ANTECEDENTS FACTORS AFFECTING EMPLOYEE RETENTION: CASE STUDY OF DAYUN GROUP CO., LTD.

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ABSTRACT
This research aimed to study personal factors, motivation factors, and organizational commitment that affect employee retention at Dayun Group Co., Ltd. The sample group used in this research comprises 400 employees of the company—data collection by questionnaire and sampling by the convenience sampling method. Data were analyzed by t-test, F-test, and multiple regression analysis. The findings showed that personal factors, in terms of the age of the respondents were different, affected employee retention differently at a statistically significant 0.05 level. Motivation factors, namely recognition and advancement, affect employee retention at a statistically significant 0.05 level, with a predictive power of 37.8%. And organizational commitment, namely affective commitment, continuance commitment, and normative commitment, affect employee retention at a statistically significant 0.05 level with a predictive power of 61.2%.
Keywords: Personal Factors, Motivational Factors, Organizational Commitment, Employee Retention

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INTRODUCTION

The Chinese people's rapidly changing social, economic, and lifestyle conditions, new and re-emerging diseases are entering an aging society, including chronic non-communicable diseases, road accident statistics, and behaviors in daily life, regardless of the health of the people that are increasing. In addition, the new coronavirus disease, or COVID-19, is spreading and is a problem worldwide, including in China today, causing people to be vigilant and control the spread of the disease to affect others in society as little as possible.

The impact of the COVID-19 pandemic has caused many businesses to adapt and comply with the government's epidemic control policies and measures. This reduces business activities by reducing the number of employees required to perform the job. For example, employees' working days could be reduced to cope with the reduced purchasing power and take over the business to survive. Because of the organization's nature, many employees must reduce the number of jobs. Along with a reduced income, you must sustain your life to survive the crisis. Make employees feel burned out or change careers. This makes personnel retention extremely important in today's operations.

Employee retention means maintaining human capital within the organization for a long time to create learning, skills, innovation, productivity, and service quality improvement. Loss of personnel through resignation makes the organization valuable. Expenses or increased costs are direct costs, including investing in recruitment. Select and develop new personnel with the knowledge and abilities to replace the resigned senior personnel. It is a high investment and takes a long time. Indirect costs include the fact that if personnel resign, it may result in other personnel leaving accordingly. New personnel must gain skills and meet service users' needs and expectations, resulting in reduced satisfaction. The organization will also lose the loyalty of its personnel, reducing the effectiveness and efficiency of operations. The opportunity cost is that the organization will lose resources and personnel. Organizations must also waste personnel's knowledge, skills, abilities, and wisdom to improve the organization.

Work motivation results from a person being motivated by the urge to act or struggle. To achieve certain objectives, behavior is caused by incentives, such as a person's willingness to work to earn virtue. Individual employees' attitudes toward work differ. According to Frederick Herzberg's two-factor theory (1957), job preference, reward happiness, and job completion are essential factors, as are organizational commitment and feelings and personal attitudes that employees have towards the organization, such as a feeling of oneness with the organization, acceptance, and organizational values (Allen & Mayer, 1990). Thus, motivation to work, job satisfaction, and commitment to the organization are important and affect the persistence of personnel in various organizations.

Dayun Group Co., Ltd., formerly known as Shanxi Tongda (Group) Co., Ltd., was established in 1987 and is located in Yuncheng Economic and Technological Development Zone, Shanxi Province, at the cross-regional level, combining engineering and construction work. The group has more than 12,000 employees and total assets of 20 billion yuan, with four production bases in Yuncheng, Chengdu, Shiyan, and Guangzhou. The company's products are exported all over the country and to more than 100 countries and regions in Asia, Europe, Africa, and America. The group also produces more than 40 models of motorcycles, more than 200 types, and more than 1.5 million units per year, including more than 2 million motorcycle engines per year. And it also produces more than 30 types of three-wheeled motorcycles and more than 300,000 units per year with independent intellectual property rights. The motorcycle “Universiade” continues to receive awards because it was the only motorcycle supplier for the 2008 Olympic and Paralympic Games in Beijing.

From the above situation, it is clear that the company has been able to operate until now due to having highly skilled personnel ready to get to work. Therefore, this research aims to study personal factors, motivation factors, and organizational commitment that affect employee

retention at Dayun Group Co., Ltd. as a guideline for solving problems and determining company human resource management policies to reduce the loss of skilled and knowledgeable personnel. It can also reduce the cost of recruiting and training new personnel, develops more efficient human resource management practices, and guide executives at all levels in setting organizational policies.

LITERATURE REVIEWS

Concept and theory of motivation factors

Motivation can be defined as a process that initiates, directs, and sustains behavior in pursuit of a particular goal or objective. The force drives individuals to act in a certain way, and internal and external factors can influence it. Motivation is a complex and multifaceted construct studied by psychologists, sociologists, and organizational scholars. In organizational settings, motivation is a critical factor that affects employee performance, job satisfaction, and organizational success (Gagné, 2012).

Herberg (1959) conducted a study on motivation to work. People want happiness from work. Whether happiness from work comes from satisfaction or not, joy or dissatisfaction with work does not come from the same group. Still, it is caused by two factors, motivation factors and maintenance or hygiene factors, with details as follows:

Motivation factors are work-related factors that motivate people to like and love their work. It is a stimulus that creates satisfaction for people in the organization to work more efficiently because it is a factor that can satisfy the internal needs of individuals as well, including:

1) Achievement refers to a person who can finish work and successfully solve various problems; knowing how to prevent problems from occurring when the work is done results in a feeling of satisfaction and ecstasy in the success of that work. And they participate in the opportunity to express opinions and make decisions in their work as appropriate.

2) Recognition refers to being appreciated by supervisors, friends, counselors, or others in your organization. This recognition may be a compliment, encouragement, or any other expression of recognition of one's ability when one of the tasks has been accomplished, and respect is inherent in success at work.

3) Work Itself refers to an exciting career that requires creativity. The challenge to action is a job that can be done from beginning to end alone. Have the freedom to work and get to work in their specialty, which will clearly define the duties and responsibilities.

4) Responsibility refers to the satisfaction that arises from the assignment. To be responsible for new tasks and have full authority to take responsibility. No close inspection or control is appropriate for the amount of work. Be trusted to take responsibility and be assigned essential tasks.

5) Advancement refers to getting promoted to higher ranks in the organization. They had the opportunity to study to gain more knowledge or receive training, giving them the possibility of growth, which incentivizes personnel to want to work.

Concept and theory of organizational commitment

Al-Jabari and Ghazzawi (2019) defined organizational commitment as employees wanting to continue working with the organization and having the intention and willingness to work for a successful organization. Employees share goals and objectives with the organization, have a good attitude toward the organization, and have ownership of the organization.

Meixner (2020) defined organizational commitment as an attitude or feeling of a person towards an organization, such as loyalty to the organization, goal acceptance, values, and corporate culture, a sense of unity with the organization, and being willing and able to sacrifice for the organization. Try to play a part in not damaging the company's reputation as if they were part of the organization.

Allen and Meyer (1990) divided the characteristic of organizational commitment into three aspects as follows:
1) Affective commitment refers to the employee's organizational commitment or affiliation. The commitment that employees should have towards the work they have done makes it challenging, capable, and enjoyable. They should also have the freedom to think and make decisions at work and a structured, clear organization. It gives employees a sense of belonging and a desire to stay with the company.
2) Continuance commitment refers to commitment resulting from monetary and non-monetary compensation in exchange for the employees' working for the company. Willingly and make employees feel it is necessary to stay in the organization.
3) Normative attachment refers to the attachment that arises from social or corporate values. Individuals who claim to be members of an organization must be committed to working at full capacity for the organization. By being influenced by work experience, individuals begin with family and corporate culture and instill in employees the importance of staying with the organization.

Concept and theory of employee retention

Gorde (2019) defines employee retention as creating a sense of personal commitment to an organization. The organization can keep employees working together with the organization for as long as possible as if it were lifetime employment.
Silva, de Amorim Carvalho, and Dias (2019) defined employee retention as being satisfied and willing to work with the organization for a long time without considering resigning.
Das and Baruah (2013) discussed employee retention as part of the personnel retention process for those who have been selected to work in the organization and are satisfied with their work willingness and efficiency after working with the organization for a long time, which consists of 3 factors:
1) Personal factors are work-related characteristics, such as age, gender, marital status, education level, work experience, monthly income, motivation to work, intelligence, and a flair for solving problems, including the duration of work and interest in the work.
2) Job factors include job characteristics, skills, professional status, organization size, distance from home to work, and job structure.
3) Management factors include job security, benefits from the organization, an opportunity to advance in a career, responsibility at work, and the working environment.
Rakhra (2018) stated that the more satisfied employees are, the lower the turnover rate. That indicates a high persistence level. Job satisfaction directly impacts the commitment to stay on the job. Because employees have progressed in their careers, interaction with other people can meet the needs of the employees sufficiently to meet the requirements. Make employees have a good attitude towards the organization, resulting in higher employee retention and high persistence. Job satisfaction directly impacts the commitment to stay on the job. Because employees have progressed in their careers, interaction with other people can meet the needs of the employees sufficiently to meet the requirements. Make employees have a good attitude towards the organization, resulting in higher employee retention. That is when employees are satisfied. Satisfaction with the job will lead to a commitment to the organization. This will become a good indicator of changing careers and affecting the organization's persistence.
Therefore, three assumptions were established as follows:
H1: Various personal factors affect employee retention at Dayun Group Co., Ltd. differently.
H2: Motivational factors affect employee retention at Dayun Group Co., Ltd.
H3: Organizational commitment affects employee retention at Dayun Group Co., Ltd.
The conceptual framework can be drawn from the literature review, as shown in Figure 1.

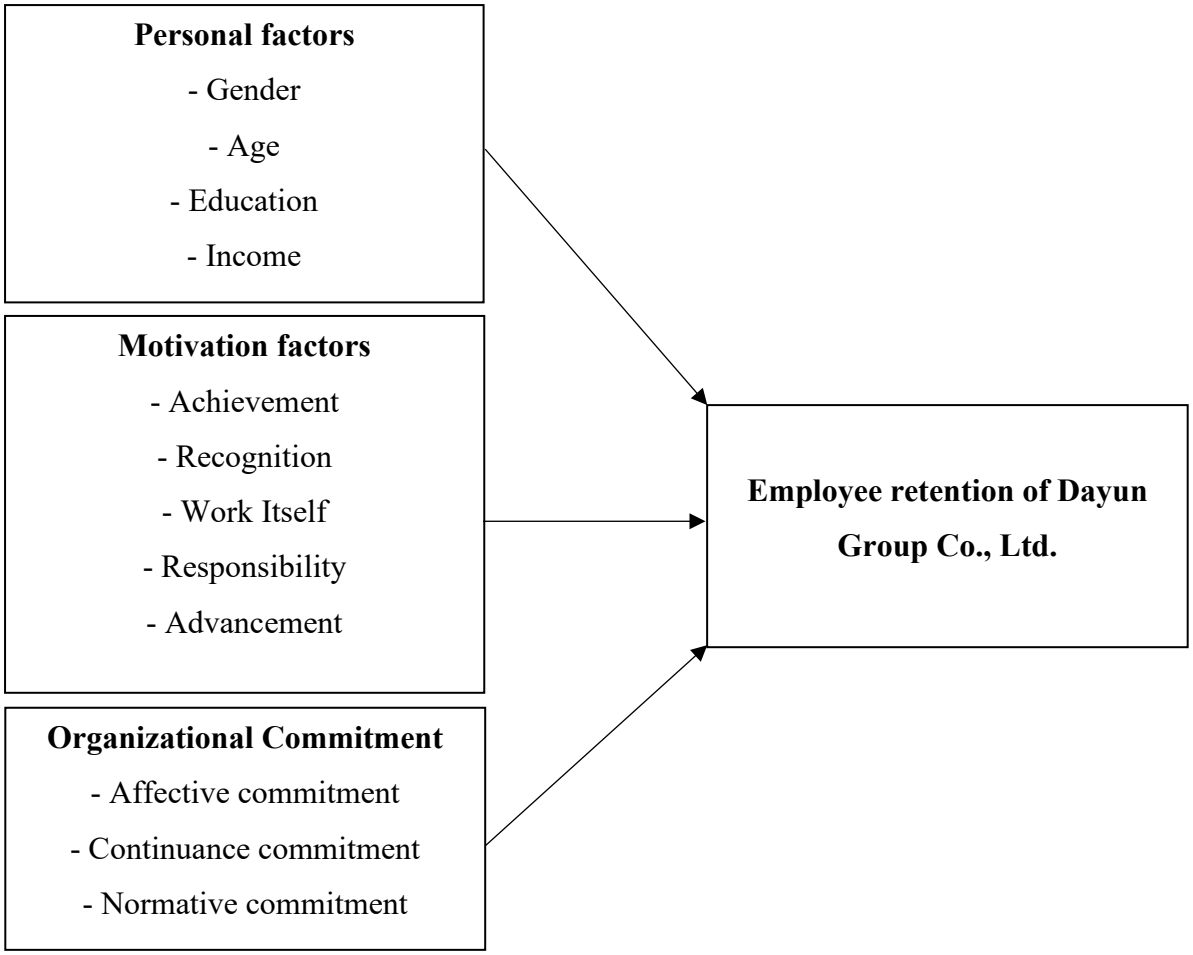

Figure 1 conceptual framework

RESEARCH METHODOLOGY

The population used in this research was company employees of Dayun Group Co., Ltd., with a total population of 12,000, whose researchers knew a finite population. Therefore, from the formula for calculating sample sizes of Yamane (1973), the sample size was 387 people. Still, to back up the data collection error, set aside another sample size of 13 people, resulting in a total sample size of 400 people using non-probability sampling with the convenience sampling method. The tools used in this research were a questionnaire created through the study and research of the concepts and theories used in this study. To obtain information on motivation factors and organizational commitment that affect employee retention. This questionnaire is divided into five parts as follows: (1) A questionnaire on respondents' general information; (2) a questionnaire on motivation factors; (3) a questionnaire on organizational commitment; (4) a questionnaire on employee retention; and (5) opinions and other suggestions. The questionnaire was measured using a 5-level Likert rating scale, and the reliability of the questionnaire overall was 0.940, greater than 0.7, so the questionnaire was considered reliable. The data were analyzed using the number, percentage, mean, and standard deviation. And tested the hypothesis by t-test, F-test, and multiple regression analysis.

RESEARCH RESULTS

The data analysis results from the general information provided by respondents. It can be concluded that most of the respondents were male (52.25%), aged 21-30 years old (35.00%), had a bachelor's degree (63.00%), and had an income of 5,001-10,000 yuan (40.25%).

Table 1 shows the average and standard deviation of each factor.

Factors	$\bar{X}$	SD	Level of opinion
Motivation factors	**4.12**	**0.43**	**Agree**
- Achievement	4.06	0.54	Agree
- Recognition	4.02	0.61	Agree
- Work itself	4.15	0.49	Agree
- Responsibility	4.18	0.49	Agree
- Advancement	4.19	0.49	Agree
Organizational commitment	**4.14**	**0.45**	**Agree**
- Affective commitment	4.19	0.50	Agree
- Continuance commitment	4.08	0.53	Agree
- Normative commitment	4.16	0.52	Agree
Employee Retention	**4.11**	**0.62**	**Agree**

From table 1 , it was found that most respondents had opinions on motivation factors, organizational commitment, and employee retention overall and in each aspect at the level of agreement.

Table 2 shows hypothesis testing of personal factors.

Personal factors	Statistics	Statistical value	Sig.	Test result
- Gender	t-test	-1.277	0.202	Reject
- Age	F-test	7.262	0.000*	Accept
- Education level	F-test	2.915	0.055	Reject
- Income	F-test	0.636	0.592	Reject

* Statistically significant at the 0.05 level.

From table 2 , it was found that personal factors, in terms of the age of respondents were different, affect employee retention differently at a statistically significant 0.05 level.

Table 3 shows hypothesis testing of motivation factors.

Motivation factors	b	Std. Error	β	t	Sig.
Constant	0.792	0.245		3.239	0.001*
- Achievement	0.053	0.061	0.046	0.867	0.386
- Recognition	0.411	0.055	0.406	7.450	0.000*
- Work itself	0.032	0.069	0.025	0.457	0.648
- Responsibility	0.100	0.077	0.080	1.304	0.193
- Advancement	0.213	0.074	0.170	2.888	0.004*
$R = 0.621$, $R^2 = 0.386$, Adjusted $R^2 = 0.378$, $SE_{EST} = 0.487$, $F = 49.539$, Sig. = 0.000*					

* Statistically significant at the 0.05 level.

From table 3, it was found that motivation factors, in terms of recognition and advancement, affected employee retention at a statistically significant 0.05 level, with the two variables combined having a predictive power of employee retention of 37.8%.
The aspect that most influenced employee retention was recognition ($\beta = 0.406$), followed by advancement ($\beta = 0.170$).
It can be written in the form of an unstandardized score and a standardized score as follows:
Unstandardized score:
$\hat{y} = 0.792 + 0.411$ Recognition $+ 0.213$ Advancement
Standardized score:
$Zy = 0.406$ Recognition $+ 0.170$ Advancement

Table 4 shows hypothesis testing of organizational commitment.

Organizational commitment	b	Std. Error	β	t	Sig.
Constant	-0.180	0.179		-1.007	0.314
- Affective commitment	0.178	0.055	0.145	3.226	0.001*
- Continuance commitment	0.176	0.055	0.151	3.227	0.001*
- Normative commitment	0.678	0.050	0.573	13.448	0.000*
$R = 0.784$, $R^2 = 0.614$, Adjusted $R^2 = 0.612$, $SE_{EST} = 0.385$, $F = 210.412$, Sig. = 0.000*					

From table 4, it was found that organizational commitment, in terms of affective commitment, continuance commitment, and normative commitment, affected employee retention at a statistically significant 0.05 level, with the three variables combined having a predictive power of employee retention of 61.2%.

The aspect that most influenced employee retention was normative commitment ($\beta = 0.573$), followed by continuance commitment ($\beta = 0.151$), and the least was affective commitment ($\beta = 0.145$).

It can be written in the form of an unstandardized score and a standardized score as follows:

Unstandardized score:

$\hat{y} = -0.180 + 0.178$ Affective commitment $+ 0.176$ Continuance commitment $+ 0.678$ Normative commitment

Standardized score:

$Zy = 0.145$ Affective commitment $+ 0.151$ Continuance commitment $+ 0.573$ Normative commitment

DISCUSSION & CONCLUSION

First, a discussion of objective 1 found that personal factors, in terms of the age of respondents were different, affect employee retention differently at a statistically significant 0.05 level, which is according to the assumptions set due to the diversity of generations. It's something that happens to every organization. Making different age ranges affect employee intention to stay differently. Especially the purpose of their intention to stay. Many studies indicate that generation has a significant effect on resignation differently. (1) Baby boomers (born between 1946 and 1964) are less likely to resign than younger generations. Part of it may be because they are old, to changing jobs is difficult. Make them primarily focus on the stability of the job. To enable themselves to continue working until retirement age. (2) Generation X (born between 1965 and 1980) were moderately likely to resign. This is partly because they still want to grow in their careers or are dissatisfied with their current job positions. (3) Millennials (born between 1981 and 1996) had a higher resignation rate than previous generations. Several factors resulted in them having the idea to resign, such as the need for work-life balance, job satisfaction, job challenges, and a willingness to change jobs frequently. To seek an ideal career. And (4) Generation Z (born between 1997 and 2012). This generation has been a limitation in studies to lately. But for, the study in the early days pointed out that this group has the highest resignation because of the need for more flexibility than in previous generations. They also want to challenge themselves and find a favorite identity or career, making them more willing to change jobs. This makes it difficult for organizations attempting to increase employee retention in this generation to persuade employees to stay (Ng & Feldman, 2013; Poon & McLean Parks, 2017; Rosen & Johnson, 2018; Twenge, Campbell & Freeman, 2012; Verquer, Beehr & Wagner, 2014). Thus, age differences also show differences in a generation and are significantly correlated with resignation, influenced by various factors, including differences in work values, attitudes, and expectancy. As already pointed out, the new generation will have a higher resignation rate than the older generation. Consistent with the mean difference test, it was found that older people are more likely intention to stay with an organization than younger

people of every generation. This finding is consistent with Govindaraju's (2018) study on demographic factors influencing employee retention. The results showed that age and education affect employee retention. And following the research of Agyeman and Ponniah (2014), who studied employee demographic characteristics and their effects on turnover and retention in MSMEs, the results showed that age affected employee retention.

Second, a discussion of objective 2 found that motivation factors, namely recognition and advancement, affect employee retention at a statistically significant 0.05 level, which has a predictive power of 37.8%, which is according to the assumptions set. Because motivation is an essential factor in employee retention, the most important motivation is monetary or other fair compensation. Most employees choose to make decisions first because of this compensation. But there are also elements of motivation in other dimensions. That encourages their ideas and expectations in many other non-monetary ways. These include career growth opportunities, work-life-related programs or benefits, and acceptance from organizations, supervisors, and colleagues. Make it their intention to stay with the organization and increase the employee retention rate of the organization. Thus, motivation is the most critical factor in creating employees who have organizational citizenship behaviors and can also help increase operational efficiency. This is in accord with Vinoy Vincent and Kumar's (2019) idea that the critical motivations for employees to have job satisfaction and push them to reach their full potential are intrinsic and extrinsic motivation. This research found that recognition and advancement are two critical components of motivation that helped employees' intentions to stay with Dayun Group Co., Ltd. The research shows that recognition has the greatest influence on employee retention. Because self-esteem allows employees to feel that their work is worth being appreciated and rewarded, they make themselves determined to develop themselves to be admired and role models for other employees. In addition, this recognition also helps the organization retain talented employees (Kalleberg & Moody, 2018). Next was advancement, which had a significant influence on employee retention. Because the company can make employees see ways to develop themselves or grow in their careers within the organization, make these employees have goals to drive themselves to success. As a result, each employee is committed to attending training and seminars and developing specific professional skills to achieve expertise. To make themselves promoted or rewarded as they expect or set goals (Petrou, Demerouti, & Schaufeli, 2016). However, even achievement, work itself, and responsibility will not significantly affect employee retention. But it is still the basic motivation that the company offers to each employee. To motivate employees to use their efforts and abilities to effectively perform the tasks set by the organization within the scope of work they are responsible for. The findings are consistent with Roopavathi and Kisshore's (2020) research on motivational factors of employee retention and engagement in organizations. The research found that motivational factors, including financial rewards, job characteristics, career development, recognition, work-life balance, and psychological factors, affect employee retention. This is consistent with Nagabhaskar's (2014) research on motivational factors of employee retention and engagement in organizations. The research found that motivational factors, including financial rewards, job characteristics, career development, recognition, work-life balance, and psychological factors, affected employee retention.

Finally, a discussion of objective 3 found that organizational commitment, namely affective commitment, continuance commitment, and normative commitment, affect employee retention at a statistically significant 0.05 level, which had a predictive power of 61.2%, which is according to the assumptions set. Organizational commitment is critical to employee retention because it demonstrates employees' commitment to achieving organizational goals. They also see that the organization is one of the institutions they need to promote and develop to prosper. Employees' commitment to the organization is their loyalty and willingness to work for the organization to the best of their abilities. This is consistent with Meyer and Allen's (1991)

concept of three essential organizational commitment elements. Precisely, affective commitment reflects employees' emotions and feelings of commitment. Especially the feeling that they are part of the organization and a vital force that will lead the organization to achieve its goals. Subsequently, continuance commitment reflects employees' perceptions of the opportunities they lose if they resign, such as loss of benefits, career advancement, opportunities to develop skills and abilities, etc. And the final element, normative commitment, reflects employee commitment and intention to stay with their organization. Due to their moral or ethical duty, every employee should strictly adhere to the strong norms of the organization as if they were indebted to it, even if they are dissatisfied with the job or work environment. They will hold on and insist on continuing to work. This finding is consistent with research by Sharma and Azmi (2014), who conducted a study titled "Relationship between Retention Factors, Organizational Commitment and Actual Turnover: An Empirical Study of Indian B-Schools." The results showed that organizational commitment affects employee retention. And consistent with the research of Živković, Franjković, and Dujak (2021), they studied the role of organizational commitment in employee turnover in logistics activities of food supply chain. The results showed that organizational commitment, including affective and normative commitment, affects employee retention.

Implications of the study

1) Entrepreneurs and heads of human resources should focus on creating motivations appropriate to their employees' ages. To be able to create programs that help employees stay with the organization. Because the results of this research found that age is an essential element of an employee's factor that affects their intention to stay with the organization, especially in light of generational differences that cause high resignation rates, especially among the new generation of entrepreneurs, HR managers must understand these differences. As a result, it can improve appropriate retention strategies for employees that meet their needs. Especially the new generation of employees, who have a high resignation rate, must be motivated by flexible work and life programs. There must also be compensation and welfare that meet the needs.

2) Entrepreneurs and heads of human resources should pay attention to motivation, especially recognition and advancement because the findings of this study revealed that motivation factors, specifically recognition and advancement, have a statistically significant effect on employee retention. Therefore, organizations must retain employees by rewarding exceptional performance through awards. Or public relations within the organization to know how those employees positively impact the organization. To create recognition and praise for the honor or exemplary deeds of the organization. It should also create opportunities for self-development in the professional field. Along with the rewards that will be received if the employees can maintain themselves or perform tasks as clearly expected by the organization,

3) Entrepreneurs and heads of human resources should focus on creating a positive working environment. To encourage employee satisfaction, fairness, and a clear purpose to build an organizational commitment bond among employees. Employees share common values and goals by creating a work-oriented culture for the organization's success. There should also be a tiered career growth program based on years of service, including emphasizing the rules of living within the organization by organizing regular orientation training. Therefore, employees will understand and recognize the impact of their actions at every step. Employee commitment will help keep employees at the organization and help companies reduce costs incurred from recruiting, training, and developing their employees. It also significantly improved the overall performance of the company.

Future Research

1) Future research should explore other research methods, such as qualitative research that will provide insights into the emotions related to the intention to stay with the organization, mixed

method research that will allow a clear comparison of quantitative and qualitative research results, etc.
2) Future research should explore other variables affecting employees' intentions to stay with the organization. For example, working climate, executive leadership, organizational culture, etc. These factors are all ones that make employees decide to stay with the organization.
3) Future research should incorporate the tools developed from this research and continue to be studied with other companies. To search for suitability or to develop the quality of tools suitable for education in all contexts effectively in the future.

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