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Assignment Cover Page

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Lecturer Name:

Graham Glanville

Student Names:

Francisca de Sousa Smith

Student Nos.:

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The Conflict Between Generations in the Workplace

Francisca de Sousa Smith

2019275

Resume

This paper presents a study on the Conflict of Generations in the Workplace. We live in a period of rapid change, and much knowledge about the incorporation of young people into the labour force has been widely disseminated. According to literature theories, they are called Generation Y. But we must remember the existence of previous generations inserted in the same desktop, they are: Veterans, Baby Boomers and Generation X. Each generation has a perception, and different expectations which can cause conflicts, this subject has been studied by many researchers.

The scientific study was based on a theoretical study by several authors, and field research was carried out in a financial institution. Questionnaires with closed questions were given to employees of all generations. The results of the field research and the bibliographic research are presented in an essay followed by the discussion about the relationship between the theoretical study and the analyzed data of the research.

After the research, divergences were found between the theoretical concepts and the attitudes of the professionals of the generations in the researched company. Furthermore, the statement that the job market needs all generations working together.

Keywords: Conflicts, Generations, Work, Youth, Changes, Employees.

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First of all, to God for granting me the strength to continue this research even in the face of the chaos that the world today is living with the Covid-19 virus. And give me motivation and energy to move forward even in the face of so many loved people that I lost in that period.

To my grandparents' Veterans who got married in the 20th century and thanks to this union, I am the result of that generation.

To my father, a Baby Boomer, and my mother, a Generation X, who have been my pillars of strength throughout my life, and to my Generation Y siblings, who force me to watch their youthful habits on a daily basis.

To all my friends who supported, encouraged and helped to continue this work.

And to myself, for never losing the motivation and strength to achieve my goals through life's challenges.

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1. Introduction

The theme researched in this work is the conflict of generations in the work environment. Initially, a theoretical survey was carried out on the subject, and then a company was researched in the market that obtained the most significant number of different generations working together.

The problem-focused in this study is to identify possible generation conflicts in the organizational environment. And it aims to better understand the profile of each generation inserted in the companies, to identify the need for the presence of all generations for the development of the organization. Check the existence of prejudice from previous generations with the current generation. And to recognize and appreciate the fact that each generation has a unique contribution to organizational success.

The objectives support the following hypotheses, Generation Y of the company Alpha acts similar to the proposal presented by the researched theorists in relation to the concepts to be observed. Older generations are not patient with the attitude of younger generations. Generation Y does not accept the experiences of older generations and underestimate their knowledge. Generation Y changes jobs more quickly. Older generations do not accept getting a leader from the younger generation. Professionals of different generations do not respect each other, thus creating conflicts that impact the organization. The survey questionnaires will be answered by all members of each generation.

The justification for this study is the perception of a globalized world that has more and more highly qualified professionals, and diversity is an essential characteristic for the exchange of experience and the creation of new results. However, companies have a workforce composed of people of very different ages, tastes, attitudes, values, ambitions and radically divergent points of view.

And with so much diversity, there is a conflict of interest, and this impacts the organizational climate, teamwork and even the company's success. Generations need to be made aware that from this diversity, the best decisions will emerge because there must be a partnership instead of competition.

In order to achieve the proposed objectives, bibliographic research was carried out based on the analysis of several works of literature already published in the form of books, magazines, articles, separate publications, seminars, electronic sites available on the internet.

To test the hypothesis a questionnaire with closed questions was applied, to identify the perception of the employees regarding the conflict of generations.

The work presented was organized into three chapters.

Chapter 1. Theoretical Foundation presents bibliographic references and theoretical foundation on the themes of conflicts, generations and conflicts of generations.

Chapter 2. covers the research methodology, the instruments used, data collected from the studies, and the profile of the researched company.

Chapter 3. discussion of the results of the field research in confrontation with the concepts of the theoretical foundation. Furthermore, the completion of the work to verify that the objective has been achieved.

2. Theoretical Foundation

This chapter presents the concept of Organizational and Generational Conflicts, according to some authors.

2.1 Organizational conflicts

The current globalized world requires companies to have a good relationship with the market, with the environment, production and demand for quality and customer satisfaction. These complexities are necessary for companies to be competitive and to remain prosperous and existing, becoming dynamic and intelligent.

To meet all requirements and achieve excellence, these companies create jobs and hire people.

[...] all people are essential in contemporary organizations since they will constitute “human capital”, which will allow a competitive differential. Human capital is conceptualized, in this text, as the sum of knowledge, skills and capacities of people who generate economic value for the company (Pontes and Serrano, 2005)

With different people working in the same organizational environment, consequently, at each moment, new internal conflicts will manifest themselves sometimes in a positive way, other times in a negative way.

[...] a broad scope of conflicts experienced by people in organizations - incompatibility of objectives, differences in the interpretation of facts, disagreements based on expectations of behaviour and so on [...] from explicit and violent acts to the most subtle disagreements (Robbins, 2005).

People join a company with the same purpose, as each individual has their aspirations and dreams. It is necessary not to forget the existence of individual differences that implies different values, perceptions and moral considerations since not everyone has access to the same information and does not have the same life experience.

Conflict is a source of new ideas, which can lead to open discussions on specific subjects, which is positive. It allows the expression and exploration of different points of view, interests and values. At times, and at certain levels, conflict may be considered necessary if one does not want to enter a stagnation process. Thus, conflicts are not necessarily harmful; the way we deal with them can generate some reactions (Nascimento and Sayed, 2002).

No company is free to obtain conflicts because if all employees adopted the same behaviour and thought in the same way, there would be no evolution of the human being, and consequently, there would be no growth of the company.

Q

2.1.1 Possible causes of conflicts in the workplace

Many companies do not disclose their strategic planning to employees, and this can lead to internal conflicts, as each professional may act differently in relation to the company's interest.

Companies need to know how to properly stimulate internal competition, as employees can think in isolation and act only because of their interests, thus hindering cooperation and synergy in the organizational environment. This is because the feeling of working as a team, sharing achievements, and learning from mistakes are left in the background, and those who are harmed by this action are both the company and employees.

Experience of frustration, the inability to achieve specific goals, some interference or personal, technical or behavioural limitation. Different goals for people who occupy the same position are also common in companies, goals that are impossible to be achieved, which puts the employee under tension in search of reaching them.

2.1.2 Types of Conflicts

Currently, many researchers disseminate strategies to deal with conflicts, but it is necessary to know them, understand them, to work with them. The level of severity of a conflict can be called, according to Chiavenato (1999), in three ways:

- 1) Perceived or latent conflict: employees rationally perceive the existence of the conflict, although there are no open manifestations, the differences can evolve to another level, that of the collection;
- 2) Conflict experienced or veiled: it is a conflict that affects both parties consciously in the field of emotion and nurtures feelings such as anger, fear and disrepute, but they are not clearly expressed externally;
- 3) Manifest or open conflict: it has already reached both parties. It is perceived by other people, which can harm the environment and the company.

2.1.3 Interpersonal conflicts

Conflicts can occur for several reasons: values, beliefs, paradigms, culture, age difference, sex. Interpersonal conflicts are divided into two types: hierarchical and personal.

Hierarchical: they put at stake relations with the existing authority. It occurs when the person is responsible for some group, not finding support for subordinates and vice versa. In this case, the difficulties encountered daily leave most people involved helpless as to the decision made. Personal: they relate to the individual, his way of being, acting, speaking and making decisions. Personal feuds make people not understand each other and, therefore, not talk (Nascimento and Sayed, 2002).

Most of these conflicts arise from unnecessary disagreements, with the result that there is an implicit confrontation that dramatically impairs the excellent outcome of the relationships. Companies that are not able to manage their personnel conflicts may be subject to different behaviours, such as: harming the organizational climate, consequently not producing new products, harming their image before the target audience and reducing their market share.

Business conflicts must be managed for their causes to be recognized. The consequences and results should serve as reflections to guide new paths and action plans.

2.2 Concept of generations

According to Forquin (2003), the term generation is often used in the sense of class and/or characteristic age category, and it is common to highlight the presence of the young generation, the adult generations, and the old and/or the old generation. According to the author, the concept of generation in the historical and sociological conception designates a group of people who were born more or less in the same era and who have in common an identical historical experience and/or cultural proximity.

The author also points out that the concept of generation involves not only people who were born in the same era, but also aggregates those who were modelled in a particular era, by the same type of educational, political and cultural influence, or who experienced and were same events. They are people who have developed and received a set of similar knowledge, that is, they perpetuate common values that can be determined by “feeling of the generation” or even “awareness of generation”. Forquin (2003).

Another critical point is the context in which organizations and their employees are inserted. Today, corporate performance is permeated by pressure for flexibility that enables them to act and influence their segment. According to Dutra (2009), individuals are led to shaping their career planning more independently and proactively. Dutra (1996) highlights that one of the significant challenges of people management is to reconcile the varied personal interests with the organizational objectives. In career management, combining the movement possibilities offered by organizations with the personal planning of their employees' professional lives is essential and challenging to accomplish.

Faced with these changes, organizations face the challenge of dealing with heterogeneous groups, which are formed as a result of the diverse characteristics of people working in the labour market. One of these diversities is usually age, which generates behaviours peculiar to each age group. Veloso (2008) points out differences in attitudes towards life and work and classifies the generations of active professionals as generation Y (born from 1978 onwards), generation X (born

between 1965 and 1977) and the generation Baby Boomers (born between 1946 and 1964).

Conflicts between generations arise with each generation that organizations have been passing through, which is why conflict management in organizations will also be addressed, from the perspective that conflicting situations between new generations, if well managed, can present opportunities for growth and change. Therefore, the objective is to conceptualize and analyze the conflicts of the generations, as well as their types and approaches, in order to identify their effects on organizations.

Berg (2012), further states that: "The conflict in the present times is inevitable and always evident. However, understanding it, and knowing how to deal with it, is fundamental to your personal and professional success".

The conflict can occur in the context of relationships between two or more parties and can be between people, groups or organizations, just as it can occur between more than two parties at the same time. It is noted that most authors agree on the inevitability of conflict, as it is human nature, and as people are part of organizations, they will have to learn to deal with this reality.

The project will address the three types of conflicts according to Berg (2012): personal, interpersonal and organizational.

One of the leading causes of conflict of organizational generation, for Berg (2012), are the changes: the changes within the transitions of each generation, occur mainly due to market pressure, forcing the organization to adapt to the new realities. These changes are generally of a technical, structural or behavioural nature, thereby seeking to improve efficiency in the search for results, increase or maintain profits, reduce costs, update organizations in all aspects, grow or remain in the market. Organizational changes can bring about layoffs, restructuring and spread fear and resistance, so they represent a fertile source of conflict.

And with so much diversity, there is a conflict of interest, and this impacts the organizational climate, teamwork and even the company's success. It is necessary to make the generations aware that from this diversity, they will come to the best decisions because there must be a partnership instead of competition.

2.3 Profile of the generations

2.3.1 Veterans

According to Oliveira (2009), Veterans are also called Traditionals or Belle Époque. The Generation of Veterans comprises people born in the 20th century, between the years 1920 and 1945; this was a period of great economic crisis. One example that was remembered by everyone was the crisis of 1929, with the fall of the New York Stock Exchange, one of the biggest economic crises faced by humanity.

These children grew up seeing the world plunged into great economic chaos, with families immigrating in search of work or fleeing the political intolerance caused by the First World War.

During this period, there were few possibilities for youth development, and the situation led to the emergence of a career alternative for young people, military or industrial worker. Young people wanted a military career, as it was possible for the public to be recognized and independence from the authority of their parents.

The Second World War, which occurred in 1939, caused crises, catastrophes, wars and destruction, separation of families caused by losses in the war or immigration in search of work. According to Lipkin and Perrymore (2010), the reconstruction of society was the great mission of these young people. It was necessary to redo the social and economic structure, with which a good part of the young people started to form their own families.

To restructure society, effort, dedication, and hard work would be necessary. The concepts of fidelity to work and marriage emerged at that time.

Respecting the authorities and established rules has become an essential support for this generation, which was marked by infinite patience directed towards its initiatives. The definition that duty would always come before pleasure because nothing is achieved without much sacrifice (Oliveira, 2010).

At that time, the role of the father and mother were well defined, where the father went out to work, and the mother stayed at home and took care of the children so that they could study and have a good future.

According to Erickson (2011), business structures, administrative practices, and policies shaped by these values still occur in most companies nowadays. Individuals of this generation are at ease with hierarchy, see value instability and are influenced by the financial reward and security that it provides.

The values of this generation are:

- They do not like change;
- Dedication and sacrifice;
- Hard work and discipline;
- Duty before pleasure;
- Respect for authority and rules;
- Ethics, Responsibility and Planning;
- Obedience and solidarity overlap individualism;

This generation's slogan: "Dedicate yourself to work and studies that will bring you rewards".

2.3.2 Baby Boomers

After the end of the Second World War, with a very optimistic scenario, there was a demographic explosion in children's birth. It was this event that baptized this generation. Baby Boomers were divided into two eras: 1. First Boomers (1946 to 1954) and 2. Later Boomers (1955 to 1964).

According to Lipkin and Perrymore (2010), they were created in a "Post War" scenario, reconstructing the homeland destroyed by the war. Children would grow up in a much better time than their parents experienced. They were optimistic, with a view to progress, hope for a better world, interested in politics, putting their careers ahead of the family. They were looking to change the world and make it a better place.

Furthermore, discipline was strict, and any non-standard behaviour was considered harmful to society. No young man should ever challenge any established authority. This reflected even in the way of dressing, where men should have short hair and girls always wearing silk ribbon in their hair. Young people should be loyal to the job and stay in the job for a long time, the directors and bosses should be called sir, and the blessing should be requested from the elders.

It was not very simple to impose an attitude on young people submissive to a set of rules, and rebelling was a natural manifestation in this scenario. The first movements of a revolution appeared in music, the artistic refuge that several generations had already used to present transgressions and dissatisfactions with the reality in which they were living (Oliveira, 2010).

One of the biggest manifestations in music was the birth of rock in roll with cheeky ballads and dances by Elvis Presley, Beatles, Rolling Stones and etc.

Behaviours such as smoking, having sex outside of marriage, wearing long hair, and tight clothes were easily seen on the streets. The concern with well-being and health arose at the maturity of this generation - and it is still cultivated nowadays.

Baby Boomers like meritocracy systems and tend to value individual achievement and individual recognition. Money for them tends to be a symbol of competitive success, of victory, Erickson (2011).

The values of this generation are:

- Health care;
- Freedom of expression;
- They don't like conflicts;
- Family environment and mother's presence at home;
- They sacrifice their personal lives to the detriment of their professional careers;
- Workaholic (desire and tireless passion for being and doing something useful);
- They make judgments of those who think differently;

This generation's slogan: "We are going to build a better world: Success depends only on myself".

2.3.3 Generation X

Many Baby Boomers raised their children rigidly, and a new generation then developed: Generation X.

The most common is to describe it as one born between 1965 to 1979, in a context linked to a pattern of "demographic implosion", right after a "demographic explosion"; 1965 was the year in which the United States birth rates plummeted, from 4.3 million births at the height of the explosion in 1959 to a mere 3.8 million in 1965, 3.1 million in 1973, at the lowest point of the implosion Erickson, (2011).

Generation X was born approximately between 1965 and 1979. In that period, there was a reduction in birth rates compared to the Generation of Baby Boomers.

Lipkin and Perrymore (2010) discuss that women went searching for their jobs to add income to the family. They definitively abandoned housewives' role, even without the structure of babysitters, daycare centres. New careers have emerged for men and women.

The events of the time were hippie movements, student revolutions, sexual revolutions and the emergence of AIDS. According to Oliveira (2009), young people wanted to rebel against anything that had a standardized character, including family structure. This Generation saw technology coming to homes, and an example was the emergence of television that significantly affected families, as it became an "auxiliary" in children's education.

Watching, the marital dissatisfaction carried out at home completely changed the expectations of a future relationship [...] For these young people, marriage no longer meant a perpetual relationship. Being divorced is no longer vulgar and scandalous in

families [...] Being self-sufficient led these young people to prioritize work more, using family relationships only as a pretext to justify their strong desire for self-fulfillment , Oliveira(2010).

This Generation sought to promote equal rights, fairness in its decisions and the self-confidence of its choices.

These young people were brought up in a setting where their parents were workaholic, and with many years of the company, they were shut down due to technological advances. According to Erickson (2011), distrusting companies' responsibilities is an almost universal attitude among the X.

The values of this generation are:

- Diversity;
- Creativity;
- Communication;
- Beginning of female leadership;
- Sensitivity to the first technologies;
- Longing for pleasurable activities;
- The balance between quality of life and work;

This generation's slogan: "I want to work to live and not live from working so hard."

2.3.4 Generation Y

According to Lipkin and Perrymore (2010), Generation Y is also known as Generation Millennials, and internet Generation. There is little consensus regarding the name of this generation born between 1980 and 2000.

Although there is little consensus regarding the name [...] This generation Y (with about 74 million people) is close to the generation of Boomers (born in the post-war, with 78 million people) and is much bigger than Generation X (with approximately 50 million people), Lipkin and Perrymore (2010).

They were raised in a situation where their parents went to work and then lived with their Boomer grandparents; this is the generation that had all planned out: time to go to school, time to go swimming, time to eat, time to play, time to do judo, etc. They were taught to stick to a plan in order to get good results at the end of it: Study this year, and you will receive a bicycle; be obedient, and you will receive an allowance; follow your grandparents, and you will receive a toy.

Even with the rise in the number of pay-TV channels available, television programs are no longer the most common pastime.

It was the advent of video games that completely transformed the reality and development scenario of young people in Generation Y. Parents of Generation Y were still young when the first rudimentary electronic game devices appeared, which were limited to black screens with points of light and a console for controlling movements (Oliveira, 2010).

Two characteristics stood out in Generation Y electronic games: the game's phases and the high score. A good game considered by young people should provide several different stages and be more challenging than the other. The objective was to overcome an increasingly complex challenge.

Every game should check the results and create a record score by which the player can compare their performance to that of other players to assign reward and recognition.

Obtaining a name from a record store was no longer sufficient, so young people wanted to build challenges between players and share the results; the new action was to pursue interaction.

The personal computer gained popularity as the internet became more widely used, and the video game was easily replaced.

With the advent of modern technologies, information became limitless, and the young man started to uncover new ideas and values.

Generation Y, according to Lipkin and Perrymore (2010), was the first generation of "winners" because they could not go wrong at school and were rewarded simply for being there. They are the first generation to abandon paper messages in favour of

text messages, as well as the first to bring mobile phones to school during their early childhood education.

Generation Y searches the market for companies they want to work for, are used to women in leadership positions and know that they can work full time and raise their children. The Y openly ask for help from colleagues and seek sources of information and share it with their colleagues. It is the first generation to be concerned with environmental and social policies, and these young people are more involved in volunteer work than any generation, Erickson (2011).

This generation's values are:

- Civic and Trustworthy;
- They enjoy challenges;
- They are honest and dislike rodeos;
- Work is a means to an end;
- They enjoy homework and travel;
- Get immediate, fast results "at the click of a mouse";
- Change jobs if they do not meet the standards;

"I want to grow and have good things soon," says this generation's slogan.

2.3.4 The conflicts of the generations in the work environment

Each generation formed its unique impressions; each witnessed and experienced a different world as a teenager. These distinctions influence the attitudes of each generation towards the world, towards people and especially towards work.

Previous generations have contributed to the formation and creation of businesses that are still present today. They built essential institutions based on hierarchical models and created their own rules.

In many parts of the world, unprecedented opportunities bring millions of people into the sphere of the global economy [...] each generation leaves a unique legacy for successors, who generally seek to correct the excesses of the previous generation. The priority of the generations will provide them with a considerable advantage in the

restructuring of companies in order to reflect the reality of the 21st century [...] (Erickson, 2011).

Generation Y dominated the job market created by Veterans and Boomers and is demanding changes in the corporate culture.

Due to its creation and the culture of the period of its formation, this generation has a totally different professional ethics and posture, as well as a set of values that shakes all the existing structures (Lipkin and Perrymore, 2010).

With the increase in life expectancy, it is now customary to find Veteran professionals and Baby Boomers looking to improve their qualifications. Studies are the most sought after option by these professionals, and they opt for a postgraduate degree or even a new degree. These generations aim to remain active in the labour market, as young people Y enter companies with increasingly academic qualifications.

Here is the root of the current generational conflict: people are competing for an increasingly restricted space [...] The veterans started to omit the role of “eagle”, failing to take responsibility for the development of young professionals [...] managers fail to expose young professionals to the most complex challenges that can put results at risk (Oliveira, 2010).

Professionals make the mistake of expecting people to follow postures and make decisions based on data from another age.

According to Erickson (2011) and Oliveira (2010), the most significant divergences in perceptions of the generations are due to the following reasons:

- **The meaning of work and how people in each generation view time and place**

In older generations, it was common for employees to run the company to carry out their activities. On a manufacturing line, for example, employees should be on the assembly line. Currently, younger employees who work with technology can work from anywhere at any time; many are already adept at homework (work at home), as many accesses are remote and there is no need to attend the company daily. This action can generate conflicts, as Veterans and Baby Boomers can question whether

employees are actually working at home or cheating the company and getting paid for it.

- **Generational communication and building relationships**

The X and Y generations are comfortable with electronic communication; unlike the Veterans and Baby Boomers generations, they can feel uncomfortable with digital communication and not get personal interaction. For the Y communication, communication is independent of the medium used, and young people have a desire for instant responses, and if this does not happen, they may feel offended. It is essential to clarify to everyone what is the appropriate digital medium and the expected response time.

- **How the generations understand each other**

It is challenging to get all generations into the same work environment because older generations schedule and coordinate their activities. Generation Y enjoys coordinating, and relying on meetings and plans to carry out an event frustrates young people; older people dislike young people's improvisation.

- **How generations find information and learn new things**

To obtain necessary information for a new task, Veterans and Baby Boomers need training, read manuals and absorb information from specialized sources before starting the task. Younger generations discover things as they appear, looking for ways that can offer faster responses like the Google search site.

- **Work tasks**

The assignment of new activities is a desire of all generations, but the expectation is quite different. Baby Boomers and some X believe that it is necessary to learn one thing at a time, as each activity has its level of difficulty, and with each process, new skills are acquired. The immediacy of the young Y makes them expect to assign several activities right at the beginning of their career and do not worry if they have the necessary skills to perform well.

- **Feedback**

Boomers and Veterans expect a performance appraisal in which the boss makes a judgment call, which happens once or twice a year and is enough. Y young people need feedback at all times, they want to share ideas, information and suggestions. These young people are in a learning phase and ask to be taught and not evaluated.

• **Granting leadership positions to young people Y**

With easy access to information and better academic preparation opportunities for Y youth, many companies prefer to place these professionals in positions of trust. Furthermore, they end up forgetting the older professionals who often have more time in the company and do not consider young people apt to occupy the manager's position.

• **Professional ethics of each generation**

Professional ethics are established according to the education, lifestyle and culture of a generation. The older generations work according to the established norms, the Y generations say what they think, they do not give importance to the established limits, and they want changes according to their needs.

Traditional Professional Ethics	Generation Y professional Ethics
First, the job	Life in the first place
There is a distinction to be made between working hours and leisure time.	Indistinction between working hours and leisure hours: means professional/personal integration
Above all, everyone follows the rules. The manager is deserving of respect.	It follows rules that work and establishes the rules that work, and establishes the rules themselves.
Working time equals advancement.	Respect is only provided when it is due.
Hours of operation begin at 9 a.m. 8 a.m. to 6 p.m., plus overtime	Promotion = Talent
Work is backed up by timesheets.	Time to work indefinitely

Personal interaction is preferred.	They are free to leave once they finish their job, even if it is before their scheduled work period.
They are always willing to put in their best effort for the business.	Digital interaction is preferred.
Changes in response to the company's needs.	When it is appropriate, they give their all to the business.
Changes according to the needs of the company	They expect the business to adapt to their requirements.

Table 1: Professional ethics of generations

Source: Lipkin and Perrymore (2010)

- **Corporate loyalty**

Companies placed trust in their employees, and they should "disconnect" from the outside world. Receiving the proposal to leave the company that worked for a competitor was considered a betrayal. However, in the current context, the concept of loyalty has been changed by aligning personal values with company values. This current fidelity is very much observed in the young people of generation Y and some of generation X.

- **Commitment**

For Veterans and Baby Boomers, the dedication to the causes of the company was extreme; many professionals neglected to live their personal lives, left their families to work and did not take care of their health, and often did not seek self-development. In 1990 there was an exchange of loyal professionals for more qualified professionals, with that there was the perception: taking care of self-development means employability. Currently, the more qualified and experienced the professional is, the more likely they are to get a job, and these are characteristics that are not lacking in young people of generation Y.

- **The winner always has a better chance of winning**

Doing an excellent job was a guarantee of stability, as past results were a guarantee of good results in the future. With innovations and a totally globalized world, a creative and qualified professional can be found easily anywhere in the world and bring better results than the previous ones. Therefore, performing an activity well with each new challenge is an obligation to obtain employment, which is nothing new for young people, but it is a challenge for the older generations.

- **The good professional knows how to separate things**

Separating personal and professional lives was often apparent, as it was thought to require more attention and emphasis in order to minimize mistakes and improve efficiency. With the introduction of technology, such as smartphones with internet connectivity, e-mails, and access to social media, a new reality has emerged, through which young people can access information from their personal lives while at work. Thus, professionals seek to balance a personal and professional life, today's young people demand quality of life.

The main idea is not to make judgments about which generation has the most appropriate professional characteristic.

[...] openly discuss differences in expectations and ensure that everyone is satisfied with the agreed standards - or at least understands. When leading people of different generations, be sensitive to different expectations and preferences and, indeed, to your own trends (Erickson, 2011)

It's easy to form unjust and derogatory views of people from previous generations. It is important to confront each generation's attitude from their point of view, rather than from their own, Kowske B. J., Rasch R., Wiley J. (2010).

An effective and direct way of helping groups of several generations to work together is to establish practical rules or norms in relation to issues that are seen differently by generations, which tend to lead to differences. Discussing disagreements and agreeing on a viable approach will help to eliminate potential conflicts, Erickson(2011).

After so many divergent behaviours from an often incomprehensible perspective, there are two options. The first is to react to the behaviour of young people with all frustration due to communication styles, different knowledge, different social

preferences, etc. Or second option, is to help generation Y to develop their way of working, after all the future needs these young people so that they know how to manage the next generations.

3 - Search

This chapter explains the research process, including the processes, strategies, and people polled, as well as the findings.

3.1 Methodology

The method used in this scientific study is qualitative; the analysis of the questions aims to ascertain whether the perceptions of the generations in the work environment coincide with the bibliography used in the theoretical foundation. For reasons of confidentiality, the name of the company will be changed. Interview questionnaires were applied to company professionals of all generations.

3.2 Research instrument

The objective of the questionnaire is to analyze the perception of each Generation concerning a certain subject.

The questionnaire was designed with closed questions and only one answer option, yes or no, to assess the opinion of each employee. Due to the current situation that the world is facing with the Covid-19 pandemic, the questionnaire was sent via e-mail, and some responses were acquired by personal contact or telephone. Following are the questions, objectives of each question, the analysis of the answers will be considered by the total of each Generation.

Question	Objective
1 - Do you think that the labels given to young people today, like anxious, impatient, immature, etc., are true characteristics?	Make sure that the affirmation of the bibliographic content when conceptualizing Generation Y is confirmed in practice in the perception of other generations.
2 - Would you feel uncomfortable being managed by someone younger than you?	Analyze whether older generations feel uncomfortable being managed by younger generations.
3 - Do you prefer your manager to be older or to be the same age as you?	Check if there will be a contradiction in relation to question 2. Moreover, if the generations feel more comfortable working with an older manager or the same age.
4 - Are older professionals patient with the attitudes of younger professionals?	Identify the perception of each generation about the attitude of older professionals towards younger professionals.
5 - Do younger professionals underestimate the knowledge of older professionals?	Find out if the younger generations despise the knowledge of the older generations and analyze whether Veterans, Baby Boomers, X and Y perceive this attitude.
6 - Are your company's management styles archaic?	Check if the management style of the studied company is old, which can cause an increase in youth turnover.

7 - Is there a conflict between young and old where you work? For example: Divergence of opinions, differentiated strategic vision, speed in meeting the established deadlines, etc.	Identify if there is a generation conflict in the studied company and if it is noticeable to employees.
8 - Do young people change jobs more quickly?	Compare the bibliographic concept present in this study with the reality presented in the studied company.
9 - Today's young people only think about money. They do not want to pursue a professional career. Do you agree?	Analyze whether the older generation believes that young people only want money and do not want a job that will provide them with a successful career.
10- Regardless of the company's time, is the performance of an older professional better than the performance of a younger professional?	Identify whether the older generation believes that it has better performance than younger employees, regardless of the professional's time in the company.
11 - Do you think the job market needs people of all ages working together?	This issue was last strategically organized, and the aim is to analyze whether generations think that everyone should work together, even with the divergence of opinions, perceptions and characteristics.

Table 2 : The questionnaire and purpose of the questions.

3.3 Historical Context

The history of the company Alpha S / A. is marked by achievements and pioneering spirit. Each decade has contributed to the maturation of a financial institution focused on technology and innovation without neglecting a fundamental asset: the people

and the society in which it operates. It is a company with characteristic aggressive in the financial market, as some mergers and acquisitions have been carried out in the last decade, thus making the institution the largest private bank in Brazil.

Alpha S / A is among the ten most prominent financial institutions globally, with a market capitalization of \$ 108 billion. It is considered one of the 100 most valuable brands in the world, according to BrandAnalytics. It is present in 21 countries, with a strong focus on Latin America with full-service operations in Brazil, Argentina, Chile, Paraguay and Uruguay. It has been present in Chile since the acquisition of the operations of another financial institution, in 2006.

Alpha also has private and corporate banking operations in North America, Europe, the Middle East and Asia. Internationalization has been a key factor in Alpha's private banking strategy. With more than \$ 80 billion in managed assets, the institution is an industry leader in Latin America and has received many recognition awards in recent years.

People come first at the Alpha organization. It does not matter whether they're workers, vendors, clients, or society as a whole. The organization needs to create high-performance teams, with individuals whose individual abilities make sense only if they can shape winning teams. They want to create a relaxed atmosphere with no undue rigidity or bureaucracy, despite the fact that they recognize the importance of respecting laws and ethical standards, as well as the relentless pursuit of openness and the confidentiality of their clients' information.

Alpha considers that the world has changed a lot in recent years, but the company's values and ethics are the same; in them lies the strength that will make each day a better company, constantly evolving.

Because it is a company focused on innovation, perception of current changes and human valorization, its employees were chosen to participate in the research.

3.4 Sources

The researched company is a multinational financial company with a strong presence in Latin America. It is renowned for being an innovative and pioneering

company in many financial infrastructure projects. Active in the market since 1943, this institution was the stage for professionals from all generations renowned in this study.

Because of the large number of workers and the impossibility of researching them all, a board of directors was selected to represent a business sample. The information acquired was obtained through questionnaires composed of 11 structured questions and delivered to employees.

3.5 Search results

To improve understanding, the result will be divided into four parts. First, a header was created to identify the profile information of each respondent.

Year of birth
() 1920 to 1945
() 1946 to 1964
() 1965 to 1979
() 1980 to 2000

Table 3 : Year of Birth

Objective: According to the theoretical foundation used in this study, the respondent's year of birth can be used to determine which generation they belong to.

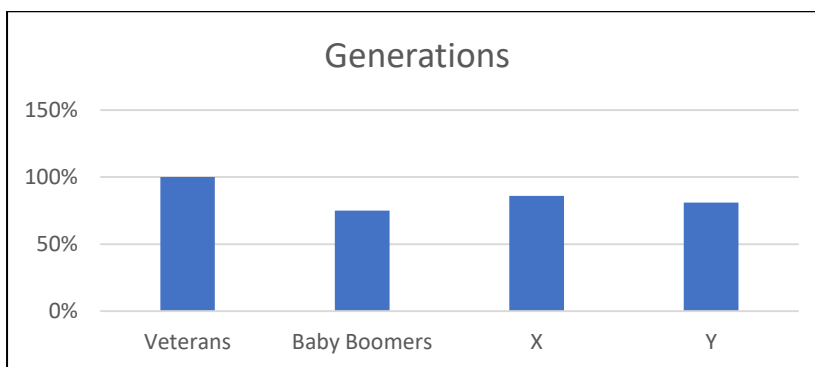


Chart 1: Analysis of the year of birth

Answer: A total of 83 people were surveyed; 2% are Veterans, 10% are Baby Boomers, 25% are Generation X, and 63% are Generation Y.

Analysis: 88% of the total employees surveyed are composed of the younger X and Y generations, born from 1965 to 2000. However, the company surveyed has a more significant number of Generation Y employees.

Education
() Elementary School) High School
() University education
() Master's / Doctorate

Table 4 : Education

Objective: The level of education helps researchers to determine which level of education each generation's respondents have, and therefore the generation's overall education level.

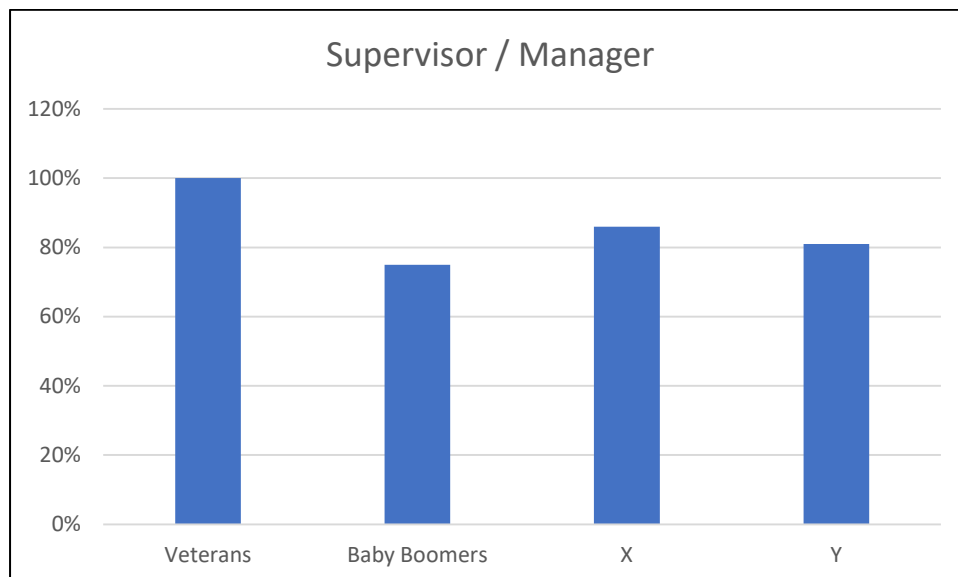


Chart 2: Analysis of educational level

Answer: The most marked option for the level of education was higher education. Baby Boomers account for 38%, Generation X with 62% and Generation Y with 94%. Of the Veterans surveyed, 100% studied until high school.

Analysis: With the emergence of a new generation, the number of people joining higher education increases.

Position

<input type="checkbox"/> Intern
<input type="checkbox"/> Assistant
<input type="checkbox"/> Analyst
<input type="checkbox"/> Supervisor / Manager

Table 5 : Position

Objective: The evaluation of the position is helpful to analyze the position occupied by each member of the generation. Moreover, check which hierarchical level each generation is in.

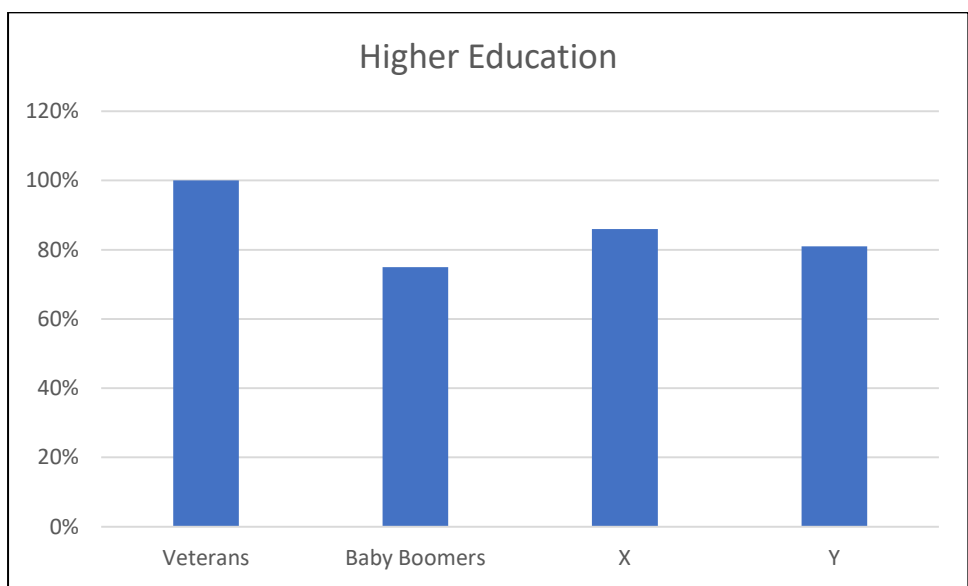


Chart 3 : Job analysis

Answer: 100% of Veterans, 63% of Baby Boomers, and 52% and Generation X are in the position of Supervisor / Manager, and 62% of Generation Y are in Analyst's position.

Analysis: The higher the generation's place in the hierarchy, the older it is. Y youth, on average, have only been on the job market for three years, so they lack the necessary experience to fill the role mentioned above.

Length of service
<input type="checkbox"/> Between 1 year and 2 years
<input type="checkbox"/> Between 3 and 5 years

() Between 6 and 10 years

() Over 10 years

Table 6 : Length of service

Objective: Time in the business is necessary to determine how long a member of a generation has worked at the same place. As a result, to assess the sum of each age.

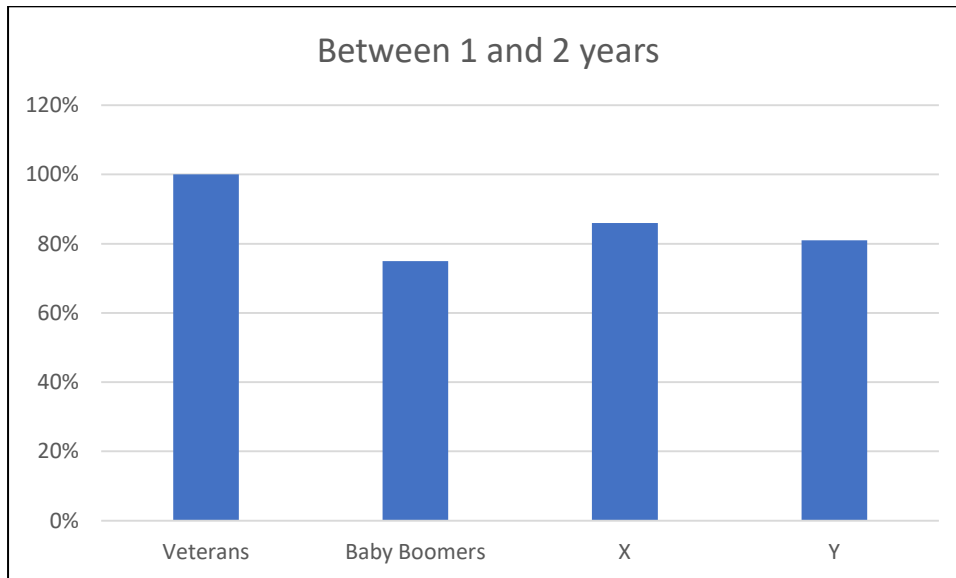


Chart 4 : Analysis of company time

Answer: In the period of occupation of 1 to 2 years in the company, Generation Y leads with 40% of respondents compared with 19% of Generation X. Over ten years in the company are Veterans with 100%, Baby Boomers with 50%, Generation X with 33% and generation Y with only 2%.

Analysis: According to the result of the research and with Oliveira (2010), young people of generation Y have less time in the company, while older generations remain for a longer time, in the same place of work.

3.6 - Analysis of the 11 questions.

Question 1 - Do you think that the labels given to young people today, like anxious, impatient, immature, etc., are true characteristics?

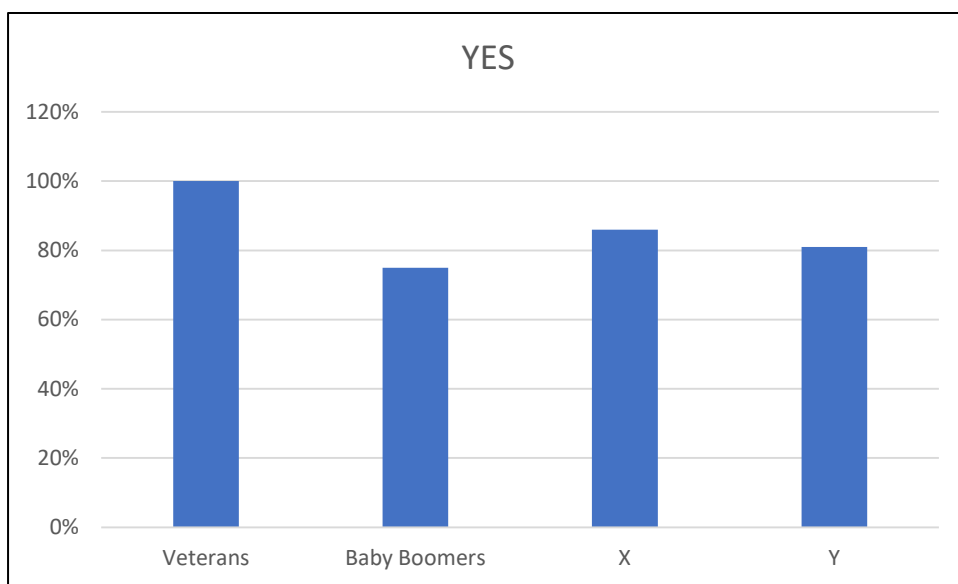


Chart 5 : Analysis of question 1

Answers: Veterans and Baby Boomers put 50% in each answer, 71% of Generation X, and 67% of Generation Y opted for this question.

Analysis: For Veterans and Baby Boomers, this question causes doubts, as both put 50% in each answer, that is, some choose yes, and others choose no. Generation X has no doubts about their opinion; 71% of respondents agree that Y youth are anxious, impatient and immature. The answer of Generation Y is quite interesting since young people themselves consider themselves with the characteristics mentioned in the question, young people are aware of their professional profile, and the bibliographic references are correct as far as this perception is concerned.

Question 2 - Would you feel uncomfortable being managed by someone younger than you?

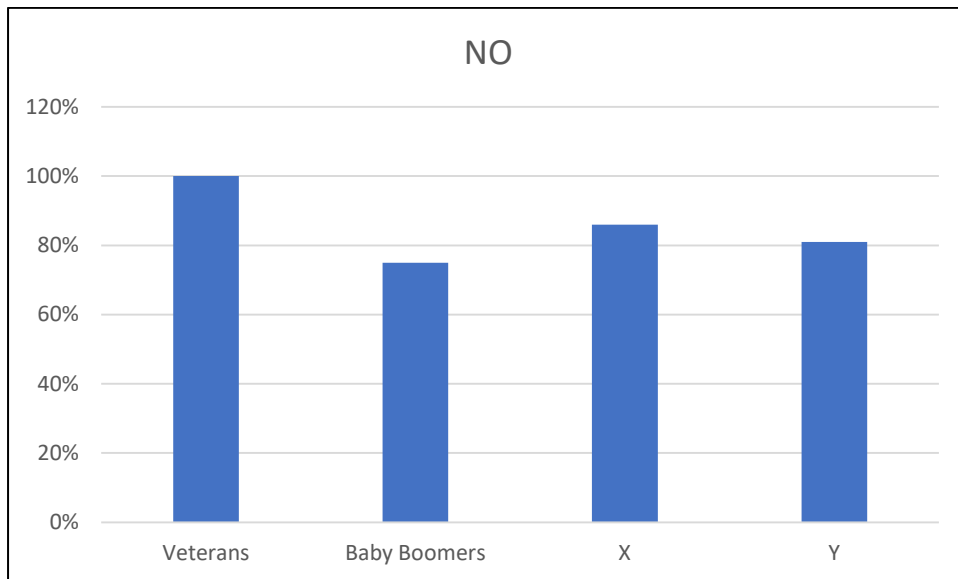


Chart 6 : Analysis of question 2

Answers: 100% of Veterans, 75% of Baby Boomers, 86% of Generation X, and 81% of Generation Y chose not to.

Analysis: All generations polled said they were not concerned about being handled by anyone younger. With this answer, we can rule out a potential dispute principle in the business under investigation. Even young Y will feel at ease in the hands of the next generation.

Question 3 - Do you prefer your manager to be older or to be the same age as you?

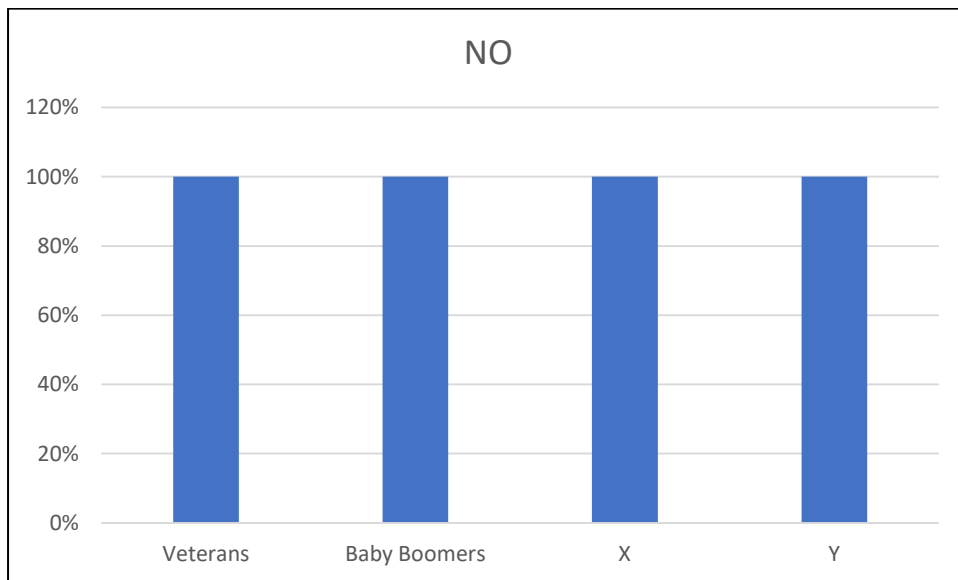


Chart 7 : Analysis of question 3

Answers: 100% of Veterans, 60% of Baby Boomers, 50% of Generation X and 34% of Generation Y say no.

Analysis: Veterans and Baby Boomers do not prefer an older manager or the same age. Generation X is in doubt on this issue, does not know if he prefers an older manager, and does not feel uncomfortable being managed by someone younger, according to the analysis of the previous question. Although Generation Y feels comfortable being managed by someone younger, this generation prefers a manager to be older, and it is noticeable that we identify the need that young people have to learn because an older manager means adding knowledge and experiences.

Question 4 - Are older professionals patient with the attitudes of younger professionals?

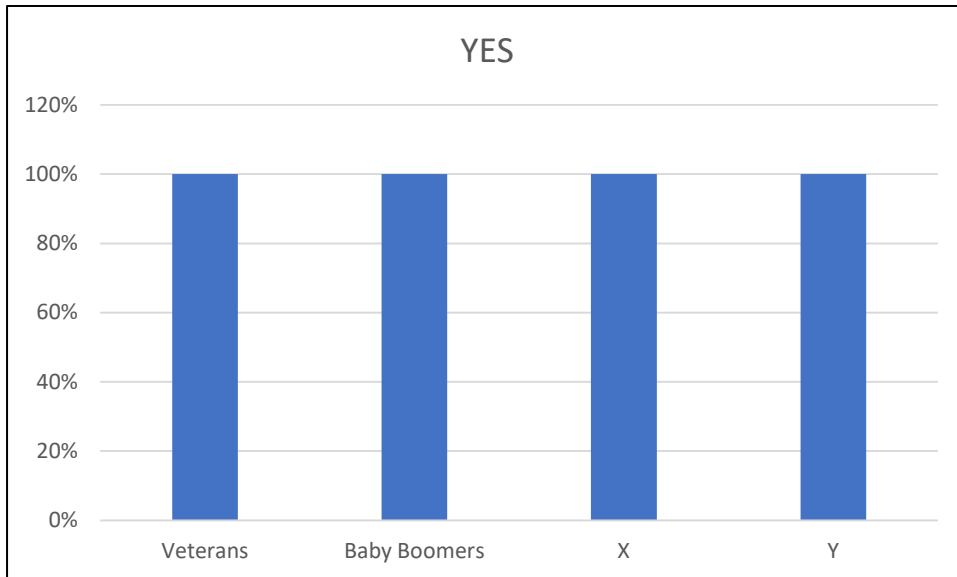


Chart 8 : Analysis of question 4

Answers: Veterans believe they have no patience with young people, as 100% chose no. Baby Boomers were in doubt on this question, as they opted for 50% in each answer. Generation X, with 52% and Generation Y with 63%, say yes.

Analysis: This question deserves attention due to different responses from each Generation. Veterans do not consider themselves relevant to the younger ones, and the younger X and Y generations consider the older generations to be patient. Baby Boomers believe that at times older people can be patient; at other times, they cannot. One of the reasons for organizational conflicts is the lack of dialogue and not aligning expectations, and it can generate problems of perception, thus causing an unnecessary conflict, which could be avoided.

Question 5 - Do younger professionals underestimate the knowledge of older professionals?

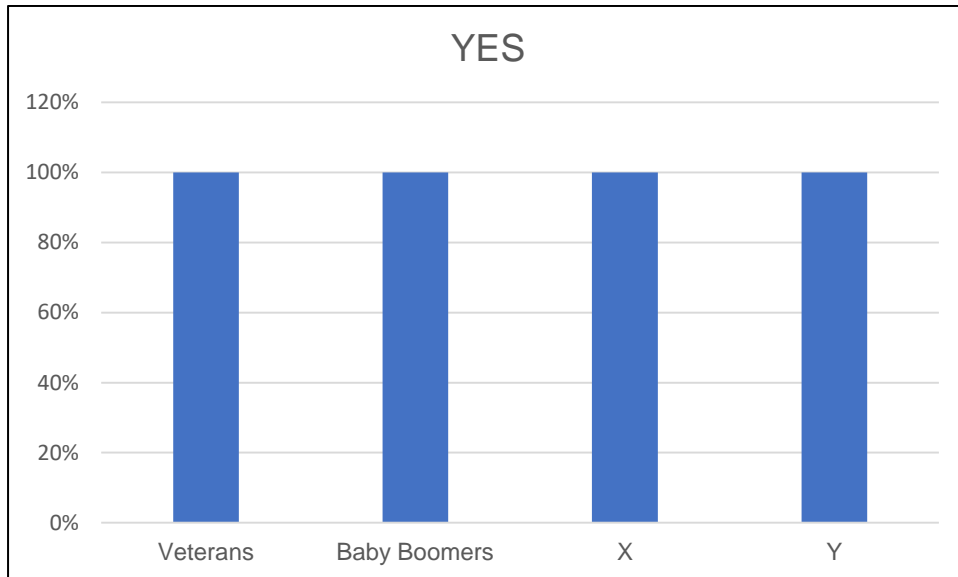


Chart 9 : Analysis of question 4

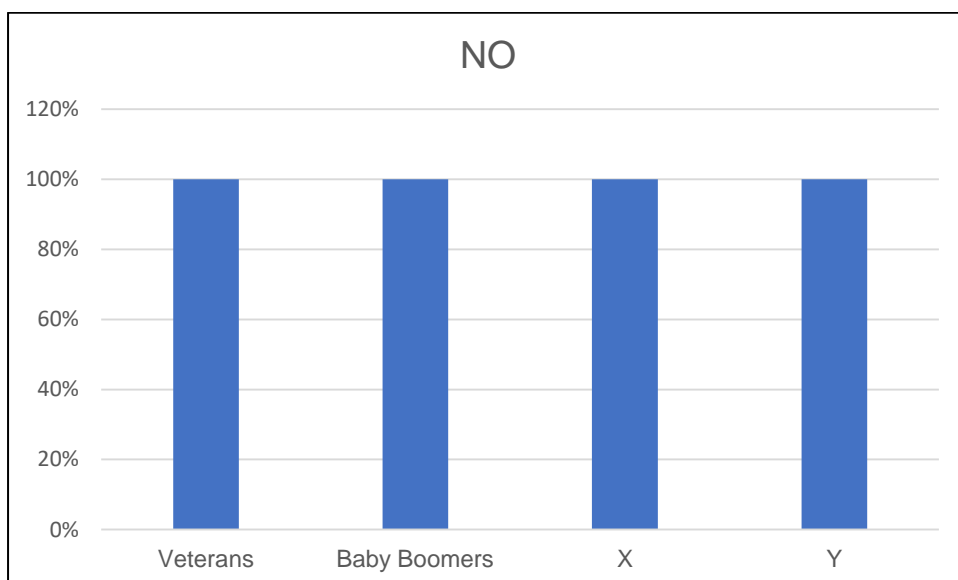


Chart 10 : 9.1: Analysis of question 5

Answers: 100% of Veterans and 57% of Generation X believe that, yes, young people underestimate the knowledge of their elders. Baby Boomers opted for 75% and Generation Y with 60% that young people do not underestimate the knowledge of older professionals.

Analysis: There was an interspersed divergence of opinion on this issue, that is, the Veterans opted for no, Baby Boomers for yes, and so on. In this case, we can consider that each generation evaluates the next generation, Veterans evaluate Baby Boomers, and Generation X evaluates Generation Y. This makes it easy to identify yet another possible focus of generation conflict in the work environment. Each generation is perceiving the same issue from different angles.

Question 6 - Are your company's management styles archaic?

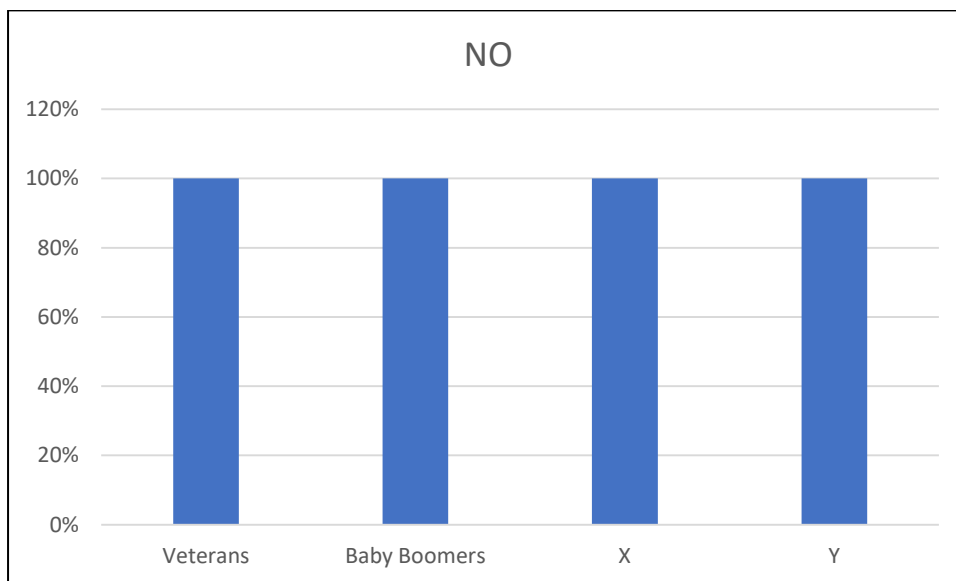


Chart 11: Analysis of question 6

Answers: 100% of Veterans, 86% of Baby Boomers, 80% of Generation X, and 57% of Generation Y consider that the company studied does not have an archaic management style.

Analysis: This question can be compared with the number of Y employees that the company has. According to Oliveira (2010), archaic management styles are paramount for job changes for Y employees.

Question 7 - Is there a conflict between young and old where you work? For example: Divergence of opinions, differentiated strategic vision, speed in meeting the established deadlines, etc.

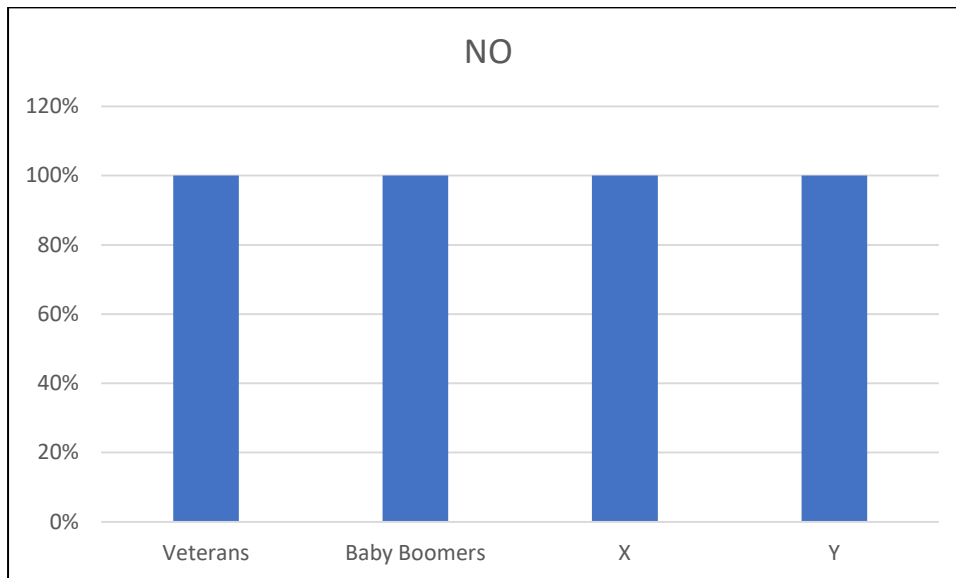


Chart 12 : Analysis of question 7

Answers: 100% of Veterans, 57% of Baby Boomers, 52% of Generation X and 55% of Generation Y consider that there is no conflict between young and old.

Analysis: Although there are some divergences of perception in some questions, the employees consider that there is no generation conflict in the studied company.

Question 8 - Do young people change jobs more quickly?

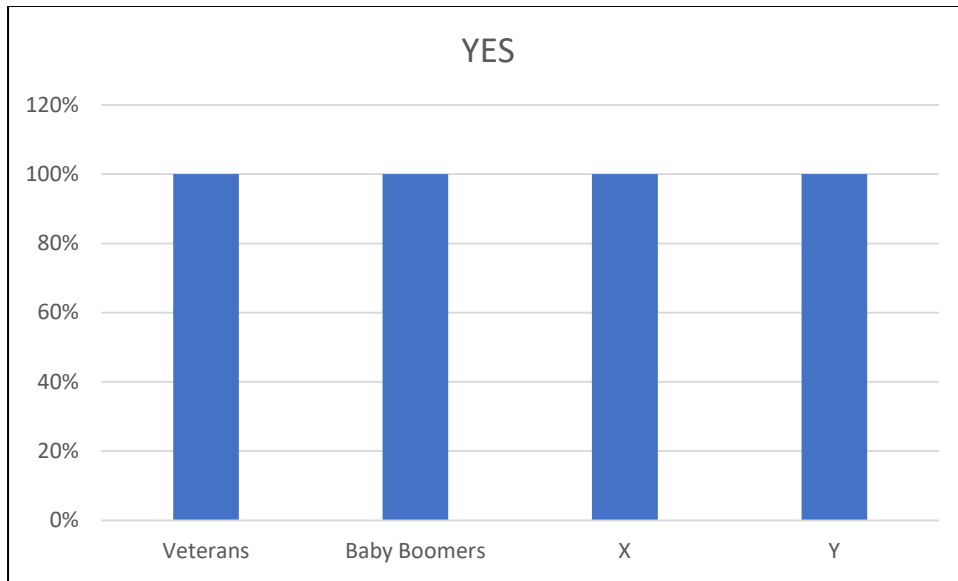


Chart 13 : Analysis of question 8

Answers: 100% of Veterans, 88% of Baby Boomers, 95% of Generation X and 100% of Generation Y believe that young people change jobs more quickly.

Analysis: Companies looking at this scenario are increasingly looking for this specialist Y, encouraging their entrance into the market, resulting in a constant exchange of workers. As a result, all respondents, regardless of generation, agree that young people have a greater ability to change jobs.

Question 9 - Today's young people only think about money. They do not want to pursue a professional career. Do you agree?

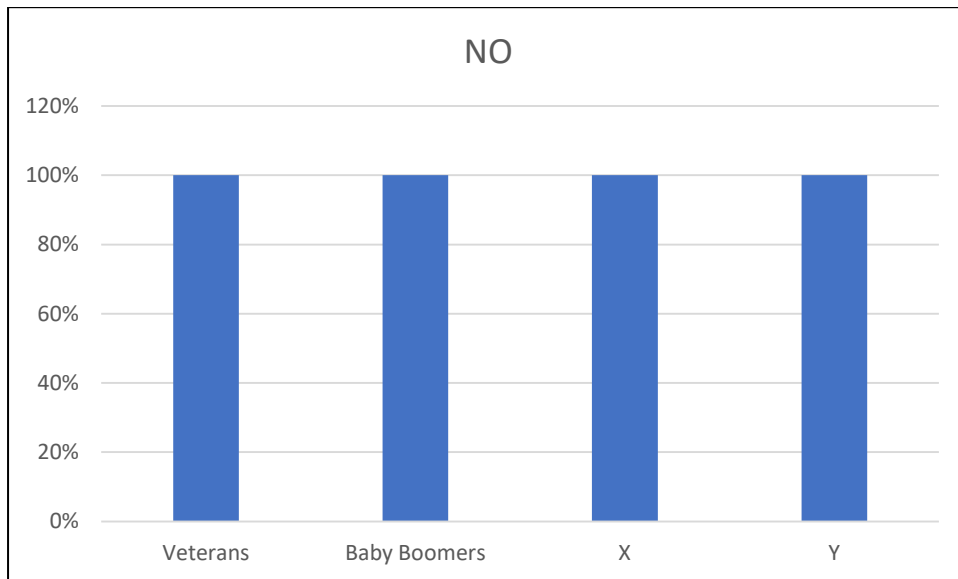


Chart 14 : Analysis of question 9

Answers: 100% of Veterans, 100% of Baby Boomers, 67% of Generation X and 82% of Generation Y said no, young people do not only want money, but they also want a professional career.

Analysis: Although some bibliographic content read during the research of the theme affirms this hypothesis, in practice, this question is not observed in the researched company.

Question 10- Regardless of the company's time, is the performance of an older professional better than the performance of a younger professional?

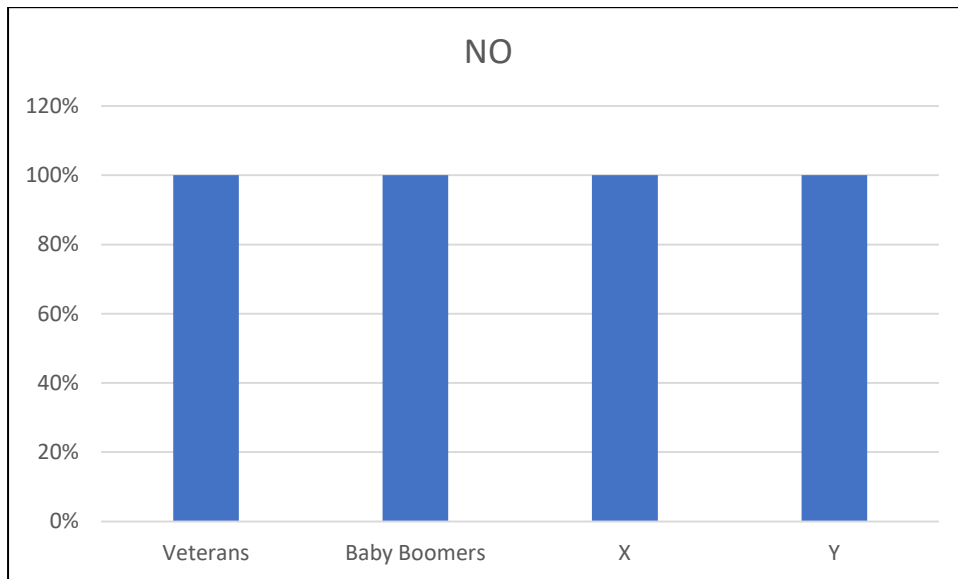


Chart 15 : Analysis of question 10

Answers: 100% of Veterans opted for yes; they believe that the older generation has a better performance than the younger generation. 88% of Baby Boomers, 85% of Generation X and 90% of Generation Y chose not to; the performance of an older professional is no better than the performance of a younger professional, many comments said that performance is not tied to age, but knowledge and skill.

Analysis: The company time no longer determines the capacity of a professional. There are currently several requirements that show an employee's capacity, regardless of the length of service or role held. However, this choice is not used by Veterans, only by Baby Boomers, Generation X, and Generation Y. In this case, there may be a conflicting principle: veterans may believe that they perform better than later generations, thus underestimating their growth.

Question 11 - Do you think the job market needs people of all ages working together?

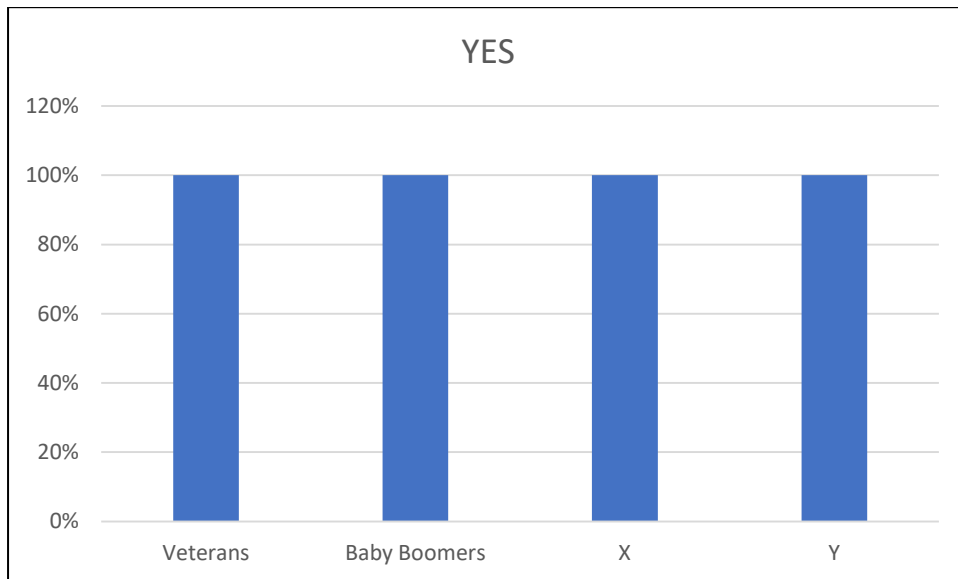


Chart 16 : Analysis of question 11

Answers: All members of each generation, and the generations as a total result chose yes, the job market needs all generations working together.

Analysis: Despite the conflicts and discrepancies, both older and younger generations agree that a company's development is only possible with the input of each professional's experience.

4 - Discussion

The questionnaires were delivered to all employees in the selected sample, but the feedback was obtained only from the younger generations X and Y. As a result, the research was biased; that is, the analyzed perceptions may not represent the respondents' honest thoughts. Furthermore, it contradicts the hypothesis where it was stated that all generations would answer the questionnaires.

Divergence of opinions, attitudes, and lack of expectations between generations in the same work setting is one of today's most significant challenges.

It is possible to prove this statement with the result of some questions in the previous chapter. Some questions have answers from different perceptions, in others, it is possible to observe agreement in the answers.

When analysing each generation, it is possible to identify the profile differences. Veterans have an education level up to high school, compared to generation Y, the level of education has increased for higher education, and practically all members of that generation have adhered to this education.

The older generations, Veterans, Baby Boomers and X have held the position of supervisor/manager and have been with the company for over ten years. This reality is quite different when we analyse the profile of Generation Y, as they occupy the position of analyst and are in the company for one to two years.

It was possible to analyse the agreement of opinion between generations X and Y when they affirmed that today's young people are anxious, impatient and immature.

On the one hand, young people of generation Y and digital, entering the job market, anxious for a quick, professional rise, immediate, expecting to participate more in the company's decisions, in addition to wanting attention and recognition (Infante and Pfrimer, 2011).

The answer to the first question is by the bibliographic content studied, the young people who are entering the work environment have the same characteristics observed by their co-workers and the referenced authors.

All generations responded that they did not feel uncomfortable being managed by a younger generation.

As generation Y had more opportunities to prepare academically, the company often seeks this professional for managerial positions, neglecting an employee with more time in the company; in general, generation X, which further intensifies the conflict (Pelizari and Fleury, 2011).

In this question, there was a divergence between the research response and the referenced authors, and it is necessary to analyze the theories, as they may not always coincide with the reality of the company.

The generations said they did not prefer an older manager or the same age so that we can see no contradiction about the previous question. The generations belonging to that company are not bothered by the age of their manager.

In the fourth question, there was a difference of opinion; the Veterans believe they have no patience with the youngest, the Baby Boomers have no formed opinion, and generation X and Y said that the older generations have patience with the younger generations.

In the fifth question, there was also a difference of opinion about young people underestimating the knowledge of older professionals. Veterans and Generation X chose yes, young people underestimate, Baby Boomers and Generation Y chose no, young people do not underestimate.

It is easy to form unfair and negative impressions of someone from another generation - and that in general induce unintended consequences that may not be in the interest of either party (Erickson, 2011).

In questions four and five, we can observe the formation of negative impressions concerning the other Generation if only there is an alignment of expectations. The answers to the questions support the bibliography theory.

All employees responded that management styles are not archaic.

[...] one of the main reasons for choosing a company to work for is a pleasant environment, which is not intimidating, but promotes well-being and respect, in which

work is almost a leisure with constant creative movement and a good relationship with colleagues (Oliveira, 2010)

In the profile analysis, it was possible to observe the variety of generations in the same work environment and the large concentration of young Y. The researched company does not have outdated management despite having older professionals, which makes Y employees remain in the company...

It was not observed the existence of generation conflicts in the researched company.

The conflict between generations must be worked on and directed towards a creative, fair resolution and through education aimed at peace [...] It is necessary that conflicts are not denied; it is necessary that they be worked through constructive dialogue (Pelizari and Fleury, 2011).

According to the quote above, conflicts should not be denied so that there is an awareness of their existence and, consequently, creating action plans to resolve them. We can analyze this issue from two perspectives, first, the researched company has no conflicts, or the existing conflicts are not declared.

All generations agreed that young people change jobs more quickly.

[...] little willingness on the part of managers to accept the behaviour of young people in Generation Y has caused intense pressure, reflecting on the considerable increase in job turnover and the significant reduction in the formation of new leaders (Oliveira, 2010).

According to the survey responses and the bibliographic content, generations change jobs more easily. Especially when they do not feel comfortable in the work environment, however in questions six, it was possible to observe that generation Y in the researched company is satisfied with the management styles.

The generations chose the option, not in the research statement where it said that young people only want money and do not want a professional career.

Every young person wants to grow, evolve, enjoy his achievements. The act of "abandoning the game" when they no longer realizes the possibility of results do not mean that the young person is giving up or despising the project, but instead that they no longer perceive challenges that promote individual growth. [...] The simple

exchange of jobs is no longer associated only with financial benefits but with the "lack of challenges" that are consistent with the expectations of young people (Oliveira, 2010).

There was consent between the responses of the generations and the bibliographic content studied, and young people want a professional career in the same way as other generations. However, their perception of the challenge is different from the others, which can cause a preconceived and inadequate judgment.

There was disagreement when questioning the performance of an older professional and a younger professional. Veterans believe they have a better performance, regardless of the time spent in the company, the other generations do not agree; they said that the time spent in the company does not mean better performance.

Performance is the action performed with total effectiveness and efficiency in different challenges and always exceeding the expected results. [...] It is the attitudes in the work environment that will determine the degree of involvement and commitment of the worker with the organization's projects ,Chao, G. T., & Gardner, P. D. (2007).

Only the opinion of the Veterans differs from the bibliographic study, the other generations agree with the bibliography. The performance of a professional does not depend on his age, which generation he belongs to and how long he has been in the company.

In the last question, all generations agreed 100% with the statement: Do you think the job market needs people of all ages working together?

Working with people of all ages is crucial for your success due to the generational multiplicity in the work environment. Understanding why colleagues from other generations behave as they behave will be beneficial when working with them, whether they are their bosses, colleagues, customers, partners or customers. Understanding their priorities [...] will help them shape their own (Erickson, 2011).

Despite potential tensions in the workplace, both generations assume that workers of all ages working together is essential for successful organizational growth.

5 – Conclusion

The current moment is opportune for reflections on the Generations since it is the first time that four different generations of people live together in significant numbers, interfering and transforming the corporate world.

In the corporate environment, the most recent generation are young people called Y, they do several things at the same time; totally digital, eager for rapid professional growth, immediate, they want attention and reward, they do not have patience with planning. It is nothing new to find a young man using his cell phone in the middle of a meeting. These characteristics of young people can cause insecurity in older professionals.

With the rise in life expectancy, veteran professionals are debating whether or not to retire; the role they hold would take longer to fill. When studying the market, this professional will continue to requalify in order to stay competitive, as they do not consider themselves to be old. And with that, there will be no higher level vacancy for young people who want to grow in the company. Veterans, on the other hand, believe that young people have no loyalty to the company and at any time leave, and do not pass on the knowledge acquired in years of experience to the new professional.

The companies were created by Veterans, that is, professionals from other generations. However, the corporate world is no longer the same, and the market demands are also different, but many companies and managers want to apply leadership tools developed in the last thirty, forty years where currently they will not be successful and can cause an effect contrary to the desired . It is necessary to carefully analyze the forms of leadership, in the past there was not the number of generations working together as there is today.

A method used by Veterans was the career system, where promoting a professional with competence was motivating and generated a bond between him and the company. Currently, promotions do not happen so fast, due to cost reduction, many companies have reduced the number of positions hierarchical and do not have many

positions for promotion. And young people do not have the patience to wait for a vacancy to ascend in their professional career and become discouraged. A vacancy that required high school thirty years ago today requires a higher education. In other words, the career system no longer fits as it did in the past.

It is necessary to adapt companies to the new generation management model, as leaders will be needed in the future. If young people are not educated by older generations, they will continue to lack maturity and lack behavioural and technical skills. Thus generating disabled leaders and consequently will jeopardize the growth of the next generation and the growth of the country in the very near future.

The conflict of generations can leave the organizational climate terrible, which can hinder the company's performance. Young Y, feeling this unpleasant environment and not having so many financial responsibilities, resigns for being dissatisfied. This creates a new vacancy, and the organization will incur costs to fill this professional; however, there has been a lack of talent, and the vacancy will remain open until another professional is found, possibly a new generation Y employee. Is it possible that history will repeat itself, resulting in a vicious cycle?

The point is to take advantage of the different generations living together in the same organizational reality. The complement of generations should be encouraged by companies, with more experienced people passing a little more rationality, conceptual basis and controlling the impulsiveness of the youngest and in parallel they must absorb the dynamics, the desire to grow, to realize that the youngest have , in this mutual exchange everyone wins.

The union of the characteristics of each generation builds different mental models and only tends to add growth for the company and the dissemination of a conflict-free work environment, as professionals will work without fear of expressing their opinions, where they will create, produce, and deliver results more freely.

All generations, Veterans, Baby Boomers, X and Y, have their strengths and weaknesses. It is necessary to understand each characteristic and use it without judgment or disgust. By correctly managing the expectations of professionals, it will be possible to extract the best of each generation. Recalling that after Generation Y, a new generation will come even more technological, that is, the conflicts of

opinions, expectations and so on. they will still remain present in the labour market, the problems will not be extinguished, they will only change generations.

Case studies demonstrate the change in strategy of some companies to reduce the conflict of generations, and it is necessary to adapt to the older generations and retain the younger generations. Three methods were used; the first was to create mentoring, where the older generation momentarily vacates the position of the executive to become a mentor. And there is the exchange, where the older generations teach their experiences, and the younger generations help with doubts about the current world, information technology, how to access the internet, the use of social networks, this method generates trust on both sides.

The second method is teamwork, assigning an essential activity in the responsibility of several professionals of different generations. All participate in the challenge and feel helpful since the responsibility is the same for everyone.

In the third method, the company analyzed that young people want challenges and often attribute them to promotion because that is where they see challenges. Unlinking this idea and making it transparent that one is independent of the other is extremely important, as the position must be necessary for a function related to the administrative area of the company and not be used as a challenge limiter.

The world is changing and consequently so are people, we can take part in it and move on or sit comfortably and settle down. Socrates, three thousand years ago, complained about young people, said they were anxious, questioning, unfocused, and wanted to be philosophers without studying. Making an analogy with the current moment, Socrates seems to describe the young Y; that is, young people are fearless regardless of the generation. Veterans, Baby Boomers and X, have already been labelled by previous generations, and the Y will also label the next generations.

According to Hurst, J. L., & Good, L. K. (2009), for a good work environment, it is necessary that there is a mixture of professionals of different ages, in this way it will be possible to obtain all kinds of views on a given subject with different variables, which can facilitate the decision-making process about some objective of an organization. And this statement can be seen in the last question of the questionnaire, where all members of each generation agreed that companies should

be of all ages in the same work environment regardless of expectations and divergences, opinions and professional perceptions.

The future company will be one that will reconcile all generations in the same work environment, valuing diversity. It will result in new visions, innovative strategies and personal satisfaction.

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