
Turnover in Retailing: Study on a Supermarket Network in Belo Horizonte - MG

Leandro Souza de Pinho

Mestrado Profissional em Administração das Faculdades Integradas de Pedro Leopoldo, FPL, Brasil

leandro.pinho@outlook.com

Ester Eliane Jeunon

Professora Titular na Faculdade Pedro Leopoldo, FPL, Brasil

esterjeunon@gmail.com

Leonora da Cunha Duarte

Especialização em andamento em Gestão no Agronegócio na Faculdades Associadas de Uberaba, FAZU, Brasil

leonoracduarte@gmail.com

ABSTRACT

This report presents results of a case study on the configuration of turnover and its management in Verdemar Organization, food-retailing enterprise from Belo Horizonte (MG). The goal was to identify the reasons for job quitting and layoffs in the organization and the phenomenon management policies. Therefore, a descriptive research was carried out in a quantitative and qualitative approach, through documentary research (on the organization data) and field research (interviews with HR specialists and leaders of the organization, as well as a questionnaire applied to a 253-employee sample). Mandatory work on weekends, the activity working hours and excessive absences and medical issues were the most representative reasons for job quitting and layoffs. The main turnover management practices raised were related to the improvement of selection criteria and the training of the employees. It was observed that the organization has turnover percentage below the national average on the segment, justified by the positive evaluation of the employees regarding the HR policies established. It is concluded that investment in human resource policies and practices generates tangible results for the business.

KEY-WORDS: Retail. Turnover. Human Resources.

Turnover no Varejo: Estudo em uma Rede Supermercadista em Belo Horizonte - MG

RESUMO

Este relato apresenta resultados de um estudo de caso sobre a configuração do *turnover* e seu gerenciamento na Organização Verdemar, empreendimento atuante no varejo alimentício em Belo Horizonte (MG). O objetivo foi identificar os motivos de desligamento na organização e as políticas para seu gerenciamento. Para tanto, realizou-se pesquisa descritiva, com abordagem quantitativa e qualitativa, tendo como método a pesquisa documental (dados do *turnover* da organização) e de campo (entrevistas a especialistas de RH e líderes da organização, bem como questionários aplicados a amostra de 253 funcionários). O trabalho nos finais de semanas, o expediente característico da atividade e os excessos de faltas e atestados foram os motivos mais representativos para o desligamento. As principais práticas de gerenciamento do *turnover* levantadas foram a melhoria dos critérios de seleção e o treinamento dos profissionais. Verificou-se que organização possui percentuais de *turnover* abaixo da média nacional do segmento, justificado pela avaliação positiva dos funcionários a respeito das políticas de RH instituídas. Conclui-se que o investimento nas políticas e práticas de recursos humanos gera resultados tangíveis para o negócio.

PALAVRAS-CHAVE: Varejo. *Turnover*. Recursos Humanos.

1 Introduction

One of the biggest sectors of the world economy, retailing, responsible for providing products to consumers, has been transforming itself towards professionalization. By presenting a wide range of products at convenient time and quantity, retailers provide benefits and create value for its customers. Retailing trade, despite having significant numbers in the national employment, has a high turnover rate as a reality. According to data from the Inter-Union Department of Statistics and Socioeconomic Studies [Departamento Intersindical de Estatística e Estudos Socioeconômicos - DIEESE] (2015), turnover in retailing trade is high and has grown in recent years, from 55.2% in 2007 to 64.2% in 2013.

High turnover rates bring several negative impacts, making the management of companies more complicated and burdening their costs. Turnover is an indicator related to admissions and firing of employees from the organization in a given period of time, compared to the average of permanent employees (Marras, 2000), and this staff turnover can be caused by internal and external factors to the organization (Silva, 2002). In order to treat turnover, companies seek to research and understand what drives it, its measurable impacts, and they also set policies that will control the movement of people in the business context.

The segment that stands out in the retailing sector is the supermarket, which has been undergoing intense restructuring and merging in recent years. In this context, this report presents the most relevant results of a dissertation on the turnover configuration and its management in Verdemar Organization, enterprise active in food retailing, consisting of supermarkets and bakeries in Belo Horizonte (MG), focused on the concerns and demands of an economic class with a higher purchasing power. The organization is recognized for the quality of its products, services and personalized service, and stands out in the supermarket scenery of the state.

With the focus of identifying the dismissals reasons in the researched organization in the last three years and the policies for its management, this report constitutes in: the references that allow the framing of the problem from a theoretical point of view, the methodology that describes the types of

research and approaches adopted, followed by the presentation of the results and their analysis and ultimately the most important findings presented in original research.

Because turnover is a problem for organizations and has high rates in the retailing segment, this research is justified, in theory, by seeking to expand the knowledge about the topic and its better management. The results of the study revealed the interviewees' concerns with financial costs and performance declining, besides the negative aspects of the retail segment, being the most cited: work on weekends, low wages and little investment in the training of professionals.

It is believed, therefore, that the reported research may contribute to scientific knowledge in management and assist in the improvement of organizational policies and practices that will meet the demands of companies and their employees, providing improvements for both parties.

2 Theoretical References

Human relations at work are formed in a gradual sequence of integration between individuals in a given work situation, providing the collaboration of employees to the company and simultaneously finding in these relations the satisfaction of their social and psychological needs. For Ulrich (1998), in strategic terms, human resources management has as its greatest goal seeking a higher possible degree of coherence between organizational policies and environmental factors in the social environment. Therefore, it is essential that HR professionals act as business partners and change managers. Thus, the HR challenge has become greater, as the company depends on the greater involvement of employees to ensure results and ensure the market competition. This means that the HR policies and practices become more complex and necessary to achieve the organizational and HR objectives.

In this sense, the theoretical references of this research focuses on the turnover phenomenon, with its concept, importance, motivational aspects and mediators, as well as its consequences, including the important issue of employee retention as a way to mitigate the impact of dismissals, such the costs inherent in the process and the loss of talent.

2.1 Turnover

According to Marras (2000), turnover is the number of disconnected employees of the company in a given period compared to the average number of effective. The turnover index is calculated monthly and the sum of the results sets the annual index. This index shows, in percentage, the amount of people circulating in the organization.

The administrator shall investigate the reasons for turnover in the company; understand when the movement of people is natural and necessary, know the consequences and their impact on business and define actions to treat the phenomenon. Moreover, the preventive work will control this indicator. O administrador deve prevenir e se preparar para mudanças no mercado (Mobley, 1992). The leadership style and the climate in the workplace also impact on staff turnover. Create a pleasant environment at work helps employees perform their duties better. The author highlights the positive aspects of turnover by stating that unrepresentative and stable levels may represent a healthy turnover, since it is important to renew the staff. The constant input of professionals that will replace the absentees, disinterested or non-productive oxygenates teams with new ideas and new knowledge. The goal of the company can be controlling the indicator of people turnover instead of making it null. However, this approach does not preclude the need to study the phenomenon, since high levels or the ones approaching zero are not interesting, because of the costs and stagnating labor, respectively. And the critical point of the high turnover is when it is characterized by the loss of talented and differentiated professionals, who will be absorbed by competitors, taking specific knowledge of the business and, in some cases, customers.

Regarding the motivating aspects of the turnover, Morrell, Loan-Clarke and Wilkinson (2001) say that the movements of the market, the supply of labor in a particular sector, the unemployment rate, the types of functions, the salary proposals, the stress caused by the nature of the activity and the climate in the workplace connected to motivation are factors that precede the intention of staying or not in a job.

The intention to leave a job does not arise from a single factor. Relations with co-workers and leaders, personal issues, family issues, interest in the activity performed must be taken into account when we are thinking about the stimulus to break a labor bond. Therefore, knowing the opinion of the employees helps predict future behavior. Consequently, the company can create actions to guide this behavior in order to lead to retaining workers. Mobley (1992) mentions a "expanded" model for the understanding of this relationship by bringing together elements from other models and treat the variables of the organization, the environment and the individual associated with turnover. In this model, there are four basic determinants of intentions to leave and the subsequent turnover: a) satisfaction-dissatisfaction in office; b) expected utility of alternative and internal organization roles; c) expected utility of external professional roles; and d) values and contingencies unrelated to work.

Another important aspect on the subject refers to the mediators of turnover, which are those intermediaries to their realization. In this context, human resource management is the sector responsible for the mediation of interests between the employer and the worker. Therefore, turnover is an index that must be a responsibility of this sector as well. E a eficácia na gestão desse indicador é um dos maiores desafios para a GRH, já que existe uma diferença entre querer sair da empresa e efetivamente se desligar, pois um funcionário pode ter a intenção de sair, mas não concretizar o *turnover* (Mobley, 1992). And the efficient management of this indicator is one of the biggest challenges for HRM, since there is a difference between wanting to leave the company and effectively leaving, because an employee may have intentions to quit, but does not actually quit (Mobley, 1992).

As reported by Lacombe and Albuquerque (2008), high rates of turnover are symptoms of the human resources management in the organization may be adopting misleading practices. If this high level is not the result of a necessary strategy to make changes or does not bring some kind of gain, the index needs to be treated with priority. Companies have started to understand the need to retain professionals in the global scenario, but mainly they have begun to understand that turnover is a strong indication that there are distortions in the human resources policy.

Regarding to consequences of turnover, Mobley (1992) points out that the loss of an employee involves investment loss. But there is also the loss of specific business knowledge, carried by the worker who leaves the organization. Identifying the real causes that lead professional to leave an organization makes it possible to solve the problem in advance and, if necessary, look for alternative solutions (Menicucci & Jeunon, 2008).

To Dutra (2011), costs related to turnover are defined as: primary costs (immediately caused to replace the employee); secondary costs (can be quantitative and may have intangible effects); and tertiary costs (difficult to be measures and are sensed in the medium and long term). Besides the financial cost, another worrying result of turnover is to strengthening of the competitors or even creating new competition. The qualified employee may enter in the direct competition, sharing expertise gained in all previous company; or establish their own business, becoming a competitor in the segment.

Among the consequences that turnover can bring, it is important to remember the positive implications for organizations. Dismissing workers of bad performance or absentee, for example, replacing them with other more determined to work can result in a positive account. Silva (2001) comments that, along with new employees, the company receives new ideas, new knowledge, different ways of working and innovation. Another positive implication of the turnover is the staff reduction and consequent reduction in personnel expenses. When a post is vacant and it is observed that the activity attributed to it remains exercised without burdening staff and without loss of quality, it is time to assess the need for manpower in that post. The possibility of adjusting the staff is often perceived only by the lack of professional in his post. The author also detects turnover as positive when the dismissal is necessary (with an advantageous option for the company), this is when the employee intends to quit, but still could not be relocated on the market, forcing the process through absences, low productivity, and sabotage or conflicts.

However, it is important to note that the greatest damage caused by the turnover is not financial; but the operating expenses. The impact on production is immediate. In addition to the work accumulation caused during the selection and training of new workers, It's not possible to expect a good

productivity from the newbie. He will need time to develop skills and nimbly master his tasks. Meanwhile, the operation may suffer changes or losses. Moreover, it is difficult to keep the history of the company if people stay in it for a short period of time. Not to mention the challenge of spreading the culture and values with new employees. Thus, retention of people has become an indicator for organizations and a goal for the human resources sector.

The retention of people is a practice carried out by the company in order to make its employees loyal through attractive promises of growth, incentive, in addition to professional and personal development. To set retention practices, the HRM should study the wishes of employees and find out what makes their intention to stay. The retention of people therefore results in the reduction of all the consequences generated by turnover: it reduces financial costs, operating costs, recruitment and training costs; it prevents loss of the productivity and the impact on the performance of other employees of the team; it reduces the time invested in the development of a new professional, among others (Toledo, 2009).

The human resource practices are necessary for the retention process, but the leaders are the ones who will exercise strong influence in this process. The investment made in the professional generates satisfactory results for the company, which will include in its staff high potential people. Feeling valued, these workers will add commitment, motivation and effort to their work; they will feel part of the business and thus become more committed. Talent management requires planning, commitment, integrity and knowledge. Therefore, HRM professionals who have the training and technical expertise should be included in this planning process and, if necessary, restructuring process. Such involvement will ensure that the organization to optimize the retention of their talent (Kavoo-Linge & Kamoche, 2015).

The awards and recognition are generally used by managers as a way of motivating employees, in order to reach their talents retention goals. According to the mentioned authors, several studies establish that there is a link between the performance of the worker and the received return (award or acknowledgment). In the process of employees' retention, organizations need to consider important factors such as: the behaviors that are motivating retention (the type of performance valued); the desired results (the kind of

talent to be retained); and the conditions to be offered in order to sustain detention (form of risk mitigation related to the employee quitting).

3 Methodology

To achieve the purpose of this study, a descriptive research was conducted using a qualitative and quantitative approach, with the method of the case study through a field and documentary research.

The survey was conducted in Verdemar Organization, which employs about 3,000 employees. Regarding the qualitative aspects, the observation unit was composed by organization leaders of certain sectors (most representative) and three specialists in human resources. In relation to quantitative research, the dimensioning of the number of elements to be investigated took place through probabilistic sampling formulas, adopting the criterion of 6% error and 95% confidence, coming to a minimum sample 247 employees. The survey was conducted in six units of the investigated organization. The questionnaires application occurred between the months of September and October in 2015.

This study used primary and secondary data sources. As a source of primary data, the highlight is the questionnaire applied to employees and the interviews with the HR experts and the organization leaders. The secondary data sources used were the monthly summaries of exit interviews, the turnover rate and the average remaining time of employees.

Due to the conciseness necessary to the technical report, the item about the results and analysis aims to show the main aspects of the complete research in which this text is based. Regarding the collection and analysis of data, the type of intervention used was a technical report, which comprises the steps:

- Data collect: held initially by documentary research with the request data to the company and the analysis of the following data: overall turnover of the company, turnover of the sectors surveyed, absenteeism, average length of stay of employees in the company and the reports of dismissals reasons. All data are from 2013, 2014 and 2015. Subsequently, the field research began with interviews with three experts in Human Resources (from other companies) in order to validate concepts studied in the

theoretical references and to broaden the perception of HR practices focused on turnover management. As a result, a structured semi script was developed and applied to the leaders of the sectors surveyed. The questionnaires application to employees and the interviews with the leaders were made through personal contact. The interviews with HR specialists were made by email. Based on previous analyzes, desk research and interviews, the last data collection stage was performed which consisted of an applied survey on a sample of 253 employees, to identify and measure the perceptions of respondents to factors related to the turnover, as well as the HR policies used by the company to control this indicator.

- Data analysis: for the qualitative stage of the research, we used the technique of the Collective Subject Discourse (CSD), which is a proposal for the organization and tabulation of qualitative data of verbal nature, obtained testimonials, resulting in the presentation of results in the form of one or many synthetic discourses written in the first person singular, in order to express the thought of a community, as if this community were the issuer of a speech (Lefèvre, Lefèvre & Teixeira, 2000). For the quantitative phase of the research, the following procedures were performed: data cleaning, the questionnaire reliability analysis applied by the Alpha Cronbach and descriptive statistics of the respondents and collected responses.

4 Obtained Results and Analysis

The results and their analysis are presented in three sections: the research of the organization's documents, the research carried out with workers and the survey of experts in Human Resources (from other organizations) and leaders of the organization researched.

4.1 Document Research

Table 1 shows the compiled results of the overall turnover of the company, the rate of absenteeism and dismissals reasons.

Table 1

Turnover, absenteeism and reasons for dismissals

Year	Turnover	Absenteeism	3 most cited dismissal reasons
2013	5.30%	5.42%	Work at the weekends / working hours Opportunity in the area of expertise Low productivity
2014	5.20%	5.35%	Work at the weekends / working hours Excessive absences and medical attestations Distance from home / Work
2015	4.30%	4.32%	Work at the weekends / working hours Excessive absences and medical attestations Staff reduction

Source: Survey data (2016).

- Overall turnover of the company: calculated monthly by the HR sector being the data related to all active employees, hired and fired in all business units. There has been a reduction of 1 percentage point between the years of 2013 and 2015, result justified, largely, by economic and political crisis that the country faced in 2015 (requiring staff adjustment).
- Absenteeism: the reducing in absenteeism rates observed reflects the increased commitment and concern about dismissals of employees (precisely because of the political and economic crisis experienced).
- Reasons for dismissals: obtained through interviews conducted by the HR sector, with all dismissed employees of the company (survey of the reasons that led employees to wish not to remain in the company when the dismissals are requested by them) and for cases of dismissals required by the organization, information passed on by their leaders (reasons that led to the dismissal of employees).

4.2 Research with Employees

The Cronbach's alpha, which is the simplest measure of internal consistency for the evaluation of reliability, was used. The reliability of a measure refers to the ability of that to be consistent, that is, it shows the

extent to which a scale produces consistent results if measures are taken repeatedly. Cronbach's alpha coefficient takes values between zero and one. Hair, Babin, Money and Samouel (2005) propose that the lower limit for Cronbach's Alpha generally accepted is 0.70, although it may decrease to 0.60 in exploratory research.

The reliability evaluation was performed according to the classification of the topics of the research components, which are the scores: preceding, mediators, turnover consequences and HR practices in the organization, according to Table 2.

Table 2

Cronbach's alpha values by scores

Scores	Cronbach's alpha	Number of items
Precedents	0.871	10
Mediators	0.821	18
Consequences	0.786	18
Human Resources	0.911	21

Source: Survey data (2016).

Considering each questionnaire as a score, there was Cronbach's alpha value greater than 0.7 in all scores, indicating good consistency of the scale.

Table 3 presents the survey questions, structured by Likert scale ranging from one (strongly disagree) to five (strongly agree). For each question, it's possible to see the percentage obtained in relation to the maximum total agreement.

Table 3

Descriptive analysis of the questionnaire scales

Scores	Affirmatives	%
PRECEDENTS	The salary is the main reason of my staying in this company.	62
	Teamwork is the main reason of my staying in this company.	59
	The working environment is the main reason of my staying in this company.	66
	The performance of my leader is the main reason of my staying in this company.	56
	The recognition of my work is the main reason of my staying in this company.	66
	The benefits (food, health plans, insurance, etc.) are the main reasons of my staying in the company.	55
	The possibility of promotion is the main reason of my staying in this company.	66
	Open communication is the main reason of my staying in this company.	60
	Continuous learning is the main reason of my staying in this company.	72
MEDIATORS	Respect for employees is the main reason of my staying in this company.	65
	In this company the employees are praised for good work.	70
	Employees are heard about their difficulties and complaints.	66
	In this company employees are treated with respect.	71
	Co-workers help each other.	67
	Employees have the possibility to be promoted in this company through internal recruitment.	80
	In this organization, there is good environment to work.	69
	In this organization, leaders encourage teamwork.	71
	The salary of the staff is compatible with the market and the companies in the same segment.	72
	Employees are proud to work in this company.	67
	In this organization, an employee can be fired without receiving convincing explanations.	72
	The employee may believe the information this organization publishes.	73
	The dismissal of employees follows procedure known by all.	68
	This organization is recognized in the retail segment.	84
	The employee's work is recognized by this organization through salary.	66
	This organization is better than the other companies I worked.	73
The leaders of this company are good professionals.	71	
The human resources policies are a positive differential of this organization.	72	
Employees receive training to carry out their activities in the company.	83	

To be continued

CONSEQUENCES

Continuation

It would be difficult to earn a salary as good as I have today.	52
It would take long to find in another company people as friendly as the ones I have today, among my colleagues.	53
I'd miss the freedom I have to do my job, in this company.	58
I would be wasting all the time I have dedicated myself to this company.	53
I would be endangering my professional life.	48
It would take me long to be so respected in another company as I am today in this company.	50
I would no longer receive several benefits that this company offers (vouchers, health insurance, food, etc.).	49
I would have more to lose than to gain from the dismissals.	60
I would lose the prestige that today I have to be an employee at this company.	54
It would take me long to get used to a new job.	52
I'd be throwing away all the effort I made to learn the tasks of my current position.	56
I'd struggle to find another leader to guide me and develop with my current leader.	55
I would be happier because I am not satisfied with the salary.	73
I wouldn't look for another job; I would dedicate myself only to the family.	44
I'd only accept another job if I did not work on the weekend.	59
I'd change my line of work, because I no longer want to work in the supermarket segment.	57
I already have another job in mind and I'd only go through adaptation.	75
I am not satisfied with my leader, I'd like to be dismissed.	81

Source: Survey data (2016).

Regarding the descriptive analysis of the questionnaire scales:

- **PRECEDENTS:** questions that lead employees to remain in the company. Most significant factors: continuous learning, recognition of the work and the possibility of promotion. Less relevant factors: benefits, the leaders performance and teamwork.
- **MEDIATORS:** questions about what leads employees to have respect for the company. For reverse logical reasons, the values were reversed. Most significant factors: recognition of the organization in the retailing market and training to carry out the activities. Less relevant factors: recognition of the work by the organization, attention to the employees' opinion and support from co-workers.
- **CONSEQUENCES:** issues related to losses and difficulties that the employee would have if resigning or being dismissed from the company. For reverse

logical reasons, the values were reversed. Negative consequences: the employee would lose more than gain from the exit. Positive consequences: due to the dissatisfaction with salary, the exit would be good, due to having another job, the adaptation would be easier to be experienced.

As for the characterization of the respondents:

- **GENDER / MARITAL STATUS / AGE:** the sampled employees are, in greater amount, women (60.5%), single (73.9%) with a medium age of 27.5 years.
- **TRAINING:** only 11 (4.4%) of 253 respondents workers have incomplete or complete higher education, or post-graduation. Approximately one third has incomplete or complete primary school, 23.3% has incomplete high school and 60.1% has complete high school.
- **UNITS:** the 253 surveyed workers work in six organizational units, 39.1% in Sion unit, 17.8% in Jardim Canadá unit, 15.8% in Buritis unit, 10.7% in São Pedro unit 9, 1% in Raja unit and 7.5% in Diamond Mall.
- **SECTORS / POSITIONS:** approximately half of the surveyed employees (47.5%) work in the front sector (cashier, stockers, packers, attendants, sales promoters) and the rest are distributed in grocery sectors (18.6%), pizzeria (13.8%), sliced (8.7%), perishables (6.7%) and security (4.7%). The position of cashier is occupied by about a third (32.0%) of respondents, followed by stockers (24.5%), fillers (15.8%), clerks (7.9%) and sales promoters (5.5%).
- **SHIFTS:** employees are distributed in the morning shift (49.6%) and evening (48.8%). Only 1.6% work in the intermediate round.
- **COMPANY TIME:** over half of respondents employees work in the organization for less than one year, 31.2% works between one and three years, 11.1% works between three and five years and 6.7% works more than five years. The minimum working time in the company was six days (an employee), followed by a week (three employees). In total, 12 employees work a month or less in the organization. But the maximum time was 10 years (two employees).

4.3 Research with Experts and Organization Leaders

In the full survey, semi-structured interview scripts are presented, divided between the characteristics of respondents and questions about management turnover, followed by analysis using CSD. In this report, the results presented compiled the main points, as shown in Table 4.

Table 4

Main analyzes the collective subject discourse of experts and the learders of the organization

Interviewed	Focus	CSD
HR SPECIALISTS	Perception of the turnover	One of the main difficulties encountered in retailing is the lack of commitment on the part of employees, lower pay and frequent hiring inexperienced. It is an industry with high turnover, leading to loss of talent and waste with training and qualification.
	Factors that directly influence the turnover	Lack of training and monitoring, lack of structure, lack of career path. In the industry: lack of leadership, lack of task as a whole, lack of feedback, repetitive activities and great physical effort. For persons: lack of opportunity for development, growth and low pay, lack of confidence and lack of motivation and benefits policy.
	Major turnover reasons	Unengaged employees, low wages, lack of patience leadership to form professionals, working hours, unstable market, better salary proposals, not adapted to the type of activities, inappropriate behavior and lack of technical capacity.
	Measures taken to reduce turnover	Improve selection criteria, training leaders and other professionals, implement remuneration policies and benefits, improve the work environment, conduct research shutdowns, climate surveys making management of critical points, performance evaluation and career, improved communication, creating a culture based on organizational values.
LEADERS OF THE ORGANIZATION	Turnover assessment in retailing	The index in retailing is high, despite being smaller in Verdemar. Influences: hiring first job of officials and many people who do not want to work on weekends. In general, the industry, there is no training and investment in staff. In Verdemar, some lessons, courses, training and growth opportunities. Other factors: distance from the store to work on closing and opening times of the buses.
	Is turnover a problem?	Yes. It is a problem for all retailers, but the Verdemar works with a differential with greater satisfaction and appreciation to the employee, seeking to stabilize the turnover. I consider it a serious and urgent problem, especially the loss of intellectual capital, loss of connection with the client and impact on the performance of the team. No. The Verdemar works and employee retention. When occurs shutdown, we have tried all retention possibilities. Moreover, there are other factors that the worst problems in the Verdemar. I understand that in every company there is dissatisfaction.
	Measures taken to decrease turnover	In Verdemar: best salary on market practice, opportunity growing, dialogue, monitoring and training, admission staff for more units near their homes, transparency and objectivity, daily follow-ups, meetings and interventions and attractive benefits. The company is a very committed HR with its employees and tries to dialogue before final decisions of dismissals.

To be continued

Continuation

Positive and
negative effects
of turnover

Negative effects: always having a newbie team without the needed knowledge, difficulties in training staff, lack of confidence of people and knowledge necessary to perform its function. Financial cost and time investment for training and vocational training. We train professionals and then lost to the market. Impact on the operation. Lack of members in team, team breakdown.

Positive effects: when people that the company should send away ask to leave, it generates lower cost. No time is lost to those who do not want to work. It allows renewal of the staff, hiring people more motivated and committed to work.

Source: Survey data (2016).

Considering the purpose of identifying dismissals reasons of the investigated organization, it is observed that the reason "being off on weekends / working hours" is the most representative. The action of collecting the reasons for dismissals, followed by compilation and analytical discussion, aiming to draw action plans to minimize unwanted dismissals and failures in the management of the company's leadership, consistent with the statements located in the theoretical referents of this research, in which Ulrich (1998) reports that HR practices should help accomplish business goals.

Considering the specific purpose of identifying the main forms of management turnover, the measures taken by respondents in order to reduce turnover are: improving the selection criteria, training leaders and other professionals, implementing remuneration policies and benefits, improvin the work environment, conductin research about dismissals, climate research, improvements in communication and the creation of a culture based on organizational values. It is worth noting that, according to the theoretical references, the retention process, according to Kavoo-Linge & Kamoche, (2015), the role of leadership is significant. However, leaders point out that HR management can improve the following points: the management of benefits such as health insurance and food aids, the journey reduction on weekends, with increased agility and assertiveness of the selection process and hiring employees, with more attention to the instructions of the leaders for the hiring of employees, providing training to reduce turnover and offering more growth opportunities.

5 Final Considerations

In general, HR practices of Verdemar are perceived by employees as shown in quantitative research, the differential of the company. In this sense, investment in human resources management has generated competitive advantage in employee retention. Projects of labor integration as first employment, the elderly and the disabled have also been well evaluated in the questionnaire of quantitative research with over 80% agreement. Another practice that appeals in the organization is the employees feeling heard by professional HR when they need to resolve their grievances. This item has been well evaluated, including agreement of 73% of employees surveyed.

Considering the results of qualitative research, to the leaders of the sectors and HR experts the financial cost and performance degradation are the most worrying impacts of turnover. This statement matches the studies of Silva (2001) and Mobley (1992), mentioned in the theoretical references of this research. Besides the cost and drop in performance, leaders reveal other specifics of the supermarket trade segment favoring turnover: work on weekends, low wages and little investment in the training of professionals. So, retailing trade companies that want to reduce and stabilize their turnover indicator need to develop actions to encourage adaptation of the journey, the salary increase and training.

It has been concluded that investment in human resource policies and practices generates tangible results for the business. With control of the turnover, the financial economy is noticeable in cost indexes of people on turnover, which is the consolidation of all costs with people from recruitment to the end of their relationship with the organization. There are still aspects harder to measure, such as retention of knowledge of the activities and organizational culture, as well as the decline in productivity and service consistent with what was seen in the theoretical studies of Silva (2001) and Mobley (1992).

This work will enable the company to review and adjust its practices that are likely to improve, given the perceptions of their employees, leaders and HR specialist. Investigations and notes are not limited to the organization studied with a view similar deficiencies in the retailing industry, especially the

supermarket. It is also possible to conclude that through academic research researchers can contribute to the improvement of working conditions and satisfaction of employees and employers, stressing the need for continuity and expansion of field research in organizations.

6 References

Departamento Intersindical de Estatística e Estudos Socioeconômicos. (2015). *Os números da rotatividade no Brasil: um olhar sobre os dados da Rais 2002-2013*. Retrieved December 20, 2015, from <http://tinyurl.com/DIEESE-ROTATIVIDADE>

Dutra, J. S. (2011). *Gestão de pessoas: modelo, processo, tendências e perspectivas*. São Paulo, Atlas.

Hair Jr, J. F., Babin, B., Money, A. H., & Samouel, P. (2005). *Fundamentos de métodos de pesquisa em administração*. Porto Alegre, Bookman.

Kavoo-Linge, T., & Kamoche, M. W. (2015). Talent Management Approaches for Restructuring: a case of non-governmental organizations in Kenya. *International Journal of Business and Social Science*, 6(5), 47-53.

Lacombe, B. M. B., & Albuquerque, L. G. (2008). Avaliação e mensuração de resultados em gestão de pessoas: um estudo com as maiores empresas instaladas no Brasil. *Revista de Administração*, 43(1), 5-16.

Lefèvre, F., Lefèvre, A. M. C., & Teixeira, J. J. V. (2000). *O discurso do sujeito coletivo: uma nova abordagem metodológica em pesquisa qualitativa*. Caxias do Sul: EDUCS.

Marras, J. P. (2000). *Administração de recursos humanos: do operacional ao estratégico*. (3. ed.). São Paulo, Futura.

Menicucci, C. M. B. de F., & Jeunon, E. E. (2008). O turnover na hotelaria econômica. *ANPTUR – Seminário da Associação Brasileira de Pesquisa e Pós-graduação em Turismo em Belo Horizonte*.

Mobley, W. H. (1992). *Turnover: causas, consequências e controle*. Porto Alegre: Ortiz.

Morrell K., Loan-Clarke, J., & Wilkinson, A. (2001). Unweaving leaving: the use of models in the management of employee turnover. *International Journal of Management Reviews*, 3(3), 219-244.

Silva, G. L. R. (2001). *Controle do turnover: como prevenir e demitir com responsabilidade*. Rio de Janeiro: Qualitymark .

Silva, M. F. (2002). Comportamento organizacional: a rotatividade em foco. *Revista de Psicologia - Fortaleza*, 20(2), 59-70.

Toledo, F. (2009). *Administração de pessoal: desenvolvimento de recursos humanos*. São Paulo: Atlas.

Ulrich, D. (1998). *Os campeões de recursos humanos: inovando para obter melhores resultados*. São Paulo, Futura.