



ABAC ODI JOURNAL Vision. Action. Outcome

ISSN: 2351-0617 (print), ISSN: 2408-2058 (electronic)

Key Perspectives to Enhance Employee Retention: A Study on Leadership, Compensation, Career Development, and Work Environment at ABC Company

Phacharaphon Feungarrom, Somchai Tantasanee

ABAC ODI JOURNAL Vision. Action. Outcome Vol 12(2) pp. 109-124

<http://www.assumptionjournal.au.edu/index.php/odijournal>

Published by the
Organization Development Institute
Graduate School of Business and Advanced Technology Management
Assumption University Thailand

ABAC ODI JOURNAL Vision. Action. Outcome
is indexed by the Thai Citation Index and ASEAN Citation Index

**Key Perspectives to Enhance Employee Retention:
A Study on Leadership, Compensation, Career Development,
and Work Environment at ABC Company**

Phacharaphon Feungarrom¹, Somchai Tantasanee²

¹Master of Management in Organization and Development (MMOD)
Graduate School of Business and Advanced Technology Management (GS-BATM),
Assumption University, Thailand. Email: g6619054@au.edu

²Lecturer, MMOD Graduate School of Business and Advanced Technology Management,
Assumption University, Thailand. Email: tantasa2003@yahoo.com

Received: 13 September 2024. Revised: 29 September 2024. Accepted: 4 October 2024

Abstract

Employee retention is a critical issue for many organizations. This study focuses on exploring and developing a strategic plan for enhancing employee retention of the current and former employees of ABC Company in Thailand. The researchers collected and analyzed data from both current and former employees of ABC company, a legal service medium-sized business, by interviewing 7 organizational members. The researchers applied a qualitative method by creating interview questions and conducting interviews with seven participants, selected through purposive sampling, which allowed for a diverse representation of current and former employees from different departments within ABC Company. The data collected from these interviews were then analyzed using thematic content analysis, which helped identify key themes related to leadership, compensation, career development, and work environment. Employees reported dissatisfaction with leadership based on favoritism and a lack of advocacy. To address this, leadership development programs focused on equitable treatment and employee-centric approaches are recommended. Compensation, particularly health benefits and bonuses, was found to be inadequate, suggesting a need for a comprehensive review and improvement of the benefits package. Career development opportunities were limited, with unclear promotion paths and insufficient mentoring. Implementing structured career development programs and clear advancement paths is crucial. Lastly, the toxic work environment, driven by office politics and poor communication, requires a cultural shift toward transparency and employee engagement. Addressing these areas can significantly improve employee retention.

Keywords: Employee Retention, Leadership Skill, Career Development, Employee Engagement, Benefits Package, Compensation

Introduction

This study focuses on developing strategic plans for enhancing employee retention at ABC Company in Thailand, where maintaining a stable workforce is crucial for organizational success. High employee retention is essential for sustaining productivity and ensuring smooth operations. By focusing on factors that encourage employees to stay with the company, this study aims to develop strategic plans that will foster long-term commitment and reduce the frequency of workforce turnover. The research emphasizes the importance of creating a supportive work environment that strengthens employee engagement and loyalty.

Turnover intention, as defined by Lee and Liu (2022), is the process by which employees contemplate leaving their current jobs, driven by dissatisfaction with work conditions, limited career advancement, or the lure of better opportunities elsewhere. Additionally, Chen and Wu (2020) describe it as the self-reported likelihood of employees leaving their organization within a specified timeframe, influenced by both personal and organizational factors.

Das and Baruah (2013) mentioned employee retention is the willingness of employees to stay in their current organization, based on the support and returns they receive from the organization.

Background of the Study and Problem Statement

Employee retention is a crucial challenge that many organizations have to face and overcome. Issues such as job dissatisfaction, inadequate compensation, limited career advancement opportunities, and poor management practices often contribute to high turnover rates. For example, job dissatisfaction, where employees are unhappy with their job, work environment, or overall experience, can lead to decreased productivity. Inadequate compensation, such as when employees feel their salary and benefits do not match their efforts, skills, or market standards, often pushes them to seek better-paying opportunities elsewhere (Armstrong & Taylor, 2014). Limited career advancement opportunities, where employees lack prospects for promotion or professional growth, can make them feel stuck and undervalued, increasing turnover intentions (Lee & Liu, 2022). Poor management practices, such as ineffective leadership, lack of communication, favoritism, or inadequate support, create a toxic work environment, further exacerbating retention issues (Bass & Riggio, 2006). For ABC Company, an institution in Bangkok that provides alternative dispute resolution services, including arbitration and mediation for cross-border disputes, the issue of high turnover is not just a statistical concern but a significant challenge. According to Human Recourse development internal document, losing 14% of its workforce each month necessitates continuous efforts to hire and retain new staff, as well as to retain existing organizational members. Overall, it will disrupt the continuity of operations, decrease morale among remaining staff, waste time hiring new people, and increase training costs. By examining the experiences and perspectives of both current and former employees, this study aims to uncover the root causes of turnover intention at ABC Company. To diagnose the issues at ABC Company and develop the SWOT analysis, the research employed a qualitative approach

through in-depth interviews consisting of seven organizational members, including five current employees and two former employees. The researcher selected participants represented a cross-section of the company's workforce, ensuring diverse perspectives on the issues affecting employee retention. The inclusion of both current and former employees provided a comprehensive understanding of the reasons behind turnover and the challenges for enhancing employee retention within the organization

SWOT Analysis

Figure 1

SWOT Analysis

Strengths <input type="checkbox"/> Effective team management skills <input type="checkbox"/> Bonuses provided <input type="checkbox"/> Basic career growth structure <input type="checkbox"/> Structured work environment	Weaknesses <input type="checkbox"/> Ineffective Leadership Practices <input type="checkbox"/> Inadequate Compensation Packages <input type="checkbox"/> Limited Career Development Opportunities <input type="checkbox"/> Toxic Work Environment
Opportunities <input type="checkbox"/> Industry Trends Toward Employee Well-being <input type="checkbox"/> Advances in Leadership Development <input type="checkbox"/> Government Incentives for Employee Benefits <input type="checkbox"/> Technological Advancements in HR Practices	Threats <input type="checkbox"/> Economic Downturn <input type="checkbox"/> Increased Competition for Talent <input type="checkbox"/> Changing Labor Market Dynamics <input type="checkbox"/> Regulatory Changes

Organizational Background

The ABC Company founded in 2015, is a medium-sized organization structured to provide comprehensive alternative dispute resolution services in Thailand. Its executive management oversees several key departments, including Arbitration and Mediation, which manages arbitration cases and coordinates mediators, and Administrative Support, responsible for day-to-day operations such as scheduling, financial management, and IT services. Additionally, the Business Development promotes ABC's services and fosters relationships with businesses, law firms, and international organizations. This structure ensures that ABC remains a key player in both domestic and international dispute resolution.

Research Objectives

1. To gather insights on the current and former employees regarding their reasons for leaving ABC Company and their suggestions.
2. To explore key perspectives enhancing employee retention of ABA Company.
3. To develop recommendations for enhancing ABC Company's employee retention.

Research Questions

1. What are the reasons for the high employee turnover of ABC Company?
2. What are key perspectives enhancing employee retention of ABA Company?
3. How to develop recommendations for enhancing employee retention of ABC Company.

Scope and Limitation of the Study

In this research study, the researcher has defined the scope of the study as the population used in this study are both current employees and former employees of ABC Company, a total of 15 people, but only seven people under the limited timeframe. The time frame for gathering data and research for the researcher is quite limited, which is 2.5 months. The complexity of the arrangement of the interview with most high-level positions, including the former employees, because of their tight schedule for online interviewing, caused intense time consumption for interviewing the interviewees.

Literature Review

This chapter presents the previous academic research that forms the foundation of this study. It shows the definitions and theories that shed light on the complexities of employee retention.

Theories related to the research

Transformational Leadership Theory emphasizes inspiring and motivating employees through a shared vision, fostering trust, and supporting personal development. It aligns with the leadership development recommendation at ABC Company by addressing issues like favoritism and lack of advocacy, as transformational leaders prioritize fairness, individualized support, and employee growth. This leadership style creates a positive work culture, increases job satisfaction, and enhances career development, all of which are critical to improving employee retention. By adopting transformational leadership practices, ABC Company can reduce turnover and build a more committed workforce.

Herzberg's Two-Factor Theory divides workplace factors into two categories: hygiene factors and motivators. Hygiene factors, such as salary, benefits, and work conditions, are essential to prevent job dissatisfaction but do not necessarily increase job satisfaction. On the other hand, motivators like career development, recognition, and opportunities for growth actively enhance job satisfaction and drive employee retention. In relation to ABC Company, improving hygiene factors like compensation and work environment can reduce dissatisfaction, while offering motivators such as clear career paths can foster long-term employee commitment and retention.

Employee Retention

For this research, employee retention refers to encouraging employees to remain in the organization for a long period of time (Das & Baruah, 2013). Employee retention is a critical process in which organizations aim to keep their employees engaged and committed for an extended period or until the completion of specific projects. Recent studies highlight that inadequate compensation and poor career development opportunities are common reasons employees leave an organization (Kumar, 2021; Nguyen, 2020). Additionally, modern strategies such as retention-focused onboarding, which involves comprehensive orientation and integration processes, have been shown to reduce turnover significantly. This approach emphasizes the importance of early engagement and continuous support from leadership, which are essential for fostering long-term employee retention.

Leadership

For this research, leadership refers to the ability of an individual or a group of people to influence and guide followers or members of an organization, society, or team (Barney & Pratt, 2023). Leadership is the ability to guide a group of people toward achieving a common goal. Research has consistently shown that leadership style plays a crucial role in determining whether employees choose to stay with or leave an organization. For instance, transformational leadership, which focuses on inspiring and motivating employees through a shared vision and supportive environment, has been found to significantly increase employee commitment and reduce turnover (Bass & Riggio, 2006). Conversely, poor management practices, such as a lack of recognition and inadequate support, are often linked to job dissatisfaction and higher turnover rates (Griffeth et al., 2000). Leaders who possess skills such as building trust and effectively communicating with employees can enhance retention by fostering a more positive and supportive work environment (Dirks & Ferrin, 2002; Kouzes & Posner, 2017).

Compensation

For this research, compensation refers to the monetary payment given to an individual in exchange for their services (Orduña, 2024). In the workplace, compensation refers to the salary, bonuses, and benefits that employees receive in exchange for their work. Research consistently demonstrates that compensation is a significant driver of employee retention. Fair and competitive compensation packages are strongly associated with higher levels of job satisfaction and loyalty among employees. Studies have shown that employees who feel adequately compensated are more likely to remain with their current employer, thereby reducing turnover rates (Hausknecht et al., 2009; Milkovich et al., 2013). Furthermore, the alignment of compensation with market standards and employee expectations is critical for maintaining a motivated and committed workforce (Gerhart & Fang, 2015).

Career Development

For this research, career development refers to the lifelong process of managing one's learning, work, leisure, and career transitions in order to move towards a personally determined and continuously evolving future (Perez, 2023). Career development refers to the process through which employees advance in their professional lives, including opportunities for promotions and skill enhancement. Research has consistently shown a strong connection between career development opportunities and employee retention. When employees perceive that their employer is genuinely invested in their growth and offers clear opportunities for advancement, they are significantly more likely to remain with the company (Allen et al., 2003; Arnold, 1996). Studies have further highlighted that organizations providing robust career

development programs tend to experience lower turnover rates and higher levels of employee satisfaction (Barnett & Bradley, 2007; Stahl et al., 2012).

Work Environment

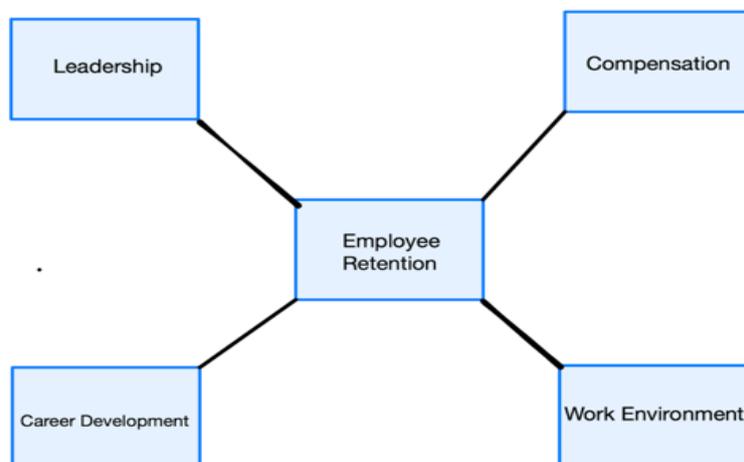
For this research, the work environment refers to the physical, psychological, and social conditions in which work occurs (Sage, 2023). It includes everything from the layout and design of the office space to the interactions among colleagues and the overall organizational culture. A positive work environment is characterized by good relationships among colleagues, effective internal communication, supportive management practices, and a conducive physical space. Research consistently shows that a supportive work environment is critical for employee retention. Studies have demonstrated that a positive environment, including a comfortable and well-designed workspace, can significantly reduce stress and increase job satisfaction, leading to higher retention rates (Kalleberg, 1977; Raziq & Maulabakhsh, 2015). Additionally, when employees feel supported by their peers and managers, they are more likely to remain with the organization (Eisenberger et al., 1986). Furthermore, maintaining a healthy work-life balance has become increasingly recognized as vital for employee well-being, with flexible work arrangements and respect for personal time being key factors in retention strategies (Batt & Valcour, 2003; Kossek & Ozeki, 1998).

Conceptual Framework

Based on the previous study, the researcher has created a conceptual framework which displays the variables aligned with employee retention which are leadership, compensation, career development, and work environment.

Figure 2

Conceptual Framework



Research Methodology

The research design is qualitative, with a focus on gaining in-depth insights from a purposively selected sample of 7 employees out of a population of 15. Five current employees were chosen based on indications of potential resignation, identified through internal records of low engagement and turnover risk. Two former employees were selected for interviews because they had left the organization within the past six months, providing recent and relevant insights into factors contributing to their departure. These individuals were specifically chosen to understand their reasons for leaving, allowing the researcher to compare their perspectives with those of current employees who are considering resignation. The interviews with the five current employees were conducted onsite at ABC’s meeting room, while the two former employees participated via Zoom. Each interview lasted approximately 15 minutes, ensuring consistency across all participants. All of these seven interviewees are in the same hierarchy, but different department for ensuring diversity of opinions. Four interviewees are from Administration Department, two interviewees are from Business Development Department, and one interviewee is from Legal Department.

The researchers applied interview as the research instrument to interview the participants to reach the research objectives. The research instrument or interview questions passed the validity test by three experts which each possessing relevant qualifications in organizational development and human resources, including a minimum of five years of experience in the field and a Ph.D. in related disciplines. As an Index of Item-Objective Congruence (IOC). Content analysis is applied to turn common themes and coding analysis into the research findings for constructing recommendations.

Table 1

Index of Item-Objective Congruence (IOC)

Variable	Question	IOC Score			Total Score
		Expert 1	Expert 2	Expert 3	
Leadership The ability to guide a group of people towards achieving a common goal	1. How would you characterize the leadership style of your department director? In what ways has their leadership influenced your perception of your career path within the organization?	1	1	1	1
	2. If you could change one thing about your immediate director's leadership approach, what would it be, and why?	1	1	1	1
Compensation Salary, bonuses, and benefits that employees receive in exchange for their work	1. How would you satisfy with the benefits package such as health insurance, bonus, etc.?	0	1	1	0.66
	2. What specific changes to the company's compensation package would most significantly increase your satisfaction?	1	1	1	1

Variable	Question	IOC Score			Total Score
		Expert 1	Expert 2	Expert 3	
Career Development Future career path, getting a job promotion	1. How would you describe the opportunities for career growth and development within the company? Do you feel there is a clear path for advancement?	1	1	0	0.66
	2. Are you satisfied with the level of mentorship, coaching, or feedback you receive regarding your career development? Is there anything missing or that could be improved?	1	1	0	0.66
	3. Did you feel that your manager or anyone else in the company actively supported your professional growth and development? If not, what could they have done better?	1	1	0	0.66
Work Environment Your colleagues, internal communication, management team and their working style	1. How would you describe the overall work environment and culture at the company?	1	0	1	0.66
	2. Do you feel comfortable expressing your opinions and concerns in the workplace?	1	1	0	0.66
	3. If you were able to advise the company on how to create a more positive and engaging work environment, what would be your recommendations?	1	1	1	1

Data Analysis

Demographic Profiles of the interviewer

Table 2

Type of Employee of Interviewer

Type of Employee	Frequency	Percentage
Current Employee	5	71.4%
Former Employee	2	28.6%
Total	7	100%

Table 3

Gender of interviewer

Gender	Frequency	Percentage
Men	3	42.9%
Women	4	57.1%
Total	7	100%

Table 4*Age of interviewer*

Age	Frequency	Percentage
20 - 25	5	71.4%
26 - 30	2	28.6%
Total	7	100%

Table 5*Year of service of the interviewer*

Year of Service	Frequency	Percentage
Less than 1 year	5	71.4%
1 – 2 years	2	28.6%
Total	7	100%

Table 6*Department of interviewer*

Department	Frequency	Percentage
Business Development	2	28.6%
Administration	4	57.1%
Legal	1	14.3%
Total	7	100%

The demographic profile of the respondents in this study consists of a total of seven participants, including five current employees (71.43%) and two former employees (28.57%). Among the respondents, four were women (57.14%) and three were men (42.86%). The age distribution showed that five participants were between 20-25 years old (71.43%), while two were between 25-30 years old (28.57%). Regarding their tenure with the company, five respondents had been with the company for 6-12 months (71.43%), and two had been there for 1-2 years (28.57%). In terms of departmental distribution, two respondents were from the Business and Development Department (28.57%), four were from the Administration Department (57.14%), and one was from the Legal Department (14.29%). This diverse demographic profile provides a well-rounded representation of the employees within ABC Company, ensuring that the insights gathered are reflective of various perspectives across different departments and levels of experience.

Table 7

Main Theme of Leadership

	Coder 1	Coder 2	Coder 3	Main Theme
Leadership	- Strong leadership and team management skills. - Lack of employee advocacy and protection. - Favoritism - Preference for employee-focused leadership. - Positive personal attributes.	- Desire for employee’s centric leadership. - Favoritism system - Insufficient support for employees. - Effective leadership Effective team management Good personal traits.	- Strong Leadership but Lack of Advocacy - Favoritism - Desire for more employee-centric leadership	- Effective leadership and team management skills - Lack of employee advocacy and protection - Favoritism
	- Improved communication style - Employee advocacy. - Fair treatment and avoiding favoritism - Prioritizing employee wellbeing and development - Satisfaction with current leadership.	- Equitable treatment and elimination of favoritism. - Focusing on employee well-being and growth. - Better communication approach. - Enhanced support for employees.	- Improved Communication Style - Fair Treatment - Employee well-begin and support	- Improved Communication Style - Fair treatment and elimination of favoritism - Prioritizing employee well-being and development - Enhanced support for employees

Table 8

Main Theme of Compensation

	Coder 1	Coder 2	Coder 3	Main Theme
Compensation	- Dissatisfaction on most aspects of the benefits	- Bonuses are sufficient but not generous. - Partial satisfaction with the benefits package.	- Mostly not satisfy with all benefit package that company given.	- Dissatisfaction with the benefits package - Bonuses are adequate but not generous
	- Increase health benefits - Increase bonus - Transportation cost to be considered	- Compensation and benefits - Final support	- Increased bonuses - improvements in health insurance	- Desire for increased bonuses - Improvements in health insurance

Table 9

Main Theme of Career Development

	Coder 1	Coder 2	Coder 3	Main Theme
Career Development	- Limited career growth opportunities - Unclear promotion paths - Long-term commitment in the company for career advancement.	- Ambiguous Promotion Routes - Long-Term Dedication Required for Progression - Limited Professional growth	- No clear path for career advancement - Limited opportunities for professional growth	- Limited career growth opportunities - Unclear or ambiguous promotion paths - Long-term commitment required for career advancement
	- Limited coaching and mentorship - Inconsistent and irrelevant feedback. - Need for orientation and training.	- Lack of adequate guidance and support - Irregular and Unhelpful Feedback - Structured onboarding	- Lack of Mentorship and Coaching - More active support from managers in professional growth is required	- Lack of adequate mentorship and coaching - Inconsistent and unhelpful feedback - Need for structured onboarding, orientation, and training
	- Heavy workload limited managers' support. Ineffective approach of support.	- Lack of adequate guidance and support	- Insufficient support for professional growth - Feedback from managers is often unhelpful	- Ineffective approaches to support - Insufficient support for professional growth - Unhelpful feedback from managers

Table 10

Main Theme of Work Environment

	Coder 1	Coder 2	Coder 3	Main Theme
Work Environment	- Office politics - Toxic work environment - Negative behavior of the management - Silo working nature	- Unhealthy Work Atmosphere - Culture of isolation - Unpleasant Management Conduct - Workplace Politics	- Office Politics and Toxic Environment - Behavior from management negatively impacts the work atmosphere	- Office Politics and Toxic Environment - Culture of isolation and silo working - Office politics negatively impacts the work atmosphere
	- Lack of two-way-communication - Fear of repercussion.	- Fear of retaliation - Lack open dialogue or discussion	- Lack of Comfort - Ineffective Communication Channels	- Lack of two-way communication and open dialogue - Lack of comfort in expressing concerns

	Coder 1	Coder 2	Coder 3	Main Theme
Work Environment	<ul style="list-style-type: none"> - Replace the managing director. - Improve organizational culture. - Review organizational vision and policies - Enhance employee engagement and welfare. - Encourage open communication 	<ul style="list-style-type: none"> - Enhance organizational culture. - Reevaluate vision and policies. - Promote transparent communication 	<ul style="list-style-type: none"> - Change Managing Director - Change Organizational Culture - Improving employee benefits - Encourage Open Communication 	<ul style="list-style-type: none"> - Replace or change the Managing Director - Improve organizational culture - Enhance employee engagement, benefits, and welfare - Promote and encourage open, transparent communication

Discussion, Conclusions and Recommendations

The findings of this research highlight several key areas that influence employee retention at ABC Company, aligning with and expanding upon previous studies in the literature. For instance, consistent with Das and Baruah (2013), inadequate compensation and limited career advancement opportunities were identified as significant factors contributing to turnover intentions among employees. This study corroborates the assertion that employee dissatisfaction with salary and benefits can lead to increased turnover, underscoring the need for organizations to regularly assess and enhance their compensation packages.

Additionally, the emphasis on leadership quality resonates with the findings of Bass and Riggio (2006), which indicated that effective leadership directly impacts employee commitment. The current research revealed that employees felt a lack of advocacy and fairness from their leaders, suggesting that a transformational leadership approach could foster a more supportive environment. This aligns with the notion that leadership development programs are essential for creating a culture of trust and engagement.

Furthermore, the findings regarding the work environment mirror what was noted that a toxic workplace characterized by poor communication and office politics can significantly affect employee morale and retention. This study's emphasis on the need for a cultural shift towards transparency and employee engagement echoes previous literature, which advocates for fostering a positive work environment as a strategy for enhancing retention.

The objectives of this research are to gather insights on the current and former employees regarding their reasons for leaving and their suggestions and to develop strategic plans to improve employee retention based on the employee's insights of ABC Company. The researchers interviewed seven interviewees who are five current employees and two former employees.

The researchers have separated the questions into four variables, beginning with the first variable is leadership. Most employees respect their leaders' skills in running teams but they feel unfairly treated. Participants want leaders who care about them, help them grow, and treat everyone equally.

Moreover, based on the research findings, it is found that management's leadership skills, career development, compensation, and work environment involve employees' high turnover intention. The researchers would recommend creating new leadership development programs for future development. The research showed most of the employees' dissatisfaction with leadership, specifically concerns about favoritism, lack of advocacy, and a need for more

employee-centric leadership.

The recommendation to implement leadership development programs is directly aimed at addressing these concerns by Implement training focused on leadership advocacy, fairness, and effective communication, conduct leadership assessments and 360-degree feedback sessions to identify areas for improvement, and introduce mentorship programs for leaders to develop a more employee-centric management approach, the organization can move towards a leadership style that is more supportive and fairer, which is a key concern for employees.

Under the second category of interview questions or compensation, many employees are unhappy with their benefits package, especially health insurance and bonuses. There are some interviewees who are satisfied with the bonus that they get, while others are not. The findings illustrated employees want better health coverage and help with transportation costs. If the company is offering better benefits, it can keep current employees happy, and they will stay longer.

Reviewing compensation and benefits packages is another recommendation. The research findings identified dissatisfaction with the compensation package, particularly health benefits and bonuses. Some interviewees felt that the compensation did not match their efforts and expectations. The recommendation to review and improve compensation and benefits packages is a direct response to the dissatisfaction expressed by employees. By benchmarking against other companies by conducting a salary benchmarking survey to compare ABC Company's compensation packages with industry standards then adjust salary bands, bonuses, and health benefits based on survey findings to ensure competitiveness, the organization can meet employees' expectations, thus reducing turnover related to compensation issues and enhancing employee retention.

Under career development, interviewees are frustrated because they don't know how to advance their careers. It's hard to get promoted here, and there's no guarantee you'll get promoted even if you stay a long time. From the findings, the company should create a clear career path for every employee, offer regular training, skill enhancement programs, and coaching sessions to support career growth, and introduce a performance-based promotion system with clear guidelines. Lastly, the interviewees are not getting enough support or helpful feedback in the work environment. They all said the training and onboarding process is not very good and wastes their time. The interviewees need more support to succeed in their jobs. The company should improve mentorship programs, provide better feedback, and make training more effective.

From the findings under career development, the interviewees were dissatisfied with the lack of clear career paths, limited growth opportunities, and inadequate mentorship and feedback. The recommendation to introduce regular career development workshops, coaching sessions, and employee engagement activities aligns with the need for better career development opportunities. By providing structured paths for advancement and fostering a supportive work environment through engagement activities, the organization can enhance job satisfaction and enhance employee retention.

The recommendations for improving work environment involving cultural and communication improvements. The research highlighted a toxic work environment characterized by office politics, poor communication, and a lack of support. The recommendation to redesign the organizational culture, encourage open communication, and enhance employee engagement directly addresses the issues of a toxic work environment. By foster a transparent and open communication culture by holding regular town halls and feedback sessions, implement team-building activities to strengthen relationships and reduce office politics, and create a committee to address workplace issues and suggest improvements

to the organizational culture.

Finally, to keep current employees and enhance employee retention, the company needs to enhance the effectiveness of the leadership, compensation, career development, and work environment. By doing these things, the company can create a better workplace and keep current employees to stay with the company longer.

Table 11

Summary of Research Objectives

Research Objectives	Summary of Research Findings
To gather insights on the current and former employees regarding their reasons for leaving and their suggestions	<p>Leadership: Insights were gathered on how leadership practices, including favoritism and lack of advocacy, contributed to employee dissatisfaction and turnover.</p> <p>Compensation: Employees provided feedback on their dissatisfaction with the compensation package, particularly in terms of health benefits and bonuses.</p> <p>Career Development: Employees expressed concerns about the lack of clear career paths and limited opportunities for professional growth.</p> <p>Work Environment: The research collected data on how the toxic work environment, including office politics and poor communication, affected employee morale and retention.</p>
To explore key perspectives enhancing employee retention of ABA Company.	<p>Leadership: Enhancing leadership practices, focusing on advocacy, fairness, and employee-centric approaches.</p> <p>Compensation: Reviewing and improving the compensation and benefits packages to better meet employee expectations.</p> <p>Career Development: The development of regular career development workshops and mentoring programs were crucial perspectives designed to address the lack of growth opportunities.</p> <p>Work Environment: Improving the work environment included fostering a more supportive and transparent organizational culture and improving internal communication.</p>
To develop recommendations for enhancing employee retention	<p>Leadership: Recommendations for leadership development programs were created to address the issues of favoritism and lack of advocacy.</p> <p>Compensation: Recommendations included enhancing the compensation and benefits packages to align with industry standards and employee expectations.</p>

Research Objectives	Summary of Research Findings
	<p>Career Development: Recommendations focused on creating clear career paths and providing more structured development opportunities.</p> <p>Work Environment: Recommendations were made to improve the work environment by addressing office politics, promoting transparency, and enhancing employee engagement.</p>

Recommendation for Further Study

In this research, the researchers selected the interviewees from both current and former employees from the same hierarchy. The next research can enhance the diversity of opinions by interviewing managers and top management levels to get another paradigm of the interviewees from the hierarchical interviewees for enhancing employee retention aligning with these research findings. The alignment of the research findings of the further study will solidify the significance of the studies for the company and the stakeholders.

Moreover, this study can be expanded to involve those in management and leadership of the company to have their perspectives and involve more staff as respondents. In this case, the strategic plan that can be developed will be more appropriate and issues can be properly responded to. It is beneficial to other companies to conduct a similar study and come up with their own strategic plan to enhance their employee retention.

References

- Allen, D. G., Shore, L. M., & Griffeth, R. W. (2003). The role of perceived organizational support and supportive human resource practices in the turnover process. *Journal of Management*, 29(1), 99-118.
- Armstrong, M., & Taylor, S. (2014). *Armstrong's Handbook of Human Resource Management Practice*. Kogan Page Publishers.
- Arnold, J. (1996). The psychological contract: A concept in need of closer scrutiny?. *European Journal of Work and Organizational Psychology*, 5(4), 511-520.
- Barnett, R. C., & Bradley, G. (2007). The impact of organizational support for career development on career satisfaction. *Career Development International*, 12(7), 617-636.
- Barney, N., & Pratt, M. K. (2023, March 22). *Leadership*. TechTarget. <https://www.techtarget.com/searchcio/definition/leadership>
- Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership* (2nd ed.). Lawrence Erlbaum Associates.
- Batt, R., & Valcour, P. M. (2003). Human resources practices as predictors of work-family outcomes and employee turnover. *Industrial Relations: A Journal of Economy and Society*, 42(2), 189-220.
- Chen, Z., & Wu, W. (2020). The impact of transformational leadership on turnover intention: The mediating role of employee innovation. *Journal of Management Science and Engineering*, 5(1), 59-70.
- Das, B., & Baruah, M. (2013). Employee retention: A review of literature. *Journal of Business and Management*, 14(2), 8-16.

- Dirks, K. T., & Ferrin, D. L. (2002). Trust in leadership: Meta-analytic findings and implications for research and practice. *Journal of Applied Psychology, 87*(4), 611-628
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology, 71*(3), 500-507.
- Gerhart, B., & Fang, M. (2015). Pay, intrinsic motivation, extrinsic motivation, performance, and creativity in the workplace: Revisiting long-held beliefs. *Annual Review of Organizational Psychology and Organizational Behavior, 2*(1), 489-521
- Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of Management, 26*(3), 463-488
- Hausknecht, J. P., Rodda, J., & Howard, M. J. (2009). Targeted employee retention: Performance-based and job-related differences in reported reasons for staying. *Human Resource Management, 48*(2), 269-288
- Kalleberg, A. L. (1977). Work values and job rewards: A theory of job satisfaction. *American Sociological Review, 42*(1), 124-143.
- Kossek, E. E., & Ozeki, C. (1998). Work-family conflict, policies, and the job-life satisfaction relationship: A review and directions for organizational behavior-human resources research. *Journal of Applied Psychology, 83*(2), 139-149.
- Kouzes, J. M., & Posner, B. Z. (2017). *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations* (6th ed.). Wiley
- Kumar, M. (2021). Harnessing Sorghum Landraces to Breed High-Yielding, Grain Mold-Tolerant Cultivars with High Protein for Drought-Prone Environments. *Front. Plant Science, 12*, 659874. <https://doi:10.3389/fpls.2021.659874>
- Lee, J., & Liu, C. (2022). The role of workplace bullying and job stress on turnover intention: A study on the hospitality industry. *International Journal of Hospitality Management, 95*, 102955.
- Milkovich, G. T., Newman, J. M., & Gerhart, B. (2013). *Compensation* (11th ed.). McGraw-Hill/Irwin
- Nguyen, T. N. (2020). *VVC: A Vietnamese Corpus with Metadata: The 1st Conference of Linguistics and Applied Areas*. University of Social Sciences and Humanities, Viet Nam National University.
- Orduña, C. (2024). *What is career development and why is it important?*. CareerMinds. <https://careerMinds.com/blog/what-is-career-development>
- Perez, M. (2023). *Work environment: What it is, types, and importance*. SMOWL. <https://smowl.net/en/blog/work-environment/#:~:text=The%20work%20environment%20refers%20to%20colleagues%20and%20the%20organizational%20culture>
- Raziq, A., & Maulabakhsh, R. (2015). Impact of working environment on job satisfaction. *Engineering and Technology, 9*(2), 161-172.
- Sage. (2023). *What is compensation?*. Sage. <https://www.sage.com/en-us/blog/glossary/what-is-compensation>
- Stahl, G. K., Chua, C. H., Caligiuri, P., Cerdin, J.-L., & Taniguchi, M. (2012). Predictors of turnover intentions in learning-driven and demand-driven international assignments: The role of repatriation concerns, satisfaction with company support, and perceived career advancement opportunities. *Human Resource Management, 51*(5), 671-694.