Employee Attrition and Retention Strategies in Manufacturing: An Empirical Study in Amara Raja Batteries Limited

M.Sudheer Kumar, Obulesu Varikunta, K.Ramakrishna

ABSTRACT: The success or failure of an organization depends to a large extent on the caliber of the people who work there. Without the positive and creative contributions of people, organizations can not progress and prosper. Companies have realized that competitive advantage lies primarily in people and that finding and maintaining good managers and employees is a strategic necessity. The concept of employer of choice has intensified in the last decade. The employees want to work for the best employers. Becoming an employer often involves the problem of acquiring the best talent for the organization, motivating employees to improve Performance, keeping them satisfied and loyal, developing employees so that they can grow and contribute skills and, ultimately, keep employees. This article attempts to study the factors that motivate the employee to work and the retention of employees from a sample of 360 respondents based on stratified random sampling. For the study data is collected with the help of the structure questionnaire. The collected data was coded, processed and analyzed with the help of the SPSS 21 version using descriptive and inferential statistics. The main result of the study is job security, providing competitive advantages for vacations, an adequate adaptation of the person to work, offering a competitive remuneration, providing a flexible work arrangement and finally a structured orientation training to contribute significantly to reduce intention of employee turnover.

KEYWORDS Competitive Pay, Employee Turnover, Flexible Work Arrangement, Job Security and Training

I. INTRODUCTION

The human resource of an organization represents an enormous, unrealized potential for profit (Mahesh Kumar, 2004) When put to effective use the physical and financial assets of the organization enables the individuals who together constitute the prime mover of the organization towards attainment of corporate objective. The employees have been recruited through careful screening and selection procedures just like physical assets are planned and acquired, induction programmes and initial training. They are utilized to provide the desired services. Their performances are monitored. They are maintained through equitable compensation; rewards, training and development enable them to give continuous and efficient services just like the physical facilities.

Dr. M.Sudheer Kumar, Professor, Department Of Management Studies, Rgmcollegeofengineering&Technology (Autonomous) Nandyal – 518501, (Ap)

Mr.Obulesu Varikunta, research scholar, dept. Of management studies rgm college of engineering & technology (autonomous), nandyal – 518501, (ap)

Mr. K. Ramakrishna, Assistant Professor, Department Of Managementstudies,Rgmcollegeofengineering&Technology(Autonomous), Nandyal–518501,(Ap)

It is neither the capital nor material resources alone that bring about the development. Primarily the effective and efficient human resource plays a key role in increasing productivity, ensuring a fair growth of enterprises, and meeting the legitimate needs of workers. Hence managing the human resource is considered to be the central, important and unique management task (Leon & Megginson, 1977).

II. REVIEW OF LITERATURE

Michael Armstrong (2006) defines Employee Attrition as a normal flow of people out of an organization through retirement, career or job change, relocation, illness and so on. Jack, Philips and Adele define Employee Attrition as the percentage of employees leaving the organization for whatever reasons. Turnover rate can be briefly described as how fast the employers recruit and lose employees (Chikwe, 2009). It is used to measure the effectiveness of recruitment (Mondy, 2010) and is sometimes considered as one of the indicators of organizational performance (Cho, Woods, Jang, & Erdem, 2006). Mondy (2010) clearly defined turnover rate as how many new recruitments were hired to replace resigned employees. By these definitions, turnover 'occurs' only when a replacement is successfully hired.

Wayne F Cascio and John W Boudreau (2008) introduced two popular ways of classifying employee attrition as voluntary attrition versus involuntary and functional attrition versus dysfunctional attrition.One of the earliest models of turnover was developed by March and Simon in 1958 (Hom & Griffeth, 1995). This model described individuals and organizations as being in a state of equilibrium, where the members contributed to the organization while the organization provided members with compensation in return. March and Simon posited that when the compensation provided by the organization is no longer balanced with the contribution of the organizational members, individuals quit the organization.Price (1977) identified five primary determinants of turnover – pay levels, integration (defined as the involvement one has in one's relationship with a supervisor or coworker), instrumental communication (defined as how clearly the work role is communicated to the employee), formal communication (defined as how well the organizational communicates practices and policies), and centralization (defined as the distribution of power in the organization). He proposed that the first four determinants are positively related to turnover while centralization is negatively related to turnover

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Mitchell and Lee (2001) suggested that there when individuals have multiple attachments to the organization, these attachments are likely to hold them back from leaving even if they think about leaving due to particular circumstances (e.g., getting another offer, company relocation to a non-preferred location). Thus, individuals who are high on job embeddedness might choose to stay with the organization even if circumstances are less than ideal. Job embeddedness is a multidimensional construct that describes the various attachments that an individual has with the organization and community (Mitchell, Holtom, & Lee, 2001).

The negative impacts of employee attrition as described through the factors given by Jack. J. Philips, Adele. O. Connell (2008) is listed below:

- o High Financial Cost
- o Survival as an Issue
- o Exit Problems and Issues
- o Productivity Losses and Workflow Interruptions
- o Service Quality
- o Loss of Expertise
- o Loss of Business Expertise
- o Administrative Problems
- o Disruption of Social and Communication Networks
- o Job Satisfaction of Remaining Employees
- o Lost Image of the Organization

III. BRIEF PROFILE OF AMARA RAJA BATTERIES LIMITED

Amara Raja Batteries Limited was established in the year 1985 as private limited and then converted into public limited in the year 1990. Amara Raja Batteries has a strategic tie up with Johnson Control Inc. of the USA who owns 26% stake in this company. Johnson Controls is a Fortune 500 company and also the largest manufacturer of lead acid batteries in North America and a leading global supplier to major automobile manufacturers and industrial customers.

Amara Raja has demonstrated its commitment to offer optimum system solutions of the highest quality. And has become the largest supplier of standby power systems to core Indian utilities such as the Indian Railways, Department of Telecommunications, Electricity Boards and power generation stations. Extensive plans have been charted out for the future, wherein the company undertakes to become the most preferred supplier for power back-up systems.

Amara Raja has always offered time tested world-class technology and processes developed on international standards – be it high integrity VRLA systems like Power Stack and Power Plus or the recently launched high performance UPS battery – QUANTA and Amaron hi-life automotive batteries that are products of the collaborative efforts of engineers at Johnson Controls Inc. and Amara Raja.

Amara Raja Batteries Limited comprises of two major divisions viz., Industrial Battery Division [IBD], Automotive Battery Division [ABD] and Small Battery Division [SBD].

IV. STATEMENT OF THE PROBLEM

The success or failure of an organization is largely dependent on the caliber of the people working therein. Without positive and creative contributions from people, organizations cannot progress and prosper. Companies have realized that competitive advantage resides mostly in people and that finding and keeping good managers and employees is a strategic necessity (Kristen B Donahue, 2006). The concept of employer-of-choice has intensified in the last decade. Employees want to work for the best employers. Becoming an employer–of–choice often involves the issue of acquiring the best talent for the organization, motivating employees to improve performance, keeping them satisfied and loyal, developing employees so they can grow and contribute skills, and ultimately retaining those employees (Jack, Philips, & Adele O Connell , 2008).

V. SIGNIFICANCE AND SCOPE OF THE STUDY

This study derives its significance from its potential contribution at two primary levels: theoretical and practical. At the theoretical level, the present study is expected to bridge a gap in the literature for empirical research focusing on employee's retention in Amara Raja Batteries Limited, Tirupati (AP). For the practical contributions, this study is expected to provide new solutions and visionary pathways in the search for effective and efficient methods to improve retention of Amara Raja Trainees associated with Amara Raja Batteries Limited, Tirupati (AP).

VI. OBJECTIVES OF THE STUDY

The following are the specific objectives:

- ➢ To examine the factors prompted to opt career in Amara Raja Batteries Limited.
- ➢ To identify and rank the factor of attrition in Amara Raja Batteries Limited
- ➢ To study the Employee Retention Practices in Amara Raja Batteries Limited.

Hypothesis of the study

Employee Retention Strategies are negatively associated with turnover intention

VII. RESEARCH METHODOLOGY AND DESIGN

The present study is a descriptive and explanatory in nature.

Research Methods

The present study tries to find out the correlates of turnover have employed concurrent, predictive and explanatory research design.

Sampling Design

Sample design may as well lay down the number of items to be included in the sample i.e. population of the study, sampling unit, sampling frame or sampling sources, size of sample and sampling procedure.

Population of The Study

The population frame would be all employees working in the different department of Amara Raja Batteries Limited.

Sampling Frame

The sampling frame for the present research study would be list of employees in Amara Raja Batteries Limited.

Sampling Unit

The sample subjects for the present research is selected employees.

Sampling Technique

The sample of respondents are selected based on stratified random sampling.

Sampling Size

The sample size for the present study is determined based on the Yamane's formula (1967).

$$s=\frac{N}{1+Ne2}$$

s=sample size

n=population size

e=error (at 0.05 level significance)

Sample Size:

$$= \frac{3000}{1 + 3000 \times 0.05 \times 0.05}$$

Required sample is =352.94

Sample taken for the study is =360

Table 1 Sample size

	Number	Percent
Total Employees	2000	100
Number of Employees contacted	1000	50
Number of responses	385	26
Number of valid responses	360	93

Sources of Data

The main sources of data for the present research consists of both primary and secondary sources. The primary data is collected with the help of administration of well-structured. The secondary sources of data are journals, books, articles, reports, records and through internet sources.

VIII. ANALYSIS AND IMPLICATION

*Table 2   item statisitcs and cronbach's Alpha for **Basic Reason for The People to Stay** in the Organisation subscale*

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Secured job	360	1.00	5.00	**3.3389**	1.51378
Reward for performance	360	1.00	5.00	**3.3333**	1.52052
No workplace harassment	360	1.00	5.00	**3.3028**	1.55135
better paying job	360	1.00	5.00	**3.2556**	1.55179
Company Standard	360	1.00	5.00	**3.1944**	1.56243

	N	Minimum	Maximum	Mean	Std. Deviation
s					
Good location	360	1.00	5.00	**3.1167**	1.50681
Welfare measures	360	1.00	5.00	**3.0667**	1.49129
Easy to leave/No bond	360	1.00	5.00	**3.0583**	1.49630
Adequate training practices linked with career growth opportunities	360	1.00	5.00	2.2111	1.28626
co-workers	360	1.00	5.00	2.2000	1.29020
supervisory style	360	1.00	5.00	2.1583	1.28412
interesting work	360	1.00	5.00	2.1500	1.27751
Cronbach's Alpha	.862				
Number of Items	13				

Note:1= Strongly disagree; 2 = Disagree; 3 = Neither agree nor disagree; 4 = Agree; 5 = Strongly agree.

The table 2 explores the scores given by the respondents on a five-point Likert Scale regarding basic reason for the people to stay in the organisation. A five-point Likert Scale (ranging from 1 to 5) is used to obtain the responses. The scores reveal that all the variables for people to stay in the organisation scored above the average level, which shows that all the factors are attributed to the people stay in the organisation. The respective mean value for the reason for stays in the oragisation are Secured job (3.3389), Reward for performance (3.3333), No workplace harassment (3.3028), better paying job (3.2556), Company Standards (3.1944), Good location (3.1167), Welfare measures (3.1167) and Easy to leave/No bond (3.0583).

Table 3 item statisitcs and cronbach's Alpha for Employee Retention Strategies subscale

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Learning and development opportunities in the organisation	360	1.00	5.00	**3.3444**	1.49957
Provide job-specific training to ARTS	360	1.00	5.00	**3.34**	1.51039

Exciting work and challenge	360	1.00	5.00	**3.3361**	1.50239
Engagement/ job satisfaction survey	360	1.00	5.00	**3.3278**	1.50331
Appropriate fitment of the person to the job	360	1.00	5.00	**3.3278**	1.50701
Provide flexible work arrangement	360	1.00	5.00	**3.3250**	1.49742
Career growth	360	1.00	5.00	**3.3194**	1.49676
Provide mentoring to ARTS	360	1.00	5.00	**3.3167**	1.49828
Structured orientation training for new ARTS	360	1.00	5.00	**3.3139**	1.50905
Offer competitive pay	360	1.00	5.00	**3.0611**	1.49340
Job security	360	1.00	5.00	2.2056	1.28066
Recognisation	360	1.00	5.00	2.1944	1.27804
Autonomy in job	360	1.00	5.00	2.1861	1.26064
Meaningful work	360	1.00	5.00	2.1694	1.26960
Provide competitive vacation benefits	360	1.00	5.00	2.1528	1.27390
Provide information about job/organisation	360	1.00	5.00	2.1389	1.27441
Cronbach's Alpha	.928				
Number of Items	16				

Note:1= Strongly disagree; 2 = Disagree; 3 = Neither agree nor disagree; 4 = Agree; 5 = Strongly agree.

The table no 3 shows the opinion given by the respondents regarding how the Employee Retention Strategies are contributing to reduce employee attrition in the organisation. A five-point Likert Scale (ranging from 1 to 5) is used to obtain the responses.

This shows that all the mean scores assigned by the respondents are above average level. It is found that mean values for top employee retention strategies are Learning and development opportunities in the organisation (3.3444), Provide job-specific training to ARTS (3.3417), Exciting work and challenge (3.3361), Engagement/job satisfaction survey (3.3278), Appropriate fitment of the person to the job (3.3278),Provide flexible work arrangement (3.3250), Career growth (3.3194),Provide mentoring to ARTS(3.3167) ,Structured orientation training for new ARTS(3.3139) and Offer competitive pay (3.0611).

Table 4 item statisitcs and cronbach's Alpha for The Factors Prompted to opt for a Job in organisation subscale

Descriptive Statistics					
	N	Minim um	Maxim um	Mea n	Std. Deviat ion
To gain experience	360	5.00	10.00	7.5806	1.63838
Attractive entry salary package	360	1.00	10.00	6.5528	1.69137
To earn money to lead a youthful life	360	2.00	10.00	6.5333	2.37536
Career in most adored sector	360	3.00	9.00	6.2500	1.97159
Skill matched First opportunity	360	3.00	10.00	6.1833	2.43689
Reputed Organization	360	1.00	10.00	6.0500	3.13179
Job opportunity with low level education	360	1.00	10.00	5.7889	2.94421
Career launching pad	360	3.00	9.00	5.3417	1.92113
Middle class family	360	1.00	10.00	2.6306	2.94038
Friends are already in the service	360	1.00	10.00	2.0500	1.58431
Cronbach's Alpha	.678				
Number of Items	10				

Note: Rank the factors from 1 to 10.

The table 4 shows the opinion given by the respondents regarding the Factors Prompted to opt for a Job in organisation. The results reveal that all the mean responses given by the respondents are above average level. It is found that top five factors prompted to opt for a job in Amar Raja Batteries Limited are with the mean values, to gain experience (7.5806), Attractive entry salary package (6.5528),

To earn money to lead a youthful life (6.5333), Career in most adored sector (6.2500), Skill matched First opportunity (6.1833), Reputed Organization (6.0500), Job opportunity with low level education (5.7889) and Career launching pad (5.3417).

Table 5 Ranking of factors Prompted to opt for a Job in Amara Raja Batteries Limited

Factor	Factor Name	Total score/No of respondents	Average Score	Rank
F1	Job opportunity with low level education	17060/360	47.38	IV
F2	Skill matched First opportunity	16086/360	44.68	VIII
F3	Career in most adored sector	16416/360	45.60	VI
F4	To gain experience	16750/360	46.52	V
F5	Attractive entry salary package	15871/360	44.08	IX
F6	Middle class family	25018/360	69.49	II
F7	Friends are already in the service	25565/360	71.01	I
F8	Career launching pad	18151/360	50.41	III
F9	To earn money to lead a youthful life	15534/360	43.15	X
F10	Reputed Organization	16450/360	45.69	VII

According to Garrett's ranking table 5. The main five reasons for opt for a job in Amara Raja Batteries Limited are summarized as follows; Friends are already in the service (71.01), Middle class family (69.49), Career launching pad (50.41), Job opportunity with low level education (47.38) and to gain experience (46.52).

Table 6 Ranking of **factors influences for The People to Stay in The Amara Raja Batteries Limited**

Factor	Factor Name	Total score/No of respondents	Average Score	Rank
F1	Discipline Management	18257/360	50.71	VI
F2	Supervisory Style	18787/360	52.18	IV
F3	Better Paying Job	28143/360	78.17	I
F4	Interesting Work	16727/360	46.46	X
F5	Easy to leave/No bond	17825/360	49.51	VIII
F6	Co-Workers	19749/360	54.85	II
F7	Good location	3790/360	10.52	XIII
F8	Adequate training practices linked with career growth opportunities	19580/360	54.38	III
F9	Secured Job	18136/360	50.37	VII
F10	Reward for performance	18310/360	50.86	V
F11	No workplace harassment	14639/360	40.66	XI
F12	Welfare Measures	17374/360	48.26	IX
F13	Company Standards	13409/360	37.24	XII

From the Garrett's ranking table 6. The minimum and maximum score is 13409 to 28143 and the mean score value is from 78.17 to 10.52. the main five factors influence for the people to stay in **Amara *Raja Batteries Limited are*** summarized as follows: better paying job (78.17), co-workers (54.85), Adequate training practices linked with career growth opportunities (54.38), supervisory style (52.18) and Reward for performance (50.86).

Table 7 Multiple correlation between employee retention strategies and turnover intention

	N	Correlation coefficient (r)	Sig.
Learning and development opportunities in the organisation	360	.291**	.000
Provide job-specific training	360	.416**	.000
Exciting work and challenge	360	.671**	.000
Engagement/job satisfaction survey	360	.409**	.000
Appropriate fitment of the person to the job	360	.306**	.000
Provide flexible work arrangement	360	.297**	.000
Career growth	360	.288**	.000
Provide mentoring to employee	360	.296**	.000
Structured orientation training for new employee	360	.290**	.000
Offer competitive pay	360	.271**	.000
Job security	360	.302**	.000
Recognisation	360	.298**	.000
Autonomy in job	360	.357**	.000
Meaningful work	360	.356**	.000
Provide competitive vacation benefits	360	.368**	.000
Provide information about job/organisation	360	360**	.000
**. Correlation is significant at the 0.01 level (2-tailed).			
*. Correlation is significant at the 0.05 level (2-tailed).			

As shown in Table 7, the Pearson Correlation between employee retention strategies and turnover intention is positive. This indicates that there is a very significant (positive) relationship between Learning and development opportunities in the organisation (r=0.291, p<0.01), Provide job-specific training to employee (r=0.416), Exciting work and challenge (r=.671),Engagement/job satisfaction survey(r=0.409),

Appropriate fitment of the person to the job (r=0.306), Provide flexible work arrangement (r=0.297), Career growth (r=0.288), Provide mentoring to employees (r=0.296), Structured orientation training (r=0.290),Offer competitive pay (r=0.271), Job security (r=0.302), Recognisation(r=0.298), Autonomy in job (r=0.357), Meaningful work (r=0.356), Provide competitive vacation benefits (0=.368) and Provide information about job/organisation (0.360). From these results it is concluded that all employee retention strategies are have a positive impact on turnover intention.

Table 8 Regression analysis between employee retention strategies and turnover Intention

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.839[a]	.703	.690	.53327
a. Predictors: (Constant), Job security , Structured orientation training, Meaningful work , Learning and development opportunities in the organisation, Engagement/job satisfaction survey , Exciting work and challenge , Provide mentoring, Provide job-specific training, Provide flexible work arrangement , Career growth , Appropriate fitment of the person to the job, Recognisation , Offer competitive pay, Provide competitive vacation benefits , Autonomy in job , Provide information about job/organisation				
b. Dependent Variable: turnover Intention				

In Table 8, the column adjusted R shows 0.69 (69%). It indicates that the 16 independent variables: Job security , Structured orientation training for new employees, Meaningful work, Learning and development opportunities in the organisation, Engagement/job satisfaction survey, Exciting work and challenge, Provide mentoring, Provide job-specific training, Provide flexible work arrangement, Career growth, Appropriate fitment of the person to the job, Recognisation , Offer competitive pay, Provide competitive vacation benefits , Autonomy in job , Provide information about job/organisation . It means that 69% of the variance had been explained by the 16 independent variables. Another 31% is unexplained. In other words, 69.2% of Job security , Structured orientation training, Meaningful work , Learning and development opportunities in the organisation, Engagement/job satisfaction survey , Exciting work and challenge , Provide mentoring, Provide job-specific training, Provide flexible work arrangement , Career growth , Appropriate fitment of the person to the job, Recognisation , Offer competitive pay, Provide competitive vacation benefits , Autonomy in job , Provide information about job/organisation to turnover intention. The remaining 31% are other factors that contribute to turnover intention.

Table 9 ANOVA analysis for employee retention strategies

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	231.259	16	14.454	50.826	.000[b]
	Residual	97.540	343	.284		
	Total	328.800	359			
a. Dependent Variable: Turnover Intention						
b. Predictors: (Constant), Job security, Structured orientation training, Meaningful work, Learning and development						

opportunities in the organisation, Engagement/job satisfaction survey , Exciting work and challenge , Provide mentoring, Provide job-specific training to, Provide flexible work arrangement , Career growth , Appropriate fitment of the person to the job, Recognisation , Offer competitive pay, Provide competitive vacation benefits , Autonomy in job , Provide information about job/organisation

Based on the result from Table 9, the model is highly significant and accepted because the p-value of F ratio is less than 0.05. Job security , Structured orientation training, Meaningful work , Learning and development opportunities in the organisation, Engagement/job satisfaction survey , Exciting work and challenge , Provide mentoring, Provide job-specific training, Provide flexible work arrangement , Career growth , Appropriate fitment of the person to the job, Recognisation , Offer competitive pay, Provide competitive vacation benefits , Autonomy in job , Provide information about job/organisation significantly influence employee turnover. It can be explained that the 16 independent variables: Job security , Structured orientation training, Meaningful work , Learning and development opportunities in the organisation, Engagement/job satisfaction survey , Exciting work and challenge , Provide mentoring, Provide job-specific training, Provide flexible work arrangement , Career growth , Appropriate fitment of the person to the job, Recognisation , Offer competitive pay, Provide competitive vacation benefits , Autonomy in job and Provide information about job/organisation in the regression model are able to be used to predict employees' intention to quit.

Table 10 Coefficients of Employee Retention Strategies

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.452	.093		4.846	.000
	Provide job-specific training	.168	.039	.168	4.295	.000
	Provide information about job/organisation	.124	.047	.121	2.663	.008
	Offer competitive pay	.084	.039	.090	2.155	.032
	Provide competitive vacation benefits	.097	.040	.101	2.461	.014
	Appropriate fitment of the person to the job	.099	.036	.107	2.760	.006
	Structured orientation training	.044	.030	.052	1.439	.051
	Provide mentoring	.024	.032	.026	.731	.465

Provide flexible work arrangement	.062	.033	.068	1.884	.050
Engagement/job satisfaction survey	.050	.029	.058	1.723	.056
Career growth	.044	.030	.053	1.464	.051
Learning and development opportunities in the organisation	.009	.029	.011	.314	.052
Exciting work and challenge	.038	.031	.045	1.235	.054
Meaningful work	.041	.036	.043	1.142	.059
Recognisation	.070	.037	.076	1.903	.058
Autonomy in job	.070	.046	.069	1.509	.059
Job security	.169	.045	.161	3.777	.0000

a. Dependent Variable: Turnover Intention

In Table 10, it shows that all the independent variables: Job security , Structured orientation training, Meaningful work, Learning and development opportunities in the organisation, Engagement/job satisfaction survey , Exciting work and challenge , Provide mentoring, Provide job-specific training, Provide flexible work arrangement , Career growth , Appropriate fitment of the person to the job, Recognisation , Offer competitive pay, Provide competitive vacation benefits, Autonomy in job and Provide information about job/organisation are making a statistically significant contribution to the equation (P<0.05).The beta computed from Table 10, provide job-specific training has the highest Beta (β=0.168). This denotes that Provide job-specific training is the most important contributor to reduce turnover intention to quit. Followed by Job security with β=0.161; Provide competitive vacation benefits β=101; Appropriate fitment of the person to the job β=0.107; Offer competitive pay β=0.090; Provide flexible work arrangement β=0.068 and lastly Structured orientation training for new ARTS with β=0.052 contribute significantly for predicting employee turnover intention to quit.

IX.   CONCLUSION

The effective management of human resources must be implemented both at a strategic and functional level, since the human resources strategy must evolve from a transactional support role to the association in the corporate strategy of the organizations. The human resources manager must apply tools for monetary retention strategies such as performance incentives, bonuses, salary increases. The tools of non-monetary conservation strategies should be designed according to requirements such as job enrichment, career program (lower level), training / training, flexibility of working hours, quarterly competition, high potential program, fun at work, one by one, regular discussions of round tables between the employees and their respective managers.

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