

**Title:** Human Resources Management in Technology Companies - What Challenges?

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**Keywords:** Millennials, Generation Y, Technology companies.

### **Purpose of the work**

Sharing good human resources management practices demonstrating, through evidence, that it is necessary to develop different mechanisms in the management of the People of Generation Y, aligned with the specificities of the Millennials.

### **Relevance of topic**

Millennials are one of the biggest challenges facing businesses today. It seems to be consensual that they correspond to people born between 1980 and 2000. It is the generation that is currently actively in the labor market and which has forced companies to adapt to new ways of being, habits and behaviors. It is the generation of results.

With the arrival of Millennials, many concepts considered rules were abandoned. Generation Y people value creativity and innovation, are not content with the challenges they face, and have an absolute need to know and experience more; reasons why they do not stay very long in the same companies and are referenced as not loyal. They can be characterized as very focused on goals, materialistic and self-reliant. There is no doubt that they have different values and beliefs, which is a challenge for leaders.

The big challenge is to realize if companies are available to change and what mechanisms they will develop to adapt to this public because this adaptation will imply changing rules and ways of functioning. It will be necessary to implement mechanisms that allow the Millennials to see their expectations reached because it is not easy to see these employees leave after much investment in their recruitment and training. But the most important thing is to know what strategies to develop to attract and retain Millennials with more potential and talent.

It is unquestionable that in order to survive, companies need to adapt because, according to some projections, the Millennials will constitute 50% of the global workforce by 2020. Thus, it is very interesting to share the practices already implemented as well as the results obtained for that the processes of change, that urge in the organizations, are made with the fewest possible jolts.

### **Description of the case**

A case study will be presented with a detailed description of the measures implemented in a technological company, whose population consists of approximately 90% of workers belonging to Generation Y, also known as Millennials.

The project began with the preparation of an assessment to all employees of the company whose objective was to assess the potential of professionals in terms of collective and individual competencies, the degree of compatibility of their behavioral profile with that of the function they perform, assess the level expectations, and assess the level of commitment. It was possible to quantify the competences belonging to the cluster of core competencies and to compare with what is necessary for the exercise of the function. This tool also allowed us to analyze if the characteristics of the employees are appropriate to the company culture.

Each worker received his report in a coaching session where personal needs and expectations were raised.

In general terms we can say that the outputs of this process allowed us to: design more attractive career plans, build individual development plans for all employees, design a training plan that meets employees' learning expectations, build a communication plan internal plan that includes a plan of activities, a social responsibility program, a recognition program, among others. The culmination of this process coincided with the change of facilities where all space was designed and worked to think of the Millennials. There was a special care with the form of communication used being that the process and the constructed tools were titled through a language closer to the Millennials.

### **Contributos teóricos e/ou práticos**

This work intends, in an unpretentious way, to show solutions implemented in a technological company and that can be a source of inspiration for other companies, in the sense of adopting some of the suggestions or adapting them to their reality.

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