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ANALYSIS OF BUSINESS TIME BY ORGANIZATIONAL IDENTITY

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Summary: Each organization is a unique and flexible system. The adaptations are structured following parameters existing in the market scenario, triggering specific strategies through the values promoted by the organizational culture. Knowing that Organizational Identity promotes similar collective behaviors, this research aims to study the correlation of business time and its respective increase by Organizational Identity, verifying the interaction of the environment through the similarities and possible divergences of the stipulated actions. Thus, this research is quantitative and contains primary data collected via surveys, with responses from different generational individuals and different companies. Thus, the result emphasizes that the influences diversify over the generations, reinforcing the concepts of the protean career and a career without borders. Key words: Organizational Identity; Business Time.

1. INTRODUCTION

In the marketing sphere, external factors strongly influence the entrepreneurial resourcefulness. Analyzing this context, it is necessary to remember that, despite the predictable or emerging scenarios impacting the strategies, the main structure for their development is found in the internal environment of the organization: The employees (FERRAZZA et al., 2015).

The people management process helps organizations perform. Thus, it extends from the moment of defining the profile of the employee to be hired until its development and

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growth within the organization. Thus, it is important to analyze the component structure, so that there are no consequences with a direct impact on the company's results (FERRAZZA et al., 2015).

Individuals are actions that directly impact on proper functioning in the face of the challenges promoted among competitors to conquer the market. Given the vast competitiveness, specific marketing experiences structure important knowledge bases for the continuity of organizational life (INGHAM, 2006).

Individual Identity is based on being the influence, based on values, that generates different behaviors (KUO & MARGALIT, 2012). On the other hand, Organizational Identity comes from Individual Identity, adapting the actions, so that they are generated together and for a single reason (MACHADO, 2003).

Analyzing the above, if an employee has characteristics that, from the business point of view, are representative of an individual who seeks constant professional success, he must be analyzed in a unique way because it positively impacts the environments, whether external or internal (INGHAM, 2006).

Taking into account the mentioned facts, this study aims to analyze the Organizational Identity, verifying the possible correlation influences that can directly impact the employee's business time.

Business time, on the other hand, will represent the time of a specific employee's formal contract in an organization, highlighting the number of months or years he has been in the company, regardless of the position held.

In view of the vast market scenario, each organization structures a competitive strategy in line with its shared values, aiming to attract employees who think in a similar way and work according to the stipulated belief. Thus, the work aims to answer the following question: Does Organizational Identity influence business time?

The objective of this work is to analyze whether the Organizational Identity has an influence on the employee's business time.

Analyze the constructs of Organizational Identity, verifying how much the global generations, known as Baby Boomer, X, Y and Z are impacted and differentiated in business time by the influence of this context.

2. LITERATURE REVIEW

2.1. Individual Identity

From the singularities, individuals demonstrate sets of behaviors that are structured based on social experience. Thus, this is characterized by the individual's own visualization, together with that of third parties (SANTINELLO, 2011).

In other words, the action provides a sense of belonging to the environment, causing an identification in the predefined divisions, having the feeling of belonging to the group (CASTELLS, 2008 apud SANTINELLO, 2011). Kuo & Margalit (2012) emphasize that Identity has two interpretations, one focused on sociability and the other generated by the rooting of values.

According to Schwartz (2005a) apud Delfino et al. (2010) values can be considered "abstract structures that involve beliefs that the individual has about desirable ways of behavior".

Thus, the values are divided into social or personal, and the action practiced in a group can become individual when it is internalized and considered moral before others (ROKEACH, 1968 apud LEÃO, 2007).

Therefore, threats to individuality can trigger perceptual responses, in addition to behaviors that tend to affirm individual identity, this new alternative being generated from the analysis situation designated for compensation strategies (ELLEMERS et al., 2002).

Below, in Chart 1, the concepts of Individual Identity are aligned chronologically for better visibility of differences and similarities. Generally speaking, for the authors cited, the Individual's Identity is dependent on external contexts due to the fact that this aspect defines what is or is not considered correct before society.

Chart 1 - The concepts of Individual Identity for different authors

Author	Year	Concept
Ellemers, Spears & Doosje	2002	“Individual identity permeates commonly used research paradigms. Manipulations and measures expressed or inadvertently focus on the individual, or even on interpersonal comparisons with other members of the group ”(Free translation).
Santinello	2011	"The identity of the individual is expressed as a way for each individual to become something in a group composition," ethnicity, race, gender, family or profession, in which the same and the different live together "".
Kuo & Margalit	2012	“External stimuli can unconsciously influence the primary identity at any given time, without regard. In addition, the unconscious influence also generates behavioral changes that are consistent with the assumed identity. ” (Free translation).

In view of the available concepts, to measure the Individual Identity, the Scales of the authors NARIO-REDMOND et al. (2004) and CHEEK & BRIGGS (2013), comparing them through a summary in table 2.

Table 2 - Individual Identity measurement scales

Authors	Measurement scale
Nario-Redmond, MR, Biernat, M., Eidelman, S., & Palenske, DJ (2004).	On this scale, personal characteristics, as well as those aspects that describe who you are or how you are visualized are evaluated, having aspects in which they may be more important for this definition.

Cheek, JM & Briggs, RS (2013)	This scale assesses forty-five aspects in five different groups, which vary between relationship, personality, collectivity, among others.

The first scale to be analyzed is the measurement by Nario-Redmond et al., (2004) by which it evaluates sixteen different aspects. These have variability between ethnicity, gender, associations with groups, nationality and individuality. For measurement, the author uses a Likert scale with the numbering from one (1) to nine (9), the first being defined as “Not important to define who I am” and the last as “Extremely important to define who I am” . Some examples are evaluated: My daring, my individuality, my feeling of being different from others, my gender group, among others.

Table 3 - Individual Identity Scale

Numbers	**Aspects**
Likert scale of importance (1 to 5).	1- It is not important for my self understanding; 2- Slightly important for my self understanding; 3- A little bit important for my self understanding; 4- Very important for my self understanding; 5- Extremely important for my self understanding.
1	My personal and moral values.
2	My dreams and imagination.
3	My emotions and feelings.
4	My thoughts and ideas.
5	The ways I deal with my fears and anxieties.
6	My feeling of being a unique person, different from the others.
7	To know that I remain the same inside, despite external events.
8	My intrapersonal knowledge, my ideas about what I think of the person I really am.
9	My personal assessment, or my opinion of myself.

2.2. Organizational Identity

Identity can be defined through the demonstration to the public, or in other words, it is visualized through the exhibition. In other words, the reality present in people's perception will directly influence this denomination, making analyzes by external and internal contexts (BENSO, 2010).

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The characteristics or business differentials constitute the Identity. Thus, the constituent elements provide meanings that directly impact the emotional in relation to visibility (PEREZ, 2004 apud DAUGS & ROSUMEK, 2016).

From the individual values that promote ethics and morals, companies identify which of them represent similarity between collective thoughts (HOGAN & COOTE, 2014).

In this way, certain aspects generate a unique perception justified by the set generated (DAUGS & ROSUMEK, 2016). Therefore, Organizational Identity comes from Individual Identity, seeking to adapt each behavior, so that they are generated in sets and for a single reason (MACHADO, 2003).

Machado (2003) states that the Organizational Identity has, in the business scope, “focusinternal in the beliefs of the members of the organization ”. Thus, these behaviors must be considered correct by society so that the corporate image is structured, triggering constant growth and development, since there will be stimulation of consumer demand (LARENTIS et al., 2018).

Likewise, when certain attitudes do not correlate with the intrapersonal, a certain fact may trigger the demotivation of employees in the organizational environment, as they will be acting against their basic principles (MOHR, YOUNG & BURGESS, 2012 apud LARENTIS et al., 2018).

Identity needs to solidify based on the issue of “having good products and services; be well managed; be a good place to work; have added value for society ”. (NEVES, 2000 apud BENSO, 2010). Thus, for FERNANDES & ZANELLI (2006) apud FREIRE (2015) this is the result generated through perception.

In any case, Identity is not exclusively composed of formalization, since there is the influence of informal processes in the creation of memory (BENSO, 2010). For TORQUATO (2002) apud BENSO (2010) it is necessary:

> "... find ways that can maintain the balance between the company's visibility and identity, adjusting languages, accentuating institutional values, highlighting aspects such as technology, agility, good service, quality of products and services, etc.".

In other words, all processes impact the final result, being dependent on the point of view. Thus, they can be generated through relationships or the marketing approach, because from these points there is a generation of visibility, creating perception (THOMAZ & BRITO, 2010).

Table 4 - Organizational Identity Concepts

Author	Year	Concept
Albert & Whetten apud Freire	1985; 2015	"Organizational Identity has three elements, which are: centrality, distinction and temporal continuity ".
Torquato apud Benso	2002; 2010	"The Organizational Identity can be seen as the sum of the fundamental characteristics of the product, the amalgamation of the ingredients that form its personality and its manufactured composition".
Axe	2003	"While identity is associated with the company's internal vision, the image is also linked to an external vision. That is why any deterioration in the image can pose a risk to the organizational identity ".
Thomaz & Brito	2010	"Organizational Identification is the perceived union of an individual with an organization, realized when his beliefs about his organization become a self reference".

The table above shows the different perceptions about the same concept. In a unified way, Organizational Identity is associated with the internal environment (MACHADO, 2003), focusing on the behaviors promoted within the company (TORQUATO, 2002 apud BENSO, 2010), analyzing the relationship between individual and organization (THOMAZ & BRITO , 2010) together with the impact of the elements (ALBERT & WHETTEN, 1985 apud FREIRE, 2015).

Given the compositions of the concept, the measurement of Organizational Identity can be structured through Identification Measurement Scales, found in Chart 5 (THOMAZ & BRITO, 2010).

Table 5 - Organizational Identification Measurement Scales

Scale	**Feature**
Organizational Identification Questionnaire (Cheney, 1983)	"12 items (such as pride in belonging, speaking well, having good feelings, a large family, similar values). Items listed by Miller et al. (2000) "(THOMAZ & BRITO, 2010)
Brown, Condor, Mathews, Wade and Williams (1986)	"10 items (cognitive, affective and evaluative, such as bonds, happy to belong, feeling of belonging)" (THOMAZ & BRITO, 2010).
Mael and Ashforth (1992)	"6 items (four of which are evaluative and two affective): criticism as if it were a personal insult, interest in what others think, I speak instead of them, your success is my success, praise as if it were a personal greeting, criticism disturb "(THOMAZ & BRITO, 2010).
Rotterdam Organizational Identification Test [ROIT] (Riel & Balmer, 1997)	"15 items (such as feeling of belonging, congruence between goals and organizational values; organizational atmosphere; recognition of distinctive contribution; feeling of acceptance)" (THOMAZ & BRITO, 2010).
Smidts, Pruyn and Riel (2001)	"5 measures in relation to the company: ties, feeling of belonging, pride, recognition, satisfaction for being a member" (THOMAZ & BRITO, 2010).
Dick, Wagner, Stellmacher and Christ (2004)	"28 items (cognitive, affective, evaluative and behavioral, as career oriented, evaluation by others, dedication to the group, dedication to the staff)" (THOMAZ & BRITO, 2010).
Hildebrand et al. (2010)	21 items of Organizational Identity analyzed through the Likert Scale of affirmation.

Source: Adapted in chronological order by Thomaz & Brito, 2010.

In the table shown above, four of these scales will be specified to direct which one this study will use as a basis for further analysis.

Hildebrand et al. (2010) proposes an adaptation of the Mael Scale (1988), which can be seen in table 6. As the author states (Free translation): “The 12 items (V10-V21), together with item nine (V9) obtained and adapted from the Mael Scale (1988) structured the other items (V1-V9) ”. This, as a form of measurement, uses the Likert Scale, checking the ends.

Table 6 - Organizational Identity Scale

Numbering	Affirmation
V1	When someone praises the organization, I feel it as a personal compliment.
V2	I am very interested to know what others think about the company.
V3	If any media criticized the company, I would feel ashamed.
V4	I act like a typical consumer of the company.
V5	I have qualities typical of the company's consumers.
V6	When someone criticizes the organization, I feel it as a personal insult.
V7	When I speak of this organization, I say "we" more often than "they".
V8	The company's success is my success.
V9	I don't act like a typical consumer in the company.
V10	Consumer the company's products or services highlight my personal characteristics.
V11	I believe that the company cultivates the values that I honor.
V12	I don't identify with the company's posture.
V13	I believe that the company's products or services help me define who I am.
V14	I believe that consuming the company's products or services leads others to see me the way I desire.
V15	I believe that consuming the company's products or services helps me to be part of a social group that I really belong to.
V16	I recognize myself in the company.
V17	The decision to choose this company is based on the values that I believe are important in my personal life.
V18	I don't see any similarities between my identity and that of the company.
V19	People who are important in my life identify with the company's values.
V20	Consuming the company's products or services influences the image I convey to people I know.
V21	I realize that my main characteristics are highlighted when consuming the company's products or services.

Source: Free translation by the author. Hildebrand et al. (2010), adapting part of the Mael Scale (1988).

From the table structured above, there was an adaptation on the items to be analyzed for the final purpose (MENDES, 2014).

As the second measurement to be analyzed in Table 7, there is the Organizational Identification Scale (EIO), which, according to Riketta (2005) apud Mendes (2014) "is considered the most used and recommended to measure organizational identification". Thus, it considers the statements proposed by Mael and Ashforth (1992) (MENDES, 2014).

Table 7 - Organizational Identity Scale of Mael & Ashforth (1992)

Affirmations	Likert scale
When someone criticizes the organization, I feel it as a personal insult.	1 2 3 4 5
I am truly interested in what others think about this organization.	1 2 3 4 5
When I speak of this organization, I say "we" more often than "they".	1 2 3 4 5
The success of this organization is my success	1 2 3 4 5
When someone praises the organization, I feel it as a personal compliment.	1 2 3 4 5
If a story in the media criticized the organization, I would be embarrassed.	1 2 3 4 5

Source: Mendes, 2014.

As a third measurement analysis, found in table 8, there is the Scale by Dick et al. (2004), which verifies six items on the Likert-type scale. Thus, the first two lines, referring to the numbers “1, 8, 15, 22, 2, 9, 16, 23” measure the identification of cognition, the third and fourth “3, 10, 17, 24, 4, 11, 18, 25 ”refer to the affective identification, line fifth and sixth direct the identification of assessment, the last being assessment of behavioral identification. Therefore, the items are divided between career, team, school and occupation (DICK et al., 2004).

Chart 8 - Measurement scale for obtaining different dimensions of organizational identification by Dick et al. (2004)

Please indicate your position among a Likert Scale six (6) in width.	Career	Team	School	Occupation
I identify myself as a career-oriented person or as a member of the team / school / occupation.	Item number 1.	8	15	22
Having a career oriented or being a member of the team / school / occupation fully reflects my personality.	2	9	16	23
I like to work for my career, respectively for team / school / occupation.	3	10	17	24
I feel reluctant in my career / team / school / occupation.	4	11	18	25
Sometimes I prefer not to say that I have a career oriented or I am a member of the	5	12	19	26

team / school / occupation.				
My career / team / school / occupation is positively evaluated by others.	6	13	20	27
I work for my career / team / school / occupation above what is absolutely necessary.	7	14	21	28

Source: Free translation by the author. Dick et al., (2004)

In the next analysis, the Smidts et al. (2001), in which it has five different measures, taking into account affective and cognitive elements (SMIDTS, 2001), which can be seen in Table 9.

Chart 9 - Organizational Identification measurement scale by Smitds et al. (2001)

Numbering	Affirmation
1	I feel a very strong bond with the company.
2	I feel very good about belonging to the company.
3	I feel proud to work for the company.
4	I am well known in the company.
5	I am grateful to be a member of the company.

Source: Smitds et al. (2001)

Checking the different measurements, the Hildebrand et al. Organizational Identification Measurement Scale will be used for this study. (2010), seeking to make an adaptation on it. Items related to the consumption of the organization's product will not be included, as some companies have a high-value offer that is difficult to purchase. Because this action may limit employee participation, there will be a necessary adjustment.

3. METHODOLOGY

3.1. Search Type

To obtain data for the analysis, it is necessary to define how the research will be structured. Thus, for this work, the empirical one will be used due to the fact that the problem treated here refers to organizations, with observation being used as a means of proof (COOPER & SCHINDLER, 2011).

Furthermore, the inductive method will also be considered, that is, through the available data or particular facts there is a conclusion structured by the mental process (COOPER & SCHINDLER, 2011). This is justified to the point that the aspect to be analyzed is new, as it is a current research, specifically with an organization.

The study will be descriptive. Therefore, this is more formalized and structured with, according to Cooper & Schindler (2011) “hypotheses and investigative issues”. Therefore, it can be simple, containing only a single question, or more complex, depending on the stipulated quantity.

The data, which reflects proximity, will be primary, that is, according to Cooper & Schindler (2011), these are “sought for their proximity to the truth and control over the error”, being carried out by the surveys. Secondaries reflect the interpretation of those already in existence.

For the methodology, the type of research to be used will be quantitative, of which, according to Cooper & Schindler (2011) "normally measures consumer behavior, knowledge, opinions or attitudes", therefore, the questions are related to quantity, aiming at statistical analysis by the numbers obtained (COOPER & SCHINDLER, 2011).

Lean, the research will be empirical, applied, quantitative, inductive, descriptive and will contain primary data collected via surveys.

3.2. Population and Sample

To obtain data, it is necessary to take into account the population and the sample. That is, the population can be defined as a unit, which contains all the elements that can interfere in the environment. Therefore, within this medium, a sample can be taken from which it can represent the whole set through a part of the plot (COOPER & SCHINDLER, 2011).

Therefore, the sample demonstrates structured reasons for the researcher, which can be divided into: Lower cost, by the amount to be used; Accuracy, due to the greater probability of a valid result because it represents reality; Speed, decreasing the time between need and availability of information; Availability, that is, to validate what is in the measurement range, requiring only a specific portion (COOPER & SCHINDLER, 2011).

For this specific study, non-probabilistic sampling will be used, since there will be no pre-selection selection of the population over those who have a probability greater than zero to be selected in the sample (COOPER & SCHINDLER, 2011).

3.3. Data analysis proposal

To evaluate a measurement tool, three main criteria are required: validity, reliability and practicality. The validity is representative, with the sample actually being validated; reliability relates to the precision of the procedure, that is, the absence of errors; and practicality is related to interpretive factors (COOPER & SCHINDLER, 2011).

Reliability, according to Hair et al. (2009), can be explained by its consistency, that is, through a certain degree the variables or variables must correlate with the measurement.

Another analysis is the factorial, which structures the correlated variables into a single factor for better visibility, that is, a representative aspect or denomination of a group to be used later in the regression (HAIR et al., 2009).

The regression, in turn, shows more than one variable X (independent), resulting in a function of multiple predictors (HAIR et al., 2009). Thus, according to Hair et al. (2009), the objective of the analysis is “to use the independent variables whose values are known to predict the values of the dependent variable selected by the researcher". Thus, the data must be metric, having before the application the definition of the dependent and independent variable (HAIR et al., 2009).

There is also the modeling of structural equations (SEM), of which, according to Hair et al. (2009) structures the covariance between variables. Therefore, according to the authors, there are three characteristics of this modeling, namely:

> "1- Estimation of multiple and interrelated dependency relationships; 2- An ability to represent concepts not observed in these relationships and correct measurement errors in the estimation process; 3- Definition of a model to explain the whole set of relationships ".

According to Cooper & Schindler (2011), MEE has advantages, which are related to time and precision. In other words, the first advantage is related to variables, which can be analyzed together. In the second advantage, the factors not observed are still taken into account, precisely because the MEE calculates, in its process, the measurement error.

Thus, for this study, reliability analysis will be used, followed by regression and MEE (Structural Equation Modeling).

4. PRESENTATION AND DISCUSSION OF FIELD RESEARCH RESULTS

Through the Individual Identity and Organizational Identity Scales of the authors Cheek & Briggs (2013) and Hildebrand et al. (2010), a questionnaire was developed along with questions that specify the sample, such as age, sex, income, place of residence, and business time.

The total number of responses collected was 405, varying between young people recently entered the market as well as elderly people already allocated appropriately in areas and activities within the organization. Thus, a given questionnaire was applied for 15 consecutive days among active employees using an online form.

4.1. Sample profile

The data collection questionnaire, in total, consisted of eight different questions to define the sample profile. 405 responses were collected, 403 of which were considered valid and used in the general database. In relation to the percentage, of the public reached, 50.6% (Red color) are male and 49.4% (Blue color) female, in addition to the majority (49.1%) considering themselves as white, according to IBGE classification, being 23.7% black, 20.5% brown and 6.4% yellow. There was also an issue with sampling data from an indigenous person. Below, graphs (1 and 2) show these percentages referring to sex and color.

4.2.1. Reliability

In order to analyze, Cronbach's Alpha will be taken into account, for which it demonstrates the reliability of a questionnaire. Thus, the correlation is verified in the responses in their profiles, measuring the proximity of the variables (HORA, 2010 apud. MATTHIENSEN, 2011).

The Alpha obtained in this research was 0.641, as shown in the image below, using the base of 403 respondents. To analyze its reliability, Freitas & Rodrigues (2005) state that questionnaires with a value greater than 0.60 are satisfactory.

Image 1 - Cronbach's alpha

Reliability Statistics

Cronbach's Alpha	N of Items
,641	13

Thus, for Freitas & Rodrigues (2005), alpha values are classified as follows in terms of reliability: Very low for values less than 0.3, low for values from 0.3 to 0.6, moderate for values of 0 , 6 to 0.75, high for values from 0.75 to 0.9 and very high for values above 0.9.

That is, the value for 0.641 is moderate, and therefore considerable for the survey. In any case, the alpha has distanced itself from “very high” reliability because it has many different responses on the Likert scale among the 403 respondents. This fact is justified to the point that individuals have diversified thoughts in relation to Organizational Identity.

4.2.2. Multiple regression

Taking into account the fact that the Organizational Identity (Being represented by variables X10 to X22) by Hildebrand et al. (2010) already measures the congruence between the Individual Identity, the questions through the Likert Scale present in it will direct the independent variables (X) for data analysis. Thus, in relation to the dependent variable (Y), the question that will represent it will be related to business time, in which it presents the following alternatives: Up to 1 year; From 1 to 3 years old; From 4 to 8 years; From 9 to 15 years; 16 to 24 years; 25 years or more.

The Individual Identity Scale (which represents variables X1 to X9) was applied in order to understand aspects that are complementary to this multiple regression, therefore, its use will depend on this first analysis and will occur if necessary. Toperform the regression between the variables demonstrated above, using the general database (With about 403 valid responses), the R^2 showed a relatively low value, with about 9% of influence of the independent variables on the dependent variable. In addition to the R^2, the F of significance was analyzed, validating its proximity to the number 0, since it must be less than the alpha (0.05) to demonstrate a level of significance.

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The second analysis consisted of manipulating the data contained in the database. Thus, in addition to the multiple regression of the complete data, the second multiple regression considered the information of employees with more than 4 years of business (Recital 277 of the 403 valid responses). In other words, responses of up to 1 year and 1 to 3 years were disregarded. In this regression, the R^2 increased to around 11% of influence.

In turn, the third analysis considered information from employees over 29 years old (Recital 129 of 403 valid responses). Thus, alternatives of up to 21 years of age and 22 to 28 years were disregarded. When performing multiple regression, this consideration obtained the best influence, with an R^2 of about 32%, and the lowest F of significance, this being 0.00001. Below, there is a table that compares the data obtained, with base 1 considering all data, base 2 representing the longest business time, and base 3 considering individuals over 29 years of age.

Table 13 - R^2 analysis of multiple regressions

	Base 1	**Base 2**	**Base 3**
R^2	0.0897	0.1087	0.3186
% of influence (R^2)	8.97%	10.87%	31.86%
Significance F	0.00042	0.00350	0.00001
Analysis of F	Medium	Bigger	Smaller

Thus, the Organizational Identity does not have as much influence on the employee's business time within an organization. However, the indices change in different scenarios. This point is justified by the fact that employees can adapt to the style of the company, however, there are several influences that interfere in this variable, such as: Compensation, benefits, organizational climate, organizational culture, quality of life, among other points . (MACHADO, 2003)

In addition, certain variables change according to different generations. According to Santos et al. (2014) when analyzing the youngest of the generations, among those who are entering the market, one of the factors that strongly influence refers to the quality of life, since these young people prefer to create their own careers, not depending exclusively on a single company . This generation is known as generation Z, so part of the individuals who were born at the end of the generation Y cycle can also identify themselves in a certain way in their careers.

The influence on the dependent variable (Y) can also be measured through the slope, by which it must be between the lower and upper percentages of confidence, which is 95%. Table 2 shows the variables with the greatest influence according to the different multiple regressions analyzed.

Table 14 - Coefficients with greater influence

	Variables	Coefficients	95% lower	95% higher
Base 1	Variable X 11	7.51%	-2.02%	17.05%
	Variable X 15	7.10%	0.90%	13.30%
Base 2	Variable X 11	14.79%	4.86%	24.72%
	Variable X 15	2.13%	-4.42%	8.68%
Base 3	Variable X 11	40.39%	21.58%	59.21%
	Variable X 15	15.56%	3.04%	28.07%

Therefore, as shown, the variables with the greatest influence are: X11 and X15, which are represented, respectively, by the following statements: “I am very interested in knowing what others think about the company (in which I work)”; “When I speak of this organization, I say" we "more often than" they "".

Among these variables, X11 has the highest coefficient in all scenarios, with a 40% influence on the dependent variable that takes employees over 29 years into account.

Table 3 shows all the variables on Organizational Identity, demonstrating their respective influences, as well as highlighting previously. Thus, it is noticeable that there are positive and negative influences, varying according to the questions.

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In base 1, the variables "X10, X11, X12, X13, X15, X18, X19, and X22" positively influence business time, while the variables "X14, X16, X17, X20 and X21" negatively influence the dependent variable. In base 2, in turn, the variables "X10, X11, X13, X15, X17 and X19" have a positive influence, while the variables "X12, X14, X16, X17, X18, X20, X21 and X22" have a negative influence . Finally, on base 3, the variables "X10, X11, X12, X13, X15, X18 and X19" have a positive influence and the variables "X14, X16, X17, X20, X21 and X22" have a negative influence on the business time of active employees .

Table 15 - Coefficients

Variables (Organizational Identity)	**Base 1**	**Base 2**	**Base 3**
Variable X 10	0.04	0.00	0.00
Variable X 11	0.08	0.40	0.15
Variable X 12	0.06	-0.04	0.01
Variable X 13	0.03	0.04	0.06
Variable X 14	-0.03	-0.02	-0.04
Variable X 15	0.07	0.16	0.02
Variable X 16	-0.02	-0.12	-0.06
Variable X 17	-0.01	-0.10	-0.01
Variable X 18	0.02	-0.13	0.03
Variable X 19	0.04	0.05	0.04
Variable X 20	-0.04	-0.05	-0.02
Variable X 21	-0.07	-0.07	-0.05
Variable X 22	0.00	-0.12	-0.03

In addition to these analyzed data, among the variables available for Organizational Identity, it is worth mentioning the X1 of Individual Identity, referring to personal values, for which, it obtained an average numbering of 4.59 (Base 1), 4.67 (Base 2), 4.66 (Base 3) on the Likert Scale of up to 5 points.

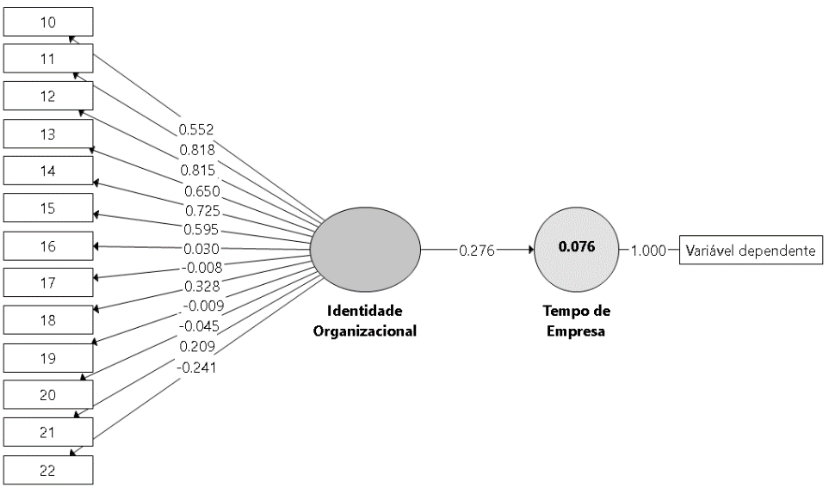
4.2.3. Structural Equation Modeling

For data analysis, Structural Equation Modeling was also used, which, for better practicality, relied on the use of the "Smart PLS" Software. Therefore, the symbol used was related to the causal relationship between the independent and dependent latent variables (RINGLE, et al. 2014).

The model presented is interpreted as follows: The numerical values present within the circles refer to R^2, that is, how much the model explains the data obtained; The arrows, in turn, demonstrate the influence on other aspects. To validate the values, a Bootstrapping (Resampling) was also performed for each of the scenarios shown in the regression, referring to bases 1, 2 and 3.

The first scenario analyzed, referring to base 1 and shown in image 2, demonstrated a low R^2, with a value of approximately 0.08, and an influence of about 0.28 between the Organizational Identity for the Business time. Regarding the variables, the highest values obtained, greater than 0.8, refer to X11, X12. Therefore, X11 contemplates the statement "I am very interested to know what others think about the company" and X12 a "If any media criticized the company I would be ashamed".

Picture 2 - MEE: Base 1



Bootstrapping from base 1, shown in image 3, shows a t value of 6.8.

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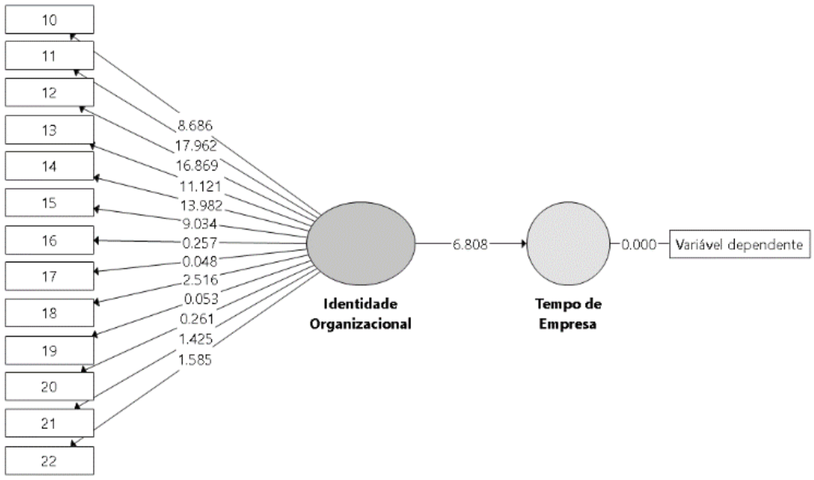
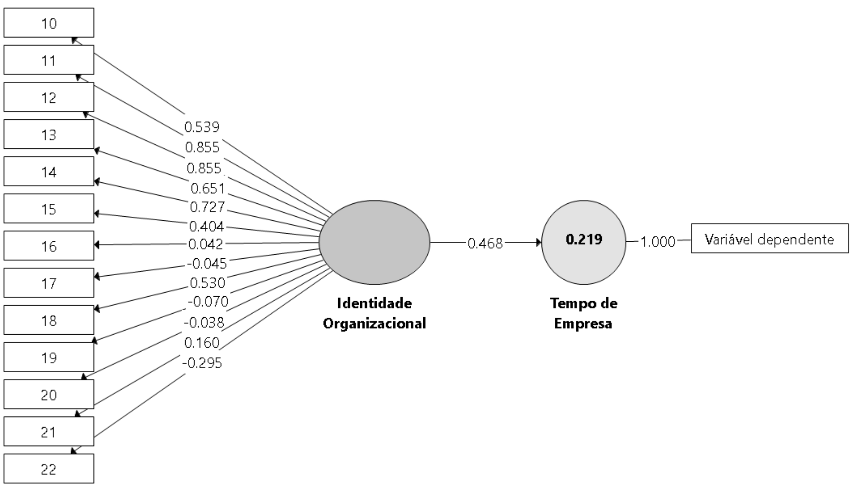
Picture 3 - Bootstrapping: Base 1



In the second scenario, obtained from base 2 and shown in image 4, people over 29 years of age are analyzed. Thus, R², when compared to the previous base (1), increased, going from 0.08 to 0.2, practically doubling the numbering. The influence of Organizational Identity for theBusiness time, in turn, has a value of 0.46, which also increased compared to the base previously demonstrated. The highest numbered variables refer to X11 and X12.

Picture 4 - MEE: Base 2



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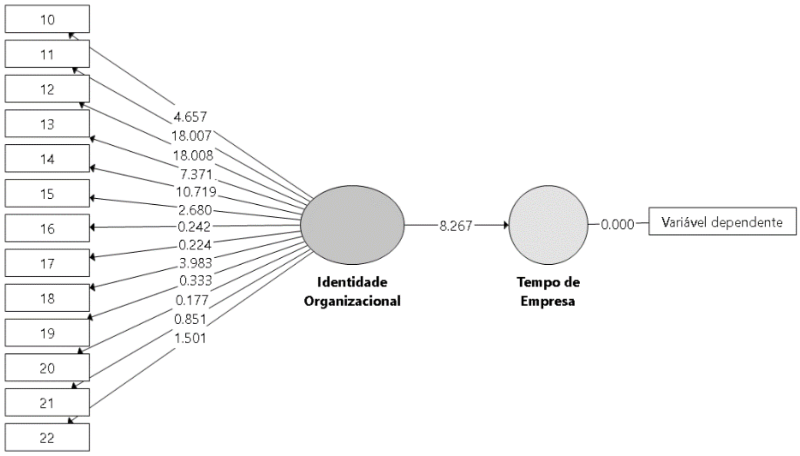
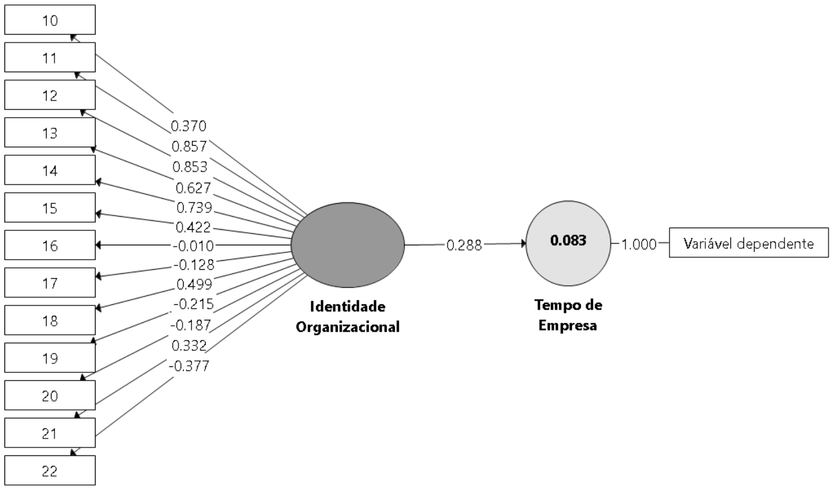
Therefore, Bootstrapping for this scenario shows a t-value of approximately 8.3, as shown in image 5.

Image 5 - Bootstrapping: Base 2



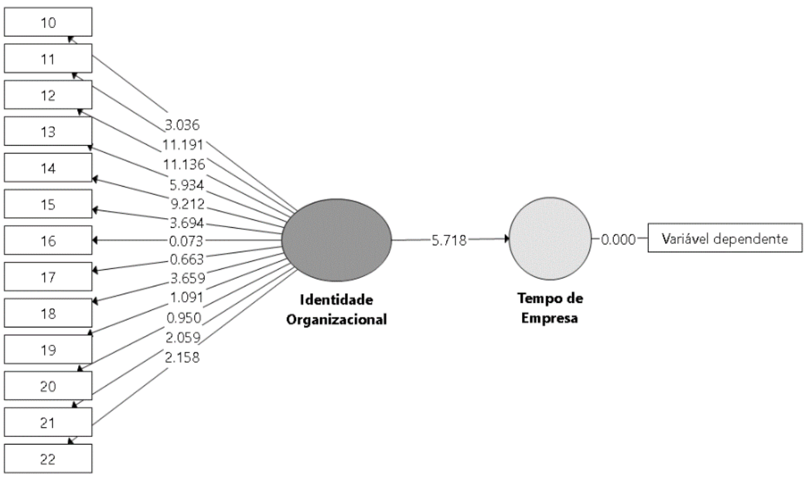
In the third scenario, individuals with more business time, available in base 3. Thus, according to the demonstration in image 6, the R^2 has a value of 0.08, and the influence of the Organizational Identity on business time is represented by the value of, approximately 0.29. Therefore, these values are slightly higher than base 1, but lower than the base 2 statements.

Picture 6 - MEE: Base 3



Bootstrapping for scenario 3, in turn, has a t-value of 5.7, as shown in image 7.

Image 7 - Bootstrapping: Base 3



Comparing the data obtained in Bootstrapping, in the first scenario the value was 6.8, in the second, 8.2 and in the third 5.7. Knowing that the greater the result, the better it is considered, base 2 stood out in relation to the others.

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According to the data shown, the hypothesis that highlights the statement “The Organizational Identity directly impacts the employee's business permanence” can be rejected, as this is not the main factor that influences the dependent variable.

5. FINAL CONSIDERATIONS

In highlighting the existing generations in society, we can take into account that there is a big difference between the agreed values and lifestyle. First, knowing that baby boomers are individuals who were born between 1945 and 1961, governed by standardization, and being mostly focused on continuous work due to the social condition of their families at the time (SANTOS et al., 2014) .

Therefore, this generation has a great accumulated knowledge, having competitive characteristics regarding the results to be obtained. Taking these aspects into consideration, another extremely important factor for these people is status. Ollivier (2009) points out that status can be defined and verified by the positions in the social structure, demonstrating aspects related to the socioeconomic sector generated by the attributes of the occupations.

That is, for these individuals to occupy leadership positions, subsequently generating status and power, they valued the continuity of a job in the same organization, as in many cases, these positions are only obtained when occupying other functions prior to the position highlighted. Therefore, these are known as workaholics, being loyal to organizations because they aim for professional advancement and strongly valuing their identification with work (VELOSO et al., 2016).

Generation X, born between 1962 and 1977, values learning immensely, in addition to services that can offer a certain security of stability, constantly seeking praise for the performance of their functions (SANTOS et al., 2014). In order to obtain stability, in turn, these individuals do not feel the need for organizational exchange, but are open to changes because they seek professional growth (VELOSO et al., 2016).

For those born between 1978 and 1994, the generation is recognized as Y, having characteristics related to boldness and determination. These individuals are looking for constant challenges and tend to be more individualistic, not valuing bureaucracy and control because they are proactive and autonomous (SANTOS et al., 2014).

For new entrants to the market, generation Z refers to those born in the technological age, for which they are used to constant changes. Thus, they tend to be quieter because they use digital contact, being used to absorb constant information. Therefore, they are flexible, prefer dynamic organizational environments, and if they are not satisfied, seek new business opportunities (BONAMIGO, 2017).

Veloso et. al (2016) demonstrates that, for younger professionals, the preferential view focuses on professional growth. That is, the career does not depend on an organization, but on its individual choices.

Knowing that in the traditional career, the factors that influence it are concentrated in externality, that is, they refer to salaries, status, among other issues, a new career vision emerged from the new characteristics in young professionals, referring to the mythological figure of Proteu (NEVES et al., 2013).

In this visibility, the career starts to be directed by the individuals themselves and not by the organizations. Thus, the Protean career, as it is recognized, is guided by individual needs, as well as their respective goals and values, without external support coming from organizational structures (NEVES et al., 2013).

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In the research, it is possible to recognize how much the generations modify the numbers related to Organizational Identity and their respective influence on business time. Therefore, the base with the best value refers to that with individuals over 29 years of age. Younger people, in turn, are choosing to exercise functions that satisfy their intrapersonal needs, valuing important factors for them.

Another concept that modifies the organizational career view is called a career without borders. The organizational career is structured by a stable environment, with interdependence between person and company, and pre-determined careers offered by the company throughout life for individuals. Contrary to this scenario, the career without borders has people responsible for the future, creating relationships between companies, without taking into account structural obstacles (VELOSO et al., 2016).

For future studies, it is recommended to analyze how organizations can retain employees, especially those of new generations, through the various existing aspects, such as additional remuneration promoted by recognition, quality of life offered by benefits and flexibility. When analyzing these factors, organizational adaptations need to include new career views, which are different from the traditional one, seeking to increase and consolidate the intellectual capital present in these professionals.

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