

Turnover index in event organizers as a competitive differential in the market¹



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ABSTRACT

In the understanding that the movement of admissions and dismissals of employees in a company is called turnover index, the objective of this study is to identify this index in the companies that organize events in the city of Natal/RN, in order to understand its influence and its positive aspects. and/or negative about these organizations. It is characterized as a qualitative, descriptive and exploratory case study, carried out in April 2021. The results of this analysis indicate a distorted view by most of the analyzed organizations that claim to have a low turnover rate, which is refuted by from the calculation of the turnover index, which showed values that, for most organizations analyzed, range from Poor to Critical - above 15%, a fact that demonstrates the absence of a strategy aimed at building intellectual capital and a low focus on employee retention, causing turnover not to bring the expected benefits, such as the renewal of the organization itself, but rather, increasing the damage caused by the recurrent replacement of employees. It is concluded here that the present research highlights the need for

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monitoring and controlling the turnover rate and its respective motivating factors, making it necessary to understand that, despite the event planning being of a technical nature, its effectiveness goes beyond the simple amalgamation of services, considering the individual as a determining factor for adding their expertise and knowledge, and, with people management aligned with the organizational strategy, it enables commitment, as well as the retention of competent employees, directly favoring the construction of the advantage competitive.

Keywords: Event companies, People, Turnover, Competitive advantage.

INTRODUCTION

The events, which may be defined as planned, organized and programmed occurrences (with pre-established date, location and time) with the purpose of engaging people in an idea or action, rely on the complexity of their creation, their planning and execution, once that there is the orchestration of actions, the alignment of strategies, the definition of goals, the coordination of decisions and the constant evaluation of their progresses (Britto & Fontes, 2013).

Such events boost a market that, in typical periods, shows growing in promising results. A research performed with the stamp of the Magazine of Events/Sebrae/WTTC/Mtur (2018/2019), previous to the COVID-19 pandemic outbreak, points out that the sector has moved a year average of R\$ 854 billion, which represents 13% of the gross national product.

Ahead of such gear, there are companies organizing the events, responsible for the professional development of the sector. Through a study developed by the Brazilian Association of Companies of Events (ABEOC), entitled "X-ray of the companies of events in Brazil", it was observed that 98% of those companies are small, directing occupying an average of 10 people and have an annual revenue of up to R\$ 4.8 millions (ABEOC, 2019), data that outlines the profile of such market and reiterate its economy importance.

With characteristics intrinsic to small businesses, such companies present weaknesses that are related not only to unfair competition imposed by the



competitive advantage of major organizations, but also and mainly to the economy conjuncture and changes in the economy cycle (Everton, 2017).

The transformations to which the world economy and society have been going through, in the example of the COVID-19 pandemic, have printed in the organizations the need to reconstruct strategies to ensure their growth within a volatile market (Dias, Panno, Martellotta & Allis, 2021; Nogueira, 2021), also generating severe impact, on the events market (Sigala, 2020). Such changes in paradigms empowered a new perception regarding the individual, which means, the human resource, owner of the knowledge and source of renovation. Under such perspective, the human being, considered as a rare, intangible and determinant resource for the organizational resources, starts to embody the arsenal of competitive strategies (Stewart, 1998; Xu & Liu, 2020).

In this same line, Soltani & Azar (2021) affirm that the people in the organizations play an essential role to the business growth through their competences and that the organizations that invest in the knowledge of human capital are owners of a higher potential in the construction of their competitive differential.

Inserted in the universe of service providing, events are wrapped of intangibility and are directly connected to the experience lived by the user at the moment of consumption, affecting, therefore one's perception of quality in face of a previously created expectation. In this sense, the collaborators play an essential role in the success of the exchange performed, which is the satisfaction of the public's wishes (Castro Júnior, Miura, Martins & Ramos, 2021).

As follows, Park & Min (2020) sign that the realization of such service providing, develops with a surplus of tasks delegated to the collaborators, resulting in work overload, dissatisfaction of the collaborator and, at last, the wish to leave the organization, generating elevated index of turnover.

In such evolution process emerges the need of companies to provide a proper environment to the development of their employees, being relevant



the implementation of strategies and tools capable of enabling, gratifying, retaining and motivating such collaborator to provide a quality service (Carli & Frizon, 2020).

Nonetheless, the absence of poor applicability of such strategies results in an organizational phenomenon that serves as a mediator and guidance of the reality of the retention of collaborators in the company. In this sense, turnover, according to Beuren, Ribeiro & Silva (2019), term that refers to the cycle of hiring and letting collaborators go from the organization, has two identifiable aspects: the first, according to Silva (2001), would be to promote the renewal by bringing new ideas and forms of thinking to the organization, and the second, according to Sallaberry, Santos, Bortoluzzi & Lunkes (2021), would mean to result in unexpected expenses, loss of intellectual capital and, momentarily, loss in productivity.

In this sense, it is aimed at answering such question, in the following issue: how does the movement of admissions and dismissals of collaborators of companies organizers of events happen in order to identify their turnover rates?

Therefore, in a multi-case study, the following are considered: representatives of the event sector in the city of Natal, Rio Grande do Norte, in order to identify the turnover rates in such organization, from an investigation of the operational reality of those companies, from the observation of managers around the rotativity of their collaborators, the influence of the turnover and their positive and/or negative aspects and the control of such phenomenon as a competitive strategy of such organizations.

REVIEW OF THE LITERATURE

The search of companies from a competitive differential

The contemporary society lives immerse in the era of Information and knowledge, in which the communication speed and the technological evolution have reached an elevated standard and demand from individuals'



adaptation. Barreto, Albuquerque & Medeiros (2014) highlight that the organizations that are open to changes in their process acquire flexibility and speed in the adaptation to a dynamic and competitive market.

New forms of making, acting and creating are foreseen, unleashing on the primary sectors of economy the need to restructure and to define current paradigms to boost the productive sector. Mainly after unexpected situations, such as the COVID-19 pandemic, which has been affecting the world and impacting all economy sectors in the society (Sigala, 2020).

In face of such factors, the organizations and the work environment suffer direct interference in a dynamic, meticulous, demanding and competitive market. The information generated are quickly passed on and, this way, it creates the need of constant renewal, once the competitive advantages start to become short-lived and transitory in a smaller space in time (Ferraz, Derísio & Crispim, 2007).

The understanding that the human resource deserves to be seen as main active, according to Batista, (2021), group of assets and rights of the organization, which has economy value, led the organizations to be attached to such new paradigm. Such perception emerges when the quickness and the perishability of the information generated result in a transformation of the concepts of the society and radical changes in the people's behavior.

Hitt (2002) reinforces that such competitive environment, typical of the 19th century, has as characteristics the appearance of a globalized economy and particularly fast changes. Stewart (1998) complements that the easiness in the access of information technology and the growing competitiveness of the business competition characterize such new economy, in which the necessary assets to the generation of wealth stop being the earth, the physical labor, the tools or plants and start being the assets based on information.

The knowledge and the information are not tools that should be retained to a limited number of people. It is about a procedure that should reach the



highest number of people possible, if not everybody, one it is pertinent the expansion of internal communication, making everyone feel truly belonging and collaborators of such organization.

Jerzak (2015) points out that such is the essence of the human capital, the sharing of intelligence among the members of the organization, considering that the constitution of such intellect is made with inherent competences and competences acquired that, if duly worked, may be improved, putting people in a meaningful position within the definition of economy of activities in a company and reinforcing its value in the dynamic of the organization.

For Gallon, Nascimento, Scherer & Walter (2018) and Silva (2016), in the contemporary scenery, knowledge becomes to be visualized as a valuable source of organizational competitive advantage. The companies, in general, are in the market in search for a distinctive factor that make them reach the wanted success, therefore, there is a heated competition in search for this advantage that makes them arrive at the planned top stage.

The competitive advantage is the result of well-succeeded planning and implementation of a strategy, which generates value and profitability above the average of a segment (Porter, 2004). Alves, Silva & Salazar (2017, p. 538) complements by reinforcing that to have competitive advantage “[...] it is necessary that the strategy aggregates value to the company without another competitor being able to easily “imitating” it.

Knowledge, therefore, emerges as a competitive factor and enables the investment in human capital, being this the road to the wanted competitive advantage. It is a fact that the organizations do not survive without people and in the scope of competitive advantage, human capital should always be in first plan, being seen as a collaborator and focus of continuous investment (Batista, 2021). According to Marras (2005, p. 128), “it is necessary that companies consider, mainly, the importance of the intangible assets, such as intellectual capital and the professional competences of their workers”.



Therefore, in addition to applying coherently the strategies of recrudescing, selection, training of people, it is important to provide means of rewards which end up motivating and awaking the commitment of such professionals in the company, being a way of retention and guaranteed that the investment is done in the qualification of such individual and converted into benefits for the organization itself.

The retention is shown to be a voluntary movement by an organization to create an environment that involves employees for a long period of time. Such relation of attachment should be long-lasting, constant and connect the employee to the organization by common values and by the way that this answer to their needs.

Traditionally, the factors that reinforce such bond are the satisfaction at work, the organizational commitment or the psychological contract, the expectations of the career, the balance between professional life, the lack of formation and development, context, rewards, seasonality of businesses and nature of workstations (Mohanty & Mohanty, 2014).

At last, it is observed that the over quoted strategies are also of relevant placement in the sector of services and are extended to all organization which aims at a competitive differential. Tanke (2004) highlights that, as the market grows the traditional way to work is gradually being replaced by a new form of acting, demanding skills and renewed practices in management of people, once, in an activity that external and internal forces increase competitiveness, it is necessary the implementation of a current model of management, fit to the current demands and a new look on human resource, in search of a competitive differential.

Turnover and the companies of events

The companies that provide services, specifically in the events sector, have characteristics that influence a differentiated dynamic of acting, both regarding development as in the management itself. As mentioned by Maioli



and Tomelin (2019), companies of events have their operationalization ruled by the government and oriented by the market, being necessary the adoption of organization strategies to define their goals of acting.

Park and Min (2020) highlighted that the services of hospitality, in which events can be included, are market by the absence of work resources for the collaborators, excess of emotional work and rates of rotativity higher than the ones presented by the industries. Such dynamic may boost the pressure caused on employees and linked to other characteristics, may cause discouragement, and eager to lay off from the company. To this organizational phenomenon, the title of turnover or people rotativity is given.

For Akgunduz and Eryilmaz (2018), the turnover is related to the conscience and intention of collaborators in leaving their jobs. On the other hand, for Beuren, Ribeiro & Silva (2019), turnover is the flow of admissions and dismissals of collaborators from a company.

Marras (2009, p. 66) believes that "it is the number of dismissed employees from a company at a certain period compared to the average chart of effective". Albattat & Som (2013) complement that the turnover is divided into two categories, which are: 1) voluntary rotativity; the one that the turnover starts from the interest of the employee itself; and 2) involuntary rotativity, in which the exit is provoked by intentions of the employer.

Foreman (2009) exposes that factors related to the high rate of rotativity can generally be divided into three categories: 1) work, in which satisfaction, the salary, the performance and the commitment are inserted; 2) individual factors, such as age, gender, education; and 3) external factors, such as the unemployment rate, perception of the job and the presence of the union. As compliment, Carli and Frizon (2020) & Sallaberry et al (2021) point out that by providing a healthy workplace, the companies have diminish the possibilities of loosing their collaborators.

Consequently, it is notorious the need to determine the turnover rate for a possible identification of its consequences, once when a high rate of representativeness is found, the perceived results are harmful to the



company, after all, to loose competent employees may negatively affect the competitive advantage of the organization (Özbağ, Ceyhun & Çekmecelioğlu, 2014). Therefore, the turnover interferes in the performance of the companies due to the unexpected costs with such process, reverberating in the diminishing of the organizational productivity (Sallaberry et al., 2021).

In the same way, low numbers of turnover do not represent benefits to the organization. A zero rate, or close to this, reveals that the company is found stuck, inserted in a strict management process that does not promote renewal. The turnover rate of personnel correspondent to zero is not the purpose, since, it shows a total state of stiffness and possible deficiencies in the retention of collaborators, specially of the intellectual capital of the organization (Chiavenato, 2004).

Nonetheless, it is necessary to highlight that the turnover is only seen negatively once the turnover rate is an elevated result, which proves a high variable of losses. On the contrary, when such value is found within the average, it acts beneficially for the company by promoting innovating actions with the insertion of new employees and new forms of thinking, as proven by Silva (2001, p. 8) when stating that “turnover creates opportunities for replacement and they may bring within new knowledge, ideas, approaches, technologies and styles”, in addition to providing the displacement of internal employees to sectors of the company, aggregating to them value and knowledge.

In the hospitality market, and consequently, in the events market, it is observed that a lower turnover rate results in better performance, making the organizations face a competition for talents while searching for a competitive advantage (Dolasinski & Roberts, 2020), fact which reveals the importance of implementing tools that identify the turnover rate to trace strategies that broaden the business competition

Rosário (2006) shows that for the realization of such calculus, it is necessary the use of some variables presented in the following equation:



Figure 1: General Turnover Rate

$$\text{ÍNDICE DE ROTATIVIDADE GERAL} = \frac{\frac{A+D}{2} \times 100}{EM}$$

Source: Rosário (2006).

A = admissions of personnel within the considered period (entries);

D = dismissals of personnel (both for the company's initiative as for the employees') within the considered period (exits);

EM = average effective within the considered period. This may be obtained by the sum of the existing effective in the beginning and at the end of the period, divided by two.

As a rule, there is no number that defines such general index, but yes, macro and micro elements which will guide the analysis. To intend to broaden such discussion, Furtado (2020), reveals that the acceptable turnover rate may vary from company to company, but, in general, should not overcome 10% per year (1% per month). On the other hand, Sancho, Carmo, Sancho & Bahia (2011) constructed more delimited parameters that aim at facilitating the process of identification of the results, this way, for the up mentioned authors, the turnover is considered expected within 0% to 7%, between 7% and 15%, acceptable, between 15% and 25%, bad and critical above 25%.

Therefore, in face of the exposed reality, it is considerable that the events sector needs to identify the turnover rate of its employees, in order to establish up to which point such phenomenon interferes positively or negatively in the company, and, thus, to enable the reduction of loss of human and intellectual capital, promoting such individual to a more suitable environment in motivation and satisfaction in the performance of one's function as well as



to convert the retention of intellectual capital into competitive advantage for the organization itself.

METHODOLOGICAL PROCEDURES

The present study has a qualitative approach. It is also descriptive and exploratory, once it aims at familiarizing with the phenomenon or obtaining a new perception of it and finding out new ideas, performing precise descriptions of the situation and discovering the existing relations among its elements (Cervo, Bervian & Silva, 2007).

The choice of a qualitative approach collaborated in the investigation once it enabled the immersion of the researcher in the studied reality, therefore, “the qualitative approach of a problem, in addition of being a choice of the investigator, is justified, mainly, by being a proper way of understanding the nature of a social phenomenon” (Richardson, 1999, p. 79). Furthermore, the methodological procedures used included the documental research and the bibliographic research, which contributed to aligning the obtained information by other techniques, whether by unraveling new aspects of a theme or a problem (Ludke & André, 1986).

The main purpose of this research is to identify the turnover rate of companies that organize events from a multiple case study in the city of Natal, Rio Grande do Norte, encompassing the years from 2016 to 2020, in order to point out until what point the turnover acts positively or negatively upon such organizations. It is about a multiple study case, in which, according to Godoy (1995) is characterized by analyzing two or more organizations and/or subjects in a way to answer “how” and “why” certain facts occur under the investigated objects.

The sampling of the research is non-probabilistic by convenience, therefore, companies that organize events in Natal/RN which attended the specifications of the study were selected, once the focus was turned to those companies that worked with the entire process of planning and execution of



the event, in different segments of such sector, such as festivals, shows, MICE events (Meetings, Incentives, Conferences and Exhibitions), social events, among others. Their personal board should have at least 2 collaborators with formal bond. In addition, to delimit the population, it was chosen to investigate companies with more than five years of acting, considering 2018 as the base year, in order to obtain more precise and coherent data, after all, time is a determinant factor in the identification of the turnover index.

In the data gathering step, an online questionnaire was used as a tool through the Google Forms platform, having fifteen questions, from which twelve were open questions, two were closed and one was a multiple choice question (see Table 1), available during the month of April, 2021. Nine companies provided data for the development of the research, however, only six were validated for the analysis due to the upper mentioned criteria for the inclusion in the study, defining the sample that was represented by managers of the organizations that, for a confidentiality reason, were called as companies A, B, C, D, E and F.

Table 1: Questionnaire of the research

Name of the Company
Year of foundation of the company
Did the company finish 2020 with how many fixed collaborators?
What was the number of hiring fixed collaborators in the years of 2016, 2017, 2018, 2019 and 2020 (respectively)?
What was the number of dismissals of fixed collaborators in the years of 2016, 2017, 2018, 2019 and 2020 (respectively)?
What was the maximum period of permanence from a collaborator in a company?
What was the minimum period of permanence from a collaborator in



a company?

Do most dismissals happen by the collaborator's initiative or by the company's?

In general, which are the main reasons for dismissals of collaborators in the company?

How do you evaluate the turnover level in your company in the past five years? (low, medium, high)

What are the consequences (positive or negative) that the turnover brings to your company?

Regarding the costs involved with hiring and dismissals of collaborators, in the last five years, does your company consider (low, medium, high)

What measures does the company take to ensure the permanence of a collaborator?

In case the previous answer was "another", point out which are.

Did the pandemic caused by COVID-19 act on the number of hiring/dismissals of collaborators in your company in the past year? How?

Source: Data from the research (2021).

The use of the questionnaire eased the development of the investigation, once the access to the participant individuals was optimized and enabled fast answers, as point out Cervo, Bervian & Silva (2007) by presenting several parameters that characterize the use of a questionnaire, referring to it as a way to obtain answers to questions logically related to a central issue.

In the analysis of data, the calculus presented by Rosário (2006) was employed, to measure the turnover rate of the analyzed companies (Figure 1), but for the interpretation of such result, the parameters described by



Sancho et al. (2011) were used, in which from 0% to 7% as expected, between 7% to 15%, acceptable, between 15% to 25%, bad, and critical above 25%, in a way to identify the turnover rate.

At last, for the appreciation of the data the analysis of the content was performed, which for Flick (2009), the analysis of the content, in addition to performing the data interpretation after the gathering, is developed through more or less refined techniques. Bardin (2011) complements that the analysis of the content is a group of techniques from the analysis of communications, which uses systematic procedures and purposes of the description of the content of the messages. The intention of the analysis of the content is the interference of knowledge related to the conditions of production (or eventually, of reception), interference such that turns to indicators (quantitative or not).

In face of the exposed, it is perceived that the analysis of content is a group of techniques from the analysis of communications, which have as purpose to surpass the uncertainties and to enrich the reading of the gathered data, enabling, therefore a broad view of the results, an articulation with the specific theory and answer to the research in question.

ANALYSIS AND DISCUSSION OF THE RESULTS

To make the comparison between the found turnover rates is a complex activity, since several external factors are capable of interfering in such perception, such as the market's own inherent turnover (and the competition's), the country's and the state's economy, the area of the company's business, the size of the company and, at last, the management of the company.

The first sample investigated was company A, founded in the year of 1985, representing the organization with most time in action among the studied ones. Its chart is composed formally by 18 collaborators, however, at the peak of production of its main product, it comes to accumulating an



approximate number of 3,0000 third-party professionals, being this a common characteristic in the events sector, in which hiring someone occurs specifically for determined events.

Such organization initially focused on marketing projects and amplified its acting to major events promotion, highlighting shows and *micareta*, having a portfolio that surpasses more than 3,000 events. Its fixed functional chart is composed by people who work in several areas, such as management, accounting, marketing, tourism and design. It is a company that has collaborators who entered in the year of foundation, in 1985 and remain until current days, revealing that they focus on the development of an environment and favorable organizational culture as a main strategy of retaining the collaborators. The minimum period of permanence is of 3 months and the dismissals happen, most of the times, by solicitation of the collaborator him/herself, due to the appearance of new and better opportunities in other companies and even in other cities. The turnover rate of the organization is considered low. And the costs which involve such transition are also pointed out as low.

“Due to the low turnover, the company has high retention of the intellectual capital, avoiding costs with training. In addition, the team gets more integrated with itself, the processes flow quickly, mainly in major events” (Board of company A).

At last, it was stated that the current crisis caused by the COVID-19 brought negative results by preventing the hiring of new collaborators which was schedule for the present year, therefore, they are being able to maintain the old collaborators due to the relationship constructed with them throughout the years.

Company B, established in Rio Grande do Norte since 1999, works in communication consultancy and in the organization of technical and scientific events. It has a profile based on attending institutions and private corporations and has as main scope of acting the areas of industry, health,



commerce and law. Just as the above mentioned company, the motor of this company are the employees with temporary hiring and partner companies that provide the necessary services for the execution of events, and are orchestrated by two current fixed employees, responsible for all the development of the sector of events of the company. Within the investigated universe, the company presented a linear number with 2 hiring and 0 dismissals, maintaining the functional chart for the last five years. Such situation reverberates the actual crisis, in which, by presenting a limited number of collaborators, it is possible to keep them in face of the shut down scenery in the events execution. In the total period of permanence in the company, the higher period was of 7 years – in which the development of an environment and favorable organization culture was pointed out, acting beneficially on the retention of collaborators – and the lowest period of retention was of 8 months, being the majority of the dismissals solicited by the collaborator and due to the lack of synchrony with the company's profile. The turnover index and costs are considered low, being the main claimed reason an environment and organizational culture favorable to the development of functions.

Company C, launched in 2003, is an organization centered in providing exclusive and innovative solutions in the area of technology and services for events. It has already acted in 200 congresses and has attended over 3,000 middle-sized events per year, all over Brazil. Its portfolio of services and products has sound services, light services, projections, computer providing, interactive totems, simultaneous translation, stage accessories, filming and photos, structures, e-posters, recharge solutions, among others. It has a functional chart of 7 collaborators and, among the analyzed organizations, it was the one that presented the highest number of hiring in the period from 2016 to 2020 and the highest number of dismissals in the same period. Unlike the scenery found in the previous companies, here, it was identified the dismissals occur mainly due to the company's request by identifying low qualification and not being fit to the innovative profile that the company



claims to have. The state that, up to then, the collaborator who presented most durability in the company was one for the period of 7 years – pointing that the main strategy of the collaborators' retention is focused on the creation of an environment and favorable organizational culture – and the lowest period was of 1 year. It is considered that the turnover rate of the collaborators is low. In addition, they claim that the money spent with such transition are considered medium. It is pointed out as negative point of such process the need of new training, but that, even with such weakening, the turnover brings new energy to the organization. Regarding the impacts occasioned by the COVID-19 crisis, on the functional chart of the company, it claims that the dismissals are happening in a directly proportional way. Demand attended, necessary cuts performed.

Company D works in the area of ceremonial, assessor, decoration and catering for events, in the majority, social events. It was founded in the year of 2010 and has a functional chart composed by 2 collaborators. The highest period of permanence of a fixed employee was of 3 years – alleging being the application of a bonus, rewards and promotions in face of a good performance path, strategy applied to retain the collaborator – and the lowest period was of 6 months. The majority of the dismissals occur by the collaborator's initiative, who goes out to work on other organizations. It is considered a medium turnover index, as well as the expenses involved in such process. It states that the crisis has affected the development of its actions, but the company was able to maintain its functional chart.

The following sample, here represented by Company E, was founded in 2015. In addition to a Bread & Breakfast, it is a space focused on the realization of social events and where all the structure and necessary services for the execution of an event are provided: decoration, lights, catering, photography, security, among others. It has formally 16 collaborators who act in all sectors, when necessary. The highest time period identified in the dedication of the work to the company was of 8 years – using the strategy of construction of an environment and favorable organizational culture to retain



the collaborators – and the lowest period was of 1 year. The dismissals, in its majority, occur due to the collaborator's solicitation, who feels motivated to search for opportunities in other companies. It is evaluated that the turnover index of the company is low, as well as the expenses related to such transition. Regarding the necessary shutdown in the events sector – by having characteristics which transforms it into a dissemination carrier of the SARS-CoV-2 virus- highlights that it was necessary to perform the dismissal of 6 of its formal collaborators. ressalta que foi necessário efetivar o desligamento de 6 dos seus colaboradores formais.

At last, the company F was analyzed, being this organization the one with less formalization time, once its foundation was in the year of 2018, but it has recognition in the sector of cultural production, such as June festivals, Carnival and is ahead of the organization of an important music festival for the location since the year of 1998, even before being formalized as a company organizer of events. It has a functional chart composed by 8 collaborators. It has a maximum period of 4 years of work dedication by one employee – where it is mainly used the strategy of continuous qualification of the collaborator in order to maintain him/her, and 2 years as the shortest period. The solicitation of dismissals are usually from the organization itself, which has gradually being diminished. The turnover rate is considered low and the costs in the substitution processes median. It defends that the COVID-19 crisis has brought negative impacts, since it is an events company and with the pandemic all projects were postponed or canceled, affecting directly the hiring of personnel.

Below, the numbers that represent the functional chart will be presented, as well as the values referring to the hiring and dismissals of the researched companies, regarding the last five years of acting, which means, from 2016 to 2020.

Table 2: Annual Hiring and Dismissals of Fixed Employees in Events Companies in Natal/RN



COM PANY	HIRING					DISMISSALS					AV ER AG E Nº OF CO LLA BO RA TO RS ²
	2016	2017	2018	2019	2020	2016	2017	2018	2019	2020	
A	1	1	1	1	0	1	1	1	1	1	18
B	1	0	1	0	0	0	0	0	0	0	2
C	4	4	4	4	4	2	2	2	3	4	7
D	1	1	1	1	1	0	0	1	1	1	2
E	2	3	5	2	1	0	0	0	0	1	16
F	4	4	2	0	0	0	0	0	0	2	10

Source: Data of the research, 2021.

Table 2 presents the necessary data for the identification of the turnover rate of the analyzed companies. According to the premises presented by Rosário (2006), the number of hiring and dismissals of the respective years, as well as the average number of effective collaborators was found. The determination of the turnover rate of each company was performed based on the calculus presented in Figure 1. The results will be presented in Table 3, with colors that lead to the parameters presented by Sancho et al. (2011) in which green: 0% - 7% (expected); yellow: 7% - 15% (acceptable); orange: 15% - 25% (bad); red: above 25% (critical).

Table 3: Analysis of the Turnover of companies organizer of events of the RN market based on studies of Sancho et al. (2011)

² The average number of employees considers formal hires made before the analyzed period and that remain in the workforce.



COMPANY	TURNOVER RATE				
	2016	2017	2018	2019	2020
A	5.55%	5.55%	5.55%	5.55%	2.77%
B	25%	0%	25%	0%	0%
C	42.85%	42.85%	42.85%	50%	57.14%
D	25%	25%	50%	50%	50%
E	6.25%	9.37%	15.62%	6.25%	6.25%
F	20%	20%	10%	0%	10%

Source: Data of the research, 2021.

The main finding of the research relies on the identification of the turnover rate of the analyzed companies. It is observed that two companies presented a linear turnover rate throughout the years, maintaining themselves in the same category, company A with expected rates and company C with critical rates, considering the entire period of time from 2016 to 2020. The other companies show a continuous transition between the turnover rates identified in the analyzed timeline, oscillating between the presented categories. Therefore, company B appears initially with bad rates of 25%, evolve to 0%, number within the expected, returns to the bad category with 25% and ends up the last years, 2019 and 2020, within the normality with 0% of turnover rate. Company D, on the other hand, has initial numbers of 25% in the bad category and migrate to a critical level in the three final years of the research, with rates of 50%. Company E transits in a crescent line, 6.25%, 9.37% and 15.62% which leads the company to pass through the three categories in the first three initial years, acceptable, expected and bad, and, in the final period, it is stable in an expected level of 6.25%. At last, company F appears with rates of 20%, considered bad in the two initial years, goes down to the acceptable category of 10% in the year of 2018, followed by a downfall to 0% and ends up the research within the acceptable index of 10%.



Within the exposed, it was observed that the positioning of the analyzed sample is discrepant regarding the data found, once that 4 of the 6 companies claim having a low or medium turnover rate and the results fit those companies into a bad to critical rate. This way, it is perceived that, according to the organizations, an absence of strategies that encompass the turnover rate follow-up. By installing methods that act on the identification the people's turnover in companies, it is possible to perform a more solid analysis regarding the reasons for the dismissals and the not retention of the intellectual capital, leading to a more effective construction of a competitive advantage for the organization.

Such finding reinforces the premise of Özbağ et al. (2014), showing to be relevant the determination of the turnover rate and the identification of its consequences. In the hospitality market, and consequently, in the events market, it is observed that a lower turnover of collaborators results in better performance, making organizations to face a competition for talents while aim at a competitive advantage (Dolasinski & Roberts, 2020).

Still regarding the literalness of the numbers found, it is revealed that only one of the organizations has kept its index within the desirable standards, up to the point in which the other companies are found in a critical state of turnover, and when not, present null indexes, result which does not contribute to the company's renewal. In face of this, the theory presented by Chiavenato (2004) is reinforced. The theory claims that the null turnover rate is responsible for organizational disadvantages, which inhibits the company's competitiveness. In the same way, this corroborates to the positioning of Silva (2001) by reinforcing the need of control of the turnover rate, by then, generating results which create opportunities that generate the renewal of ideas, approaches, technologies and styles to the organization.

In addition, the research has elaborated on the data that reveal the costs involved in the turnover rate of collaborators, as exposed above, the organizations A, B and E claim that their costs are low. When comparing the turnover rates identified annually, it is observed that such understanding



happens by such companies presenting, in the majority of the years, an index that oscillates between the expected and acceptable levels. On the other hand, companies C, D and F claim to have medium expenses, highlighting the need of new training. Table 3 shows that the above mentioned companies have, in the majority of the years, a turnover rate that transits between bad and critical, consequently the costs of such processes should be superior to the presented by the companies. Such premises state what Sallaberry et al. (2021) establishes regarding the consequent costs generated due to the turnover rate and downfall of the performance and the attributes of the provided services.

Also, it is important to highlight that the six analyzed companies agree in the positioning regarding the main causes of turnover, listing as essential for the determination of the turnover in their organizations: the change of job, low qualification, lower perspectives in the career, not fitting the work system or the company's profile and lack of commitment. Such claim reaffirm the studies of Foreman (2009) that presents as elements determinants of the turnover factors related to the work, here highlighted: the satisfaction, the paycheck, the performance, the commitment, individual factors, highlighting schooling, and external factors emphasizing the perception of the job.

Regarding the retention strategies, it was identified that 4 of the 6 organizations focus on the development of an environment and favorable organizational culture, 1 intensifies its actions in the continuous training of the collaborator and the other acts in a way of compensating, rewarding and promoting the collaborator in face of the development of an efficient job, corroborating, therefore, what Marras (2005) exposes, which shows to be pertinent that the organizations realize the relevance of their intangible assets, creating favorable spaces to the good development of their functions and rewarding them as a way to retain them.

All findings corroborate to strengthen the studies of Dolasinski & Roberts (2020) by pointing out that when having strategies which enable a control of the turnover rate, the organizations optimize their actions, diminish costs,



retain the intellectual capital and, therefore, results in better performance, making the organizations face a competition for talents while aim at a competitive advantage.

At last, is perceived that the organizations were unanimous by pointing out that the crisis caused by the COVID-19 has brought negative impacts to their projects, functional chart and market as a whole. Many were the events postponed and/or canceled, a scenery without events resulted in a suppressed demand and, consequently, necessary dismissals, this way, 3 companies focused in maintaining their functional char and, therefore, guaranteeing the retention of the intellectual capital, on the other hand, the 3 other companies, in face of the market's economy instability, needed to perform dismissals. In fact, one characteristic identified within the analyzed samples is that the pandemic impaired the hiring of new collaborators.

FINAL CONSIDERATIONS

The turnover is not only a challenge in the area of human resources, once it generates impacts on all the company's result. The costs related to the bad management of such phenomenon are associated with the recruiting, selection and training of new employees, as well as the costs of the opportunities, which is something that generates loss of productivity, idleness and the substitution of an employee who will need a certain time to fit into the work routines and to become proficient in the function.

By analyzing the six companies representative of the events organization of the Rio Grande do Norte's capital, the results of such study show that only company A is found in the Expected level – from 0% to 7% - in all verified years and that company B oscillates between Expected and Acceptable results – from 0% to 15%. Meanwhile, company C has Critical indexes – higher than 25%, company D transits between Bad and Critical values – higher than 15% and Companies E and F suffer the higher variations which go through the Expected, Acceptable and Bad, from 0% to 25%.



Such funding counterpoints to the perception initially pointed out by the respective managers of such organizations that did not bring numbers which truly demonstrated the turnover rate. Their answers lead only to the naming Low – used by the companies A, B, C, E and F – and Medium – used by the company D.

In this sense, it is verified that there is no application of methods of identification of the turnover, highlighting the need of implementing organizational strategies capable of identifying the results presented and, therefore, promoting the retention of the intellectual capital and converting it into competitive advantage.

The research shows that the dismissals of the collaborators are motivated, in its majority, by the search of a better positioning in the work market and, in some cases, when they do not develop the organizational culture of the company. In addition, there is lack of understanding of the construction of intellectual capital and a low focus on the collaborators and all their load of knowledge, making the turnover less beneficial, as the own company's renewal, but yes, broadening the damages caused by the recurrent substitution of collaborators.

To understand that, despite the planning of events dresses up of a technical character, its realization goes beyond the simple junction of services. The individual is a determinant factor by aggregating its competences, creativity, expertise and knowledge and, when people's management is aligned to the organizational strategy, it enables commitment, as well as the retention of competent collaborators, directly contributing to the construction of the organizational competitive advantage, highlighting, therefore, the need to develop skills and knowledge from the collaborators.

It becomes pertinent to observe that the turnover is a manageable process, once that, when duly orchestrated, it will result in renewal, reconstruction and distribution of knowledge, keeping away the negative possibilities. To investigate the company's turnover allows to understand



which factors have influence in the collaborators' well-being within their work environment and which strategies the companies should adopt to strengthen the organizational culture, the collaborator's commitment and, therefore, minimizing the turnover.

The events market has much to benefit from such actions, once the implementation of strategies focused on the construction of intellectual capital, by the retention of employees in the companies, enable the execution of more qualified, creative and memorable events, making the offer of such service diverse and aggregating value to a public each day more demanding.

As a study limitation, there is the acquisition of the results founded in the management view of the analyzed companies, not being able to identify the conception of the collaborators regarding the turnover. This way, it is recommended to include interviews with the collaborators, in a way to identify the factors, from their perceptions, which indicate the intention of leaving the companies, it is also suggested the broadening of the sample in future researches, in a way to obtain a broad panorama regarding the turnover rate of the companies organizers of events in Natal/RN.

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Ricardo Lanzarini - Reading of the text; guidelines for corrections; indication of literature.

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