree	1	2
Total	50	100

Source: Research Data (2018)

This action is affirmative for both employees and businessmen, who in 90%, according to Table 4, affirm that the element training is important, therefore, this is an element to be invested by professionals who are in the market or who are not yet part his. This finding corroborates the study by Silva *et al.* (2016) that among the elements that caused employee turnover identified the absence of training.

Afterwards, elements that cause employees to stay in their respective places of work were discussed, and 90% of respondents, according to Table 16, affirm that the absence of employment opportunities in the region is an element that drives the permanence in their current employment.

Table 16 - My stay in the current job is due to the fact that there are no new employment opportunities in the region.

	Absolute Frequency	Relative Frequency (%)
I agree	45	90
I agree partially	5	10
Partially disagree	0	0
I disagree	0	0
Total	50	100

Source: Research Data (2018)

According to data from Table 5, the manager's view is aware of this fact, since 96% of the respondents agreed with this fact in a total or partial way. Thus, businessmen are able to retain their workforce, reducing employee turnover due to the employee's need due to the absence of other job opportunities, as indicate the city's low employability index de 10,3% of the employed persons (IBGE, 2017). The element of job opportunity has also been identified in Quevedo's study (2013), which concluded that a large number of people who leave the company are on their own initiative, a new job opportunity or wage dissatisfaction. Confirming that the absence of job opportunities is an important element in the permanence of employees in institutions.

The respondents, according to Table 17, say it is not the satisfaction element at work that makes staying in your current job by 60% .

Table 17 - My stay in the current job is due to the satisfaction with the company I work with.

	Absolute Frequency	Relative Frequency (%)
I agree	9	18
I agree partially	11	22
Partially disagree	7	14
I disagree	23	46
Total	50	100

Source: Research Data (2018)

Once again managers are aware, this time that employee satisfaction in the workplace is an important factor for their permanence, according to data in Table 6, 100% of managers agree totally or partially that the organizational climate reduces turnover, since the great sense of managers through the positioning of managers collaborators can not be understood as there are no jobs that drive the fulfillment of the indicator objectives, so a note given to the organizational environment is a motivational element for a turnover, since according to Sato and Pona (2013), dissatisfaction donors with some characteristic of the organizational environment (climate, work style) is an element that contributes to this.

Regarding the vision of success as an element of permanence of the employee in the institution, it was observed that 76% totally disagree that the vision of success within their work environment is a favorable element to their permanence in the current job, according to Table 18.

Table 18 - My stay in the current job is due to the vision of career success within the company.

	Absolute Frequency	Relative Frequency (%)
I agree	1	2
I agree partially	7	14
Partially disagree	4	8
I disagree	38	76
Total	50	100

Source: Research Data (2018)

Concerning to managers, they say 73% that vision of success in career within the company is an element which reduces employee turnover (Table 7). However, through the positioning of respondents of this research, it is understood that their respective commercial establishments do not use practices of this nature for the retention of employees, despite knowing such need. Considering the vision of success as a form of growth and reward within organizations, in the considerations of Xavier's research (2016) it was perceived that the organization's turnover is related to forms of reward and recognition. Thus, the non-vision of success within organizations is a representative element in the process of organizational turnover.

Thus, in view of the lack of motivation for employees to stay in the current working environment, and in accordance with the Orsso study (2014), there is a need for new strategies for the motivational conditions of the work environment companies surveyed.

Regarding quality of life at work, 78% of the respondents disagreed with the statement "there is quality of life in my current job" (Table 19).

Table 19 - There is quality of life at work in my current job.

	Absolute Frequency	Relative Frequency (%)
I agree	7	14
I agree partially	4	8
Partially disagree	10	20
I disagree	29	58
Total	50	100

Source: Research Data (2018)

This finding is in agreement with the positioning of the managers, who affirm in 100%, according to Table 8, that in their establishments there is quality of life at work. What represents the image that the entities wish to take to the external public. And the confrontation of these two publics that occupy the same business space, consolidates so supposition. For Agapito, Polizzi Son and Siqueira (2015) the people who make up the organizations are elements of competitive advantage and elements that bring well-being, job satisfaction and benefits are necessary to attract good employees. Such positioning of the employees goes against the proposed by the authors, therefore, impaired quality of life production capacity will also be, as stated Santos and Estender (2016) when they say that the quality of life is directly linked to the motivation of employees and the productivity of the company.

Regarding the age of the employees as a factor causing turnover, it was found that both employees (76%), according to Table 20, and managers (83%), according to Table 9, agree that age is not an element that influences dismissal. That is, it denies the claim that the older the employee, the greater the likelihood of dismissal.

Table 20 - Employees' age is an influential factor when employees are dismissed, that is, the older they are, the more likely they will be to resign.

	Absolute Frequency	Relative Frequency (%)
I agree	8	16
I agree partially	4	8
Partially disagree	8	16
I disagree	30	60
Total	50	100

Source: Research Data (2018)

This fact may be related to the need for experience that the local market needs, thus showing that the age element is not a preponderant factor for the removal of the collaborator from their respective institution.

In dealing with the recruitment and selection process, there is another element of disagreement between the manager and the employee. For the employee, the recruitment and selection process developed by the company in which he or she works is not established correctly (Table 21), 74% of the collaborating respondents disagree totally or partially with the statement " the recruitment and selection process is developed correctly ". On the other hand, the managers express a total agreement in 100%, according to Table 10, showing total divergence between the groups.

Table 21 - The recruitment and selection process is developed correctly, evaluating candidates fairly and satisfactorily.

	Absolute Frequency	Relative Frequency (%)
I agree	7	14
I agree partially	6	12
Partially disagree	11	22
I disagree	26	52
Total	50	100

Source: Research Data (2018)

For the managers, the metrics practiced by them are enough for hiring their respective employees, but for the employees the process is not developed in a correct and fair way, which corroborates with the study of Borges (2011), Hoepers (2013), Sato and Pona (2013), and Teza (2014) , which highlight the need to improve the recruitment and selection process through the implementation of a human resources or contracting outsourcing sector.

An element that has also been identified as capable of reducing employee turnover is the fact that there are friends within companies, as shown in Table 22.

Table 22 - The existence of friends within the company in which I work is a stimulating factor for my stay in my current job.

	Absolute Frequency	Relative Frequency (%)
I agree	30	60
I agree partially	7	14
Partially disagree	8	16
I disagree	5	10
Total	50	100

Source: Research Data (2018)

For the interviewed employees, 74% fully or partially agree that having a friend within the company is a stimulant for their stay at work.

4.5 INHIBITOR ELEMENTS AND ROTATING CAUSERS IN THE VISION OF MANAGERS AND COLLABORATORS

In this section a comparative *checklist* was made between the elements that cause turnover in both views of the collaborator or the manager (Table 23). Both groups were able to mark the options that believed to be the cause of the turnover of an enterprise, that is, elements that are responsible for the process of entering and leaving employees of the companies.

Table 23 - In his view of collaborator or as manager, marking (X) the main causes of employee turnover in an enterprise.

View of managers			Employee Vision		
	Absolute Frequency	Relative Frequency (%)		Absolute Frequency	Relative Frequency (%)
Professional training	15	14	Professional training	37	26
To be of little age	2	2	To be of little age	3	2
Being old age	3	3	Being old age	5	4
Recruitment and outdated selections	8	8	Outdated Recruiting and Selections	14	10
Absence of recruitment and selection	4	4	Absence of recruitment and selection	3	2
The growth of job opportunities in the region	9	9	The growth of new job opportunities in the region	15	11
The impossibility of developing within the current work	6	6	The impossibility of developing in the current work	17	12
Dissatisfaction with employees	6	6	Dissatisfaction with managers	15	11
Customer dissatisfaction	12	11	Customer dissatisfaction	7	5
Professional experience	6	6	Professional experience	9	6
Professional Inexperience	4	4	Professional Inexperience	2	1
Miserly as a professional	16	15	Poor performance as a professional	3	2
Quality of life at work	0	0	Quality of life at work	11	8
Discontinuity in work pace	14	13			
Total	105	100	Total	141	100

Source: Research Data (2018)

In the view of managers, the following items were highlighted:

- Mischief as a professional: ranging from employee behavior to professional knowledge.
- Professional qualification: demonstrating that qualification is a differential.
- Discontinuity in the work rhythm: considering the loss of quality of work over time.

- Customer dissatisfaction: the three previous elements favor your event.
- The growth of opportunities in the region: because the employees start to have options of work and to look beyond the salary.
- Recruitment and selection outdated: although they know this, managers continue to develop this work on their own.

At this point, managers took their vision out of the enterprise itself, which may have occasioned a less biased view of the motives of employee turnover. This becomes clear when the manager states that the process of recruitment and outdated selection is an element that contributes to the turnover of people.

Among the items shown above, which were evident and had not been addresses of during the research were: will resourcefulness, discontinuity in the pace of work and customer dissatisfaction.

In the view of the collaborators, the following items were highlighted:

- Professional qualification: reinforcing the knowledge of the need that the employees have about professional improvement.
- Impossibility to develop in the current job: the impossibility of growth is a stimulant of turnover.
- Dissatisfaction with the manager: this is an element not mentioned in other moments of the research, demonstrating the need for vigilance in the positioning of the manager.
- The growth of opportunities in the region: reaffirming that the increase in employment possibilities reflects on employee turnover.
- Recruitment and selection outdated: reinforces the understanding of the need for specialized people to act in the selection process of the entities.
- Quality of life at work: an element that reinforces the need for quality of life at work mentioned above.

So, as we observed, in the comparison of the major causes of employee turnover in an enterprise, both in view of employees, as in the view of management's opinion was common in the categories: professional training, growth of opportunities in the region, and recruitment and selection.

From this perspective, one has to perceive the need for an alignment between the interested parties, since from the moment of reflection on these causes, the tendency is to minimize the impact

of the turnover, since both the collaborator and the manager would be more assertive in their decisions.

5 FINAL REMARKS

The present research sought to answer the following research question: what are the causes of the turnover process in the city of Viçosa - AL, when the following aspects are observed: professional qualification, vacancies availability, quality of life at work, perceptions of career success, age of employees and recruitment and selection process.

In order to solve the research question, answers were evaluated on the turnover process in the vision of the manager of the commercial companies of the city of Viçosa-AL, as well as the perception of the employees of these trades.

The first aspect of the turnover to be observed was the professional qualification, this was an element considered of fundamental importance for the permanence of the employees in the organizations, being the lack of training an element responsible for the turnover in both perceptions. On the availability of vacancies there is again a correlation between the views of managers and employees about the fact that the lack of other employment opportunities is an element that reduces turnover in companies from the city trade, since professionals are more attached to current job because of lack of opportunities, considering the low index of occupied population of the region 10.3 (IBGE, 2017)

Regarding the quality of life at work, there was a divergence among the respondents, because for managers their establishments have excellent working conditions and a consequent quality of life, even in the employees' perception this fact does not materialize, however, despite this divergence, both groups consider this factor an important element in the inflow and outflow of employees. Relating to the perception of career success, managers affirm that this is an element of turnover's reduction in companies. The employees, in other hand, consider that in their work places there is no vision of career growth and they affirm that this is an influential element for a stay or withdrawal from a vacancy and a job.

Regarding the age of employees, considering the affirmative, "older you are, greater your possibility of dismissal", it was verified that both employees and managers disagree with this observation, not being this a factor that causes turnover. Finally, the process of recruitment and

selection of the companies are sufficiently well applied in the design of the managers of the companies themselves. However, according to the employees, the form of hiring in the region is outdated and unfair. Eliminating the internal vision of businessman and employee of their respective entities, both employees and managers affirm that the recruitment process is an important element in the turnover process, being decisive in reducing the flow of people in organizations.

Other elements to be considered when discussing the process of turnover and the search for reduction of this were identified throughout the research, these being pointed out at times by employees and at other times by managers.

The aspects raised by the collaborators were: i) job satisfaction as an element capable of keeping the employee in the entities; and, ii) the employees' dissatisfaction with the manager, which is associated with the superiors' treatment of their employees. Already observing managers' considerations, it was reported: i) poor professionalism; ii) the discontinuity in the rhythm of work; and, iii) customer dissatisfaction with employees.

As in the study by Silva and Ribeiro (2014), this research did not intend to avoid the process of turnover in the city of Viçosa-AL, but intended to list the main flaws as a way of controlling the process. The observation of the collaborators and the managers is highlighted in the research because the capacity of this description exposes the vision of both sides of the working relationship, which when understood in the best way, will cause a reduction in the inflow and outflow of employees, which is the managerial contribution of this study. Academically this study collaborates with the understanding of the turnover process, considering in this space two visions that are presumed to be antagonistic, as well as the fact that the application of the research is developed in the scope of commerce without restriction of business lines.

As a contribution to future studies, understanding among other sectors is indicated, in order to verify if there is a difference in the perception of managers and collaborators between different sectors.

Regarding the limitation of the study, it is possible to indicate the inability to generalize the case studied in the technical scope, since theoretically the contribution is given to the different localities in the retail sector.

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