

Unpacking Staffing Struggles: How ABC Sdn. Bhd. Can Overcome Employee Retention Challenges in Manufacturing

Nurul Ain Natasha Ismail¹, Mohamad Ali Selimin^{1*}

¹ Department of Production and Operations Management, Faculty of Technology Management and Business
Universiti Tun Hussein Onn Malaysia, Parit Raja, Batu Pahat, Johor, 84600, MALAYSIA

*Corresponding Author: aliselimin@uthm.edu.my

DOI: <https://doi.org/10.30880/rmtb.2024.05.02.030>

Article Info

Received: 30 September 2024

Accepted: 01 November 2024

Available online: 01 December 2024

Keywords

Employee retention, adequate staffing, employee turnover

Abstract

ABC Sdn Bhd encompasses distribution and retail divisions, which are involved in assembling, producing, and distributing a wide range of automotive components and accessories for both domestic and international markets. One of the challenges faced by the company in its manufacturing department is the lack of sufficient staffing and employee retention. This study aims to examine the current practices for maintaining staffing and employee retention and to explore the challenges associated with minimal staffing and employee retention in this sector. A qualitative approach, including interviews and purposive sampling of selected human resources at ABC Sdn Bhd, was utilized for this study. The thematic analysis method was employed to identify patterns, themes, and categories within the data, providing a comprehensive understanding of the study topic. This study explored human resource management's facts, knowledge, and perceptions through structured interviews. The findings offer valuable insights into the current practices for maintaining staffing and employee retention, helping ABC Sdn Bhd pinpoint areas for improvement and refine their human resource management strategies. Identifying best practices, key factors, and challenges is crucial for developing effective workflows and achieving business goals.

1. Introduction

Malaysia has emerged as a significant hub for international manufacturing, attracting major automotive companies such as Honda, Toyota, Nissan, Mercedes-Benz, and BMW. As ASEAN's third-largest automotive market, Malaysia is home to 28 production and assembly facilities that handle automobiles, motorcycles, scooters, commercial vehicles, and automotive parts (mida.gov.my). The automotive sector is a vital component of the national economy, employing over 700,000 people and contributing 4% to Malaysia's GDP, equivalent to RM 40 billion.

ABC Sdn Bhd, established on August 7, 1989, is a key player in the automotive components sector, specializing in the manufacture, trade, and distribution of a wide range of vehicle parts and accessories for both domestic and international markets. According to its latest financial report, the company experienced a 15.71% increase in net sales revenue in 2022 and a 5.2% rise in overall asset value.

In response to the company's rapid growth and increasing customer demand, ABC Sdn Bhd has expanded its workforce, now employing around 1,000 people at its main production plant in Klang. The effectiveness of staffing practices is crucial for enhancing organizational productivity, as acknowledged by the business

community (Business Asia, 1999; Business Times, 2000). Staffing levels are a key indicator of an organization's ability to maintain a competitive edge and meet operational needs (Heneman & Judge, 2006).

One of the most pressing challenges for organizations is employee retention (Nguyen, 2020). Aligning organizational goals with the need for a balanced work environment that supports fundamental human needs and personal fulfillment is crucial (Ali & Anwar, 2021). Effective employee retention strategies are essential to prevent voluntary turnover, which can disrupt operations and increase training costs (Jumady & Lilla, 2021; Modau *et al.*, 2018). Staffing is vital for the success of organizations, especially in the manufacturing industry. Proper staffing ensures that companies have the appropriate number of skilled workers to meet production demands, sustain operational efficiency, and produce high-quality products. Conversely, inadequate staffing can lead to an increased workload, reduced productivity, and potential bottlenecks in the manufacturing process (Mahapatro, 2022). Employee retention refers to an organization's capacity to keep its valuable workforce for an extended duration. Retention involves encouraging employees to remain with the company for a long time or until the completion of a project (Hadi & Ahmed, 2018). According to Greer (2021), high turnover rates can result in increased recruitment and training expenses, lower productivity, and the loss of critical knowledge and expertise. Retaining skilled employees is crucial for ensuring stability, supporting organizational learning, and creating a positive work environment (Naim & Lenka, 2018).

Despite its prominence in the automotive industry, ABC Sdn Bhd faces significant difficulties in managing staffing and retention. Managers increasingly recognize that maintaining adequate staffing and retaining employees involves more than just offering competitive compensation. Understanding what motivates employees to stay is critical for enhancing productivity and developing a robust retention strategy.

Addressing the challenges of inadequate staffing and employee retention is vital for sustaining operational efficiency. However, a comprehensive understanding of current staffing practices and retention strategies at ABC Sdn Bhd's manufacturing department is lacking. This gap in knowledge impedes the company's ability to develop effective strategies to overcome these challenges and optimize workforce management.

This study aims to explore the current practices for maintaining staffing and employee retention within ABC Sdn Bhd's manufacturing department and to investigate the challenges associated with these practices.

2. Methodology

2.1 Research Design

To thoroughly understand the challenges ABC Sdn Bhd faces in maintaining adequate staffing and employee retention within its manufacturing department, a qualitative research design was implemented. This approach enables an in-depth exploration of participants' experiences, perceptions, and attitudes, offering valuable insights into the research problem.

The research design involved conducting semi-structured interviews with the human resource management team of the manufacturing department. The study utilized a non-probability sampling technique known as "snowball sampling," where current participants help identify additional participants for the study. Interviewees were selected based on their roles in human resource management relevant to the study. This approach ensured that individuals with pertinent knowledge and experience related to the research topic were included. By engaging with the human resource management team, the study aimed to gather their insights, perspectives, and experiences regarding staffing and employee retention challenges.

2.2 Data Collection

Semi-structured interviews were conducted with selected participants to collect data for the study, utilizing a snowball sampling method. The interviews were held in a one-on-one format, allowing participants to openly share their views and experiences. With the participants' consent, the interviews were audio-recorded to ensure accurate transcription and analysis. An interview guide was prepared in advance, containing the developed interview questions. This guide provided a flexible structure to maintain consistency across interviews while also allowing for exploratory discussions and capturing additional insights.

The interviews were scheduled at mutually convenient times and conducted in a private, comfortable setting to encourage an open and candid exchange. Each interview lasted approximately 15 to 30 minutes, giving participants ample time to share their perspectives and experiences.

The interviewees in this study were selected from the human resource management team responsible for the manufacturing department. This selection ensured that individuals with relevant knowledge and experience related to the research topic were included. To achieve a comprehensive understanding, approximately three interviewees were chosen (Table 1), representing a diverse range of roles and responsibilities within the management team. This approach aimed to gather a broad spectrum of data and insights from different perspectives within the team.

Table 1 List of HRM respondents

Respondent	Position	Working period
HR1	General Manager	8 years
HR2	Head of Department	5 years
HR3	HR Officer	2 years

2.3 Data Analysis

This study employs thematic analysis, a widely used qualitative analysis technique. The data collected from the interviews were transcribed verbatim to preserve the accuracy of participants' responses, and the transcribed data were then analyzed. Thematic analysis involves identifying patterns, themes, and categories within the data to develop a comprehensive understanding of the research topic.

The analysis process began with familiarization, where the researcher repeatedly read and listened to the interview transcripts to thoroughly understand the data. Following this, initial codes were generated by systematically labeling and categorizing segments of the data that were relevant to the research objectives. These initial codes were then organized into broader themes and sub-themes, reflecting patterns and recurring ideas across the dataset. The themes were subsequently reviewed, refined, and named to accurately represent the challenges of maintaining staffing and employee retention in the manufacturing department.

To ensure the credibility of the analysis, the researchers involved in the coding and theme development process engaged in regular discussions to compare and refine their interpretations of the data, thereby increasing the trustworthiness of the findings.

3. Results and Discussion

3.1 Adequate Staffing in Manufacturing Department

In the manufacturing sector, ABC Sdn Bhd emphasizes the critical importance of adequate staffing, recognizing its direct influence on operational efficiency, quality control, meeting production targets, employee well-being, and risk management. The company highlights the necessity of a positive work environment and anticipates potential challenges to strengthen the resilience of its manufacturing department. Several factors impact adequate staffing, including demand forecasting, managing employee turnover, operating within budget constraints, adapting to seasonal variations, addressing skills and competencies, and keeping up with technological advancements.

The firm faces challenges such as competition for talent, skills gaps due to technological changes, high turnover among local workers, and broader retention issues, all of which the company addresses strategically. To ensure sufficient staffing, ABC Sdn Bhd engages in collaborative initiatives with educational institutions, promotes teamwork and collaboration, conducts cross-training programs, and prioritizes succession planning as a key strategy for long-term success. These approaches reflect ABC Sdn Bhd's proactive stance on workforce management, aiming to cultivate a skilled, motivated, and resilient workforce within its manufacturing department. The matters of adequate staffing in manufacturing department at ABC Sdn Bhd is tabulated in Table 2.

3.2 Employee Retention in Manufacturing Department

ABC Sdn Bhd acknowledges the key themes of importance, factors, challenges, and strategies in addressing employee retention within its manufacturing department. The company emphasizes the significance of employee retention for ensuring organizational stability, team cohesion, customer satisfaction, cost savings, and fostering innovation, all of which are vital for long-term success and adaptability. Factors influencing retention include offering career growth opportunities, implementing recognition programs, providing continuous training, and utilizing engagement feedback mechanisms.

The company faces challenges such as intense talent competition, skills gaps due to technological advancements, high turnover, and broader retention issues. To address these challenges, the company implements strategies like offering competitive compensation, cultivating a positive work environment, providing on-the-job training, participating in DOJO class training, and recognizing employees through rewards programs. ABC Sdn Bhd's commitment to valuing its workforce and fostering a positive workplace culture highlights its proactive approach to employee retention in the manufacturing department. The information regarding matters of employee retention at ABC Sdn Bhd is presented in Table 3.

Table 2 *Matters of adequate staffing in manufacturing department at ABC Sdn Bhd*

Matter	Sub theme (codes)	Excerpts (Labels or Important Moment)
Importance	Operational efficiency	Guarantees that production schedules are fulfilled, reducing bottlenecks and delays.
	Quality control	Enables comprehensive quality control procedures, which lowers the possibility of flaws or mistakes during the production process.
	Meeting production target	Guarantees that production targets are met and contributes to the overall accomplishment
	Employee well-being	Having too few employees can result in dissatisfaction and burnout, whereas having enough employees encourages a better work-life balance.
	Risk mitigation	Protect against unforeseen circumstances like employee absences or abrupt rises in production demands
Factors	Demand forecasting	protect against unforeseen circumstances like employee absences or abrupt rises in production demands
	Employee turnover rates	High turnover can disrupt staffing levels
	Budget constraints	Managing the workforce within budgetary constraints requires finding a balance between operational requirements and financial constraints
	Seasonal variations	The manufacturing department experiences seasonal variations in production demands
	Skills and competencies	Decisions for recruitment are largely influenced by the abilities and proficiencies needed for positions.
Challenges	Technological advancements	Automation and technical advancements have an impact on the skill sets needed, which may change the quantity of employees required.
	Competition for talent	Facing competition for talent from other industries adds complexity to staffing efforts.
	Skills gap due to rapid advancement of technology	To narrow the skills gap and tailor employees to changing technological needs, strategic planning is required.
	High turnover especially by Local workers	A major personnel difficulty is caused by high turnover, especially among local workers.
Strategies	Retention challenges	Making it harder to maintain consistent staffing levels
	Training and skill development programs	Opportunities for ongoing learning enhance the adaptability and versatility of the workforce.
	Collaboration with educational institutions	Establishing a talent pipeline and developing internship programs aid in drawing in and keeping fresh graduates with the necessary skills.
	Teamwork and collaboration initiatives	Fostering teamwork and collaboration enhances employee engagement and strengthens the overall team dynamic.
	Cross-training initiatives	Ensuring employees receive training to manage various roles
	Succession planning	Selecting and developing internal talent for leadership positions is a necessary step in putting succession planning strategies into action.

Table 3 *Matters of employee retention in manufacturing department at ABC Sdn Bhd*

Matter	Sub theme (codes)	Excerpts (Labels or Important Moment)
Importance	Organizational stability and continuity	Company can rely on experienced employees who are familiar with processes, machinery, and specific job requirements.
	Maintaining team cohesion	Employee retention preserves team cohesion, facilitating effective collaboration and communication.
	Customer satisfaction and product quality	Retained skilled employees understand the processes and quality standards that impact product consistency.
	Cost savings and efficiency	Reducing recruitment and training expenses, enhancing overall operational efficiency.
	Innovation and continuous improvement	Retained employees actively contribute to innovation and leverage their experience and knowledge.
Factors	Career growth opportunities	Employees are more likely to stay when they see a chance for career growth.
	Recognition and appreciation programs	Such as employee awards and acknowledgment can contribute to a positive work environment and enhance retention.
	Training and skill development opportunities	Investing in continuous training and skill development opportunities demonstrates a commitment to employee growth.
	Employee engagement and feedback mechanisms	Creates a sense of involvement contributes to retention.
Challenges	Competition for talent	Skilled professionals in the manufacturing sector are highly in demand.
	Skills gap	The rapid advancement of technology lead to a skills gap among employees.
	Impact of global economic conditions	Such as economic downturns impact the manufacturing industry.
	Limited employee engagement initiatives	Lack of effective initiatives can result in dissatisfaction and attrition.
Strategies	Offer competitive compensation and benefits	Help attract and retain skilled workers,
	Create a positive work environment	Promoting work-life balance, recognizing employee contributions, and addressing any issues that contribute to a toxic work environment.
	On the job (OJT) by department by attaching the new employee to their mentor	Pairing new employees with experienced mentors.
	Attending dojo class training	These training sessions are designed to provide specialized and advanced skills relevant to their roles.
	Recognition and rewards	Performance can help motivate them to continue to excel and improve.
	Career planning and path development	A clearly defined career path is key to building employee loyalty, engagement, and attracting employees.

3.3 Current Practice at ABC Sdn Bhd

ABC Sdn Bhd has strategically built its manufacturing department on key pillars, focusing on operational efficiency, quality assurance, resource optimization, and adaptability to technological advancements. Operational efficiency is achieved by streamlining processes and optimizing workflows, which not only enhances productivity but also boosts employee morale. Quality assurance practices are designed to meet customer expectations while also instilling a sense of pride in employees. ABC Sdn Bhd's commitment to resource optimization aligns with sustainable practices, ensuring both cost-effectiveness and environmental responsibility. By embracing technological advancements, the company improves operational efficiency and increases employee satisfaction.

To address the rapidly evolving technological landscape, company has implemented four key practices. Aligning Learning and Development with organizational goals strengthens the connection between employee growth and company success. Offering competitive compensation is crucial for attracting and retaining top talent, as it directly impacts employee satisfaction. Involving direct managers in decision-making promotes effective communication and inclusivity, contributing to a positive workplace culture. Finally, focusing on specific employees through personalized approaches recognizes individual uniqueness, enhancing engagement and satisfaction within the workforce. Table 4 presents the matters of current practice of maintaining staffing and employee retention in Manufacturing Department.

Table 4 Matters of current practice of maintaining staffing and employee retention in manufacturing department at ABC Sdn Bhd

Matter	Sub theme (codes)	Excerpts (Labels or Important Moment)
Importance	Efficiency in operations	Ensure that manufacturing processes are executed smoothly and productively.
	Quality assurance	Crucial for maintaining customer satisfaction, reputation, and compliance with industry regulations.
	Resource optimization	Efficiently utilizing raw materials, manpower, and equipment.
	Adaptability to technological advances	Adaptability enhances the department's competitiveness, efficiency, and capacity for innovation.
Current practice	Aligning learning and development (L&D) with organizational goals	Aims to provide with a clear roadmap for professional growth within the organization and closely aligned with organizational goals
	Offering competitive compensation	Importance of aligning its compensation packages with industry standards to attract and retain top talent.
	Involving direct managers in the process	Not only enhances the effectiveness of L&D efforts but also reinforces the importance of each employee's role
	Focusing on specific employees	Tailors' development plans and retention strategies based on the unique strengths and goals of each employee

3.4 Employee Turnover in Manufacturing Department

To address employee turnover in its manufacturing department, ABC Sdn Bhd implements a comprehensive set of preventive measures. The company achieves cost savings by strategically investing in retention strategies such as competitive compensation, employee development, and fostering a positive work environment, which helps avoid the recurring costs associated with recruitment and training. Preserving institutional knowledge is a priority, achieved through mentorship programs and knowledge-sharing platforms. Team cohesion is maintained through team-building activities and effective communication channels. Additionally, ABC Sdn Bhd's emphasizes its employer brand by promoting a positive workplace culture to attract and retain top talent.

However, factors contributing to employee turnover include job dissatisfaction, workplace stress, limited work-life balance, and poor management. The challenges posed by turnover include production disruptions, increased workloads, training costs, and delays in project timelines. The company addresses these challenges with strategies such as cross-training, workload management, e-learning, digital resources, and contingency planning, ensuring adaptability and minimizing the impact of workforce fluctuations on operational efficiency. This information is shown in Table 5.

Table 5 Matters of employee turnover in manufacturing department at ABC Sdn Bhd

Matter	Sub theme (codes)	Excerpts (Labels or Important Moment)
Prevention importance	Cost savings	High turnover can result in significant recruitment and training expenses.
	Maintaining institutional knowledge	Experienced employees possess valuable insights and expertise.
	Preserving team cohesion	Preventing turnover helps preserve the relationships and synergies developed among team members.
	Talent attraction and employer brand	Enhance reputation as an employer by showcase a stable work environment.
Factors	Job dissatisfaction	Employees who are dissatisfied with their roles, workload, or work environment may seek opportunities elsewhere
	Workplace stress and burnout	Result from excessive demands, whether in terms of workload, tight deadlines, or challenging work conditions
	Limited work-life balance	Involve demanding schedules, and without a proper work-life balance.
	Poor management and leadership	Employees who experience poor leadership or ineffective management may seek alternative employment.
Challenges	Disruption in production	This happens when too many employees also the key personnel leave.
	Increased workload on remaining staff	The responsibilities and tasks where distributed to remaining staff
	Training and onboarding costs	The costs associated with training, orientation, and onboarding programs accumulate over time.
	Delay in project timelines	The departure of too many employees also key individuals can disrupt project.
Strategies	Cross-training	Ensure multiple employees are proficient in critical production processes.
	Workload management	Equitable distribution of tasks, preventing burnout and fatigue on remaining employees.
	E-learning and digital resources	Utilize e-learning platforms and digital resources for training and onboarding processes.
	Contingency planning	Contingency planning helps minimize delays when turnover occurs.

3.5 Discussion

3.5.1 Current Practice for Maintaining Staffing and Employee Retention

The discussion starts by addressing the first objective: identifying current practices for maintaining staffing and employee retention in ABC Sdn Bhd's manufacturing department. The company emphasizes key pillars like operational efficiency, quality assurance, resource optimization, and adaptability to technological advancements. These pillars drive productivity, employee morale, and customer satisfaction while aligning with sustainable practices.

The first practice involves aligning Learning and Development (L&D) initiatives with organizational goals, ensuring employees acquire relevant skills that contribute to the company's success (Jamali *et al.*, 2015). HR 1 highlighted that company offers competitive compensation, perks, and incentives to attract and retain top talent, reducing turnover and maintaining a motivated workforce.

ABC Sdn Bhd also emphasizes competitive compensation packages, including salary, benefits, and bonuses, to enhance employee satisfaction and retention (Kayode *et al.*, 2019). Additionally, involving direct managers in decision-making fosters effective communication and strengthens the connection between employees and leadership (Azevedo *et al.*, 2021; Kilroy *et al.*, 2023). This approach promotes a collaborative and transparent work culture.

Lastly, the company adopts a personalized approach by tailoring HR strategies to individual employee needs, such as personalized development plans and flexible work arrangements. This practice recognizes employee uniqueness, enhancing engagement and motivation (Pandita & Ray, 2018).

In summary, ABC Sdn Bhd's practices aligning L&D with goals, offering competitive compensation, involving managers in decisions, and focusing on individual needs. Reflect its commitment to fostering a supportive and engaging work environment, ultimately enhancing employee satisfaction and retention.

3.5.2 Challenges for Maintaining Staffing and Employee Retention

ABC Sdn Bhd faces several key challenges in maintaining staffing and employee retention, primarily due to intense competition for talent. In a competitive job market, attracting and retaining skilled professionals is difficult, with rival companies often offering more attractive incentives (Whysall *et al.*, 2019). To remain competitive, ABC Sdn Bhd's must continually enhance its compensation packages, benefits, and overall employer brand.

A significant issue is the skills gap caused by rapid technological advancements. As new technologies emerge, existing skill sets can quickly become outdated (Sjödin *et al.*, 2018). The company addresses this by investing in continuous training programs, ensuring employees are equipped to handle the latest technologies, which is crucial for maintaining operational excellence (Ras *et al.*, 2017).

High turnover rates, particularly among local workers, also present a challenge. Factors like changing career aspirations and external opportunities contribute to this issue (Ertas, 2015). ABC Sdn Bhd recognizes the importance of understanding the root causes of turnover and implements targeted retention strategies, such as offering career development opportunities and fostering a positive work culture (Mone *et al.*, 2018).

Retention challenges also include job satisfaction and engagement. Company focuses on creating an engaging work environment, recognizing employee contributions, and offering career development to reduce turnover and enhance job satisfaction (Yuen *et al.*, 2018; Hecklau *et al.*, 2016).

Limited employee engagement initiatives pose another challenge. ABC Sdn Bhd aims to improve engagement through initiatives like open communication, team-building activities, and recognition programs, fostering loyalty and a sense of belonging among employees (Osborne & Hammoud, 2017; Albrecht *et al.*, 2015).

Finally, global economic conditions represent an external challenge affecting staffing and retention. Economic fluctuations and market uncertainties can lead to workforce management difficulties (Al-Thaqeb & Algharabali, 2019). Company responds with adaptive workforce planning, financial strategies, and contingency plans to ensure stability and resilience in its manufacturing department.

In summary, ABC Sdn Bhd's proactive approach to these challenges is crucial for maintaining a skilled, stable, and engaged workforce in the manufacturing department.

4. Conclusion

In conclusion, a case study at ABC Sdn Bhd's manufacturing department highlights the company's strong commitment to operational excellence, quality assurance, resource optimization, and technological adaptability. ABC Sdn Bhd's focus on streamlined processes, adherence to quality standards, sustainable practices, and the adoption of cutting-edge technology reflects its dedication to fostering a productive manufacturing environment. The identified practices aligning L&D with company goals, offering competitive compensation, involving direct managers, and addressing individual employee needs. This demonstrate ABC Sdn Bhd's strategic efforts to enhance employee satisfaction and retention. Despite challenges such as talent competition, skills gaps, high turnover, global economic pressures, and limited engagement initiatives, company has taken a proactive approach with targeted strategies. Recommendations for strategic implementation, continuous monitoring, employee feedback, collaborative research, and comprehensive engagement assessment are aimed at further strengthening ABC Sdn Bhd's workforce management. As the manufacturing industry evolves, these insights are valuable for the company and similar organizations striving for a resilient, engaged, and adaptable workforce.

Acknowledgement

The authors would like to express their gratitude to Universiti Tun Hussein Onn Malaysia for their support.

Conflict of Interest

Authors declare that there is no conflict of interests regarding the publication of the paper.

Author Contribution

The authors confirm contribution to the paper as follows: **study conception and design:** Nurul Ain Natasha Ismail, Mohamad Ali Selimin; **data collection:** Nurul Ain Natasha Ismail; **analysis and interpretation of results:** Nurul

Ain Natasha Ismail, Mohamad Ali Selimin; **draft manuscript preparation:** Nurul Ain Natasha Ismail, Mohamad Ali Selimin. All authors reviewed the results and approved the final version of the manuscript.

References

- Albrecht, 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.
- Ali, B. J., & Anwar, G. (2021). An empirical study of employees' motivation and its influence job satisfaction. *International Journal of Engineering, Business and Management*, 5(2), 21-30. <https://doi.org/10.5539/ijbm.v16n5p55>
- Al-Thaqeb, S. A., & Algharabali, B. G. (2019). Economic policy uncertainty: A literature review. *The Journal of Economic Asymmetries*, 20, e00133.
- Azevedo, M. C. D., Schlosser, F., & McPhee, D. (2021). Building organizational innovation through HRM, employee voice and engagement. *Personnel Review*, 50(2), 751-769.
- Business Asia (1999). The value of human resources. Business Asia
- Business Times (2000). Organizational productivity and staffing levels. Business Times
- Ertas, N. (2015). Turnover intentions and work motivations of millennial employees in federal service. *Public personnel management*, 44(3), 401-423.
- Greer, C. R. (2021). Strategic human resource management. Pearson Custom Publishing.
- Hadi, N. U., & Ahmed, S. (2018). Role of employer branding dimensions on employee retention: Evidence from educational sector. *Administrative sciences*, 8(3), 44. <https://doi.org/10.5430/ijbed.v6n3p45>
- Hecklau, F., Galeitzke, M., Flachs, S., & Kohl, H. (2016). Holistic approach for human resource management in Industry 4.0. *Procedia CIRP*, 54, 1-6.
- Heneman, H. G., Judge, T. A., & Kammeyer-Mueller, J. D. (2019). *Staffing organizations*. McGraw-Hill.
- Jamali, D. R., El Dirani, A. M., & Harwood, I. A. (2015). Exploring human resource management roles in corporate social responsibility: The CSR - HRM co - creation model. *Business Ethics: A European Review*, 24(2), 125-143.
- Jumady, E., & Lilla, L. (2021). Antecedent and consequence the human resources management factors on civil servant performance. *Golden Ratio of Human Resource Management*, 1(2), 104-116.
- Kayode, O. J., Adeyinka, A. J., & Abiodun, A. J. (2019). Employees' remuneration and performance in Nigerian breweries plc. *International Journal of Business and Management Future*, 3(1), 1-18.
- Kilroy, S., Fu, N., Bosak, J., Hayes, R., & Schaufeli, W. (2023). Reducing day-level emotional exhaustion: The complementary role of high involvement work systems and engaging leadership. *Human Resource Management Journal*, 33(4), 846-867.
- Mahapatro, B. (2022). Human resource management. PG department of business management. New Age International (P) Ltd.
- Modau, F. D., Dhanpat, N., Lugisani, P., MaboJane, R., & Phiri, M. (2018). Exploring employee retention and intention to leave within a call centre. *SA Journal of Human Resource Management*, 16(1), 1-13.
- Mone, E., London, M., & Mone, E. M. (2018). Employee engagement through effective performance management: A practical guide for managers. Routledge.
- Naim, M. F., & Lenka, U. (2018). Development and retention of Generation Y employees: a conceptual framework. *Employee relations*, 40(2), 433-455.
- Nguyen, C. (2020). The impact of training and development, job satisfaction and job performance on young employee retention. Job Satisfaction and Job Performance on Young Employee Retention (May 1, 2020).
- Pandita, D., & Ray, S. (2018). Talent management and employee engagement—a meta-analysis of their impact on talent retention. *Industrial and Commercial Training*, 50(4), 185-199.
- Ras, E., Wild, F., Stahl, C., & Baudet, A. (2017). Bridging the skills gap of workers in Industry 4.0 by human performance augmentation tools: Challenges and roadmap. Proceedings of the 10th international conference on Pervasive technologies related to assistive environments, 428-432.
- Sjödin, D. R., Parida, V., Leksell, M., & Petrovic, A. (2018). Smart Factory Implementation and Process Innovation: A Preliminary Maturity Model for Leveraging Digitalization in Manufacturing Moving to smart factories presents specific challenges that can be addressed through a structured approach focused on people, processes, and technologies. *Research-technology management*, 61(5), 22-31.
- Whysall, Z., Owtram, M., & Brittain, S. (2019). The new talent management challenges of Industry 4.0. *Journal of management development*, 38(2), 118-129.
- Yuen, K. F., Loh, H. S., Zhou, Q., & Wong, Y. D. (2018). Determinants of job satisfaction and performance of seafarers. *Transportation research part A: policy and practice*, 110, 1-12.