

**Exploring the Impact of Human Resource Management Practices on Employee's Retention: Evidence from the Food and Beverage Industry in the State of Qatar**

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**Abstract:** Employee turnover is stated as a huge issue concerning business organizations in Qatar. The organizations in the food and beverage industry of Qatar try to retain the employees by using suitable and appropriate human resource policies. Consequently, the paper analyzed the influence of human resources management practices on employee's retention in the food and beverage industry of Qatar. In the present study, the researcher used a simple random sampling method to select the employees in the F&B industry in Qatar to minimize the chances of sampling error or fluctuations and biases in the data. According to the sample size calculation, 41 samples were used for data collection. But only 35 respondents were given responses to questionnaire filling. Therefore, 35 samples were only used in this study. Thus, a survey questionnaire was the research instrument. The questionnaire contained 14 close-ended questions, divided, into two sections, demographic and non-demographic. Considering the study objectives, the quantitative, data analysis method was applied in this study. The survey responses were converted into numeric values as those were collected through a replicable scale. Inferential, reliability, correlation and multiple regression analysis were applied to test the hypotheses. The study concluded that HR Recruitment policy, Training, and development program, Performance appraisal system; Reward system are important determinants of employee retention in the food and beverage industry of Qatar. Specifically, the reasons for increasing employee's turnover are lack of growth opportunities, poor communication, improper promotional activities, and misalignment of culture and value system, lack of decision-making ability, employee welfare, work-life imbalance and regular changes in job responsibilities. The study, therefore, recommended the following: greater employee's involvement in the HRM policy formulation and implementation, improved employee's compensation, social recognition, efficient top management support, as well as improved training and development in the food and beverage industry in Qatar.

**Keywords:** *Human Resource Management practices, employee's retention, factor analysis, Food and Beverage industry, Qatar.*

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## 1. Introduction

Employee's retention is largely met and satisfied by the kind of Human Resources (HR) practices and policies that are adopted in an organization (Olayisade & Awolusi, 2021). Consequently, a good Human Resources Management (HRM) helps in the accurate amount and kind of employee retention in an organization as well as in the whole of the food and beverage industry. This amount of employee retention also affects the overall employee turnover in an organization. Employee turnover can be stated to be a huge issue for any business organization related to this industry in Qatar (Bratton and Gold, 2017). The organizations try their utmost to manage and retain employees by making use of suitable and effective HR policies and practices to make the maximum out of the people working in their respective concerns. The issue of low employee retention has been seen in this specific industry operating in the country of Qatar.

To see through the facts of the problem and sort out effective remedies, the study has been taken into account and a specific topic of study has been chosen. Employee retention is one of the challenging issues in the food and beverage industry operating in the country of Qatar. It can be said that each year, more than 100% of the previously working individuals leave the industry. These results are due to a high level of competition among the staff and lower level of payments and incentives offered to them. The industry has been plagued with a high level of employee turnover, which overall damages and weakens the financial stability and capability of the organization and the hospitality concerns associated with the particular industry in the state of Qatar

(Dzeno Poljac et al., 2017). Thus, it is very important to understand the fact that how HR practices affect employee retention in the industry.

The understanding of this statement can be said to be the main issue to be covered in this whole assignment. It can be said that the proper HR practices have to be brought into action. It is seen that most of the concerns and institutes in this industry fail to frame up and adopt the right kind of HR practices and measures. This leads to the rise of dissatisfaction and less amount of job satisfaction among the staff and employees (Elbanna and Kamel, 2015). Thus, they do not feel interested in working in the same place. This results in mass job shifts, resignations and absenteeism. This crops up to be a huge issue for the smooth operation of the whole food and beverage industry operation in the country. This study has a huge scope and significance. In the context of the high level of employee turnover which can be seen in the F&B industry in the land of Qatar. The use of ineffective HR policies by the food and beverage industry has been a huge problem for the retention of employees (Baumann-Pauly and Nolan, 2016). Many times, it is seen that due to poor management, high level of competition, lower payments and unsuitable work environment leads to discerning among the employees they take up decisions to leave their jobs frequently. The right job schedules and long hours of work also catalyze the whole situation of employee turnover.

The right choice of the kind of HR is very important to make sure that the employee turnover rate remains low. To understand the basics of the right kind of HR policy, the study can be said to be having a great significance (Hollis, 2017). The ways by which HR can help in the retention of employees can be pointed out after carrying on with this study. The food and beverage industry offers unsuitable working space and poor leadership and performance appraisal, which leads to a huge amount of employees being less satisfied with their job profiles. This brings in the decision for them to leave their work. This becomes a huge matter of concern for the different business organizations functioning in this particular industry (Lasrado, 2018). The lack of consistency among the staff and the employees also turns out to be less rewarding for them and this phenomenon is catalyzed by the acute lack of proper knowledge among them (Aktaş and Yeasmin, 2015). Thus, the study of proper HRM practices and their overall impact on employee retention has a greater significance keeping in mind the different issues that crop up with the increase of employee turnover and fall in the rate of employee retention. Consequently, the main objective of the present study is to examine the influence of Human Resource Management on employee's retention in the food and beverage industry of Qatar. However, the specific objectives are as follows:

- To find out the effect of recruitment on employee's retention in the food and beverage industry in Qatar.
- To examine the effect of training and development on employee's retention in the food and beverage industry in Qatar.
- To find out the influence of performance appraisal on employee's retention in the food and beverage industry in Qatar.
- To find out the effect of the reward system on employee's retention in the food and beverage industry in Qatar.
- Furthermore, to answer the above specific objectives, the following questions were construed:
- What is the relationship between recruitments and employee's retention in the food and beverage industry in Qatar?
- Is there any relationship between training and development and employee's retention in the food and beverage industry in Qatar?
- What is the influence of performance appraisal on employee's retention in the food and beverage industry in Qatar?
- To what extent is the relationship between reward system and employee's retention in the food and beverage industry in Qatar?

It has to be deduced upon the fact that employee retention diuretics affect the profitability of an organization. The food and beverage industry for the last five years has suffered a high setback due to a huge amount of employee turnover and failure in the retention technique taken up by the various institutions. It can be pointed out that the high rate of employee turnover takes place due to poor rewarding schemes and

performance appraisal. Poor working environment and conditions, high level of competition, lack of interest in work, long and weary working hours, lack of concerns and capability seen in the leaders and managers and widespread gender and racial discrimination have led to huge dissatisfaction and demotivation among the workers of the industry (Davis and Luiz, 2015). These all factors have thus contributed to the huge amount of employee turnover seen in this particular industry in Qatar. Thus based on the issues and problems, the different sets of research questions have been designed to enquire about the issue and take steps and alternatives to get rid of the serious problems and their fatal aftermath on the profitability of the food and beverage industry (Moayeri, 2014).

The first question has been designed to know-how and in what manner the HRM practices and management in the industry affect and influence the phenomenon of employee retention. The second question has been interrogated to know about the several factors, which affect employee retention. This shall help in improving the facts so that employees can be easily retained, and turnover of employees can be decreased. The next question has been designed to know about the different negative aftermaths that are brought by poor employee retention in the context of the food and beverage industry. The fourth question has been made to know about things, which can be acted upon to bring an atmosphere of balance between employee retention and organizational profitability (Peng, 2016). Last but not the least, the last question has been asked to enquire about the various HRM policies and practices which can be taken and considered to bring forth high employee retention and low employee turnover (Manalili, 2017). Consequently, the following hypotheses were construed:

**HO<sub>1</sub>:** HR Recruitment policy significantly affects employee retention in the food and beverage industry in Qatar.

**HO<sub>2</sub>:** Training and development program significantly affects employee retention in the food and beverage industry in Qatar.

**HO<sub>3</sub>:** Performance appraisal system has a significant impact on employee retention in the food and beverage industry in Qatar.

**HO<sub>4</sub>:** Reward system in organizations has a positive impact on employee retention in the food and beverage industry in Qatar.

The research on this particular topic can be said to be much of a new and uncommon one. The research on the topic of HR practice and its impact on employee retention and employee turnover has taken place, however, it has been conducted based on other sets of the industries or other organizations of different industries (such as retail, manufacturing, tourism, etc.). Such kind of research in the food and beverage industry has been not much conducted and not has been conducted by the researchers. However, by looking at the statistics of the last five years, it has been seen that the employee turnover has been highest in the food and beverage industry in the state of Qatar (Parsa and Kwanzaa, 2014). Thus, the topic has been chosen and brought into the light of the research and presentation. Considering the need and demand of the topic and the scope of research offered by it, the research objectives have been set up and on basis of that, the research questions have been made. The study shall align with the objectives and questions and to find detailed information and analyze them, the right kind of data and methodology has been considered for this study (Arkalgud, 2017). It can be also declared that I could easily perform with this research and I did not have to encounter any such kind of problems while carrying on with my research work. Further, I got enough help from the other researchers and my guides who have helped me by providing me with an encouraging environment. All these factors have helped to choose this topic and carry on with an extensive study on this topic. To understand the problem from a universal standpoint, different articles and research materials by others.

Researchers have been mentioned and critiques in the literature review part designed in this whole study. The biggest gap in this study is that it is based only on the food and beverage industry. The context of employee retention and factors affecting it in this industry is somewhat different from employee turnover and its causes in the other industries (Chen et al., 2014). Thus, this study cannot be applied to the paradigms of other industries. Further, this study is limited to only the country of Qatar. Thus, the student the perceptions arising from it are restricted only to that country. The study has been conducted based on primary and secondary data. Primary data is first-hand data and is more authentic than secondary data (Van der Wagen and White, 2014). However, the analysis standpoint becomes much strong and balanced when both data are being simultaneously used. Thus, in this case, the authenticity of secondary data put up in the

literature review part can be put too much question. These all facts can be painted out be major flaws and gaps present in this study. The study has been conducted keeping in mind the three focus areas of employee turnover, organization profitability and ways for retaining employees. The study has been conducted based on the viewpoints laid down by other previous researchers working on this topic. Many of the articles have been chosen and used in this study, which related to employee retention and HRM practices, but they are aimed to study the causes in other insurers. However, the overall study can be said to be reliable as themes from those studies have been considered here and have been articulated with the food and beverage industry.

## 2. Review of Related Literature

**Conceptual Review:** With the growing complexities and competitiveness in the Food & Beverage industry of Qatar, the essence of multiculturalism in HR is evident. These counts for the innovative HRM techniques needed to be applied within the organizations operating within the food industry of Qatar (Farou et al., 2016). Concentrating on the Food and Beverage Industry, irrespective of the country, the performance and approach of the employees in maintaining the standards is highly determined by the satisfaction of the HR. This on the other hand determines the performance of employees. The fact that is worth mentioning here before delving into the Food industry particularly, is that the HR in Qatar and other Middle East countries are majorly distributed into three sectors that include: professional sector, service sector and finally the technical and the scientific sector. This factor is contextual here, in terms of its indirect relation to the fact that the Food and Beverage industry is sub-categorized among industries within the service sector. On top of it, the service sector possesses the highest rate of labor (Farou et al., 2016). Employees are considered by the organizations as assets; however, this particular approach does not prevail universally.

The steady increase in the turnover of the employees within the food and beverage industry of Qatar reveals the fact that HR practices are the key indicators of whether employee retention is taking place or not. The food and beverage industry in Qatar can be said to be much negligent about the overall welfare of the employees. It is seen that the whole of the food and beverage industry is plagued with high work pressure and lower payments, which leads to a high level of dissatisfaction among them. Lack of training, lack of good leadership and communication also brings in different kind of issues. The employees are less efficient and informed about the things they need to do. They remain less motivated towards their work, which increases the level of satisfaction among their minds. The factors of service climate, organizational culture and internal marketing are very much related (Abston and Kupritz, 2011). These all factors play a great role in shaping up the kind of HRM practices that need to be adopted in an organization. As per the terms of the Social Exchange Theory, employees shall reciprocate if the right kind of reward is given to them and their performance is being recognized (Roloff, 2015). Such kind of performance appraisal is absent in the poor HR practices that are carried on in this industry. The employees if paid well, take it as a debt to the organization and remain faithful to it.

**Theoretical and Empirical Reviews:** Employee retention refers to the outcome of the different HR practices and the policies implemented by the HR department of an organization. The very basic HR management practices that are capable of employee retention include employee appraisals after evaluation, training and career development of the employees, incentives, compensations and other added benefits. The issue with the food and beverage industry is the lack of HR management practices about the development of the employees. In the first place, the employees are majorly not skilled or semi-skilled who are hired within the food and beverage industry. This is again aimed at providing less salary that does not match the industry standards. Thus, this particular reason of non-standard salary and low waged as well low skilled or semi-skilled employees leads to the high turnover (Bratton and Gold, 2017). To be more precise, they persist the low expectations as well as chances of growth prospects of the employees. Frustrations are ignited leading to employee turnover. According to (Selden and Sowa, 2015), one of the major aspects of the HRM prospects is achieving the satisfaction of the employees, this is crucial in yielding the bond between the employers and the employee. This bonding eventually gives rise to the employment relationship which when further established, is going to avail the company with the approach benefit of employee retention.

Employee turnover is the very result of faulty HRM practices (Bratton and Gold, 2017). As per the terms of the Leader-Member Exchange (LMX) Theory, the employees expect good treatment and behavior from their

managers or the superiors in return for good quality work. They try to abide by the terms put forward by their seniors (Bauer and Erdogan, 2015). However, many times, the seniors or managers provide ineffective and wrong guidance. Poor training and communication to the employees also may bring failure in their job, which may demotivate them, and thus leading to force leaving of jobs. Various factors affect the retention of the employee along with the theories. The factors such as job satisfaction, and job responsibility goes in hand in hand with the Leader-Member Theory, as the leader is responsible for bringing in job satisfaction among the employees, imparting proper training and education among them and making them capable to handle their job responsibilities (Olayisade & Awolusi, 2021; Awolusi, 2021). Motivation Theory: Needs-Based & Behavior-Based, suggests that if the job responsibilities become excessive and weary along with fewer amounts of job satisfaction and education, employees feel burdened up and are forced to leave their jobs (Glebbeck and Bax, 2004). This brings in a high turnover of employees for the organizations.

Another huge factor, which affects the overall standard of employee turnover, is age. If the age becomes high, employees fail to be less interested in their work. This results in leaving their jobs leading to more pressure burdened on the shoulders of the capable workers in the industry. The available ones are burdened with workloads and then they are forced to leave their jobs. Thus, this employee turnover cycle can be said to be continuing and viscous. As per the Organizational behavior theory, employee retention depends on the kind of demeanor that is shown by the management of the organization/industry towards the employees (Aguenza and Som, 2018). If they are well taken care of, their issues and complaints are properly addressed to and a good working environment is ensured for them, then the rate of employee retention can be increased.

#### **Human Resource Practices Affecting Employee Turnover, Retention in Food & Beverage Industry in Qatar:**

In the context of the Qatar Food and Beverage industry, the reference to the existing concepts of HRM that is universally standardized in general is required. According to Hollenbeck and Jamieson (2015), the policies and the practices that are developed by any organization to effectively manage and utilize the manpower to its fullest as well as comply with legislation refers to the employee HRM. The practices that are integral and universally standardized in the functions of HRM to implement the HR practices include recruitment and selection, HR planning, training and development, performance appraisal, compensation, job analysis, and labor relations (Abakeret et al., 2018). These are the practices that are monitored and controlled by the HRM and senior management of any organization (Hollenbeck and Jamieson, 2015). This is how the management of the human capital is done by the organization where the HR plays the role of bridging the gap between the employer and the employee. The HRM by devising the practices, (that are often custom based) functions in the protection of the rights of the employees as well as providing the companies with the best potential talent for high productivity (Bratton and Gold, 2017). This is done through different HR practices that include training and development, recruitment through different modes, creating a healthy competitive environment for evaluating and taking the best out of the potentials. The different innovative HR practices determine the employee retention capability of the company.

In the context of the food and beverage industry, special concern to the handling of the activities are required that has to be well aligned with the organizational objectives (Bratton and Gold, 2017). In that case, the organization operating within the food and beverage industry has to go for the development of goals of the company indicating towards increasing of profitability of the company. According to (Michele Kacmar et al., 2006), the growth of the company along with its sustainability can be determined only through the overall development of the company that includes the development and growth of the employees as well. This particular approach is lacking within the organizations operating in the Food and Beverage industry of Qatar that is contextual here (Farouet et al., 2016). The workforce operates in the base in executing the organizational goals and objectives to achieve the mission as well as the vision of the company. As per Institution Theory, the environment and social structure of the organization have to be positive and encouraging to bring and inculcate work interests among the workers (Albrecht et al., 2015). Things such as effective communication, employee participation and decision-making are necessary to bring motivation among the minds of the employees and cater to all the HR needs. This fact helps in increasing the amount of employee retention and thus helps in decreasing the amount of labor turnover that is taking place in this industry. As per the Human Capital Theory: (Characteristics & Investment model), the kind of HR policy that is framed inside an industry and the steps that are taken to bring an overall development for the employees act positively and help in

influencing the overall rate of employee participation in the production and sales activities (Michele Kacmaret al., 2006).

As per the statements put forth by the Neoclassical Theory of HRM, the Human Relations approach holds a certain ground in influencing the kind of relationship that is held onto by the employee with the business, organization or industry. As per this theory, employees should be given work independence and their decisions should be taken into account (Zak, 2017). They should be given some discretionary power and should have a say in the organization. They should have fixed work hours and should enjoy at least a minimum of good pay to ensure good work from them. AMO (Ability, Motivation & Opportunities) Theory explains that effective training is necessary and good career development opportunities are necessary to ensure a good HRM practice to be initiated in an organization. The employees should be given good promotions and pay hikes along with the development of their abilities and the contribution made by them to the organization. The Optimal Turnover model as shown by Abelson and Baysinger (2017), depicts the effects of employee turnover in a business organization or specific industry. It shows that if the employee turnover increases due to poor HRM practices and management then it affects the profitability of a business concern. The food and beverage industry of Qatar has to take sharp turns in improving the scenario of HRM practices and bringing proper order in the whole of the industry. All these factors shall help in increasing the profitability of the industry and this shall further help in the process of best employee retention practices.

**Relationship and Establishing a Balance between Employee Retention and Organizational Profitability:** According to Benjamin (2003), the number of graduates is increasing day by day however, not all matches the expectations of the organizations in terms of becoming competitive and sustainable within the market competition. This reveals the fact that encouraging and implementing effective HR practices is crucial in retaining people for the organizations (Stone and Deadrick, 2015). The numbers of graduates with immense potential are increasing day by day but the organizations that are willing to achieve sustainability within the globe are often found to implement new ways of satisfying the employees (Albrecht et al., 2015). These include the well-planned and unique HRM strategies that are being efficiently adopted and implemented by the leaders and managers as well. The leadership approach introduced in the management of HR is often considered as the key to building employee relationships and thereby gaining the loyalty of the employees. This is, in the long run, it enhances the communication between the employers and the employee where the retention is facilitated (Glebbeek and Bax, 2004).

Thus, protecting the company from high turnover can be taken under control. This is how management practices are interrelated with employee retention. The factors that are considered by researchers as highly active behind huge employee turnover impacts employee's retention as well includes customer dissatisfaction. This leads to the loss of confidence within the employees on an individual basis as well as loss of the effective execution of the operations by the company owing to the inefficient management of the organization (Glebbeek and Bax, 2004). The necessity of skilled employees cannot be denied because of the requirement of special, proper and efficient services to the people and the customers visiting. They are well aware of the standards and obligations of the legislations of the national as well as international standards (Selden and Sowa, 2015) Nevertheless, it is one of the HRM practices, that is the training and the development of the employees is going to provide the companies with the loyalty of the employees that helps in the reduction of the employee turnover (Glebbeek and Bax, 2004). Therefore, it is quite evident that employee retention is the extended prospect of the HRM practices that are very crucial in this era of globalization.

The use of technology in developing the career of the employees is one of the most noted practices these, days that equip the employees with more efficiency (Stone and Deadrick, 2015). The use of technology for the execution of organizational operations or the purpose of the communication is familiar to the millennial. The experienced individuals are unaware or hesitant in using the technology in different departments of any company in the food and beverage industry. This is where the turnover of the employees is often witnessed (Albrecht et al., 2015). The HRM practices of training and development of the employees help these kinds of experienced employees who are beneficial for the company with their experiences as well as insights (Stone and Deadrick, 2015). During the new recruitments, there are often gaps found between the experienced managers and the fresher end up with a lack of vision, preferring techniques that are not suitable, resulting in taking risks (Bratton and Gold, 2017). Thus, managerial approaches about HRM play a pivotal of initiating the

new employees, the vision, mission as well as objectives of the company. This is known to reduce employee turnover, which has to be checked in sustaining the organization along with organizational structure and culture (Bratton and Gold, 2017).

### **3. Methodology**

The researcher collected primary data through a survey on the employees, who had left their previous organizations in the Food and Beverage industry in Qatar in the past 6 to 12 months of the survey. To address the research question, the researcher adopted the descriptive research design (Rovai, Baker and Ponton 2013). Descriptive research is beneficial in presenting an in-depth overview of the research topic. This type of research design presents extremely valuable detailed observations. This allows the researchers to observe the research participants in an unchanged and natural environment and results in a more unbiased outcome (Awolusi, Onikoyi, & Akindele, 2015; Onikoyi & Awolusi, 2015). In the present study, the researcher used a simple random sampling method to select the employees in the F&B industry in Qatar to minimize the chances of sampling error or fluctuations and biases in the data. Consequently, based on a total targeted population of 104 employees, the sample size calculation yielded 41 samples. However, 35 respondents filled and submitted usable questionnaires.

Therefore, 35 samples were only used in this study. The researcher used primary data for data collection purposes by applying the survey method. Thus, a survey questionnaire was the research instrument. The questionnaire contained 14 close-ended questions, divided into two sections, demographic and non-demographic. The demographic section contained questions on gender, experience with current organization, and a few workplace-related factors, such as, top five reasons for leaving the previous organization, factors that made the respondents happy at work, their achievement, desires and goals at the workplace. This section aimed to gather an overview of the attitude of the respondents about their current or previous workplace. The non-demographic section contained two parts, a quantitative study on the effective HR practices and factors of employee retention. These sections cover 5-point Likert scale questions, in which 1 denotes 'strongly disagree' and 5 denotes 'strongly agree'. These questions were framed in a way that would best describe the factors influencing employee retention and HR practices (Joshi et al., 2015). This section aimed to gather information on the elements that influence the employees to stay associated with the organizations in the F&B industry or leave the organization. The survey questionnaire was designed by using Google Forms. Researchers have chosen two large F&B companies in Doha, Qatar and with the help of the HR database, the names and contacts of the employees were gathered. The chosen survey respondents were contacted via e-mail and face to face to inform them about the purpose of the survey and its terms and conditions.

They were given the questionnaire through their emails and hardcopies by meeting them in person. The survey was conducted for five weeks. Validity and reliability analysis was performed after the research instrument was prepared. Different types of validity processes are there, that are used to examine the accuracy of the research instrument (Awolusi & Atiku, 2019; Oladejo & Awolusi, 2017). Those are face validity, content validity and construct validity. Face validity is the estimate of if a test appears to evaluate a certain criterion (Bolarinwa 2015). However, there is no guarantee that it would measure the research phenomena. Content validity refers to a non-statistical type of validity involving a systematic evaluation of the study content. This is done to test whether it was covering all the relevant aspects or characteristics of the representative sample (Escamirosa et al., 2015). Lastly, the concept of measuring the extent of accuracy of the instrument, that is, to what extent the instrument is accurate in measuring the research topic is the concept of construct validity (Heale and Twycross 2015). In the given study, the survey questionnaire was designed to find out the HR factors that affect employee retention in the F&B industry in Qatar. The questionnaire used, had face validity as well as content validity as all the questions contained elements addressing HR practices and employee retention. The aspect of construct validity was examined by conducting a pilot study to check how far it was measuring the objective of the research. Reliability is also a measure of the quality of the instruments used for research. The results would only be considered valid when the measurement procedure is reliable (Heale and Twycross 2015).

It primarily measures the consistency of data collected using the research instrument. Cronbach's alpha is used to examine the reliability of the data. A score of 0.7 or more is considered as the acceptable score for

reliability. Hence, in the given research, the internal consistency of the data was measured by applying the reliability test. Considering the study objectives, the quantitative data analysis method was applied in this study. The survey responses were converted into numeric values as those were collected through a replicable scale. This was done to apply the scientific data analysis tools (Awolusi, Pelser, & Adelekan, 2016; Awosusi & Awolusi, 2014). Inferential, reliability, correlation and, multiple regression analysis were applied to test the hypothesis. Overall, some ethical issues in any research involve humans for data collection. Therefore, the researcher considered ethical issues in every research phase. Firstly, the legal, personal, and bureaucratic compliances met by the researcher. Informed consent was taken from the participants and also from the concerned organization before proceeding with the data collection as per the statement of (McDaniel and Gates 2013). The researcher further explains clearly the purpose of the study and also the rules of participation. The participants were also informed that they can withdraw from the survey at any time. They do not harm, force or bribe to answer the questions or manipulate the answers. Secondly, the researcher explains the confidentiality and anonymity agreement to the survey respondents. Moreover, it is made clear that the data will be kept secret and to be used only for educational purposes. The researcher has followed all these ethical aspects before surveying to avoid any type of ethical issues in the future.

#### 4. Results and Discussion of Findings

The process leading to the reliability table ensures the validity and precision of the statistical analysis. The reliability statistics are used to build reliable measurement scales, improve existing scales and evaluate the scales already in use. The term reliability signifies a function defining the probability of failure.

**Table 1: Reliability Table**

Cronbach's Alpha	No of Items
.700	22

Cronbach's Alpha is used to determine the internal consistency. The items measure the same thing and should be correlated with each other. The alpha coefficient of 22 items is .700. It is acceptable and a good value. The Cronbach's Alpha offers a simple way to measure whether a score is reliable or not.

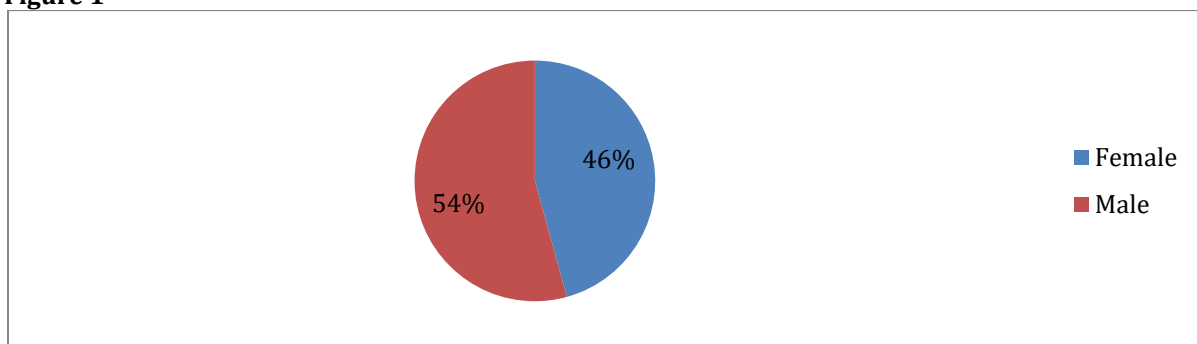
#### Demographic Analysis

**Table 2: Gender**

	Frequency	Per Cent
Female	16	45.7
Male	19	54.3
Total	35	100.0

**Table 2:** Represents the gender ratio in an organization. The total number of participants taken from random sampling was 35. Male are more compared to females in an organization with 54.3% with the frequency of 19 males whereas 45.7% are belonging to females with the frequency of 16.

**Figure 1**



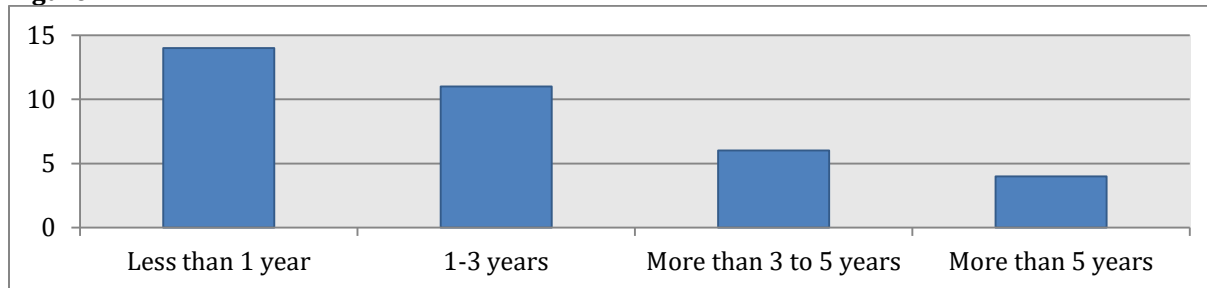


**Table 3: Experience with the Current Organization**

	Frequency	Percent
Less than 1 year	14	40.0
1-3 years	11	31.4
More than 3 to 5 years	6	17.1
More than 5 years	4	11.4
Total	35	100.0

To the maximum 40% of the employees are working in the organization for less than a year. 31.4% of employees are belonging with the experience of 1- 3 years. 17.1% of the employees belonging with the experience of more than 3 years to 5 years. A minority of the employees are with the experience of more than 5 years with 11.4%. It can be assumed that there are more new employees in the organization which is 40%. The retention rate is low in the organization represented by the people having experience of more than five years which is 11.4%.

**Figure 2**



**Table 4: Factors Contributing to a Happy Work Environment**

	Frequency	Percent
Workplace environment	3	8.6
Support from leaders	4	11.4
Transparency in the workplace	4	11.4
Clear promotional goals	15	42.9
Opportunities for growth	9	25.7
Total	35	100.0

The majority of the employees feel clear promotional goals are one of the essential criteria for a happy working environment with 42.9%. 25.7% of the employees prefer growth opportunities. 11.4% of the employee prefers transparency in the workplace and another group of 11.4% of the employees prefers support from leaders. 8.6% of the employees feel that the workplace environment to be the important criteria for a happy working environment.

Figure 3

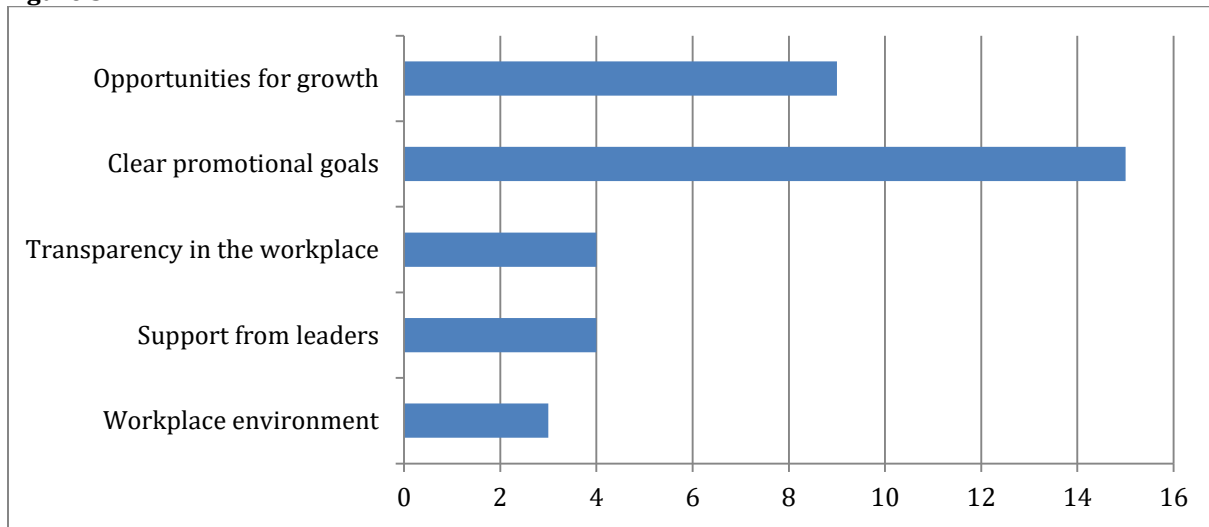
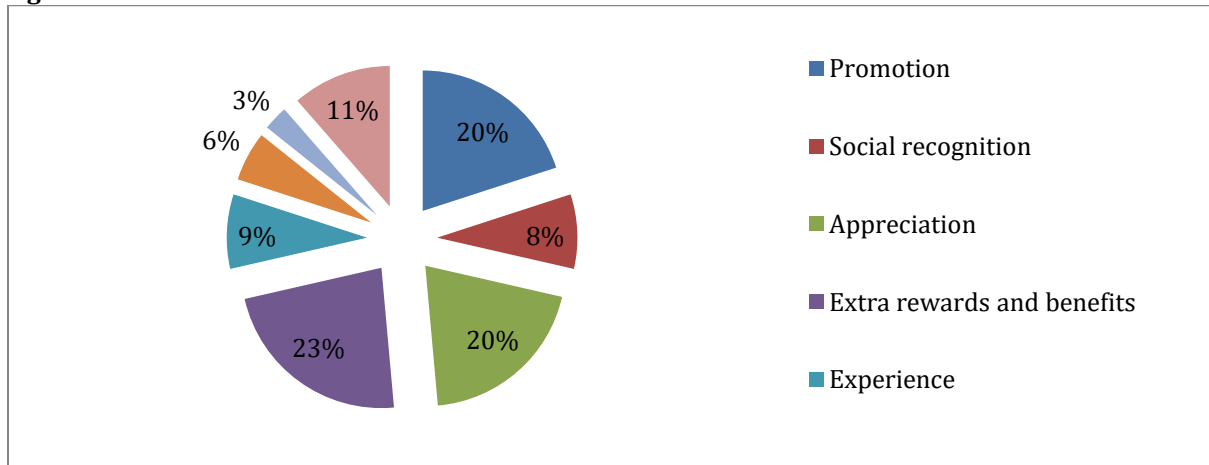


Table 5: Aim to Achieve at Work

	Frequency	Percent
Promotion	7	20.0
Social recognition	3	8.6
Appreciation	7	20.0
Extra rewards and benefits	8	22.9
Experience	3	8.6
Effective management and support from the top	2	5.7
Healthy environment to work in	1	2.9
Happiness at work	4	11.4
Total	35	100.0

The majority of the employees with 22.9% think that extra rewards and benefits can help to achieve their aim at work. 20% of the employees think that promotion will help to achieve the aim. It gives a kind of recognition to the employees. Another 20% of the employees think appreciation will help to achieve the aim. 11.4% of the employees prefer happiness at work. 8.6% of the employees think social recognition will help to strive for the goal. Another 8.6% of the employees think the experience will help to achieve aim at work. 5.7% of the employees prefer effective management and support from the top will help to achieve the aim. At least 1% of the employees think a healthy environment will assist to obtain the goal at work.

Figure 4

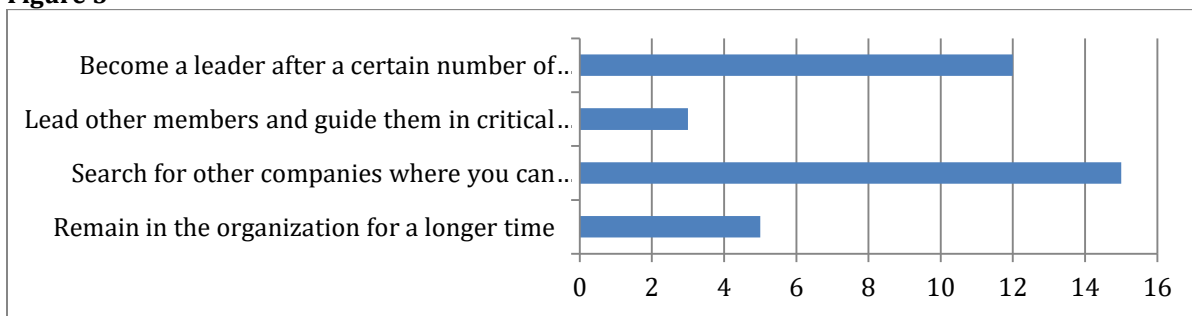


**Table 6: Goals**

	<b>Frequency</b>	<b>Percent</b>
Remain in the organization for a longer time	5	14.3
Search for other companies where you can showcase your skills better	15	42.9
Lead other members and guide them in critical situations	3	8.6
Become a leader after a certain number of years of experience	12	34.3
Total	35	100.0

Table 6 represents the goals of an employee. The majority of the employees with 42.9% are willing to search for some other companies where they can showcase their skills better. 34.3% of the employees are willing to become a leader after a certain number of years of experience. 14.3 % of the employees prefer to remain in the organization for a longer time. 8.6% of the employee are willing to lead other members and guide them in a critical situation.

**Figure 5**



**Table 7: Reason for Leaving the Organization**

	<b>Frequency</b>	<b>Percent</b>
Work-life imbalance	5	14%
Discrimination/bias from the management	11	31%
Poor communication	15	43%
Feeling undervalued	11	31%
Lack of decision-making ability	5	14%
Improper promotional activities	22	63%
Lack of growth opportunities	29	83%
Poor communication	23	66%
Lack of inclusion in the organization	11	31%
Ineffective relationship with team members	0	0%
Regular changes in job responsibilities	2	6%
Insufficient rewards, recognition, and benefits	10	29%
Lack of employee welfare	8	23%
Misalignment of culture and value system in the organization	12	34%
Lack of support from line managers	11	31%

The employees are anticipated to leave the organization when they are not satisfied with the working conditions. The majority of the employees with 83% leaves their current job because of the lack of growth opportunity. 66% of the employees leave due to poor communication. 63% of the employees leave because of improper promotional activities. 43% of the employees leave due to poor communication. 34% of the

employees leave due to misalignment of culture and value system in the organization. 31% of the employees leave because of feeling undervalued. 31% of the employees leave because of discrimination/bias from the management. 31% of the employees leave because of a lack of inclusion in the organization. 31% of the employees leave due to a lack of support from line managers. 29% of the employee leaves due to insufficient rewards, recognition, and benefits. 23% of the employees leave because of a lack of employee welfare. 14% of the employees leave due to a lack of decision-making ability. 14% of the employees leave due to work-life imbalance. 6% of the employees leave due to regular changes in job responsibilities. None reasoned ineffective relationship with team members to leave the job.

**Factor Analysis**

**Table 8: KMO and Bartlett's Test**

<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy</b>		<b>.383</b>
	Approx. Chi-Square	373.872
Bartlett's Test of Sphericity	DF	231
	Sig.	.000

Table 8 represents two tests that show the adaptability of the data for structure detection. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy is a statistic that represents the proportion of variance in the variables that could be occurred because of underlying factors. The lower proportion leads to suitable data. The value is .383 which represents the need for remedial action to be taken. Such results are probably not very useful. Bartlett's Test of sphericity examines the hypothesis that correlation matrix is an identity matrix that represents that variables are suitable and hence appropriate for structure detection. The small impact here represents that analysis may be useful for the data.

**Hypotheses Testing: H1:** HR Recruitment policy significantly affects employee retention in the food and beverage industry in Qatar.

**Table 9: Relationship between HR Practices and Employee Retention**

	<b>HR Practices</b>	<b>Employee Retention</b>
HR practices	1	.364*
Employee retention	.364*	1

\*. Correlation is significant at the 0.05 level (2-tailed).

If the value of HR practices 1 then the employee retention is .364\*. When the value of employee retention is 1 then HR practices is 364\*. \* Represents the correlation is significant at the 0.05 level (2-tailed).

**Table 10: Association between HR Practices and Employee Retention**

<b>Model</b>	<b>Unstandardized Coefficients</b>		<b>R Square</b>	<b>F Value</b>	<b>P-Value</b>
	<b>B</b>	<b>Std. Error</b>			
(Constant)	1.059	.364	.133	5.051	.031*
HR practices	.429	.191			

a. Dependent Variable: Employee retention

The dependent variable in this table is employee retention. The unstandardized Coefficients for the constant the value of unstandardized beta (B) is 1.059 and the standard error is 0.364. The unstandardized Coefficients for HR practices of unstandardized beta (B) is .429 and the standard error is 0.119. The value of R square is 0.133, 5.051 is the value of F and 0.031 is the value of p. It was hypothesized that HR Recruitment

policy positively and significantly affects employee retention in the food and beverage industry in Qatar. From tables 9 & 10, results confirm the same. This implies the impacts of the HRM rehearses on the retention of the employee depend on HR Recruitment policy. Michele Kacmar et al. (2006) uncovered that the sort of HR policy that is encircled inside an industry and the means that are taken to bring a general improvement for the representative's demonstration in a positive way and aides in affecting the general rate of employee interest in the sales and production activities. This examination expresses that the HR enrolment strategy altogether influences the retention of the employee in the sales and production activities in Qatar. Hollis (2017) additionally expressed the equivalent. The correct decision of the sort of human asset is vital to beyond any doubt that the employee turnover rate stays low. **H2:** Training and development program significantly affects employee retention in the food and beverage industry in Qatar.

**Table 11: Relationship between Training and Development Program and Employee Retention**

	Training and Development Program	Employee Retention
Training and development program	1	.683**
Employee retention	.683**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

If the value of the training and development program is 1 then the employee retention is 0.683\*\*. When the value of employee retention is 1 then the training and development program is 0.683\*\*. \*\* Represents the correlation is significant at the 0.01 level (2-tailed).

**Table 12: Association between Training and Development Program and Employee Retention**

Model	Unstandardized Coefficients		R Square	F Value	P-Value
	B	Std. Error			
(Constant)	.354	.286			
Training and development program	.774	.144	.683	28.802	.000**

a. Dependent Variable: Employee retention

The training and development programs are the initial things to go when the organization is expecting to lower costs. The unstandardized Coefficients for the constant the value of unstandardized beta (B) is 0.354 and the standard error is 0.286. The unstandardized Coefficients for the training and development program of unstandardized beta (B) is 0.774 and the standard error is 0.144. The value of R square is 0.683, 28.802 is the value of F and 0.000 is the value of p. It was hypothesized that between training and development program positively and significantly affects employee retention in the F&B industry in Qatar. The training and development program solves the problems faced by the organizations and fulfills their needs from time to time. This was in line with the previous study of (Abaker et al., 2018) revealed that the practices that are fundamental and generally institutionalized in the elements of HRM to actualize the human asset rehearses incorporate the performance appraisal, job analysis, HR planning, recruitment and selection, remuneration and labor relations.

AMO (Ability, Motivation and Opportunities) Theory clarifies that successful training is vital and great professional advancement openings are fundamental to guarantee a decent HRM practice to be started in an organization. One of the human assets the board rehearses, that is the preparation and the advancement of the employees will give the organizations the devotion of the representatives that helps in the decrease of the employee turnover (Glebbeek and Bax, 2004). The practices of HRM of training and improvement of the representatives help these sorts of experienced employees who are valuable to the organization with their encounters just as bits of knowledge (Stone and Deadrick, 2015). **H3:** The performance appraisal system has a significant impact on employee retention in the food and beverage industry in Qatar.

**Table 13: Relationship between Performance Appraisal System and Employee Retention**

	Performance Appraisal System	Employee Retention
Performance appraisal system	1	.630**
Employee retention	.630**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The performance appraisal system maintains the employee retention rate. It also has a role in shaping employment relationships. If the value of the performance appraisal system is 1 then the employee retention is 0.630\*\*. When the value of employee retention is 1 then the performance appraisal system is 0.630\*\*. \*\* Represents the correlation is significant at the 0.01 level (2-tailed).

**Table 14: Association between Performance Appraisal System and Employee Retention**

Model	Unstandardized Coefficients		R Square	F Value	P-Value
	B	Std. Error			
(Constant)	.248	.351			
Performance appraisal system	.829	.178	.397	21.697	.000**

a. Dependent Variable: Employee retention

The unstandardized Coefficients for the constant the value of unstandardized beta (B) is 0.248 and the standard error is 0.351. The unstandardized Coefficients for the performance appraisal system of unstandardized beta (B) is 0.829 and the standard error is 0.178. The value of R square is 0.397, 21.697 is the value of F and 0.000\*\* is the value of p. The F&B industry provides an unacceptable working space and poor performance appraisal and initiative that prompts a tremendous measure of representatives being less happy with their activity profiles. This acquires the choice for them to leave their work. This turns into an immense matter of concern for the diverse business association working in this specific industry (Lasrado, 2018).

**Table 15: Association between Reward System and Employee Retention**

Model	Unstandardized Coefficients		R Square	F Value	P-Value
	B	Std. Error			
(Constant)	.186	.327			
Rewards	.866	.167	.450	26.981	.000**

a. Dependent Variable: Employee retention

The dependent variable in this table is employee retention. The unstandardized coefficient of the constant value of unstandardized beta (B) is 0.186 and the standard error is 0.327. The unstandardized coefficient of reward system the value of unstandardized beta (B) is 0.866 and standard error is 0.167. The value of R square is 0.450, 26.981 is the value of F and 0.000\*\* is the value of p. The outcome contrasts with past investigations by Chew and Chan (2008) and Hong et al. (2012) that discovered that viable remuneration diminishes employee turnover and expands retention rate. Chew and Chan, (2008) utilized a Structural Equation Model to build up that compensation decidedly anticipated hierarchical responsibility and expectation to remain on work; Hong et al. (2012) utilized regression examination and discovered that there is an essentially positive connection between remuneration and retention. According to the terms of the Social Exchange Theory, representatives will respond if the correct sort of reward is provided to them and their execution is being perceived (Roloff, 2015). Another motivation behind why reward impacts retention is that employees who get great remuneration may feel that they are valued by the organization for their execution and commitments (Lai, 2011). They may then be persuaded to contribute more and remain with the association.

**Table 16: Association between HR Recruitment Policy, Training and Development Program, Performance Appraisal System & Reward System, and Employee Retention**

Model	Unstandardized Coefficients		R Square	F Value	P-Value
	B	Std. Error			
(Constant)	-.379	.351			
HR practices	-.091	.169			
Training and development program	.511	.196	.640	13.360	.000**
Rewards	.299	.201			
Performance appraisal system	.430	.176			

a. Dependent Variable: Employee retention

The dependent variable for this table is employee retention. The unstandardized coefficient of the constant value of unstandardized beta (B) is -0.379 and the standard error is 0.351. The unstandardized coefficient of HR practices the value of unstandardized beta (B) is -0.091 and standard error is 0.169. The unstandardized coefficient of training and development program the value of unstandardized beta (B) is 0.511 and standard error is 0.196. The unstandardized coefficient of reward system the value of unstandardized beta (B) is 0.299 and standard error 0.201. The unstandardized coefficient of performance appraisal system the value of unstandardized beta (B) is 0.430 and standard error is 0.176. The value of R square is 0.640, 13.360 is the value of F and 0.000\*\* is the value of p.

**Discussion of Findings:** The analysis helps analyze the employee retention of the organizations. The data analysis has comprised reliability statistics which helped in building reliable measurement scales. Cronbach's Alpha has been used in determining internal consistency which is .700 of 22 items. It represented an acceptable and good value. The frequency factors result from various factors like gender, experience with the current organization and factors contributing to the happy work environment. The gender statistics revealed that there are more males in the organization compared to females. The experience with the current organization revealed that more new employees in the organization have spent less than one year in comparison to the males having experience of more than five years. It reveals that the retention rate is low in the F&B industry of Qatar. The lower employee retention is faced due to the fewer promotions taking place in the industry. The struggle is faced for the factors contributing to the happy work environment in the F&B industry of Qatar. The aim towards achieving at work comprised factors like extra rewards, benefits and a healthy environment to work in the industry is aiming to provide extra benefits but lacks in maintaining the healthy working environment.

The goal of employees in the F&B industry is having the aim to search for other companies which can showcase the skills in a better way. The employees are likely to remain in the organization for less time. The major reason identified for leaving the organization by the employees is lack of growth opportunities. As a part of the factor analysis, KMO and Bartlett's test represented the higher value which demonstrated the need for the remedial actions to be taken. The hypotheses testing comprised relationship and association between HR practices and employee retention. The training and development program affects employee retention and represents the significant correlation at the 0.01 level. The relationship between performance appraisal and employee retention also represents a significant correlation at the 0.01 level. In summary, employee satisfaction has a role in employee retention. Employee satisfaction can be attained from promotions, incentives, rewards, training and more. This chapter analyzed the data to understand the factors behind the employees' retention. The frequency statistics, factor analysis, reliability test and hypotheses testing are used to find the significance of the retention of the employees.

## 5. Summary, Conclusion and Policy Recommendations

**Summary and Conclusion:** HR management practices are very much essential in modern-day business. HRM practices towards employee retention, HR recruitment, performance, appraisal system need to be designed strategically. Reward systems influence the overall employee retention program. Relationships, performance appraisal, training and development, reward system between employee retention are very high. It is evident from the above analysis results. The following are the conclusions obtained in this study. Initially, the conclusion of the study indicates the fact that HR Recruitment policy, Training, and development program, Performance appraisal system; Reward system are important and indeed influence employee retention in the F&B industry in Qatar. Then, this study gives proof that the reason for employees leaving the organization is because of the lack of growth opportunities in their current job. In addition to this, poor communication, improper promotional activities, misalignment of culture and value system, feeling undervalued, discrimination/bias from the management.

Lack of inclusion, lack of support from line managers, insufficient rewards, recognition, and benefits, lack of decision-making ability, employee welfare, work-life imbalance and regular changes in job responsibilities. Further, the study noticed that the employees have some goals include willingness to search for some other companies where they can showcase their skills better, employees are willing to become a leader after a certain number of years of experience, some employees prefer to remain in the organization for a longer time, they are willing to lead other members and guide them in a critical situation. Another conclusion drawn from the study is that the majority of the employees aim to achieve at work because of extra rewards and benefits provided by the organization. Additionally, they prefer social recognition, appreciation, promotion, experience and effective top management support. Although it is evident that some factors contribute to a happy work environment which includes clear promotional goals, opportunities for growth, transparency in the workplace, support from leaders and workplace environment.

**Implications and Recommendations:** The study findings comprise a few useful implications for organizations and practitioners similarly. This mainly helps the organization to insight on how they will enhance their employee retention approach. Likewise, this study has a few important lessons for the practitioners of HRM and gives effective answers for the employee turnover problems. First of all, F&B industries facing retention problems could be among other things, HRM practices such as HR recruitment policy, training and development program, performance appraisal system; reward system as part of their mitigation measures. The reason behind this is such practice was proved to give a positive impact on retention and so necessary HRM instruments. Such HRM practices should not be used extensively instead, a correct determination of the requirement of the employee particularly people at various levels should be done first to initiate the appropriate practices for assisting their strategic management. Secondly, the types of HRM practices introduced by organizations should differ periodically. This is due to the employees' requirement for HR could eventually get modified.

Therefore, if the given practice continued for some time, then its effectiveness would evade and so not accomplish the deliberated reasons. Thirdly, organizations in the food and beverage industry of Qatar should understand that employee's benefits and wages are essential for retaining employees. Thus, the organizations should try out and find other modern functions of HRM like employee engagement and work-life balance which can retain and attract the employees instead of using the conventional ones only. Further, the HR managers should create a useful retention program so that the employee satisfaction and best performance of more caliber employees are sustained. In addition, it offers F&B industries repeated pursuing of practices for supporting their employees to retain and provide them with an impulse on their competitors. In addition, training gives the employees veritable opportunities to produce superior work. It also looks like there are insufficient career advisers or mentorship to direct the employees regarding the selection of accurate careers. It does not matter that how many opportunities are available in the market.

But there should be mentorship and direction in respect of how they follow their career else employees might get frustrated about the job and choose to quit. Thus, food and beverage industries must intensify or introduce mentorship programs to make the employee clear with the idea regarding the ways to develop in their careers. Consequently, the current study gives certain necessary recommendations as follows: HR



managers must seek a comprehensive need analysis for future implementation of any innovative HRM practices on employee's retention. In this regard, the company must engage all employees in the policymaking process. This will bring new ideas to come up in the industry. Innovative practices must be justified by the laws and guidelines present in the country. HR managers need to understand their employee's views about their present organization and based on which they need to give proper motivation and training to retain them. This is possible when the company brings the most suitable communicational process into the HR management system. This will ensure that everyone will have their say in the process design and the way policies are made within the organization. This is a key to motivation as they understand that company also thinks about them. HR managers need to consider rewards and benefits for employees.

Further promotion and appreciation need to be given based on their performance in the job this would help the organization to retain its employees. Rewards and benefits must be provided according to the country's guidelines and at the same time, they must be provided as per the capacity of the organization. There must be universal within each department for giving rewards and benefits. There must be the use of a performance evaluation system that helps them to evaluate every individual's performance in a better manner so that no feeling of partiality comes into the minds of people. There must be the use of pre-defined metrics that could help in distributing the rewards and appreciation in a better way so that higher employee retention can be ensured. However, compensation has a major part in the employee's life but the employees were suggested not to interpret since it has been the only foundation to retain the employees within the other things, deserving compensation should be given to the employees. Indeed, their productivity, qualifications, and experiences should be appropriate with the compensation they get. The company must design effective compensation plans that are elaborated with common policies which apply to all the employees irrespective of their position. In the future, the company must ensure that they distribute compensations promptly. Social recognition needs to be given at the appropriate time.

In modern-day HR management practices, this has a greater role in employee retention as people think that their higher needs are being addressed. Social recognition needs to be given higher importance when it comes to motivating people. In addition, efficient top management support has been preferred by employees in general. Support in the areas such as helping them in achieving their personal goals as well as managing their work-life balance. Along with this, top management support is also required in the areas such as building leadership skills. Personal development of any employee helps them in grabbing opportunities that are available in the organization and hence ensures retention. Training and development are the basics of HRM and the significance of employees with great skills and knowledge can never be overlooked. Training and development certainly have a significant part in every organization and it has been considered as the main strength for executing the strategies. Moreover, it is essential to strengthen and nurture the employee's competencies. It is also recommended that in the future there must be an effective use of technology in the process of HR management. This is essential as sometimes in the larger organization mistakes can happen due to human flaws. This demotivates people and often led to conflict. In the future, the nature of the job is going to get complex.

In such an environment, HR managers must appropriately design the job roles. This is not only necessary for increasing the motivational level of the employees that they must stay in the company but it also ensures higher performance from the side of the employees. This is supported by the practice where HR must give importance to the fact that employees can perform better when they get job roles that are suitable to them hence HR managers should understand employees' interests and then make recruitment and selection accordingly. In the future, there will be a reduction in the number of jobs being available within the organization. This is because there is an increase in the use of technology which is removing people out of the organization. This is demotivating people and they are searching for safer jobs. This is the major reason why job retention in the unorganized sector is increasing and for resolving it skill development programs need to be conducted by the company which ensures that their skills are being developed as per the requirement of the skills. This study mainly gives the evidence that employee engagement and work-life balance problems as HRM practices may expect retention of the employee. Such modern HRM practices were getting more important and famous for application in the workplace.

Another important contribution to knowledge is that the study also illustrates that the F&B industry in Qatar needs to introduce new HRM practices if they are to retain their valued employees and remain competitive. Besides giving both practical and theoretical solutions regarding how to handle the crucial management problems of employee retention, the study even links the interval in the literature over the impact of HRM practices on the retention of the employee in the F&B industry, Qatar. Additionally, it functions as secondary data for future researchers and allusion for upcoming studies. Moreover, certain expansions in the present study might give an understanding of necessary problems of employee retention. The following are some of the recommendations for upcoming studies: Initially, because of the significance of HR, the research about HRM practices and their impacts on it employee retention became an important field. But the studies were mostly performed in the western world which requires the present study. Thus, more empirical studies are encouraged. In Qatar, the study was delimited to F&B industries because of time limitations.

Thus, in the future, the new researchers should study different industries to give a more comprehensive influence, of HRM practices on employee's retention in other industries. Researchers should concentrate on the developments in different industries and take the help of the experts from that industry to gain data that helps understand the practices of the employees. This study also significantly used quantitative techniques. So, further studies should use mixed techniques i.e. qualitative and quantitative techniques in uncovering the specific influences of the various HRM practices on employee's retention, specifically from the point of view of the food and beverage industry's HR managers in Qatar. This kind of research may even provoke secondary data for computing the rate of retention to get the appropriate retention image. A mixture of techniques will help the organizations to ensure that their results are according to the problems for which research has been conducted. This mixture of research methodologies will help in giving exact results in all the industries but it all depends on the type of data being collected by the researchers. The primary limitation of this study is that it cannot be applied universally to all industries.

It is not a totalizing theorization that shall hold relevance for any kind of industry. However, it can provide quite accurate insights regarding the HR practices on employee retention within the food and beverage industry. Another problem that arises in this aspect is that there are times when certain nuances under the domain of HRM cannot be empirically determined. Since it is a domain concerning human relationships there are a lot of personal and informal factors involved which cannot be effectively understood while conducting research (Kavanagh and Johnson, 2017). Employee retention, turnover etcetera is motivated to a large extent by these personal factors which cannot be studied on theoretical terms. This implies that how human interactions occur within the workplace is fluid. An overly mechanistic or rational analysis of the problem of retention might not always hold in practical contexts. Moreover, in the age of globalization where workforces have become multicultural, theories on race, gender and society have to be integrated with studies in HR (Brewster et al., 2016). Since such a comprehensive study is beyond the scope of this project, it has to be left out of my purview.

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