

# Talent retention practices by the view of the Administration university students at Universidade Federal Fluminense (UFF) in Macaé/RJ

Fabio do Nascimento Siqueira da Silva<sup>1</sup>, Michael da Silva Alencar<sup>2</sup>, Nelson Hein<sup>3</sup>

<sup>1</sup>Professor Adjunto do Departamento de Administração da UFF, aluno do Programa de Doutorado em Ciências Contábeis e Administração da FURB

<sup>2</sup>Professor da Fundação Getúlio, aluno do Programa de Doutorado em Ciências Contábeis e Administração da FURB

<sup>3</sup>Professor e pesquisador do Programa de Doutorado em Ciências Contábeis e Administração da FURB

Received: 19 Jul 2021,

Received in revised form: 11 Aug 2021,

Accepted: 19 Aug 2021,

Available online: 24 Aug 2021

©2021 The Author(s). Published by AI  
Publication. This is an open access article  
under the CC BY license  
(<https://creativecommons.org/licenses/by/4.0/>).

**Keywords— Talent Retention, People Management, Students, Administration.**

*Abstract – The marketing uncertainties have caused in numerous changes in the people management area. Understanding such moment, the present work, searched investigate issues about talent retention, objecting to describe the perception of the administration students in terms of talent retention currently adopted by companies. The formulated hypotheses were: H1) The factors considered as more valuable by students are not related to financial rewards; H2) The practices of talent retention adopted by companies influence the choice of the students that remain in them. H3) The students realizes that the companies don't invest in talent retention, because is not their priority. The nature of the study is descriptive-explorative with quantitative approach. The data were obtained by primary and secondary sources, raised by field research and bibliography research, respectively. The population investigated was constituted by 364 matriculated students in 2019/2, in the Administration course of the Universidade Federal Fluminense (UFF), in the city of Macaé/RJ. The research results show that the most valued tools by the university students are related to the training and development programs. With the study limitations stand out the size of the sample, presented in limited and reduced number to the university students of the above course.*

## I. INTRODUCTION

To define people management Gil (2007, p.17) affirm being: “the management function that views the cooperation of people that act in organizations to reach both organizational and individuals' goals”. The current competitive market demands, led by globalization, caused changes in people management in the last years, this creates the need of adapting currents marketing standards (Limongi, 2002) to marketing demands. Proof of this is that until not long ago, were spoken in Industrials Relations, in a bureaucratic view, current since the end of the Industrial Revolution found in the peak of the 50's.

In many organizations the term Human Resources Administration is still heavily used, inside a more dynamic vision that was outstand until the 90's. There are organizations that adopted the name People Administration, in an approach that tends to customize and view intellectual capacities. And, finally, the tendency that is verified today is Administration with the People, which means conduct the organization closely with the inside collaborators and partners that understands better their business and future.

As talent retention, this has been revealed to be a challenge to the Human Resources department, a strategic

problem, in which the managers assume a fundamental role that is encouraged by what the company offer. The organizational ambient to retain the talents is formed by initiatives like development of valorization ways of professionals and inspirational political Programs; hygiene; work security and life quality; together with a leadership that attends not just the company expectation, but as well as being sensitive with subordinates needs. This is the way that affirm that the base of talent retention refers to affiliation perception that the worker has in relation to what he believes that the organization does to keep them working, in a way that the expectations and individual's needs be attended (TANSLEY, 2018).

Under this perspective we searched doing a more detailed investigation about the theme, based in future managers, in order to find answers to the following question: How students realize the talent retention practices currently adopted by companies? The final research goal was describing the perception of students in terms of talent retention practices currently adopted by companies. From the definition of research problem and goal, three hypotheses were formulated, to know:

- H1.** The factors considered as more valuable by students aren't related to financial rewards;
- H2.** The talent retention practices adopted by companies influences in students' choices that remain in them and
- H3.** The students realizes that the companies don't invest in talent retention, because is not a priority for them.

The work is justified by his practical implication, due to, in face of the organization current moment, where the companies reduced significantly the staff board, theoretically keeping just more strategic and essential workers for the business continuity. Therefore, different organizational practices and processes are affected, may resulting, moreover, in reduction and even politics suppression and talent retention practices, where it can affect negatively the organizational mood, the productivity, the motion and staff satisfaction.

## II. LITERATURE REVISION

### 2.1 People management by a current optic

The organization act in a global and multicultural environment of work strength in constant changes and stiff competition. Madeira (2018) affirm that constantly monitoring the environment and adopt proactive attitudes in front of changes, reviewing scenarios and reformulating strategies, starts being a demand to organizations in front of a turbulent environment in which they are inserted, where it demands more agile and flexible people (LEGGE, 2005).

However, the challenge to be considered by organizations is the competitive maintenance against such context. For this, people management starts occupying strategy drawings and implementation that views contribute to competitive advantage maintenance and reach, in a way that considers the organization goals, as well as the people that in them works. For Limongi (2002), if the organization reach their goals in the best way possible, it needs to know how to canalize the people effort so that they achieve their individuals' goals and both parts wins.

People management is a very sensitive area to the dominant mentality in organizations. Rabaglio (2001) affirm that the people management covers numerous activities fully related together, to know: staff recruitment, position description, training and development, performance evaluation, and others. The author even claims that, people management is a management function that views promoting the cooperation of people who works in an organization, to reach the individuals and organizational goals. In other words: those who shall not be visualized as organization resources, but actually as partners that supplies knowledge, abilities and expertise, contributing and proportionating rational decisions, that provides meaning, and towards to the global goals. (LEGGE, 2005)

In relation to the people management goals, Lacombe (2011) believes that these should contribute to the organizational efficiency through the following ways: 1. help the organization to reach their owns goals and accomplish their mission; 2. proportionate competitiveness; 3. proportionate to the organization well trained and motivated people; 4. increase the self-actualization and people satisfaction in work; 7. keep ethical policies and behaviors socially responsible; and 8. build the best company and the best team.

Ulrich (2018) assures that the specific goal of people management is offering support to the organization so that it reaches bigger goals. To this end, is indispensable that the responsible for the people management know well the business, add well trained and motivated people to the organization, providing for them the possibility to prepare and develop capacities, as well as recognizing and compensating accordingly with the results.

What stands out with the concepts and goals pointed out, is that the context of people management is represented by an intimate correlation of organizations and people. The relationship between them is based in a solution that everyone wins. Besides that, it is perceived that manage people and humans' competencies represents today a strategic question to the companies and not a

mechanistic activity anymore, as well as being a centralized and bureaucratic process to be a flexible ambient, decentralized, searching the qualification not only of the organization, but the people in there working, in order to obtain partnership capable to generate positive and competitive results. However, the challenge still is to find and retain such talents.

## 2.2 Definition and talent retention

For Ulrich (1999, p. 20), “the successful companies will be the more experienced in the process to attract, develop and retain individuals with abilities, perspective and experience enough to conduct a global business”. For the author, such process constitutes one of the challenges to the HR area, besides defending the organization capacity, it must be always competitive. Therefore, the talent management starts covering the identification practices (selection and recruitment) and the talents retention practices, such as: compensation, life quality, development, career planning and leadership role, aspects that gain more and more importance in HR administration.

One of the development difficulties of the theme talents retention it is in the definition itself. Although the term is present in the society since ancient times, and the dictionaries established definitions, the use by people and organizations is made in different ways, which causes uncertainties about the application (SOUZA, 2018). The establishment of one definition to organizational language use, becomes important to strengthen the policies and practices to Talent Management and, although is not recommended to establish a restrictive definition for the word, that can difficult the characterization, the existence of a wider and vague definitions also doesn't collaborate in the application (TANSLEY, 2018). Under this aspect is that Santos (2018), understand the term talent as ambiguous. In some moments, refers to an attitude or personal ability, and sometimes to the talented performance of an individual, a behavior that goes beyond the common in attending any desirable criterium. In Mucha (2004) view, the talent is one of the strengths that boost the success in business, although the definition is fluid, influenced by organizational strategy and by ambient contingency where it is found.

Santos (2018), defines talent as people that have great mental ability, that are mentally prepared for innovation need and organizational changes. Everlim (2018), understand being talented workers those with potential above the average, based in their aptitude, perform their activities very well. Besides, they are willing and apt to progress. In Santos (2018) view, is a combination of an abilities

set, competence and experiences needed to the work accomplishment. Finally, Ulrich (2018), affirm that talent is the same of competence, *versus* compromise *versus* contribution. Talented employees need to have abilities, wills and goals, besides being capable, committed and contributive.

Is evident that the term talent has different concepts, not being possible to find one standard definition to be adopted. Despite not being possible a single term definition, it is perceived in general, that talents are not genius or people with special gifts, but just average people, with the same majority mental capacities, but with something else, that is intangible, for example: the perception of what really should be done and the responsible sense. Therefore, to determinate the flow and imprecision of talent concept, it is possible infer that there is no sense in searching a single term definition. That way, can be said that only one definition of talent has sense, inside of a specific dominium or in a use context, for example, that given by organization particularity in where is performed the management.

## 2.3 Human resources practices in talent retention

One of the biggest challenges current faced by organization is the employee retention, especially the most qualified ones. The work strength is more flexible, less faithful, having a considerable work activity search with better perspectives. In terms of definition, Ulrich (1999), believes that the retention is about a way of catching the essentials collaborator to the organizational performance. Santos (2018) understands that people retention is the result of a mutual satisfaction between the employee and his employer.

When we speak about talent retention, we have the alignment between the personal and professional needs to the company strategic goals, causing that the collaborator views the role that fits in organizational context, involving him in the company evolution. Such finding alerts to the fact that the company that neglect this reality in Human Resources policies will put in risk their own future in the market. In this regard, Souza (2018) believes that, the company that wishes to survive in the current market need to be capable to identify, develop and retain talents, since such practices are closely related to economic aspects, as far as searching retaining the professionals whose results are satisfactory to the organization.

As of the clarified considerations, notices that the work market characteristics direct impact what the companies should do to keep the more talented professionals in functional board, through talents retention practices, with the goal to keep the competitiveness or even the survival.

To retain talents, it can be found different incentives that influences the retention, grouped in five categories, they are: financial rewards; career development opportunities; functional content; social environment and balance between professional and family life. When having a careful look about the collaborator with the creation of a talents retention program, the companies search the potentiation of a space that the same works as a team, in fact, and more motivates. That way, the response that the company has with the implementation of this program are better organizational results, cost-cutting, less rotativity, knowledge retainment, more qualified collaborators and, consequently, better organizational results (MADEIRA, 2018).

### III. METHODOLOGY

#### 3.1 Research type

The present study was of exploratory-descriptive with a quantitative approach. According to Barros and Lehfeld (2003), the descriptive research has as main goal describe something. Vegara (2014) complement that this kind of research exposes the characteristics of certain population or phenomenon. Therefore, this study is classified in this way, because it aimed to describe the students' perception as talents retention practices adopted by company in that area.

The exploratory research has as goal, assist the researcher to comprehend better the problem situation faced by him. This kind of research is used when is necessary to define the problem with higher accuracy, identify action possibilities or obtain additional data before developing an approach, is about an investigation period in which the researcher seek to obtain the factors understanding that exercise influence in a situation that constitute the research object.

The quantitative approach, also in Veregara (214) view, is characterized by the use of quantification, as much in collecting information modalities, as in its treatment beyond statistics technics. For Gil (2002), the quantitative research makes use of quantification, as much in collecting as in information treatment, utilizing statistics technics, aiming results that avoid possible analyses and interpretation distortions, making possible a bigger security margin. As above, the quantitative approach has as differential the intention to guarantee the performed work precision, conducting to a result with less distortions chances.

#### 3.2 Population and sample

The research population can be understood as a group of people whom pretends to generalize the results and has common characteristics (VERGARA, 2014). The investigated population in this study was constituted by university students of UFF Admiration course, localized in the city of Macaé/RJ, constituted by 364 students with active enrollment in the first semester of 2019, according to the Institution Secretariat. It was opted to delimit the population only to the students mentioned, due to time limitation and available budget to perform the field research. Therefore, such cutout presented to be the most viable and convenient.

About the sample, is considered as a small part of the elements that composes the population. In the present study, were not stablished probabilistic criteriums to the sample obtainment, it was a free participation, charactering as non-probabilistic sample by accessibility, once it was selected the elements in which had access in the research moment (VERGARA, 2014).

#### 3.3 Research instrument and data colecting procedures

The data were obtained as of collecting primary and secondary sources. According to Santos (2002), the secondary data are statistics obtained not for a current study, but for another purpose, while the primary data are specially generated by a researcher for a certain study. The secondary data were collected by bibliography raisin about pertinent subject to "talents retention". The main used documents to compose the theoretical referential were articles, theses, dissertations, books and sites related to the study theme.

To collect primary data, it was used the field research with UFF students, during the period of April 27 to September 15 2019. The primary data collecting instrument used was questionnaire, exclusively developed for this research, having as a base the theoretical referential, composed by 20 questions, structured in five sections: in **Sections I and II**: it was performed the respondents profile raisin (gender and age), current situation in the work market and data related to the current company (acting area, company work time, company size and branches); in **Section III and IV**: it was searched to analyze what the university students understood as talent concept and if there was an alignment with the presented concepts in theoretical referential, as well as organization advantages that search retain those professionals. This perception about talent conception become important bearing in mind the term ambiguity and definition flow. Besides that, a verification was performed to verify if the company they worked adopted a "talent retention" Policy



and which retention practices were effectively used. In this stage, it was performed three questions in box selection style, limited to three selections and four more multiple choice questions; finally, in **Section V** it was searched to comprehend the students' perception about practices adopted by companies, in the sense of finding if these exercise influence in permanence decision, as well as which practices are more valued by them and the satisfaction level.

Yet the **Section V** was composed by three questions in linear scale style, two of multiple choice and two in selection box style. Previously, was performed a pre-test with twenty-five students, to identify eventual gaps. The questionnaire was perfected according to the pre-test performed together to 30 individuals, between February and March 2019, and not having nothing else to add was applied. It was used the "Google Forms" tool to create the questionnaire and a link was sent by e-mail to the university students.

Aiming the biggest respondent number, it was also opted to distribute a questionnaire in class. It was sent 364

questionnaires, however obtained 113 responses return, in other words: 31% of the sent questionnaires.

**3.4 Analysis of the obtained data and discussion**

Initially, we sought to raise the respondent's profile and the current situation on the work market. Only those who said they work or have worked in the last twelve months, have qualified for the next question section. In this stage, it has identified that the most is female (52,2%), what shows the gender equality, equally indicated by Censo da Educação Superior, performed by Instituto Nacional de Estudos e Pesquisas Educacionais Anísio Teixeira (INEP), in September 2018. According to Censo, the enrolment proportion in Administration courses in 2017 was 54,9% female against 45,1% male.

Regarding to age, 67,3% is in the 21- and 30-years age range, which point out to a young profile among the university students. Only 16,8% are 30 years old or more.

Table 1 Gender and age group from students

<b>1. Gender</b>	<b>N</b>	<b>%</b>	<b>2. Age Group</b>	<b>N</b>	<b>%</b>
Male	54	47,8	Till 20	18	15,9
Female	59	52,2	21 and 30	76	67,3
			31 and 40	15	13,3
			41 and 50	3	2,7
			51 or more	1	0,9
<b>TOTAL</b>	<b>113</b>	<b>100%</b>		<b>113</b>	<b>100%</b>

Source: research data

About the current work market situation, 81,4% are working or worked in the last twelve months. The positive response to this question qualifies the respondent to follow to the next sections, that had as goal, to raise the profile of

the companies and identify the university students' perceptions about talent retention. However, 18,6% of the students does not applies for not attended the criterion.

Table 2 – Current status job market

<b>Do you work or worked in the last 12 months?</b>	<b>N</b>	<b>%</b>
No	21	18,6
Yes	92	81,4
<b>TOTAL</b>	<b>113</b>	<b>100%</b>

Source: research data

In terms of company profile raising, about the activity size and branch, as well as information related to the university students as acting area and work time, it has 46,7% acting

mainly in Administrative area and are less than one years in the company (48,9%)

Table 3 – Performance and work time in the current or last company worked

<b>4. Performance area</b>	<b>N</b>	<b>%</b>	<b>5. Work time</b>	<b>N</b>	<b>%</b>
Administrative	43	46,7	Till 1 year	45	48,9
Financial or Accounting	7	7,6	2 to 5 years	36	39,1
Marketing or Sales	5	5,4	6 to 9 years	6	6,5
Operational	19	20,7	10 to 13 years	1	1,1
Humans Resources	9	9,8	14 years or more	4	4,3
Others	9	9,8			
<b>TOTAL</b>	<b>92</b>	<b>100%</b>		<b>92</b>	<b>100%</b>

Source: research data

The finding that the most students is less time in company maybe can be justified by economic moment experiment in Macaé city. According to CAGED, since 2015, hasn't been generated job vacancies and the recovering is occurring very slowly. There are reallocation difficulties in the work market, as well as the lack of opportunities for first work experience.

According to released data by CAGED in Portal do Ministério do Trabalho e Emprego (MTE), that registers

employee's admissions and discharge under the regime of Consolidação das Leis do Trabalho (CLT), in the period between 2015 to 2018 the number of discharges exceeded admissions. Taking April as a base, only 2019 the admissions exceeded discharges, with the creation of 597 new work posts, according to Table 4.

Table 4 – Job evolution in the city of Macaé/RJ

<b>Annual job evolution of based on April</b>					
<b>Year</b>	2015	2016	2017	2018	2019
<b>Vacancies</b>	-75	-14861	-10835	-4981	597

Source: Extracted from publishments of CAGED on MTE site and adapted by the author

Regarding to the companies' size and branch, 47,7% are a large size, being 43,5% centering in Support activities to oil and natural gas extraction branch.

Table 5 – Size and branch of the company activities

<b>6 Company size</b>	<b>N</b>	<b>%</b>	<b>7 Company Branch</b>	<b>N</b>	<b>%</b>
Till 19 employees	20	21,7	Support activities to oil and natural gas extraction	40	43,5
Between 20 and 99 employees	16	17,4	Wholesale and retail trade	3	3,3
Between 100 and 499 employees	13	14,1	Logistic and Transport support	4	4,3
500 or more employees	43	46,7	Services	16	17,4

	Civil construction	2	2,2
	Public administration	10	10,9
	Others	17	18,5
<b>TOTAL</b>		<b>92</b>	<b>100%</b>

**Source: research data**

The criterion adopted for the classification of companies according to size, obeyed to the same used in publishing of 2015 of Anuario do Trabalho nos Pequenos Negócios, resulted by SEBRAE - Serviço Brasileiro de Apoio às Micro e Pequenas Empresas – in partnership with DIEESE – Departamento Intersindical de Estatística e Estudos Socioeconomicos. In the refereed edition was considered, to the industrial sector, the occupied people number: Microbusiness: up to 19 people; Small Business: from 20 to 99 people; Medium Business: from 100 to 499 people; Big Company: 500 people or more.

The third section had as goal to analyse what talent concept presented in the theoretical referential had more alignment with the understanding of university students, also analyzing the advantages felted by companies that retain talents. Besides that, we sought identifying if the company adopted a retention policy, knew the talents and which were the advantages of retain them. For this, were presented six concepts, with the possibility of selecting until three options. The concept that presented more frequency (30,7%) was the Handfield and Axelrod (2002), in other words, the university students considers that talents possess abilities, embracing gifts, knowledge, experience, intelligence, discernment, attitude, character and innate impulses, besides the capacity to learn. Inside of such concept, talents can have innate characteristics, however are normal people with applying what they know and search skills and acquiring and expanding knowledge, as well as abilities.

*Table 6 – What is talent*

<b>8. In your opinion, what makes a professional be considered a talent?</b>	<b>N</b>	<b>%</b>
Have hard acquisition abilities and strategic importance for competitiveness, continuity or survival for certain companies	25	13,0
Have abilities, covering skills, knowledge, experiences, intelligence, discernment, attitude, character and innate impulses, besides the capacity to learn	59	30,7
Have great mental ability and is mentally prepared to innovation need	29	15,1

and organization changes

Have above average potential based in their talent, perform their activities very well and is willing and apt to progress	26	13,5
Combine abilities, competencies and experiences needed to the job accomplishment	35	18,2
Is gifted of something that everyone can have: perception of what really should be done and responsibility sense that obligate the accomplishment of a improving work	18	9,4
<b>TOTAL</b>	<b>192</b>	<b>100%</b>

**Source: research data**

When being questioned about the main company advantages that search retaining talent, were asked that up to three options were selected. It was noticed that the bests organizational results (29%), competitive differential (24,3%) and less rotation (13,3%) were the mainly advantages, in the students view.

*Table 7 – Company advantages that search talent retention*

<b>9. What company advantages that search talent retention</b>	<b>N</b>	<b>%</b>
Competitive differential	51	24,3
Continuity and survival	23	11,0
Organization mood improvement	21	10,0
Less rotation	28	13,3
Better organizational results	61	29,0
Knowledge retention	23	11,0
Others	3	1,4
<b>TOTAL</b>	<b>210</b>	<b>100%</b>

**Source: research data**

Besides that, for 57,6% of university students the company can identify their talents, however it does not adopt retention policy (60,9%).

Table 8 – The company identify talent and adopt a retention policy

10. The company can/could identify which are the talents?	N		%		11. The company adopt/used to adopt a talent retention policy?	N		%	
Yes	53	57,6	Yes	2	31,9	5			
No	39	42,4	No	5	60,6	9			
			No, but plan develop	7	7,6				
<b>TOTAL</b>	<b>92</b>	<b>100</b>		<b>9</b>	<b>100</b>	<b>2</b>			
		<b>%</b>				<b>%</b>			

Source: research data

In the 4 and 5 sections, we sought identifying retention practices effectively adopted in the company, as well as understand the student's perception about such practices, in the sense of finding if these exercise influence in permanence decision and which are the most valued by them. Therefore, only those who responded “yes” in question 11 qualified to follow in the research. In this case, of the 92 participants, only 29 were qualified to follow in the research, and of these, 93,1% said that the policy of talent retention was practiced. Besides that, 51,7% said that the company motivated the talent satisfaction, pointing out to an answer balance.

Table 9 – Practices of talent retention policy and talent monitoring

12. The Talent Retention policy is/used to be practiced?	N		%		14. The company perform/used to perform a monitoring of talent satisfaction?	N		%	
Yes	27	93,1	Yes	15	51,7				
No	2	6,9	No	14	48,3				
<b>TOTAL</b>	<b>29</b>	<b>100</b>		<b>29</b>	<b>100</b>				
		<b>%</b>			<b>%</b>				

Source: research data

To identify which tool of talent retention, effectively, were adopted in the company, it was requested that the university students selected up to three options. The option

“Others” was included, so that we had the possibility to identify others tools that was not listed. The main tools identified was Training and Development Programs (26,1%) and Incentive Programs (Bonus, PLR, Action Distribution, etc) with 21,7%, that together reach almost 50% of occurrence in companies. A highlighted point is that LQW Programs (Life Quality in Work) show with less frequency, in other words, it is not in the mainly companies focus. In contrast, in accordance with what will be seen in answers to question 16, also is not the tool that the students value more occupying just the third place. Besides that, appeared two tools that were out of the presented options in question: Inside Recruitment and time flexibility throughout performance presentation above the average.

Table 10 – Tools effectively utilized by companies to retain talents

13. Wich tools the company effectively utilize/used to retain talents?	N	%
Incentive programs (Bonus, PLR, Actions Distribution, etc)	15	21,7
Life Quality in Work Programs	10	14,5
Training and Developments Programs	18	26,1
Salary and Position Plans	12	17,4
Benefits Plan	12	17,4
Others	2	2,9
<b>TOTAL</b>	<b>69</b>	<b>100%</b>

Source: research data

In a linear scale of 1 to 5, in which 1 means totally disagreeing and 5 totally agreeing, the following affirmation was presented: “the practices in “talent retention” adopted by companies that exercise/used to exercise influence in my choice to stay”. In that sense, 69% of the students totally agree or disagree with the affirmation, being 41,4% said just agreed. However, 13,7% totally disagree or agree. Still 17,2% show neutrality with the affirmation.

Table 11 – Talent retention practices and influences over the permanence choice

15. The talent retention practices adopted by companies exercise/used to exercise influence in my choice to stay	N	%
1	1	3,4
2	3	10,3



3	5	17,2
4	12	41,4
5	8	27,6
<b>TOTAL</b>	<b>29</b>	<b>100%</b>

Source: research data

About what practices adopted by the company the student value more, it was asked that until three options were selected. Most people showed that valued the Training and Development Programs (23,9%), followed by Salary and Positions Plans (22,4%) and Life Quality in Work (19,7%). A data that stands out is that the companies are righting in tools utilized to retain talents, viewing that Training and Development Programs is the practice with the most concurrency in companies, as well as the most valued by the university students. In contrast, Salary and Position Plans is the second tool more valued by students, but is in fourth place in companies' occurrence, tying with Benefit Plans.

Table 12 – Talent retention practices more valued

<b>16. From talent retention practices, which one do you value/used to value more?</b>	<b>N</b>	<b>%</b>
Incentive Programs (Bonus, PLR, Action Distribution, etc)	13	18,3
Training and Developments Programs	17	23,9
Life Quality in Work Programs	14	19,7
Salary and Position Plans	16	22,5
Benefits Plans	9	12,7
Others	2	2,8
<b>TOTAL</b>	<b>71</b>	<b>100%</b>

Source: research data

Besides that, 44,8% shown neutrality before the affirmation “The talents retention practices adopted by company are/were satisfactory”. Added to the neutral, that totally agree or disagree with the affirmation correspond to 62%. In this point, is evident that exist a demand to improvement in talents retention practices. This can be justified by the fact of not having a total alignment between what the company offers and what the university student value, as pointed out before.

Table 13 – Satisfaction related by talent retention practices

<b>17. The talent retention practices adopted by companies are/were satisfying</b>	<b>N</b>	<b>%</b>
1	1	3,4
2	4	13,8
3	13	44,8
4	8	27,6
5	3	10,3
<b>TOTAL</b>	<b>29</b>	<b>100%</b>

Source: research data

When asked about how long they pretended to keep working in the company, 48,3% of the university students said that they pretended to stay for up to three years, being 13,8% the percentual that pretends to stay for up to one years. Besides that, 27,6% does not pretend to leave the company.

Table 14 – Intention to stay in the company

<b>18. How long do you pretend to continue work at the current company?</b>	<b>N</b>	<b>%</b>
Till 1 year	4	13,8
2 to 3 years	10	34,5
4 to 5 years	1	3,4
6 years or more	1	3,4
Don't pretend to leave the company	8	27,6
Doesn't applies	5	17,2
<b>TOTAL</b>	<b>29</b>	<b>100%</b>

Source: research data

Regarding to which practices could be better in the company, only to 1,8% of the university students the practices are satisfactory. For 21,8% could be better in Incentive Programs (Bonus, PLR, Action Distribution, etc.), followed by Salary and Position Plan (20%) that was pointed in question number 16 as the second more valued tool by the students, but appears in fourth place in company occurrence. Benefits Plan, Training and Development Programs and Life Quality in Work were even with 18,2%.

Table 15 – Talent Retention practices that could be better

19. Wich practices adopted by the company could be better?	N	%
Incentive Programs (Bonus, PLR, Action Distribution, etc.)	12	21,8
Life Quality in Work Programs	10	18,2
Training and Developments Programs	10	18,2
Salary and Position Plan	11	20,0
Benefits Plan	10	18,2
None. The practices are/were satisfactory	1	1,8
Others	1	1,8
<b>TOTAL</b>	<b>55</b>	<b>100</b> %

Source: research data

Finally, 37,9% said totally disagreeing with the affirmation “The company does not invest in talents retention”, because is not/were not a priority. Adding those who totally disagree or disagree the percentual go up to 65,5%. Only 10,3% of the university students totally agree or agree with this affirmation.

Table 16 – Perception about the talent retention practices

20. The company does not invest in talent retention, because is not/were not a priority	N	%
1	11	37,9
2	8	27,6
3	7	24,1
4	1	3,4
5	2	6,9
<b>TOTAL</b>	<b>29</b>	<b>100</b> %

Source: research data

#### IV. CONCLUSION

Today, the relationship between the organization and the people who work in it, is based in a solution where everyone wins, therefore, to retain talents, the companies use tools like Training and Development Programs, Incentives Programs, Salaries and Positions Plan, LQW Programs, Benefit Plans, and others. In counterpart, when

attending the employees' needs, the company can obtain cost reduction, less rotativity, knowledge retainment, more qualified collaborators and, consequently, better organizational results.

The general goal of this study was proposed describe the perception of the Administration course students of a College Institution in the city of Macaé/RJ about the talents retention practices current adopted by companies. For this, it was performed a field research seeking to relate the empiric results to the analyzed literature in bibliography research. Three hypotheses were created to the study: H1. The factors considered as more valuable by students aren't related to financial rewards; H2. The talent retention practices adopted by companies influences in students' choices that remain in them; H3. The students realizes that the companies don't invest in talent retention, because is not a priority for them.

In the students' perception, better organizational results, competitive differential, and less rotativity, were pointed out as the main advantages in the company that search retain talent. In this sense, the research pointed out that the most companies can identify the talents, however, only 31,5% adopt a retention policy. In such companies, the main used tools are Training and Development Programs, close with Incentive Programs (Bonus, PLR, Action Distribution, etc), that together come almost to 50% occurency. In relation to the most valued tools by the university students, the majority pointed out the Training and Development Programs followed by Salary and Position Plan. Here it can be verified a convergence between what the company offers *versus* what the university students' value, viewing that the Training and Development Programs is the practice with the most occurency in companies, as well as the most valued by the university students. Such finding, confirm the first study hypotheses: the factors considered as more valuable by students aren't related to financial rewards.

Although the convergence previously indicated, the university students believes that the Incentive Programs (Bonus, PLR, Action Distribution, etc) and Salary and Position Plan, could be better. The majority agrees that the practices exercise influence in the choice to stay in the company, what confirm the second study hypotheses: The talent retention practices adopted by companies influences in students' choices that remain in them. Besides that, a big students' parcel pretends to stay in the company for up to three years, pointing out that there is intention to leave the organization in certain moment.

Finally, most of the university students disagree that invest in “talents retention” is not a company priority. Such fact refutes the third hypotheses: The students

realizes that the companies don't invest in talent retention, because is not a priority for them. In this way, it is considered that the general study goal was reached, once it was described all students' perception about talents retention adopted in companies. It is also believed, that the specific goals were reached, and the hypotheses properly tested.

As limitation of this study stands out the sample size, presented in small number and limited to UFF Administration course students. Besides that, it was not established probabilistic criteriums to obtain the sample, it was a free participation, characterized by an accessibility and convenience sample, not selected in a random way. Consequently, it is not possible to understand the results obtained to all colleges institutions or other organizations types. The results found are considered only for the population in question.

Another limitation to be pointed out is that a significant participants parcel (48,9%) has only 1 year of service, which can present perceptions still premature in relation to talents retention practices adopted in company. Highlighting that even with the presented limitations, it is understood that they did not prevented that the research goals were reached.

For future study purpose about the theme "talents retention", it is recommended studies that search pointing to how the companies can implement talents retention policies in a strategic way, and evaluate the results effectiveness.

## REFERENCES

- [1] Barros, Aildil de Jesus Paes e Lehefeld, Naide Aparecida S. (2003). Projeto de pesquisa: propostas metodológicas. 14 ed. Rio de Janeiro; Vozes.
- [2] Carvalho, Ieda Maria Vecchioni et al. (2008). Recrutamento e seleção por competências. Rio de Janeiro: FGV.
- [3] Cervo, Amado L. E Bervian, Pedro, A. (2002). Metodologia científica. 5ed. São Paulo; Prentice Hall.
- [4] Everlin, Denise (2013). A influência da gestão global de talentos na atratividade do empregador: um estudo experimental. Revista Alemã de Gestão de Recursos Humanos, Alemanha, v.27, n.3, p. 279-304, Ago. 2013. Available in: <<https://journals.sagepub.com>>. Access in May 29, 2018.
- [5] Fontenele, Maria de Fátima Marrocos (2018). Gestão do desempenho humano: um estudo de caso em um Hospital Geral de Fortaleza. CIÊNCIA & SAÚDE COLETIVA, Rio de Janeiro, v15, p.1315-1324, 2010. Available in: <<https://www.scielosp.org>>. Access in May 25, 2018.
- [6] INEP – Instituto Nacional de Estudos e Pesquisas Educacionais Anísio Teixeira (2018). Censo da Educação Superior 2017. Brasília: INEP.
- [7] Lacombe, F. (2011) Recursos Humanos: Princípios e Tendências. São Paulo: Saraiva.
- [8] Legge, K (2005). Human Resource management: Rhetorics and realities. Nova York: Palgrave Macmillan.
- [9] Limongi, Ana Cristina et al. (2002). As pessoas na organização. São Paulo: Gente.
- [10] Madeira, João Diogo Jorge. (2013). Atração, desenvolvimento e retenção de talentos: programa de trainees, Galp Energia. Dissertation (Master in Human Resource Management). 63p. Lisboa. Instituto Universitário de Lisboa. Available in: <<https://repositorio.iscte-iul.pt>>. Access in May 21, 2018.
- [11] Marras, Jean Pierre. (2009) Administração de recursos humanos: do operacional ao estratégico. São Paulo: Saraiva.
- [12] Mendonça, Marcia da Costa Furtado de (2002). Retenção de talentos por meio de reconhecimento e recompensa. Dissertation (Master in Business Management). 186p. Rio de Janeiro. Fundação Getúlio Vargas. Available in: <<http://bibliotecadigital.fgv.br>>. Access in: May 16, 2018.
- [13] Merlo, Álvaro Roberto Crespo; Traesel, Elisete Soares; Baierle, Tatiana Cardoso (2011). Trabalho imaterial e contemporaneidade: um estudo na perspectiva da Psicodinâmica do Trabalho. Arquivos Brasileiros de Psicologia, Rio de Janeiro, v. 63, p.94-104. Available in: <<http://pepsic.bvsalud.org>>. Access in: May 22, 2018.
- [14] Morgan, Gareth (2010). Imagens da organização. São Paulo; Atlas.
- [15] Mucha, Rochelle Turoff (2004). The Art and Science of Talent Management. Revista de Desenvolvimento Organizacional, v.22, n.04, p.96. Available in: <<https://www.questia.com>>. Access in May 30, 2018.
- [16] Nadler, David.; Lawler, Edward (1983). Qualidade de vida no trabalho: perspectivas e direções. Revista Dinâmica Organizacional, v.11, n.03, p. 20-30. Available in: <<https://www.sciencedirect.com>>. Access in May 30, 2018.
- [17] Rabaglio, Maria Odete (2001). Seleção por Competências. São Paulo: Educator.
- [18] Rabaglio, Maria Odete (2008). Gestão por Competências – Ferramentas para atração e captação de talentos humanos. Rio de Janeiro: QualityMark.
- [19] Roesch, Sylvia M. A (1999). Projetos de estágio e de pesquisa em administração. 2ed. São Paulo; Atlas.
- [20] Santos, Antonio Raimundo (2002). Metodologia científica. 5 ed. Rio de Janeiro; DP&A Editora.
- [21] Santos, Flávio Augusto Mendes (2016). A percepção das práticas de retenção de talentos em uma Instituição bancária nacional. Dissertation (Master in Administration). 67p.
- [22] Brasília. Universidade de Brasília, 2017. Available in: <<http://repositorio.unb.br>>. Access in: May 16, 2018.
- [23] SEBRAE – Serviço Brasileiro de Apoio às Micro e Pequenas Empresas. Anuário do Trabalho nos Pequenos Negócios 2015. Brasília: Sebrae, 2017. Available in: <<https://www.dieese.org.br/anuario/2017>>. Access in: May 26, 2019.
- [24] Souza, Rosemari de Melo (2011). Retenção de talentos e sua importância na gestão de recursos humanos.

- Monograph (Specialization in Human Resources – People and Competencies Management). 27p. Londrina. Centro Universitário Filadélfia, Available in: <<http://web.unifil.br>>. Access in May 20, 2018.
- [25] Tansley, Carole (2011). O que queremos dizer com o termo "talento" na gestão de talentos? Revista Treinamento Industrial e Comercial, UK, v.43, n.05, p.266-274. Available in: <<https://www.emeraldinsight.com>>. Access in May 17, 2018.
- [26] Tose, Marília de Gonzaga Lima e Silva (1998). A evolução da gestão de recursos humanos no Brasil. Dissertation (Master in Administration). 119p. São Paulo. Pontifícia Universidade Católica de São Paulo. Available in: <<https://tede2.pucsp.br>>. Access in May 21, 2018.
- [27] Ulrich, Dave (1999). Os campeões de recursos humanos: inovando para obter melhores resultados. São Paulo: Futura.
- [28] Ulrich, Dave (2007). The talento trifecta. Workforce Mangement, v.86, n.15, p.32-33. Available in: <<https://www.workforce.com>>. Access in May 30, 2018.
- [29] Vergara, Sylvia Constant (2014). Projetos e relatórios de pesquisa em administração. São Paulo: Atlas.
- [30] Vieira, Adriane (1996). A Qualidade de Vida no Trabalho e o Controle da Qualidade Total: um estudo de caso na Empresa Weg Motores em Jaraguá do Sul/SC. Dissertation (Master in Administration). 224p. Florianópolis. Universidade Federal de Santa Catarina. Available in: <<https://repositorio.ufsc.br>>. Access in May 21, 2018.