

Exploring the Key Human Resource Management Practices Affecting Employee Retention in West Bengal's Fhrai Hotels.

¹Abhijit Ghosh

Research Scholar- Le Cordon Bleu School of Hospitality & Tourism
GD Goenka University, Gurgaon, India.
abhijit.enigma@gmail.com

²Prof. (Dr.) Reena Sharma

Assistant Professor- Le Cordon Bleu School of Hospitality & Tourism
GD Goenka University, Gurgaon, India.
reena.sharma@gdgu.org

³Prof. (Dr.) Urvashi Kumari

Assistant Professor- Le Cordon Bleu School of Hospitality & Tourism
GD Goenka University, Gurgaon, India.
urvashi.kumari@gdgu.org

⁴Prof. (Dr.) Parvadhavardhini Gopalakrishnan

Professor- Hotel & Hospitality Management
Eastern Institute for Integrated Learning in Management, Kolkata, India.
g.parvadhavardhini@gmail.com

Abstract

This research examines the intricacies of employee retention in FHRAI (Federation of Hotel & Restaurant Associations of India) establishments in West Bengal. An investigation of the different facets of human resource management (HRM) practices and the impact such practices have on the performance of organizations is carried out. The goals of this study are to identify the crucial HRM practices, analyze their impact on employee retention, and provide suggestions for improving HRM methods. The research utilizes a quantitative method and includes questionnaires to acquire data from a sample of 100 workers. According to the results, there are significant relationships between human resource management methods and employee retention. These findings highlight the value of performance-based incentives, training and development programs, and participative decision-making processes. The results emphasize the need for FHRAI hotels to give priority to employee engagement, acknowledge the significance of participative management, and allocate resources to comprehensive HRM initiatives in order to cultivate a favorable work environment and achieve organizational success. Ultimately, the research provides practical insights and suggestions for FHRAI hotels in West Bengal to improve their HRM procedures, boost employee happiness, and attain long-term success in the fiercely competitive hospitality business.

Keywords:HRM practices, FHRAI hotels, organizational effectiveness, quantitative study, hospitality industry.

INTRODUCTION

In the hotel industry, keeping employees is very important because high change rates can have a big effect on how well the business does and how good the service is¹. In West Bengal's FHRAI (Federation of Hotel & Restaurant Associations of India) hotels, keeping a stable and enthusiastic staff is key to long-term success in a market where competition is fierce and customer tastes are always changing². So, if you want to solve problems with keeping employees, you need to understand and improve key human resource management (HRM) practices. This study starts to look into the different HRM practices that FHRAI hotels in West Bengal use to keep their employees. It aims to break down the complicated issues of sharing

¹Tripathy, P. K., & Akancha Trivedi, S. (2017). SELECTION AND RETENTION OF TALENT IN IT INDUSTRY: A STUDY IN THE STATE OF WEST BENGAL. *International Journal of Management (IJM)*, 8(4).

²Tiwari, P., Bandyopadhyay, S. N., & Giri, A. (2023). Factors influencing employees' retention in healthcare organizations of West Bengal: An empirical study. *Parikalpana KIIT Journal of Management*, 19(2), 31-44.

information, making decisions with involvement, performance-based awards, and training and development programs³. By looking into these basic areas of HRM, this study aims to find out what makes employees happy, loyal, and long-term in West Bengal's fast-paced hotel industry⁴.

The FHRAI hotels in West Bengal are like a small version of the hospitality industry as a whole: they have a diverse staff that works in a fast-paced and competitive setting⁵. There is a lot of history and culture in West Bengal, and the tourism industry is growing quickly. This makes it a great place to study how HRM practices affect keeping employees at FHRAI hotels. Rapid globalization and technological advances have changed the modern workplace⁶. To meet the changing needs of guests and stakeholders, FHRAI hotels face both unique challenges and opportunities in hiring, keeping, and growing staff⁷.

At the heart of this investigation are HRM methods that have a direct effect on keeping employees⁸. Sharing information is a key part of good communication within businesses because it helps people see things clearly, trust each other, and make sure that everyone is on the same page with their goals and standards⁹. Participation decision-making gives workers the power to make important contributions to how their company makes decisions. This creates a sense of ownership and connection¹⁰. Performance-based awards show appreciation for workers' work and encourage them to do their best¹¹. They also reinforce the behaviors that are wanted. Workers are also given the skills, information, and abilities they need to do well in their jobs and move up in the company through training and development programs¹².

These HRM practices are important for more than just keeping things running smoothly; they can also be used as strategic tools to make a company more effective, create a good work environment, and develop a bright and dedicated workforce. But because the hotel business is always changing and employees have different wants and standards, it's important to get a full picture of how these practices affect keeping workers¹³. This study aims to help come up with evidence-based HRM strategies that are specific to the problems and chances that FHRAI hotels in West Bengal face by shedding light on the underlying processes and environmental factors at play¹⁴.

Delving into the Dynamics of Performance-Based Rewards (PBR) in FHRAI Hotels

Performance-based awards (PBR) are an important part of managing human resources in FHRAI (Federation of Hotel & Restaurant Associations of India) businesses¹⁵. They are a way to thank and encourage workers based on their efficiency and efforts. In the very competitive and always-changing hospitality industry, FHRAI hotels rely on effective reward systems to motivate employees, encourage good performance, and eventually boost the efficiency of the business and make

³Tiwari, P., Bandyopadhyay, S. N., & Giri, A. (2023). Factors influencing employees' retention in healthcare organizations of West Bengal: An empirical study. *Parikalpana KIIT Journal of Management*, 19(2), 31-44.

⁴Roy, T. (2016). *Human resource management and rural development in West Bengal: a case study of Nadia district*.

⁵Bhattacharyya, D. (2021). *Impact of e-HRM on Transactional Functions of HRM: An empirical study on FMCG manufacturing companies located in West Bengal* (Doctoral dissertation, Vidyasagar University, Midnapore, West Bengal, India).

⁶Mutsuddi, I. (2016). *Employee retention and engagement practices in the healthcare sector: A study on medica super-specialty hospital, Kolkata*. *Delhi Business Review*, 17(1), 65-78.

⁷Sanyal, M. K., & Biswas, S. B. (2014). *Employee motivation from performance appraisal implications: Test of a theory in the software industry in West Bengal (India)*. *Procedia Economics and Finance*, 11, 182-196.

⁸Naskar, P. *Reinventing the Relevance of Employee Morale for Organisational Restoration: An Insight in Commerce and Industries Department of West Bengal*. *PURVOTTARAN*, 237.

⁹Santhanam, N., Kumar, J. R., Kumar, V., & Saha, R. (2021). *Employee turnover intention in the milieu of human resource management practices: Moderating role of work-life balance*. *International Journal of Business Innovation and Research*, 24(1), 57-75.

¹⁰Banerjee, S. (2018). *Impact of employee involvement on providing quality services in tourism sector for developing nation's economic potential-A study on West Bengal*. *International Journal of Business And Applied Social Science (IJBASS)*, 4(7).

¹¹Khemka, P., Nag, S., Das, D., Chakraborty, M., & Adhikary, S. *The Challenges of SDGS for Worker's Welfare in Lews of Large-Scale Industries in Connection with Howrah and Kolkata, West Bengal*. *International Journal of Computer Applications*, 975, 8887.

¹²Khemka, P., Nag, S., Das, D., Chakraborty, M., & Adhikary, S. *The Challenges of SDGS for Worker's Welfare in Lews of Large-Scale Industries in Connection with Howrah and Kolkata, West Bengal*. *International Journal of Computer Applications*, 975, 8887.

¹³Giri, A., Gangopadhyay, D. S., Majumder, J., & Paul, D. P. (2019). *Model development for employee retention in Indian construction industry using structural equation modeling (SEM)*. *International Journal Of Management (IJM)*, 10(4), 196-204.

¹⁴Reddy, C. M. *A STUDY ON EMPLOYEE RETENTION PRACTICES IN THE 'IT' SECTOR*. Archers & Elevators Publishing House.

¹⁵Chakraborty, D., & Biswas, W. (2021). *Enlivening workplace climate through strategic human resource management initiatives: Unleashing its efficacy*. *Business Perspectives and Research*, 9(3), 427-445.

customers happy¹⁶. The point of this study is to look into the complicated workings of performance-based rewards in FHRAI hotels. It will look at how they are set up, how they are used, and how they affect employee behavior, motivation, and stay.

The principle behind performance-based incentives is that individuals should be rewarded monetarily and given recognition depending on the degree to which they are successful in achieving certain objectives. FHRAI hotels use a variety of award systems, such as cash benefits, bonuses, recognition programs, and non-monetary perks, to encourage people to do good things and achieve their goals¹⁷. Often, these prizes depend on how well you do in things like how satisfied your guests are, how much money you make, how well you serve your customers, and how well you follow business rules and principles¹⁸.

When creating and using performance-based incentive systems in FHRAI hotels, many things need to be carefully thought out. These include making sure that the rewards are in line with the organization's goals and objectives, that the performance criteria are clear and easy to understand, that rewards are given equally to all employees, and that all employees can see their chances of getting rewards¹⁹. A good system of rewards should promote a culture of equality, in which all employees, regardless of their rank or length of service, are recognized and rewarded based on their efforts and achievements²⁰.

Also, performance-based rewards are very important for keeping staff motivated and involved in FHRAI hotels²¹. Reward systems may encourage employees to strive for greatness, take responsibility for their jobs, and go above and beyond in order to give guests the best service possible by giving them real, substantial benefits for going above and beyond. Performance-based awards also help create a sense of fairness and justice at work²². This makes workers feel like their hard work and efforts are valued and appreciated, which leads to higher job happiness and loyalty to the company²³.

Furthermore, performance-based rewards have an impact on more than just individual drive²⁴. They also have an impact on the overall results of an organization, including the retention and exit rates of staff. Hotels that are part of FHRAI and set up and run performance-based reward systems well are more likely to have lower employee turnover²⁵. These things happen because workers want to stay with and move up in a company that rewards them for their hard work. Also, performance-based awards might help build a good company culture characterized by strong work ethic, teamwork, and a commitment to reaching shared goals²⁶.

¹⁶Thakur, M. (2015). *Impact of Talent Management Practices on Employee Engagement and Employee Retention-A Study at Bokaro Steel Plant* (Doctoral dissertation).

¹⁷Sanyal, M. K., & Biswas, S. B. (2014). *Linkage between Effectiveness of Project Team and Employee Engagement: Mediating Role of Innovative Work Culture in Some Selected IT Companies in West Bengal (India)*. *JIS Management Vista*, 34.

¹⁸Saha, A., & Banerjee, K. *Employee Engagement and Job Satisfaction complement each other: A brief review in Steel and Heavy Metal Industries of West Bengal*.

¹⁹Sanyal, M. K., Biswas, S. B., & Ghosh, R. (2017). *Implication of Performance Appraisal process on Employee Engagement Mediated Through the Development and Innovation Oriented Culture: A Study on the Software Professionals of IT Companies in West Bengal*. In *Proceedings of the First International Conference on Intelligent Computing and Communication* (pp. 277-294). Springer Singapore.

²⁰Sanyal, M. K., Biswas, S. B., & Ghosh, R. (2017). *Implication of Performance Appraisal process on Employee Engagement Mediated Through the Development and Innovation Oriented Culture: A Study on the Software Professionals of IT Companies in West Bengal*. In *Proceedings of the First International Conference on Intelligent Computing and Communication* (pp. 277-294). Springer Singapore.

²¹Tiwari, P., & Saxena, K. (2012). *Human resource management practices: A comprehensive review*. *Pakistan business review*, 9(2), 669-705.

²²Ichniowski, C., Shaw, K. L., & Prennushi, G. (1995). *The effects of human resource management practices on productivity*.

²³Schuler, R. S., & MacMillan, I. C. (1984). *Gaining competitive advantage through human resource management practices*. *Human resource management*, 23(3), 241-255.

²⁴Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2015). *Employee engagement, human resource management practices and competitive advantage: An integrated approach*. *Journal of organizational effectiveness: People and performance*, 2(1), 7-35.

²⁵Kianto, A., Sáenz, J., & Aramburu, N. (2017). *Knowledge-based human resource management practices, intellectual capital and innovation*. *Journal of Business Research*, 81, 11-20.

²⁶Kianto, A., Sáenz, J., & Aramburu, N. (2017). *Knowledge-based human resource management practices, intellectual capital and innovation*. *Journal of Business Research*, 81, 11-20.

Exploring the Multifaceted Approaches to Training and Development (TI) Initiatives

Training and development (TI) efforts are an important part of managing human resources in FHRAI (Federation of Hotel & Restaurant Associations of India) businesses²⁷. They are seen as a smart way to improve employees' skills, help them move up in their careers, and help the company grow²⁸. In the fast-paced and always-changing hospitality industry, FHRAI hotels rely on extensive training and development programs to give employees the information, skills, and abilities they need to provide great customer service and do well in their jobs. This study looks into the different ways that FHRAI hotels teach and improve their staff. It looks at how these methods are made and used, as well as how they impact employee success, happiness, and loyalty²⁹.

FHRAI hotels offer a range of training and development options, such as official training programs, learning on the job, coaching programs, cross-functional training events, and online learning tools³⁰. These efforts are tailored to meet the specific needs and tastes of employees across various areas and levels of the company, ensuring that they are relevant, easy to access, and effective³¹. Continuous education and training programs help employees at all levels, from entry-level workers to top leaders. These programs are meant to improve employees' skills, knowledge, and chances of moving up in the hotel industry.

FHRAI hotels plan and carry out their training and development programs based on a number of important concepts³². These principles include making sure that the projects are in line with the organization's goals and objectives, related to the roles and responsibilities of the people involved, easy to access and adaptable, and include ways for review and feedback³³. Well-designed training programs are meant to target specific areas where people are lacking skills, boost work performance, and open up job paths within the company. FHRAI hotels also use technology and unique teaching methods to make training materials interesting and engaging, so they can fit the needs and styles of all students³⁴.

In FHRAI hotels, training and growth programs also have a big effect on how engaged and happy the staff is. By engaging in employee growth and professional development, companies show that they care about creating a healthy and happy workplace. This dedication makes employees feel valued, inspired, and given the freedom to do their best job. Training and development programs also encourage a mindset of constant improvement and new ideas. They do this by pushing employees to try new things, learn new skills, and adjust to shifting customer tastes and industry trends³⁵.

Training and development activities also have an effect on things like employee engagement and the overall success of the company, in addition to improving the performance of individuals. Hotels that are part of FHRAI and put a lot of emphasis on training and development events are more likely to have happy, engaged, and loyal employees. This is because workers know how important it is to put money into their professional growth and development. Additionally, employees who have had thorough training and have advanced skills are better able to provide excellent service to customers, which makes customers happier and more loyal.

²⁷Muñiz, M. N., Altinis-Kiraz, C., & Emenike, M. E. (2021). *Extending equity, access, and inclusion: An evolving multifaceted approach to transform a general chemistry course at a large, flagship, research institution*. *Journal of Chemical Education*, 99(1), 227-238.

²⁸Bos-Nehles, A., Bondarouk, T., & Labrenz, S. (2017). *HRM implementation in multinational companies: The dynamics of multifaceted scenarios*. *European Journal of International Management*, 11(5), 515-536.

²⁹Shah, I. A., Csordas, T., Akram, U., Yadav, A., & Rasool, H. (2020). *Multifaceted role of job embeddedness within organizations: development of sustainable approach to reducing turnover intention*. *Sage Open*, 10(2), 2158244020934876.

³⁰Krupp, N. L., Fiscus, C., Webb, R., Webber, E. C., Stanley, T., Pettit, R., ... & Davis, S. D. (2017). *Multifaceted quality improvement initiative to decrease pediatric asthma readmissions*. *Journal of Asthma*, 54(9), 911-918.

³¹Hoppe, T., Graf, A., Warbroek, B., Lammers, I., & Lepping, I. (2015). *Local governments supporting local energy initiatives: Lessons from the best practices of Saerbeck (Germany) and Lochem (The Netherlands)*. *Sustainability*, 7(2), 1900-1931.

³²Blum, D., Beaubien-Souligny, W., Silver, S. A., & Wald, R. (2019). *Thinking volume first: developing a multifaceted systematic approach to volume management in hemodialysis*. *Canadian Journal of Kidney Health and Disease*, 6, 2054358119879776.

³³Kuo, T., Inkelas, M., Arah, O. A., & Manuel, V. G. (2020). *4115 Fostering a learning environment to train and support versatile scientists who integrate science into real world operations of complex, dynamic health and public health systems*. *Journal of Clinical and Translational Science*, 4(s1), 132-132.

³⁴Väisänen, S., & Hirsto, L. (2020). *How can flipped classroom approach support the development of university students' working life skills?—university teachers' viewpoint*. *Education Sciences*, 10(12), 366.

³⁵Bell, B. S., & Moore, O. A. (2018). *Learning, training, and development in organizations: Emerging trends, recent advances, and future directions*. *The SAGE handbook of industrial, work, & organizational psychology*, 215-233.

Unveiling the Complexities of Employee Retention (ER) Challenges in FHRAI Hotels

When it comes to FHRAI hotels, keeping employees is very important because high staff churn can hurt the organization's work, the level of service, and the happiness of guests. This study looks at the many problems that FHRAI hotels have keeping workers³⁶. It shows how complicated the relationships are between many factors that affect how many employees leave and how long they stay in the fast-paced hotel business³⁷.

FHRAI hotels work in a fast-paced and competitive environment where demand changes with the seasons and there is strong competition for skilled workers. Despite many problems, hotels still try to hire and keep skilled and motivated staff. These factors make the process of keeping employees more difficult³⁸. The hotel business is also very temporary and seasonal, which makes it harder to keep employees because they may look for better job opportunities or higher pay elsewhere.

The main things that make it hard for FHRAI restaurants to keep employees are pay and perks, work-life balance, career growth chances, the culture of the company, and how well leaders do their jobs³⁹. Employees often say that not getting paid enough, not having many opportunities to move up, and not being recognized are the main reasons they look for work elsewhere. Also, things that make it hard to balance work and personal life, like long hours, unpredictable schedules, and demanding workplaces, make workers more likely to get burned out and unhappy, which leads to higher turnover rates.

Also, the company culture has a big impact on how long employees stay with FHRAI hotels. There is a chance that workers will be loyal and dedicated if they work in a positive and inspiring setting with open communication, mutual respect, and active participation⁴⁰. On the other hand, skilled workers might leave a company if the atmosphere at work is toxic or broken, with bad management, closed doors, and few opportunities for advancement.

Also, staff change has effects on organizations that go beyond the direct costs of hiring new people and teaching them. These effects can include lower output, loss of knowledge, and lower confidence. Hotels that are part of FHRAI that have problems with high staff change may have trouble providing services, staff that is less motivated, and customers who are less satisfied. This can hurt the firm's total performance and ability to compete⁴¹.

A thorough plan is needed to deal with the complicated problem of keeping staff in FHRAI hotels. This plan should include smart techniques for managing human resources, building strong leadership, changing the culture of the company, and starting programs to get workers involved. To help keep employees and encourage loyalty, FHRAI restaurants should take action, like raising salaries and perks, creating a healthy work environment, and giving employees big chances to advance in their careers⁴².

Getting employees involved through processes for participation and decision making (PDM)

Participation decision-making (PDM) methods are important for getting employees in FHRAI (Federation of Hotel & Restaurant Associations of India) businesses to be involved and give them power⁴³. This study looks into the different ways

³⁶Singh, R., & Sihag, P. (2023). Role of empowering leadership as a mediator between HPWPs and Gen Y employee engagement: evidence from Indian hotels. *Journal of Hospitality and Tourism Insights*.

³⁷Nazir, O., & Islam, J. U. (2020). Influence of CSR-specific activities on work engagement and employees' innovative work behaviour: An empirical investigation. *Current Issues in Tourism*, 23(24), 3054-3072.

³⁸Nazir, O., & Islam, J. U. (2020). Influence of CSR-specific activities on work engagement and employees' innovative work behaviour: An empirical investigation. *Current Issues in Tourism*, 23(24), 3054-3072.

³⁹Agarwal, I. (2018). Assessing the Relationship Between Total Quality Management Market Orientation and Service Sector Performance with Reference to Hospitality Industry.

⁴⁰Sharma, S. K. (2020). An assessment and development of service quality framework of homestay in Sikkim.

⁴¹Is'haq Ibrahim, K. A. (2019). The impact of challenging work on employee's retention in the manufacturing industry in Klang valley. *International Journal of Psychology and Cognitive Science*, 5(1), 1-8.

⁴²Malik, E., Baig, S. A., & Manzoor, U. (2020). Effect of HR practices on employee retention: The role of perceived supervisor support. *Journal of Public Value and Administrative Insight*, 3(1), 1-7.

⁴³Welch, L., & Brantmeier, N. K. (2021). Examining Employee Retention and Motivation Trends in Research Administration. *Journal of Research Administration*, 52(2), 70-86.

that workers are involved in processes of participatory decision-making (PDM). It looks at how important PDM is in the hotel industry, what its pros and cons are, and what methods are best⁴⁴.

In FHRAI hotels, part of the PDM process is getting workers involved in making decisions about the business. This includes planning strategies, making policies, improving operations, and coming up with new services. By asking employees for input, ideas, and feedback, PDM methods let workers at all levels of the business bring their own unique perspectives, insights, and skills to the decision-making process. This encourages people to work together, take responsibility, and own their work.

Getting staff involved in participatory decision-making (PDM) processes is important because it can help FHRAI hotels be more creative, come up with new ideas, and solve problems. Organizations can use the combined knowledge and intelligence of their employees to come up with new ideas, find places to improve, and start good changes in how they run, provide services, and treat visitors. Participative Decision Making (PDM) methods also help workers feel like they own their jobs and are dedicated to the company because they help set its goals and determine its future direction⁴⁵.

Still, it's not always easy to include workers in processes for participatory decision-making (PDM). Hotels in the FHRAI group may face resistance to change, questions about the value of staff involvement, and worries about who has the power and responsibility to make decisions. Also, it might be hard for businesses to use PDM processes effectively because of the difficulties of working with different organizational systems, communication problems, and cultural values⁴⁶. Overcoming these problems requires constant support from strong leaders, clear lines of communication, and a commitment to creating a space where people trust each other, are honest, and work together.

The best ways to get workers involved in Participative Decision Making (PDM) processes in FHRAI hotels are to set clear goals and objectives, give workers full training and support so they can actively contribute, and set up ways to get feedback and make sure that employee input is followed up on. Firms may also use technology and digital platforms to improve virtual teamwork and decision-making. This is especially true now that the pandemic is over and more people are working from home and holding virtual meetings⁴⁷.

Including people in Participative Decision Making (PDM) processes has benefits that go beyond making the business run better. They also have broader effects, like making employees happier, more motivated, and more likely to stay with the company. Participative With the use of Decision-Making (PDM) strategies, hotels that are members of the FHRAI are more likely to have staff that are more engaged, loyal, and devoted to their work. This is due to the fact that workers have the perception that they are respected, appreciated, and included in the decision-making process. Product Data Management (PDM) practices also encourage a culture of constant improvement and innovation, giving people the freedom to take responsibility for their work and help the business succeed.

OBJECTIVES

1. Identify and analyze HRM practices in FHRAI hotels in West Bengal, including information sharing, decision making, rewards, and training initiatives.
2. Examine HRM practices' impact on employee retention in FHRAI hotels, focusing on communication, involvement, rewards, development, and satisfaction.

LITERATURE REVIEW

Staff retention and effectiveness are vital for attaining objectives in businesses, including the hotel sector. Nevertheless, elevated rates of employee attrition present difficulties. The importance of motivation in decreasing employee turnover and increasing productivity is sometimes disregarded. Employees who are driven are more inclined to be efficient and generate

⁴⁴Schaap, P., & Olckers, C. (2020). *Relationships between employee retention factors and attitudinal antecedents of voluntary turnover: An extended structural equation modelling approach*.

⁴⁵Tadesse, W. M. (2018). *Factors affecting employee retention in Ethiopian public organizations*. *Journal of Strategic Human Resource Management*, 7(3), 22-32.

⁴⁶Kurdi, B., & Alshurideh, M. (2020). *Employee retention and organizational performance: Evidence from banking industry*. *Management Science Letters*, 10(16), 3981-3990.

⁴⁷Khalid, K., & Nawab, S. (2018). *Employee participation and employee retention in view of compensation*. *Sage Open*, 8(4), 2158244018810067.

work of high quality. This study investigates the influence of motivating variables on staff productivity, job satisfaction, and customer service excellence in the hotel business of Kolkata. A comparative analysis of workers' viewpoints from different hotels is conducted using empirical research, which includes interviews and questionnaires. SPSS 16.0 is used for data analysis to determine the primary factors that contribute to employee happiness and effectiveness. The objective of this research is to provide companies with guidance on comprehending employee requirements, strategizing welfare initiatives, and minimizing staff turnover in order to enhance productivity⁴⁸.

The purpose of this study is to investigate the relationship between leaders' positive humor (LPH), employee engagement (EE), employee job satisfaction (EJS), and employee turnover intention (ETI) in the hospitality sector. An examination of the data collected from 272 employees in Kolkata, India, was carried out with the use of the PROCESSMACRO. With regard to JS, EE, and ETI, the findings suggest that LPH exerts a significant amount of effect. Employee engagement is a more reliable indicator of the likelihood of employees leaving their jobs compared to job satisfaction. Both work satisfaction and engagement operate as mediators in the association between LPH (Leadership Perceived by Hospitality employees) and ETI (Employee Turnover desire). This suggests that LPH enhances engagement and satisfaction, while also decreasing the desire to leave one's job in the hospitality business.⁴⁹

Within the context of organizational competitiveness, the activities of planning and organizing play a crucial role, necessitating a concentration on fundamental skills and abilities in order to achieve an edge. Sustainability has become a fundamental principle of management study in the era of globalization. Achieving a competitive edge relies on providing value and being inventive, but sustainability is crucial for ensuring long-term success. Retention of human resources is crucial in private hospitals to prevent brain drain and address skill shortages, thereby improving service delivery. This research examines the variables that affect employee retention by applying Exploratory Factor Analysis (EFA) to find the key dimensions. Proficiency, Professional Growth, Dependability, and Adaptability.⁵⁰

The demand for affordable hotel accommodations in India is substantial, especially among cost-conscious travelers, resulting in notable expansion in this industry. The management of this development relies heavily on human resources, since hotel workers are responsible for delivering vital services to consumers. Efficient human resource practices are crucial for recognizing and incentivizing employees, improving workplace satisfaction, and increasing productivity. Performance assessment methods play a crucial role in fostering trust and confidence among workers. An investigation done at budget hotels in Kolkata exposed deficiencies in the evaluation procedure, especially for contract employees who expressed a dearth of chances for professional growth or progress in their careers. The study conducted a survey of 232 employees across several departments, using SPSS Version 20.0 and employing stratified random sampling for data analysis. The findings emphasized specific areas where HR processes may be improved, particularly for employees on contractual agreements⁵¹.

METHODOLOGY

Research Design

In this study, a quantitative research technique was used to investigate the relationship between human resource management practices and employee retention at FHRAI (Federation of Hotel & Restaurant Associations of India) enterprises located in Kolkata. A method known as cross-sectional surveying will be used in order to gather information from employees working inside these hotels. With the help of this form, it is possible to conduct an analysis of the

⁴⁸Biswakarma, S. K., & Sharma, S. (2015). *Impact of Motivation on Employee's Turnover and Productivity in Hotels (FHRAI listed) of Kolkata*. *International Journal of Innovative Research and Development*, 4(13). Retrieved from <https://scholar.sscll.in/index.php/IJIRD/article/view/142982>

⁴⁹Piramanayagam, S., & Sea, P. (2023). *Leader's Positive Humour and Employee Turnover Intention—Role of Employee Engagement and Job Satisfaction as Mediators*. In *INDAM: Indian Academy of Management at SBM-NMIMS Mumbai* (pp. 683-694). Singapore: Springer Nature Singapore.

⁵⁰Biswas, S. (2018, January). *Factors affecting employee retention: a reference to private hospitals in West Bengal*. In *Doctoral Colloquium* (p. 261).

⁵¹Maiti, S., & Chourasia, B. (2022). *A Study of The Perceptions of Permanent and Contract Employees Towards Performance Appraisals in Budget Hotels in Kolkata*. *Journal of Positive School Psychology*, 6(8), 10210-10219.

interactions and linkages that exist between variables at a certain time. This provides valuable insights into the current state of human resource management techniques and the impact that these practices have on employee retention.

Participants

The research includes personnel employed at FHRAI hotels situated in Kolkata. The target demographic consists of people from several departments and hierarchical levels within the hotels, including frontline staff, supervisors, managers, and executives. A survey will be conducted with a sample size of 100 workers, chosen using random sampling procedures. The chosen sample size is considered enough to provide statistically significant findings while also allowing for reasonable data gathering and processing.

Data Collection Instruments

The main tool used to collect data for this research is a well-organized questionnaire specifically created to gather information on different areas of human resource management practices and how they are believed to affect employee retention. The questionnaire comprises of multiple-choice and Likert scale items, enabling respondents to articulate their viewpoints, encounters, and perceptions regarding crucial HRM practices such as information dissemination, performance-linked incentives, training and development endeavors, participatory decision-making procedures, and overall employee retention strategies.

Data Collection Procedure

The data collecting approach would include disseminating the survey questionnaire to a specifically chosen sample of 100 staff employed at FHRAI hotels located in Kolkata. In order to achieve optimal engagement and a high rate of response, the survey will be conducted electronically via the use of online survey platforms such as Google Forms or SurveyMonkey. Each participant will get a unique survey hyperlink and detailed instructions on how to complete the questionnaire. Measures will be taken to protect confidentiality and anonymity in order to promote truthful replies. In addition, reminders and further contact will be issued to those who have not responded in order to increase their involvement.

Data Analysis

The data will be evaluated using the research of Moment Structures (AMOS) program, a commonly used tool for doing structural equation modeling (SEM) research. Structural Equation Modeling (SEM) is a robust statistical method that enables the evaluation of intricate theoretical models and the analysis of correlations among several variables concurrently. This research will use Structural Equation Modeling (SEM) to examine the connections between crucial Human Resource Management (HRM) practices, such as information exchange, performance-based incentives, and training and development, and staff retention at FHRAI hotels. The SEM analysis will include estimating path coefficients, standard errors, and goodness-of-fit indices to evaluate the overall model fit and the strength of correlations between variables. In addition, one may do mediation and moderation studies to investigate possible mechanisms and moderators that influence the link between human resource management (HRM) practices and employee retention.

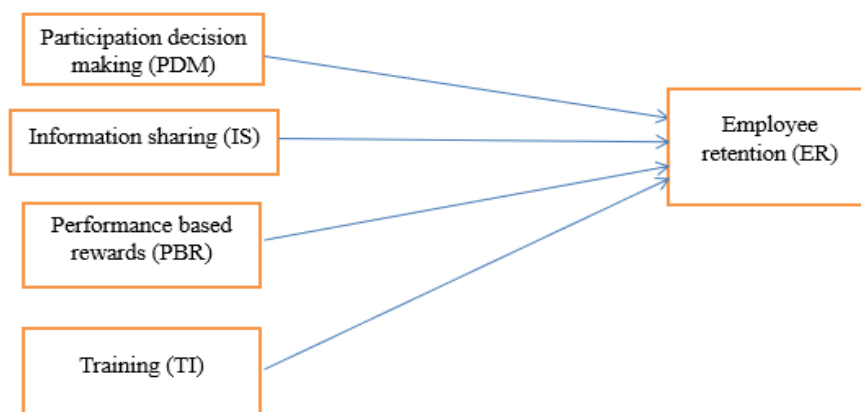


Figure 1. Conceptual framework

RESULT AND ANALYSIS

Demographic Statistics		
	Frequency	Percent
Gender:		
Male	73	73.0
Female	27	27.0
Age:		
18-25	27	27.0
26-35	38	38.0
36-45	24	24.0
46-55	9	9.0
56 and above	2	2.0
Education Level:		
Some college or associate degree	12	12.0
Bachelor's degree	65	65.0
Master's degree	17	17.0
Doctorate or professional degree	6	6.0
Position/Job Title		
Senior-level	14	14.0
Managerial/Supervisory	16	16.0
Executive/Leadership	70	70.0
Years of Experience:		
Less than 1 year	6	6.0
1-3 years	50	50.0
4-7 years	33	33.0
8-10 years	11	11.0
Company Size:		
Small (1-50 employees)	3	3.0
Medium (51-500 employees)	80	80.0
Large (501+ employees)	17	17.0
Employment Status:		
Full-time	84	84.0
Contractual	16	16.0

The demographic data provide useful insights into the makeup of participants in the research, revealing distinct features among the FHRAI hotels in Kolkata. The gender distribution of the respondents shows a significant majority of male participants, accounting for 73.0% of the sample, while female participants make up 27.0%. The gender imbalance seen in the hospitality business suggests that there may be differences in the workforce, indicating a tendency where males tend to dominate certain jobs or hierarchies within FHRAI hotels. This disparity needs more investigation in order to comprehend its fundamental origins and consequences for gender diversity and inclusion efforts within the sector.

The survey shows a varied representation across all age groups in terms of age demographics. The most significant group consists of individuals aged 26-35, making up 38.0% of the sample. The second biggest group is the 18-25 age range, accounting for 27.0%. Nevertheless, there is a progressive decrease in the level of involvement among those in older age groups, with a mere 2.0% of survey participants aged 56 and older. The distribution of workers at FHRAI hotels indicates a mostly young workforce, with a substantial number of individuals in their twenties and thirties. Analyze the demographic

makeup of age cohorts to develop HR strategies that cater to the varied requirements and inclinations of workers at various points in their professional journeys.

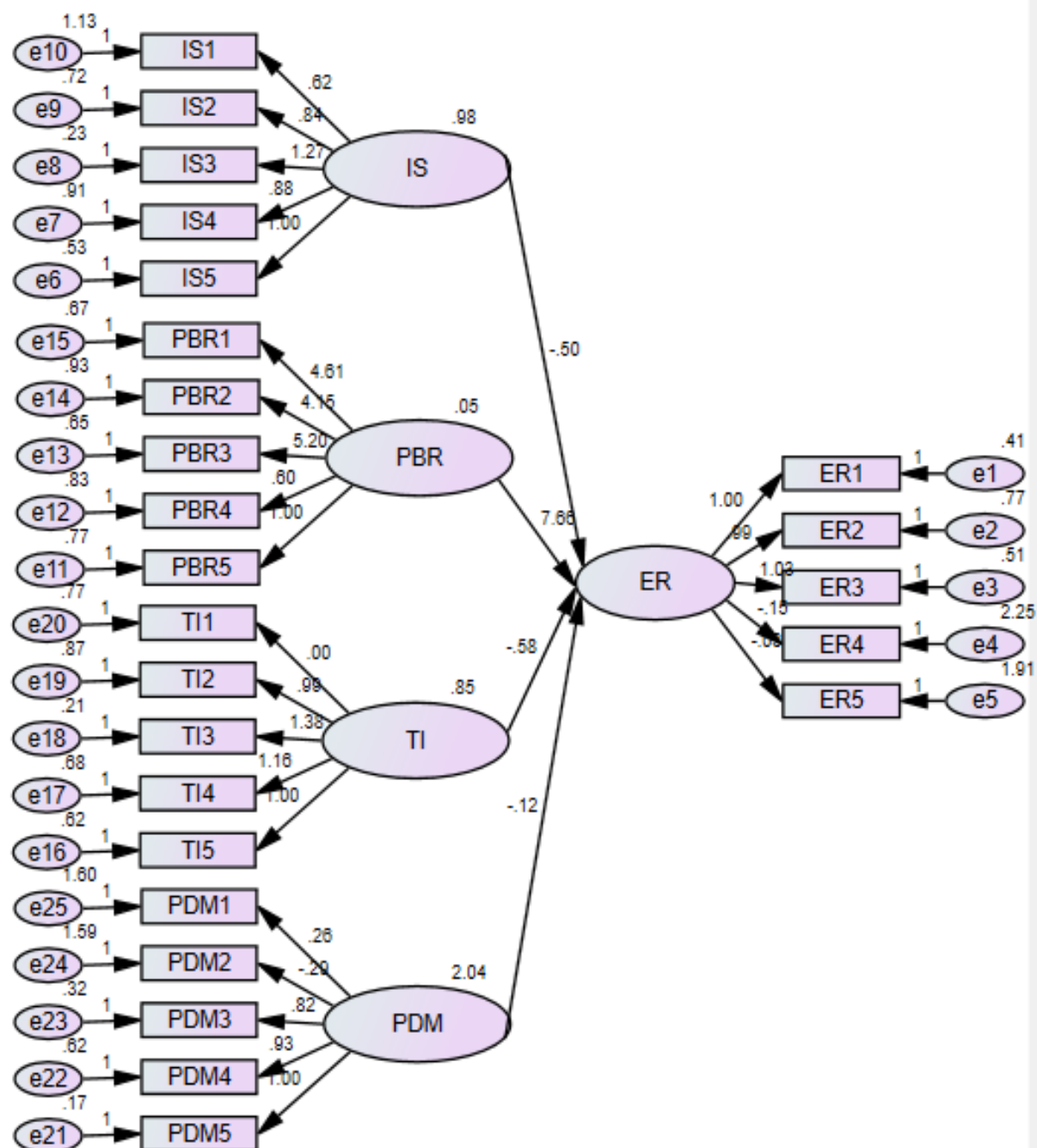
The majority of respondents have achieved Bachelor's degrees (65.0%), followed by those with Master's degrees (17.0%) and Doctorate or professional degrees (6.0%) in terms of educational achievement. In addition, 12.0% of respondents said that they had completed some college or obtained an associate degree. The distribution of educational attainment among workers at FHRAI hotels indicates a workforce that is well-educated, as seen by the relatively high level of education. A profile of this kind may have an impact on recruiting strategies, career development programs, and the overall organizational culture in the hospitality industry. This emphasizes the significance of using workers' educational backgrounds to improve the performance and creativity of the firm.

The survey results indicate that the largest proportion of respondents hold executive/leadership jobs (70.0%), followed by managerial/supervisory roles (16.0%) and senior-level posts (14.0%). The allocation of decision-making power and responsibility within FHRAI hotels indicates a hierarchical structure, with a notable concentration at the executive and leadership levels. An accurate comprehension of job position distribution is essential for evaluating the dynamics of leadership, communication channels, and decision-making processes inside businesses. This knowledge helps in developing strategies to enhance employee engagement, empowerment, and career advancement.

Furthermore, the examination of years of experience reveals that a significant majority of workers possess 1-3 years of experience (50.0%), with the next highest percentage being employees with 4-7 years of experience (33.0%). In addition, lower proportions were seen among participants with less than 1 year (6.0%) and 8-10 years of experience (11.0%). The distribution of personnel within FHRAI hotels highlights the fact that many of them are in the early stages of their careers, with a notable number of newbies and mid-level professionals. Gaining insight into workers' length of service and degrees of competence is crucial for creating customized onboarding programs, skill enhancement efforts, and retention strategies that cater to various career phases and levels of proficiency within the company.

Reliability and Validity Statistics	
Factors	Cronbach alpha
Information Sharing (IS)	0.723
Performance-Based Rewards (PBR)	0.801
Training and Development (TI)	0.753
Employee Retention (ER)	0.790
Participation Decision Making (PDM)	0.840

The reliability and validity statistics provide crucial insights into the strength and accuracy of the data gathered for the investigation. The survey measures for each component were evaluated for internal consistency reliability using Cronbach's alpha coefficients. The Cronbach alpha score for Information Sharing (IS) was 0.723, suggesting a reasonable degree of internal consistency across the items that measure this construct. Similarly, the Performance-Based Rewards (PBR) showed a greater degree of dependability, as shown by a Cronbach alpha value of 0.801. This suggests that the items connected to performance-based reward systems had strong internal consistency. The Training and Development (TI) had a Cronbach alpha of 0.753, which indicates that there is excellent internal consistency across the questions that evaluate the training programs and development possibilities inside the firm. The Employee Retention (ER) measure had a good degree of reliability, as shown by a Cronbach alpha coefficient of 0.790. This suggests that there is excellent internal consistency across the items used to assess the elements that influence employee retention. Finally, Participation Decision Making (PDM) showed the greatest degree of reliability compared to other components, with a Cronbach alpha value of 0.840. This indicates that there is strong internal consistency across the items that are connected to employee engagement in decision-making processes. The reliability statistics indicate that the survey instruments used to assess the primary elements of interest in the research demonstrate satisfactory to excellent levels of internal consistency, hence improving the dependability of the data gathered for analysis.



			Estimate	S.E.	C.R.	P
ER	<---	IS	-.495	.099	-4.996	***
ER	<---	PDM	-.118	.062	-1.898	.058
ER	<---	PBR	7.657	3.288	2.329	.020
ER	<---	TI	-.583	.110	-5.281	***
ER1	<---	ER	1.000			

			Estimate	S.E.	C.R.	P
ER2	<---	ER	.989	.063	15.625	***
ER3	<---	ER	1.026	.058	17.813	***
ER4	<---	ER	-.151	.086	-1.753	.080
ER5	<---	ER	-.034	.079	-.427	.669
IS5	<---	IS	1.000			
IS4	<---	IS	.878	.124	7.076	***
IS3	<---	IS	1.271	.125	10.204	***
IS2	<---	IS	.839	.113	7.403	***
IS1	<---	IS	.625	.124	5.043	***
PBR5	<---	PBR	1.000			
PBR4	<---	PBR	.598	.512	1.168	.243
PBR3	<---	PBR	5.205	2.259	2.304	.021
PBR2	<---	PBR	4.155	1.837	2.262	.024
PBR1	<---	PBR	4.607	2.009	2.294	.022
TI5	<---	TI	1.000			
TI4	<---	TI	1.160	.142	8.179	***
TI3	<---	TI	1.379	.145	9.512	***
TI2	<---	TI	.989	.139	7.092	***
TI1	<---	TI	-.002	.100	-.022	.983
PDM5	<---	PDM	1.000			
PDM4	<---	PDM	.926	.068	13.550	***
PDM3	<---	PDM	.823	.054	15.323	***
PDM2	<---	PDM	-.292	.092	-3.166	.002
PDM1	<---	PDM	.260	.092	2.816	.005

The investigation of structural equation modeling (SEM) produced substantial results about the connections between several variables that impact staff retention in FHRAI hotels in Kolkata. The estimates, standard errors (S.E.), critical ratios (C.R.), and p-values (P) provide valuable information on the magnitude and statistical significance of these relationships. The path coefficient between Information Sharing (IS) and Employee Retention (ER) is -0.495 (C.R. = -4.996, $p < 0.001$), indicating a negative association. This means that greater levels of information sharing are linked to lower employee retention rates. This discovery emphasizes the significance of clear communication channels and effective techniques for spreading information in promoting employee satisfaction and retention in the hospitality business.

Furthermore, the link between Participation Decision Making (PDM) and Employee Retention (ER) is negative, although not statistically significant. This is demonstrated by a path coefficient of -0.118 (C.R. = -1.898, $p = 0.058$). While the correlation may not reach conventional standards of significance, it indicates a pattern where more employee participation in decision-making processes may be associated with decreased retention rates. This discovery emphasizes the need for more exploration into the mechanics of participative management techniques and their influence on staff dedication and allegiance inside FHRAI hotels.

However, Performance-Based Rewards (PBR) have a strong positive correlation with Employee Retention (ER), as shown by a path coefficient of 7.657 (C.R. = 2.329, $p = 0.020$). This suggests that the introduction of efficient performance-based incentive programs is linked to increased staff retention rates at FHRAI hotels. These results emphasize the need of

acknowledging and incentivizing employee contributions and accomplishments to improve work satisfaction and organizational engagement.

In addition, there is a strong negative correlation between Training and Development (TI) and Employee Retention (ER), with a path coefficient of -0.583 (C.R. = -5.281, $p < 0.001$). This implies that implementing comprehensive training and development programs might potentially lead to reduced staff turnover rates in FHRAI hotels. Allocating resources towards employee skill development and providing chances for career progression may cultivate a feeling of professional development and satisfaction, ultimately encouraging employees to stay with the company for an extended period and fostering overall stability within the firm.

In addition, the study uncovers numerous noteworthy pathways inside the Employee Retention (ER) construct itself, labeled as ER1, ER2, ER3, ER4, and ER5. These routes depict the connections between several indications or aspects of employee retention, such as work satisfaction, organizational commitment, and desire to quit. The coefficients linked to these routes provide important insights into the relative significance and interaction of several elements that contribute to the total staff retention in FHRAI hotels.

In summary, the SEM analysis provides a detailed comprehension of the intricate connections between information sharing, involvement in decision making, incentives based on performance, training and development, and staff retention at FHRAI hotels in Kolkata. These results emphasize the complex nature of employee retention and emphasize the need of implementing comprehensive HRM strategies that tackle several aspects that affect employee happiness, commitment, and longevity in the hospitality business.

DISCUSSION

The examination of the structural equation modeling (SEM) data offers important insights into the variables that influence staff retention in FHRAI hotels in Kolkata. The inverse correlation between information sharing (IS) and employee retention (ER) implies that while open communication channels are crucial for organizational openness and effectiveness, an excessive amount of information sharing may ironically result in decreased employee retention rates. This discovery emphasizes the need of adopting a well-rounded strategy for sharing information, guaranteeing that workers are provided with pertinent information without experiencing a sense of being overwhelmed or flooded. Moreover, the lack of a substantial correlation between participation decision making (PDM) and employee retention (ER) prompts thought-provoking inquiries on the impact of employee engagement in decision-making procedures. Although the trend indicates a negative correlation, further study is necessary to investigate the underlying processes and contextual elements that might potentially modify this link. Conversely, the strong correlation between performance-based rewards (PBR) and employee retention (ER) highlights the significance of acknowledging and compensating employee efforts to promote work satisfaction and organizational loyalty. This discovery emphasizes the efficacy of incentive systems in motivating exceptional performance and fostering employee loyalty inside FHRAI hotels. Moreover, the strong inverse correlation between training and development (TI) and employee retention (ER) implies that effective training programs may help reduce employee turnover by improving their skills, abilities, and work contentment. Nevertheless, it is important to exercise care when interpreting this discovery, as it might also indicate that top-performing workers actively pursue training opportunities to further their professional growth, which could result in greater turnover rates within this specific group of employees. In summary, the discussion emphasizes the intricate relationship between different factors that affect employee retention in FHRAI hotels. It also emphasizes the importance of comprehensive HRM strategies that cater to the varied needs and preferences of employees, while simultaneously promoting organizational effectiveness and sustainability.

CONCLUSION

Overall, this study's results provide significant understanding on the determinants that impact staff retention at FHRAI hotels located in Kolkata. The investigation uncovered intricate connections between crucial human resource management practices and employee retention, providing insight into the intricate interaction of variables that influence employee happiness, dedication, and longevity in the hospitality business. The study found that sharing information had a negative impact on employee retention, indicating the importance of maintaining a balanced approach to communication. However, the relationship between employee participation in decision-making and retention was not statistically significant, suggesting the need for further investigation into the factors influencing employee involvement in decision-making. On the other hand, awards based on performance were shown to be a strong indicator of employee retention, emphasizing the

significance of well-designed incentive systems in promoting work satisfaction and commitment to the firm. Furthermore, it was shown that training and development activities had a notable adverse correlation with employee retention, highlighting the potential of comprehensive training programs in improving employee skills and abilities while encouraging long-term retention. These findings emphasize the importance for FHRAI hotels to implement comprehensive HRM strategies that consider various factors affecting employee satisfaction and retention. These strategies should include transparent communication, participatory decision-making processes, performance-based rewards, and comprehensive training and development programs. By adopting evidence-based HRM practices that prioritize employee well-being, development, and acknowledgment, FHRAI hotels can foster a positive organizational culture that promotes employee engagement, retention, and ultimately, organizational success in the competitive hospitality industry landscape of Kolkata.

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