

อิทธิพลเชิงสาเหตุต่อการรักษาพนักงานให้คงอยู่กับองค์กรที่บริษัท Y: การศึกษาความพึงพอใจในฐานะตัวแปรคั่นกลาง

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Received 2 October 2023

Revised 27 October 2023

Accepted 12 November 2023

บทคัดย่อ

การวิจัยนี้มีวัตถุประสงค์เพื่อศึกษาสภาพการทำงาน ภาวะผู้นำ ความรับผิดชอบส่วนบุคคล และรางวัลภายนอกที่มีอิทธิพลต่อความพึงพอใจของพนักงานและการรักษาพนักงานให้คงอยู่กับองค์กรที่บริษัทวาย และเพื่อศึกษาอิทธิพลส่งผ่านของความพึงพอใจของพนักงานที่มีอิทธิพลระหว่างสภาพการทำงาน ภาวะผู้นำ ความรับผิดชอบส่วนบุคคล และรางวัลภายนอกต่อการรักษาพนักงานให้คงอยู่กับองค์กรที่บริษัทวาย ประชากรที่ใช้ในการวิจัยนี้คือ พนักงานในบริษัทวาย โดยใช้แบบสอบถามเก็บข้อมูลจากกลุ่มตัวอย่างจำนวน 360 คน ซึ่งใช้วิธีการสุ่มแบบไม่อาศัยความน่าจะเป็นด้วยวิธีการสุ่มแบบโควตา วิเคราะห์ข้อมูลด้วยค่าความถี่ ร้อยละ ค่าเฉลี่ย และส่วนเบี่ยงเบนมาตรฐาน และทดสอบสมมติฐานด้วยแบบจำลองโครงสร้างกำลังสองน้อยที่สุดบางส่วน ผลการวิจัยพบว่า ภาวะผู้นำ ความรับผิดชอบส่วนบุคคล และรางวัลภายนอกที่มีอิทธิพลต่อความพึงพอใจของพนักงานและการรักษาพนักงานให้คงอยู่กับองค์กรที่บริษัทวายอย่างมีนัยสำคัญทางสถิติที่ระดับ .001 ถึง .05 โดยมีอำนาจในการพยากรณ์ร้อยละ 70 ในขณะที่ความรับผิดชอบส่วนบุคคลและความพึงพอใจมีอิทธิพลโดยตรงต่อการรักษาพนักงานให้คงอยู่กับองค์กร โดยมีอำนาจในการพยากรณ์ร้อยละ 57 นอกจากนี้ ภาวะผู้นำ ความรับผิดชอบส่วนบุคคล และรางวัลภายนอกมีอิทธิพลทางอ้อมต่อการรักษาพนักงานให้คงอยู่กับองค์กรผ่านความพึงพอใจของพนักงาน โดยมีค่าสัมประสิทธิ์ 0.207, 0.112, 0.110 และ 0.030

คำสำคัญ: สภาพการทำงาน ภาวะผู้นำ ความรับผิดชอบส่วนบุคคล รางวัลภายนอก ความพึงพอใจของพนักงาน การรักษาพนักงานให้คงอยู่กับองค์กร

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CAUSAL INFLUENCE ON EMPLOYEE RETENTION AT Y COMPANY: A STUDY OF EMPLOYEE SATISFACTION AS A MEDIATING VARIABLE

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Abstract

The aim of this study is to investigate the working conditions, leadership qualities, personal responsibility and external rewards that influence employee satisfaction and retention at Company Y. In addition, the mediating influence of employee satisfaction on the relationship between working conditions, leadership qualities, personal responsibility and external rewards on employee retention in Company Y will be investigated. The research population comprises the employees of Company Y and data will be collected using a questionnaire distributed to a convenient sample of 360 respondents selected using non-probability sampling with quota sampling method. Data analysis involves the use of frequency distributions, percentages, means, standard deviations and hypothesis testing using a partial least squares structural equation model. The research results show that leadership qualities, personal responsibility and external rewards significantly influence employee satisfaction and retention in Company Y at a statistically significant level between .001 and .05, with a predictive power of 70%. In addition, personal responsibility and employee satisfaction have a direct influence on employee retention with a predictive power of 57%. In addition, leadership qualities, personal responsibility and external rewards have an indirect effect on employee retention through their impact on employee satisfaction, with coefficients of .207, .112, .110 and .030 respectively.

Keywords: Working Conditions, Leadership, Personal Responsibility, Extrinsic Rewards, Employee Satisfaction, Employee Retention

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Introduction

Competition with human resources remains at the heart of organizational competition. Most multinational companies use high-paying and welfare policies to attract employees, while high-tech organizations attract talent through employee ownership, rewards, or new innovations. Some companies rely on a good work environment and a team atmosphere, while others rely on a comprehensive employee career planning (Delery & Roumpi, 2017). In the present, organizations that do not have an advantage or distinction in all aspects are gradually losing the competition in human resources and begin to lose a large number of employees. Employee turnover has a number of negative consequences for organizations, such as increased human capital, decreased productivity, and the outflow of human resources, etc. (Zhang, 2016), which has become a key factor that limits the development of organizations. Employee turnover is not only related to the competition between organizations and the change in the overall economic situation, but also the internal management of the organization. It can be said that it is impossible to completely avoid employee turnover, but organizations that can reduce employee turnover will actively improve internal management efficiency (Hom et al., 2017).

Y Company, as a medical equipment organization, emphasizes investment in human resources for sustainable organizational development. However, due to the increasing turnover rate of employees, the management of Y Company is aware of the problem of future staff shortage. The turnover rate of employees in 2022, 50 production jobs were lost, with a turnover rate of 11.01%, accounting for 28% of all employee turnover. There were 58 sales jobs lost, with a turnover rate of 11.04%, accounting for 32.74% of all employee turnover. There were 64 R&D jobs lost, with a turnover rate of 14.22%, accounting for 36.16% of all employee turnover. There were 2 financial jobs lost, with a turnover rate of 4.09%, accounting for 1.04% of all employee turnover. There were also 3 administrative jobs lost, with a turnover rate of 10%, accounting for 5.21% of all employee turnover.

Therefore, it is urgent to use the necessary incentive measures within the company to increase employee loyalty to the company. Among the variables that lead to employee retention, employee satisfaction is a key factor that academics both domestically and internationally have pointed out that employee satisfaction has a significant impact on the intention to stay with the organization. This article will therefore start from the theory of employee satisfaction, analyze the characteristics of employee turnover in Y Company, survey the current situation of employee satisfaction, and propose strategies to reduce employee turnover according to the theory of satisfaction to promote stability and order in the development of Y Company.

Several research studies have presented the relationship between job satisfaction and employee retention within organizations. Additionally, they have discussed various factors influencing job satisfaction and employee retention. For example, the research conducted by Unlamai and Chienwattanasook (2019) found that motivation impacts employee performance and their tenure within the organization. Furthermore, the research by Jangkasiri and Chienwattanasook (2021) examined influential factors on employee retention and discovered that job characteristics, compensation, advancement opportunities, leadership qualities, and coworker relationships all affect organizational retention. Both of these research studies collectively suggest that job satisfaction and employee retention within an organization result from multiple factors, and it may be crucial to consider and focus on these factors to enhance the effectiveness of managing job satisfaction and employee retention within the organization in the future.

The important role in retaining employees from the working conditions within the organization is that the organization creates a physical environment, work schedule, safety measures, and the overall atmosphere in which employees operate (Gautam & Batra, 2013). Managing a comfortable work environment will help promote employee well-being and performance, and also help make employees more satisfied, and ultimately lead to retention (Huang et al., 2016). Another important element that influences employee satisfaction and retention is the organization's leadership. If an organization has an effective leader, they can inspire and motivate members of the organization, provide clear guidance, and promote a positive work culture (Ng & Feldman, 2013). Strong leaders understand the importance of supporting and recognizing employee engagement, building a sense of trust, and promoting open communication (Avolio & Gardner, 2018). However, employee retention is not solely dependent on external factors. Individual responsibility also plays a crucial role. By stimulating employees to take on roles and responsibilities, it significantly impacts job satisfaction and commitment to the organization (Farh et al., 2014). In addition to this, extrinsic rewards are like fundamental tools used to motivate employees to find satisfaction in their work and also contribute to them considering staying with the organization (Irahor & Okolie, 2019).

Based on the situations, the researchers realized the importance of studying the causal factors affecting the retention of employees in company Y, including working conditions, leadership, personal responsibility, and extrinsic rewards, with employee satisfaction as a mediating variable, in order to improve employee job satisfaction and reduce employee turnover. In today's business environment, organizations need to seek effective strategies to attract and retain talented employees (Farndale et al., 2017). Employee retention has become a major concern for employers,

as the loss of valuable employees can have a significant negative impact on performance, morale, and ultimately the bottom line (Sparrow, 2012). To meet this challenge, organizations need to focus on the various factors that influence employee retention and satisfaction.

Research objectives

1. To study the working conditions, leadership, personal responsibility, and extrinsic rewards that influences employee satisfaction and retention at Company Y.
2. To study the mediation effect of employee satisfaction that influences between working conditions, leadership, personal responsibility, and extrinsic rewards on employee retention at Company Y.

Research hypothesis

1. Working conditions, leadership, personal responsibility, and extrinsic rewards influences employee satisfaction and retention at Company Y.
2. employee satisfaction has a mediation effect between working conditions, leadership, personal responsibility, and extrinsic rewards on employee retention at Company Y.

Conceptual framework

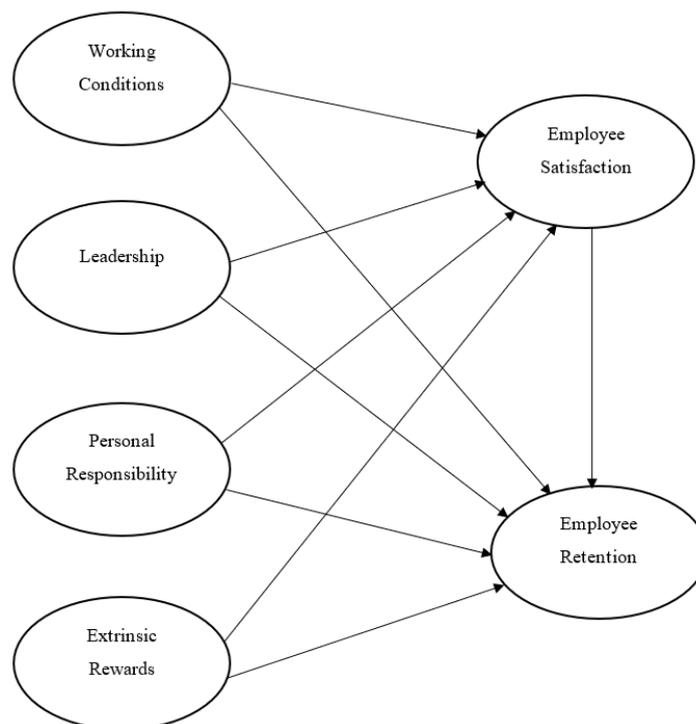


Figure 1 Conceptual framework

Literature Review

Concepts and theories related to the working conditions

Barnay (2016) defines working conditions as everything that surrounds employees, including the physical environment (such as light, space, sound, temperature, and equipment) and the social or cultural environment (such as welfare management, compensation, relationships with supervisors, and various environments). All of these factors can influence the feelings of employees. In addition, Cottini and Lucifora (2013) also define working conditions as everything that surrounds the employees within the organization. It is a reflection of the feelings of the employees towards their work and their co-workers. Ljungblad et al. (2014) categorized the work environment into the following types: 1) Physical Environment Refers to the geographical location, climate, and weather conditions. It is an important aspect of the environment in terms of its initial impact on human interactions. And 2) Social environment refers to the general people who are around and affect the individual. They may or may not have common activities.

Concepts and theories related to leadership

Leadership theory is a theory that has been studied for many decades. It varies depending on the topic of study, especially those related to the characteristics, behavior, and situations that shape the leader. Harris et al. (2023) define a leader as someone who guides individuals towards various goals or acts as a person who brings people together, whether through collaboration or cooperation, to lead them towards a beautiful and morally appropriate goal. Sharma and Jain (2013) believe that leaders must have a supernatural power over others or influence over others in order to meet the basic needs and expectations of individuals. Leaders must also be themselves, able to develop themselves and develop followers to be strong and be able to stand alone independently. This theory found that there is no definite or clear characteristic of a leader because the leader may not show these characteristics. Kibbe (2019) has categorized leadership styles into 3 types, namely: 1) Autocratic Leaders 2) Democratic Leadership and 3) Laissez-Faire Leadership.

Concepts and theories related to personal responsibility

Responsibility is a fundamental characteristic that is highly important for individuals to lead their lives in society. Each person has various roles to fulfill, and if everyone takes responsibility for their roles in a positive manner, it contributes to the prosperity and development of both society and organizations (Chomsky, 2017). According to Peters (2015), responsibility is a characteristic that reflects a person's care and willingness to take on work tasks. In addition, Hiemstra and Brockett (2012) developed the PRO (Personal Responsibility Orientation Model) learning model. This concept focuses on personal responsibility, which means stimulating awareness, which is a personal

characteristic. Although the PRO learning model has not been widely used as Hiemstra and Brockett expected, looking at self-directed learning in terms of the learner and the process that promotes this learning helps to reduce confusion and make it easier to understand the principles of self-directed learning.

Concepts and theories related to extrinsic rewards

Rewards are widely discussed as a representation of anything of value to employees, from which employers are willing to offer rewards in exchange for the work of employees (Buchanan & Huczynski, 2019). Rewarding is an essential thing for using to manage employees and is also related to various departments within the organization. Reeve (2013) argued that extrinsic rewards are rewards that are in addition to work, such as increased pay, promotion, or other benefits, or are the result of work that has positive value for the individual to work. Noorazem et al. (2021) divided external rewards into 2 categories including financial rewards and non-financial rewards.

Concepts and theories related to employee satisfaction

Employee satisfaction is the most easily accessible emotional experience that employees have about the work they are doing. Armstrong and Taylor (2020) have proposed a definition of employee satisfaction as the level of satisfaction of employees with the factors in the working environment at both physiological and psychological levels and is an attitude or emotional response of employees to their work situation. Therefore, satisfaction is a concept that is quite subjective, where meeting or exceeding expectations is satisfaction, and falling below expectations is dissatisfaction. It reflects the satisfaction that employees receive during the work process, or the level at which they receive according to their work values and is a reflection of the sum of the heavy and light working environment on personal psychology (O'riordan, 2022).

Concepts and theories related to employee retention

Employee retention has become a key factor in driving speed of development in the knowledge-based economy of the 21st century (Hom et al., 2017). Employee retention refers to the ability of an organization to retain employees and prevent them from leaving the company. It is a measure of the extent to which employees remain with the organization over a given period of time. Employee retention is an important aspect of human resource management as it has a direct impact on productivity, performance, and overall organizational success (Kamalaveni et al., 2019). Therefore, organizations use various strategies to increase employee retention. These strategies may include creating a positive work environment, offering competitive remuneration and benefits, offering opportunities for growth and development, recognizing and rewarding employee achievements, promoting work-life balance, promoting

effective communication and employee engagement (Cloutier et al., 2015). In addition, focusing on employee retention, organizations can create loyal and committed employees, reduce turnover costs, maintain continuity, and create a positive organizational culture that attracts and retains high-potential talent (Singh, 2019).

Research Methodology

1. The population in this study consists of 1,500 employees of Company Y. The researcher determined the exact population size based on the available information. For this study, a hypothesis testing with a structural equation modeling approach was employed. Hair et al. (2010) suggested that the sample size should be at least 20 times the number of observed variables. In this study, there are 18 observed variables. According to these criteria, a sample size of 360 individuals is required. The study utilized a non-probability with quota sampling method to select employees from the 3 departments with the highest resignation rates: production (25%), sales (35%), and research and development (30%). Each department consisted of 120 employees.

2. The research instruments used in this study include a questionnaire developed based on relevant concepts, theories, and prior studies related to the research topic. The questionnaire is divided into 7 sections, which are described as follows: 1) general information of the respondent, in this part the questions are of the checklist question, 2) working conditions, 3) leadership, 4) personal responsibility, 5) external rewards, 6) employee satisfaction, and 7) employee retention. The questions in this section use closed-ended questions using an interval scale, specifically the 5-point Likert scale. The questionnaire has been checked, it can be tested for reliability using Cronbach's alpha coefficient with an experimental sample of 30 people, which has a population similar to the target population. To show reliability, Cronbach's alpha coefficient have 0.924 greater than 0.70, so the questionnaire was considered reliable.

3. Data analysis were conducted using computer software. It involved 2 main components: descriptive statistics and inferential statistics, as follows: 1) Descriptive Statistics: This involves examining preliminary data of the sample group and presenting results in the form of frequency distributions, percentages, means, and standard deviation tables. And 2) inferential Statistics: This involves using inferential statistics to test hypotheses in the research. A significant level of 0.05 was set for this study. The partial least squares structural equation modeling (PLS-SEM) was employed to test the hypotheses. PLS-SEM is a statistical analysis technique that helps examine complex relationships and latent structures in a research model.

Research Results

Table 1 Shows the number and percentage of general information of respondent

General information of respondent	Frequency	Percentage
Gender		
- Male	197	54.72
- Female	163	45.28
Age		
- Less or equal 30 years	62	17.22
- 31 – 40 years	206	57.22
- 41 – 50 years	53	14.72
- 51 – 60 years	30	8.33
- More than 60 years	9	2.50
Education		
- Lower than Bachelor	63	17.50
- Bachelor	252	70.00
- Higher than bachelor	45	12.50
Incomes		
- Less than 3,000 CNY	72	20.00
- 3,001 – 4,000 CNY	219	60.83
- 4,001 – 5,000 CNY	64	17.78
- More than 5,001 CNY	5	1.39
Work experience		
- Less than 1 years	214	59.44
- 1 – 5 years	98	27.22
- 6 – 10 years	37	10.28
- More than 10 years	11	3.06
Total	360	100.00

Table 2 Shows the mean and standard deviation

Factors	\bar{X}	SD	Level of opinion
- Working conditions	4.04	0.44	Agree
- Leadership	4.11	0.39	Agree
- Personal responsibility	4.07	0.40	Agree
- External rewards	4.06	0.40	Agree
- Employee satisfaction	4.10	0.40	Agree
- Employee retention	3.91	0.52	Agree

Table 3 Shows the test results for structural integrity and component weight

Factors	Loading	AVE	Dijkstra-Henseler's rho (ρ_A)	Jöreskog's rho (ρ_c)	Cronbach's alpha (α)
Working conditions		0.614	0.791	0.756	0.736
- Physical environment	0.898				
- Social environment	0.648				
Leadership		0.597	0.818	0.816	0.813
- Democratic leader	0.759				
- Autocratic leader	0.819				
- Laissez-faire or Free rein leader	0.738				
Personal responsibility		0.797	0.887	0.887	0.887
- Learner self - direction	0.906				
- Self - directed learning	0.879				
External rewards		0.740	0.851	0.851	0.850
- Financial reward	0.878				
- Non – financial reward	0.843				
Employee satisfaction		0.623	0.895	0.892	0.888
- JS1	0.820				
- JS2	0.804				
- JS3	0.765				
- JS4	0.850				
- JS5	0.701				
Employee retention		0.562	0.865	0.831	0.833
- Y1	0.588				
- Y2	0.578				
- Y3	0.898				
- Y4	0.872				

Based on the data from Table 4.3, it is evident that all observed variables in the model exhibit factor loadings greater than 0.5, with values ranging from 0.578 to 0.906. These values indicate reliable measurement. Dijkstra-Henseler's rho (ρ_A) ranges from 0.791 - 0.895, Jöreskog's rho (ρ_c) ranges from 0.756 - 0.892, and Cronbach's alpha (α) ranges from 0.736 - 0.888. All of these values exceed the threshold of 0.7. Furthermore, latent variables demonstrate Discriminant Validity with AVE values exceeding 0.5, ranging from 0.562 - 0.797 (Henseler et al., 2016).

Table 4 Shows a comparison of discriminatory accuracy according to the Fornell-larcker criterion

	1	2	3	4	5	6
Working conditions ¹	0.614					
Leadership ²	0.000	0.597				
Personal responsibility ³	0.001	0.517	0.797			
External rewards ⁴	0.000	0.524	0.723	0.740		
Employee satisfaction ⁵	0.002	0.581	0.617	0.559	0.623	
Employee retention ⁶	0.003	0.396	0.485	0.550	0.546	0.562

* The bold letters are AVE

Based on the data from Table 4, it is evident that the model exhibits Discriminant Validity since the Average Variance Extracted (AVE) values exceed the correlations with other latent variables, as indicated by the values on the diagonal. This aligns with the established criteria (Henseler et al., 2016).

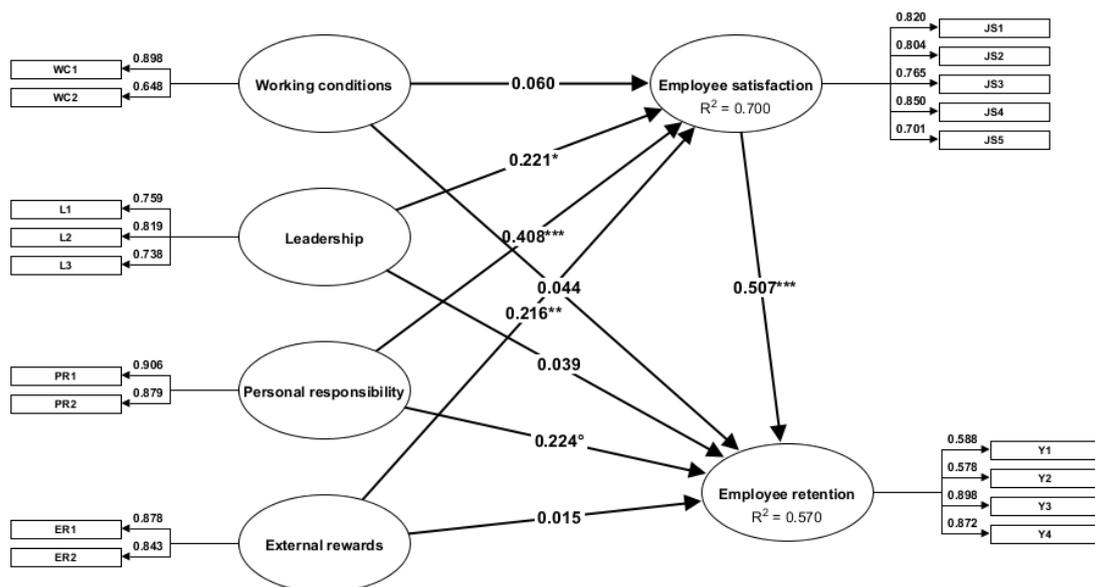


Figure 2 Shows the results of hypothesis testing

Table 5 shows the results of hypothesis testing based on the created model.

Effects	Employee satisfaction			
	Beta	t-test	p-value	Cohen's F2
Working conditions	0.060	1.386	.083	0.012
Leadership	0.221	2.123	.017*	0.047
Personal responsibility	0.408	4.154	.000***	-0.224
External rewards	0.216	2.607	.005**	-0.039

Table 5 shows the results of hypothesis testing based on the created model. (Cont.)

Effects	Employee retention			
	Beta	t-test	p-value	Cohen's F2
Working conditions	0.044	0.849	.198	0.004
Leadership	0.039	0.280	.390	0.001
Personal responsibility	0.224	1.804	.036*	-0.061
External rewards	0.015	0.160	.437	-0.000
Employee satisfaction	0.507	3.778	.000***	0.179

*** Statistical significance at .001 level

** Statistical significance at .01 level

* Statistical significance at .05 level

The results of hypothesis testing indicate that leadership, personal responsibility, and external rewards have a significant direct influence on employee satisfaction at the .05 to .001 significance level, with a predictive power of 70 percent. Additionally, Personal responsibility and employee satisfaction exert a direct influence on employee retention, also with statistical significance at the .05 to .001 level, demonstrating a predictive power of 57 percent. Furthermore, Personal responsibility, leadership, external rewards, and working conditions exhibit an indirect influence on employee retention through employee satisfaction, with respective coefficients of 0.207, 0.112, 0.110, and 0.030.

Table 6 shows direct influence, indirect influence, and overall influence

Variables	influence	Employee satisfaction	Employee retention
Working conditions	DE	0.060	0.044
	IE	-	0.030
	TE	0.060	0.074
Leadership	DE	0.221	0.039
	IE	-	0.112
	TE	0.221	0.151
Personal responsibility	DE	0.408	0.224
	IE	-	0.207
	TE	0.408	0.431
External rewards	DE	0.216	0.015
	IE	-	0.110
	TE	0.216	0.125
Employee satisfaction	DE	-	0.507
	IE	-	-
	TE	-	0.507

DE = Direct effect, IE = Indirect effect, TE = Total effect

New knowledge

This study found that leadership, personal responsibility, and external rewards impact employee satisfaction significantly. Effective leaders motivate and guide their teams. Personal responsibility, where employees have decision-making autonomy, boosts job satisfaction. External rewards, like fair compensation, also positively affect satisfaction. Moreover, employee satisfaction is linked to retention, reducing recruitment costs. Personal responsibility, leadership, rewards, and working conditions indirectly impact retention through satisfaction. Leadership builds trust and positivity, while fair rewards and a good work environment are crucial. In addition, employee satisfaction serves as a mediator, increasing loyalty and reducing turnover intentions.

Discussions

The study indicated that leadership, personal responsibility, and external rewards influence employee satisfaction. The reasons behind the impact of leadership, personal responsibility, and external rewards on employee satisfaction, providing relevant updated citations and references are as follows. First and foremost, leadership plays a pivotal role in determining employee satisfaction. An important part of being an effective leader is being able to motivate and inspire your team members, as well as giving them with direction and assistance. According to the findings of a research that was conducted by Medcof and Girard (2020), workers who reported greater levels of job satisfaction had supervisors who they believed to be helpful and who demonstrated traits of transformational leadership.

Additionally, personal responsibility greatly influences employee satisfaction. When workers are given the freedom to make their own decisions and are trusted with the responsibility of making those decisions, they develop a feeling of pride and ownership in the job that they do. A feeling of purpose and success may be fostered via this increased participation. According to the findings of a research that was conducted by Ferris et al. (2019), workers who have a feeling that they are responsible for their own actions report greater levels of overall job satisfaction. Organizations are able to boost employee happiness and foster a healthy work culture when they provide workers the opportunity to assume responsibility for the tasks they are assigned and provide avenues for professional development. Furthermore, external rewards, such as compensation and recognition, positively impact employee satisfaction.

The receipt of external incentives serves as a concrete demonstration of an individual's performance and achievements, which contributes to the individual's enhanced feeling of success and increased contentment in their work environment. Furthermore, according to Schneider et al. (2018), it is crucial for employee satisfaction to have pay packages that are both competitive and fair. These packages add to the employee's financial stability and overall well-being. While leadership, personal responsibility, and external rewards individually influence employee satisfaction, it is their combined effect that truly drives engagement and overall job satisfaction. Leaders that advocate for personal accountability and foster a nurturing work atmosphere promote a sense of worth and empowerment among their workers. As a result, workers exhibit increased levels of engagement, motivation, and commitment towards their work, hence resulting in elevated levels of job satisfaction.

From the study, the result indicated that personal responsibility and employee satisfaction influence employee retention. The reason for this is because the retention of employees has emerged as a noteworthy worry for firms across many industries and sectors. The retention of highly skilled employees not only enhances the overall performance of a business, but also serves to mitigate expenses associated with recruiting and sustain a competitive advantage. Numerous studies have provided substantial evidence about the correlation between these variables and their impact on employee dedication and allegiance. For personal responsibility, it is the determination of a person to live up to their responsibilities and to accept responsibility for their own actions. A research that was conducted by Merritt (2018) found that personal responsibility is a strong predictor of employee retention. This is due to the fact that workers who take ownership of their position are more likely to be interested in their work and devoted to their firm.

From the study, the result indicated that personal responsibility, leadership, external rewards, and working conditions indirectly influence employee retention through employee satisfaction. Employee retention is of utmost importance for the success of a business due to its role in providing stability, improving productivity, and mitigating expenses associated with recruiting and training. This research examines the effect of personal responsibility, leadership, external incentives, and working circumstances on employee retention, with a specific emphasis on their indirect influence via employee happiness.

The concept of personal responsibility pertains to an individual's perception of being answerable for their own actions and achievements within the organizational context. Individuals who possess a robust sense of personal accountability demonstrate proactive

behavior, self-motivation, and a steadfast dedication to attaining exceptional outcomes. Numerous studies have continuously shown a favorable association between personal accountability and the level of job satisfaction experienced by employees (Williams & Anderson, 2016). The function of leadership is of utmost importance in cultivating employee happiness and retention. Effective leaders possess the ability to instill trust among their followers, provide valuable information, and establish a conducive work climate that fosters positivity. The impact of transformational leadership on employee satisfaction and retention has been extensively studied and documented (Avolio & Yammarino, 2013). External incentives, such as financial remuneration, bonuses, and acknowledgment, function as extrinsic factors that impact employee contentment. According to the findings of a research done by Bond and Wise (2017), there is a positive correlation between workers' perception of their pay and awards as fair and competitive, and their reported levels of job satisfaction. According to Bakker and Demerouti (2017), the provision of a good, safe, and inclusive work environment has been shown to be associated with increased levels of job satisfaction among workers.

Employee satisfaction plays a pivotal role as an intermediary factor in the indirect impact of personal responsibility, leadership, external incentives, and working environment on employee retention. According to Chen et al. (2020), when employees experience a sense of empowerment and accountability in their work, under the guidance of competent leaders, fair rewards, and attractive working circumstances, their overall job satisfaction tends to rise. The increased level of work satisfaction afterwards functions as a motivating factor in cultivating a feeling of allegiance and dedication to the firm, hence diminishing intentions to leave and augmenting rates of employee retention.

Implications of the study

Firstly, the research highlights the significance of allocating responsibility to workers. The results indicate that when workers are provided with the chance to engage in important duties and make valuable contributions to the organization's achievements, it is probable that their level of job satisfaction would be enhanced. Therefore, it is important for managers to provide a conducive work atmosphere that facilitates workers in assuming responsibility for their tasks and grants them a sense of autonomy. Through the cultivation of a culture of accountability, managers have the potential to augment employee contentment, hence indirectly resulting in elevated rates of employee retention.

Secondly, the function of leadership is of utmost importance in exerting influence over employee happiness and retention. The findings of the research demonstrate that the implementation of effective leadership practices has a favorable correlation with employee satisfaction, thus leading to an increased propensity for organizational retention. It is essential for managers to actively cultivate their leadership abilities, with particular emphasis on enhancing their proficiency in communication, empathy, and motivation. Through the exhibition of effective leadership skills, managers have the ability to create a favorable organizational atmosphere that promotes employee contentment and, thus, aids in the preservation of highly skilled personnel.

Thirdly, the research further emphasizes the influence of extrinsic incentives on the maintenance of employees inside an organization. While financial incentives and perks are crucial, non-financial rewards, such as acknowledgment and prospects for professional growth, have equal importance. It is important for managers to establish incentive systems that acknowledge and appreciate the efforts of workers, so fostering a feeling of worth and equitable treatment. Furthermore, the provision of development and progression prospects may significantly enhance overall employee satisfaction and foster employment retention.

Lastly, the research highlights the significance of working conditions in relation to employee happiness and retention. The presence of a supportive work environment, which encompasses principles of justice, polite communication, and a healthy work-life balance, has been shown to have a substantial influence on levels of employee satisfaction. It is important for managers to engage in proactive evaluation and enhancement of working circumstances, duly considering many elements like workload, flexibility, and physical comfort. Managers have the ability to augment employee happiness and thus impact staff retention rates by cultivating a favorable work environment.

Future Research

To begin, future study should aim to examine the distinct aspects included within each of these parameters in order to get more profound insights. For example, the concept of responsibility may be broken down into three distinct components: work autonomy, decision-making power, and a feeling of ownership. Gaining insight into the factors that have a greater influence on employee retention may provide valuable guidance for firms seeking to foster a culture of accountability within their workforce.

Similarly, examining the various leadership styles and their influence on employee satisfaction and consequent retention is a promising route for scholarly investigation. The association between transformational leadership and heightened employee satisfaction has been established. However, it would be beneficial to explore other leadership types, such as charismatic or transactional leadership, and evaluate their distinct impacts.

Additionally, the study should aim to explore the many types of external incentives, including cash remuneration, recognition, and career possibilities, in order to ascertain their respective significance in fostering employee happiness and retention. In a similar vein, an examination of several facets pertaining to working circumstances, such as the level of workload, the equilibrium between work and personal life, and the physical surroundings, may provide insights into their indirect impact on employee contentment and consequent ability to remain with the organization.

Finally, future study might focus on doing a more comprehensive investigation of the idea of responsibility and its impact on employee satisfaction. Researchers have the option to use qualitative methodologies, such as conducting in-depth interviews or organizing focus groups, in order to investigate the perspectives of workers about their responsibilities within their respective jobs, as well as the impact of these beliefs on their job satisfaction and subsequent retention. Furthermore, it is possible to perform longitudinal studies in order to investigate the enduring impacts of responsibility on employee satisfaction and retention, so facilitating a more full comprehension of the phenomenon.

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