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Employee Retention and Talent Management: Empirical Evidence from Private Hospitals in Vietnam*

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Abstract

Amidst the Covid-19 pandemic, human resources play a vital role in the health industry because the staff all has to confront a lot of stresses in serving the country and the people to overcome the severe contagiousness and infection of the virus. It is also the case of Family General Hospital, Da Nang (Vietnam). Therefore, the Hospital identifies talented personnel as a core resource in its sustainable development strategy. Researching on how to retain talented staff to serve the sustainable and long-term development of a private hospital such as Family Hospital is extremely necessary, especially when there are fewer large and modern private health facilities for the healthcare system in Central Vietnam compared to the North and the South. With the analysis of survey data and in-depth interviews from both qualitative and quantitative perspectives (via SPSS 20.0), especially the ANOVA and EFA analyses, and linear multiple regression (Generation 1 methods), this study aims to clarify the aspects that affect the talent retention in the representative Family Hospital. The lessons learned have been a good reference for similar private healthcare models in the process of bringing health-related services to a new level in the competition.

Keywords: Employee Retention, Hospital, Talent Management, Service Quality, Vietnam

JEL Classification Code: I12, M12, M51, M52, M54

1. Introduction

The health sector is a unique industry, most closely related to human life and health. Performing health care requires

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many different types of resources, whereas human resources are the most important of all. The organization must possess teams of employees with the knowledge, skills, and working attitudes consistent with the self-proposed mission (Bidisha & Mukulesh, 2013). The organization must also always find suitable and effective methods to attract, develop and retain talents (Muhammed et al., 2021). This is the premise for sustainable development.

In the current context of the health sector in Vietnam, private hospitals are competing hard with public hospitals in terms of quality and size. However, we can affirm that human resources determine the total quantity and quality of health care activities and services. In addition to modern technologies, business processes, and management systems, leaders also focus on building human resources to make a difference in service experiences and quality of medical examination and treatment to promote the position of the private healthcare system in the market. A hospital with talented staff will easily create a reputation and prestige in the industry (Quan & Trang, 2015). Attracting talent to the hospital is difficult, yet increasing the level of attachment of this team to the hospital is another challenge. Because excellent employees are always headhunted, they understand

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their values, and they also have many opportunities to shift their jobs to the competitors in the market. Retaining good staff is certainly a good option for the hospital's sustainable development (Huong et al., 2021).

Family General Hospital has its development foundation from the Family Doctor Center, which was established in 2003. Family Hospital has pioneered in bringing home medical examination and treatment services in Vietnam. From the Center for family health care, Family Hospital has now grown into a modern hospital with a scale of 250 beds and a full range of specialties (19 departments and 3 centers). Family General Hospital has become a prestigious private medical facility in Da Nang city and the Central and Central Highlands regions of Vietnam. However, it is a fact that the number of employees leaving jobs over the years is still high, reaching the average turnover rate of 10% of the total number of employees recruited. Thus, finding out what factors affect employee engagement and how HR policies affect work motivation and employee satisfaction is critical to creating a premise for retaining high-quality resources for the Hospital.

2. Literature Review

2.1. Talented Staff

An employee is a specific person who holds a certain position in a company or organization. Talented employees are those who have the ability to outperform others without trying too hard to do it, and they stand out easily (Govaerts, 2015). A talented person with outstanding qualities and abilities is able to take on a difficult or complex job or field of activity and can achieve high-quality results, sometimes the highest in a certain range. Talented personnel is those with broad knowledge, high intelligence, and professional skills (Irshad, 2014). Talent is someone with high professional qualifications, professional ethics, and good human qualities, and is respected by wisdom and scientific working methods (Sinha & Sinha, 2012). They have good ideas while being business executives; they are able to come up with innovative initiatives or solve problems in a timely manner that arise in business operations (Schuler et al., 2011).

We can conclude that talented personnel are people with high professional qualifications, professional ethics, good human qualities, scientific working methods, the ability to generate timely and appropriate ideas at each moment in business activities, and high-value creation for the organization.

2.2. Talented Staff Retention

To the authors, academics have many views on retaining talented employees. Talent retention is the ability of a

company to retain valuable employees who contribute to the success of the organization as a mutually beneficial relationship (Khalid, 2011). Talent retention is one of the factors affecting the overall labor mobility of employees in an organization, the other factor being employee turnover can be seen as the other side of the trend (Okioga, 2012). Moreover, retaining talents requires managers to consider ensuring that talented people always want to contribute and commit to the organization, bringing out their full potential for the organization (Kossivi et al., 2016). Retaining talents needs to create opportunities for them to develop ideas so that they can actively work, and ensure working conditions, affecting employee loyalty and commitment (Mohammed, 2015). Retaining talents is the fact that managers, through human resource policies, affect talented people, making them feel like they want to stick with the organization, willing to give their best efforts for the achievement of the common organization's goals. This is the key factor in creating outstanding results.

2.3. The Role of Retaining Talented Staff in the Development of Hospitals

Among the resources that create competitive advantages, human resources are the most difficult to imitate. Boninnelli and Meyers (2004) stated that talented personnel is the key to the competitive advantages of the company, and creating a well-developed talent pool will benefit the organization and meet current and future challenges. A high employee retention rate means that the employee has a low turnover rate and vice versa. Therefore, organizations will always seek and strive to maintain high retention rates, especially with their key talents, and maintain low employee turnover. For which an organization's ability to retain employees is considered twice as significant. Consistently high-performing organizations achieve operational success and, at the same time, avoid the costs incurred from advertising vacancies, recruiting, selecting, and training new employees, and the loss from employees' leaving (Okioga, 2012).

In the opinion of Abbasi and Hollman (2000), a stable workforce becomes a significant competitive advantage over an organization with an unstable workforce that is forced to invest thousands of dollars in recruitment, orientation, training, and overtime compensation. When the talent retention rate is low, hospitals will have to spend more time and resources on recruiting, selecting, and training new employees, instead of focusing on other activities such as improving staff performance and revising career development policies for employees. Given the importance of talent retention for organizational performance and survival, human resource professionals must regularly re-evaluate existing strategies and rewarding schemes to motivate and help increase the final commitment of their employees

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(Riani et al., 2022). Providing a satisfying job, transparent career development opportunities, with as much autonomy as possible, and competent management systems are among the factors that play a very significant role in retaining talent (Msengeti & Obwogi, 2015)

The working environment in the healthcare industry is characterized by many risks, uncertainties, and risks of cross-infection for medical staff. Medical staff is also vulnerable to resistance from patients and their family members. The Covid-19 pandemic is complicated, creating a huge burden on the medical industry. Healthcare workers are under a lot of pressure. In that context, senior management must maintain optimism, courage, perseverance, and commitment of the staff and talented employees to be able to stand firm through the difficult period.

2.4. Talent Retention Model and Analytical Framework

Paul and Paul (1982) affirmed that employee retention is the foundation for the long-term success of the business. The talented staff is the driving force behind the business activities of the enterprise, creating a competitive advantage in the market. This encourages managers to consider the treatment of employees and devise a development plan to

stimulate their talent so as not to leave the organization. Retaining talented employees is sometimes more beneficial than attracting ones through new recruitment. Munsamy and Bosch Venter (2009) provided a standard model that helps employees stay engaged in their jobs. This model outlines factors related to the elements necessary for employee retention practices. It also shows the factors that support employees in an organization. When these factors come together at the same time, it can be difficult to preach about employee retention. Therefore, managers must ensure that efforts are made to deliver each element one by one (Figure 1).

The factors of compensation and benefits for employees are mentioned by Gomez-Mejia Luis (2004) in his model of total salary and bonus for employees, divided into three basic types of mechanisms. The bottom line of this model is that the key to an effective compensation program for employee dedication is that the company must monitor wages, by which HR professionals need to understand the salary structure that is popular in the industry. For talent to be appreciated, managers need to devise a compensation structure for innovative and talented employees in the organization. The most important of these is the base remuneration consisting of the employee's fixed monthly salary or an hourly wage. This includes a number of benefits offered by many organizations, such as health insurance,
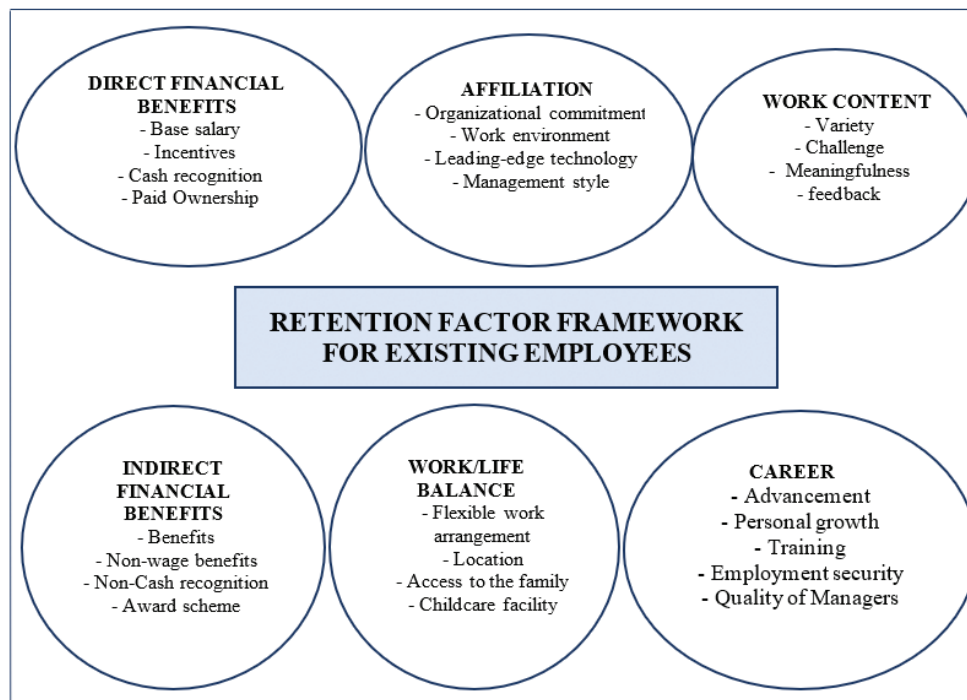

Figure 1: Theoretical Model of Employee Retention of Munsamy & Venter
Source: (Munsamy & Bosch Venter, 2009)

academic grants, professional fee reimbursement, and other educational support programs. In addition, in individual retirement plans, payroll deductions such as annual medical checkups are a policy used by large companies. Some additional benefits such as regular vacation, holiday, and sick leave arrangements. The organization should also clearly communicate employee benefits. Some organizations use a written benefit summary for each employee attached to a position letter so that employees all understand their value. While the compensation and benefits program has been communicated to the employees, management needs to ensure that performance is recognized and rewarded. Such activity allows the managers to monitor system performance by evaluating each performance strictly (Figure 2).

In the Employee Value Proposition Model, Brewster (2012) advocate building a strong recruitment strategy that attracts new employees who learn about their new employer. In the strategy, the scholars recommend using blogs and websites, where potential employees can find information about the organization's culture, values, and other awareness campaigns. The EVP frequently describes the tangible and intangible benefits that an employee seeks in a job. An organization that seeks to implement talent management and employee retention should strive to provide a working environment that embraces the elements its talented employees desire.

The proposed model (Figure 3) in this article includes 6 influencing factors belonging to two groups: the group of factors of the HRM policy from the hospital and the group of factors from the talented staff themselves. This is the result obtained after summarizing the results of previously published studies (see Appendix 1).
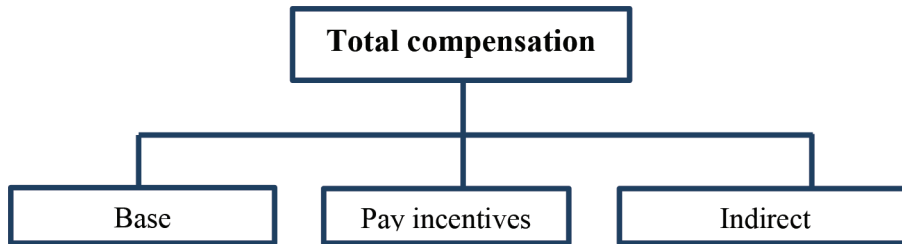

Figure 2: Model of Compensation Factors and Employee Benefits
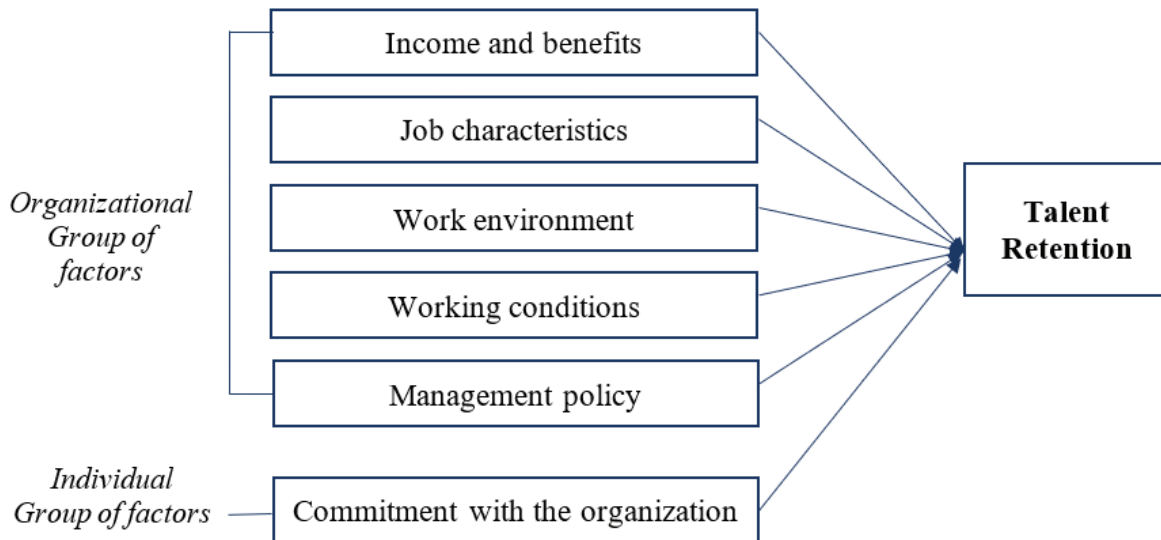Source: Gomez-Mejia Luis (2004)

Figure 3: Initially Proposed Analytical Framework

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3. Research Methods

3.1. Sampling

Subjects of the survey are staff working at the hospital, especially the ones with high professional qualifications and who have been recognized for excellent performance at all levels of management and staff (Table 1). Specifically, the group of medical staff, management executives, and staff are well appreciated by the Quality Control Department. According to some researchers, the minimum sample size of the ML method (The Maximum Likelihood) is 100 to 150 (Hair, 1998) to 200 (Hoelter, 1983). Many researchers believe that the minimum sample size is 5 for an estimated parameter (Bollen, 1989). In this study, according to the survey questionnaire, the number of observed variables is 29. Therefore, the required sample size is $n = 145$ (29×5) to ensure reliability while performing EFA.

Table 1: Subjects of Interviewed Experts

Respondents	Number	Ratio
Doctors	121	56%
Managers	61	28%
Highly-appraised staffs	33	15%
Total	**215**	

Samples have been selected by a convenient sampling method with a guaranteed proportion. Survey time was in October 2021.

3.2. Research Approach

The research process is divided into two main phases: qualitative research (preliminary research) and quantitative research (formal research) (Figure 4).

Initially, that scale has 05 criteria for Factor 1, 04 criteria for Factor 2, 04 criteria for Factor 3, 05 criteria for Factor 4, 06 criteria for Factor 5, 03 criteria for Factor 6, and 04 criteria for Factor 7. After conducting qualitative research through in-depth interviews, those groups of criteria were adjusted into 04 criteria for Factor 1,2,3,4, and 7; the number of criteria for Factor 5 and Factor 6 remains the same (see Appendix 1).

3.3. Data Analysis

With the collected data, besides descriptive statistics, the authors use SPSS 20.0 software to perform some more detailed analyses to draw accurate conclusions about the current situation of talent retention at the Family Hospital, namely:

- Test the reliability of the scale: Cronbach's Coefficient Alpha correlation coefficient is used.
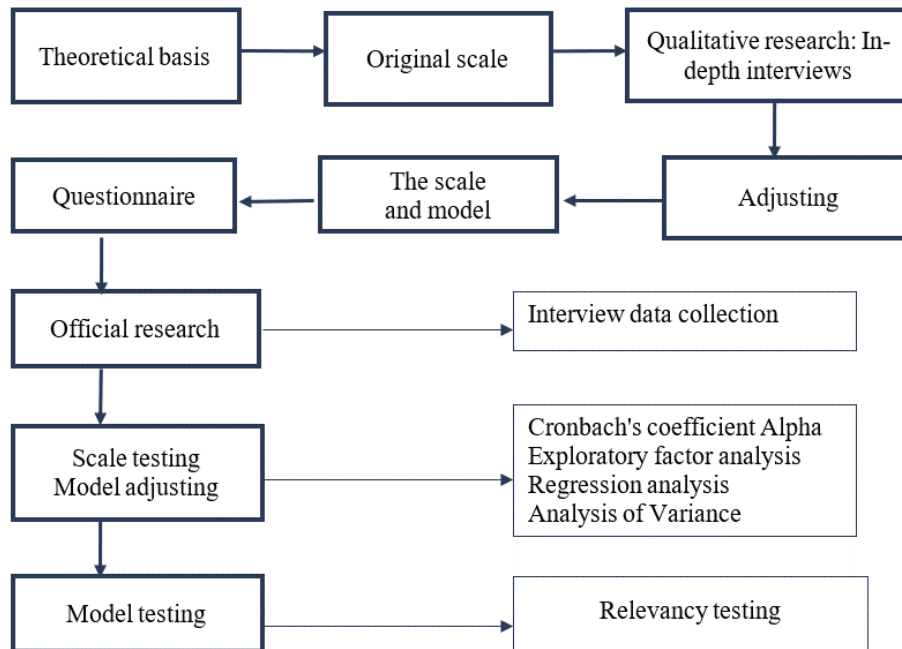

Figure 4: Research Approach

The formula of Cronbach's alpha coefficient is: $\alpha = N_\rho/\{1 + \rho(N-1)\}$ where ρ is the average correlation coefficient between the items in question. For this study, an Alpha coefficient of 0.6 or more can be used in case the studied concept is new or new to respondents in the research context (Nunnally, 1978; Peterson, 1994; Slater, 1995).

- Exploratory Factor Analysis (EFA): Variables with Factor loading less than 0.5 in EFA will continue to be excluded with a sample size of about 100-300 (Hair, 1998). The used method of extracting coefficients is Principal Components with Varimax rotation and stops when extracting factors with Eigenvalue $\geq$ 1. The scale is accepted when the total variance extracted $\geq$ 50% (Anderson & Gerbing, 1998), provided that we have $0.5 \leq KMO \leq 1$.

- Analysis of Variance (ANOVA): The customers' grouping criteria tested in the study are gender, age, working position, education level, and working seniority. Hypothesis H0 is: There is no difference between the group mean by gender, age, working position, education level, and working seniority.

- Linear regression analysis and hypothesis testing: After the scale of the survey factors has been tested, the linear regression will be conducted by the method of Ordinary Least Squares (OLS), using both Enter and Stepwise methods on SPSS software. To ensure the reliability of the built model, we test the satisfaction of the hypotheses of the OLS like variable residual variance, multicollinearity, heteroscedasticity, and the phenomenon of autocorrelation.

4. Results and Discussion

4.1. Descriptive Statistics

With 29 observed variables in the research model, the minimum number of research samples for meaningful EFA analysis is 145. The number of valid questionnaires collected has been up to 159. After checking, and cleaning The number of valid questionnaires for the study was 151. The results are presented in Appendix 2.

4.2. The Reliability of The Scale

Cronbach's alpha coefficient of the Income and Welfare scale = 0.839 > 0.6, belonging to the good measure (>0.7). The scale has 4 observed variables TN1, TN2, TN3, and TN4 that are statistically significant. The Corrected item-total Correlation coefficient of the observed variables ranges from 0.581 – 0.776 > 0.3. Therefore, no variable is excluded from the scale.

Cronbach's alpha coefficient of the scale of Job characteristics = 0.761 > 0.6, belonging to the good measure (>0.7). The scale of job characteristics with 4 observed variables CV1, CV2, CV3, and CV4 is statistically significant. The Corrected item-total Correlation coefficient of the observed variables ranges from 0.501 – 0.592 > 0.3. Therefore, no variables are excluded from the scale.

Cronbach's alpha coefficient of the Working Conditions scale = 0.708 > 0.6, belongs to the good measure (>0.7). Working conditions scale with 4 observed variables DK1, DK 2, DK 3, and DK4 is statistically significant. The Corrected item-total Correlation coefficient of the observed variables ranges from 0.374 – 0.584 > 0.3. Therefore, no variables are excluded from the scale.

Cronbach's alpha coefficient of the Management Policy scale = 0.931 > 0.6, belonging to the good measure (>0.7). The Management Policy scale with 4 observed variables QL1, QL2, QL3, and QL4 is statistically significant. The Corrected item-total Correlation coefficient of the observed variables ranges from 0.825 – 0.854 > 0.3. Therefore, no variables are excluded from the scale.

Cronbach's alpha coefficient of the Working Environment scale = 0.898 > 0.6, belonging to the good measure (>0.7). The working environment scale with 6 observed variables MT1, MT2, MT3, MT4, MT5, and MT6 is statistically significant. The Corrected item-total Correlation coefficient of the observed variables ranges from 0.627 – 0.780 > 0.3. Therefore, no variables are excluded from the scale.

Cronbach's alpha coefficient of the scale of Commitment to the organization = 0.807 > 0.6, belonging to the good measure (> 0.7). The scale of commitment to the organization with 3 observed variables CK1, CK2, and CK3 is statistically significant. The Corrected item-total Correlation coefficient of the observed variables ranges from 0.620 – 0.719 > 0.3. Therefore, no variables are excluded from the scale.

Cronbach's Alpha coefficient of talent retention scale = 0.897 > 0.6; good measure (> 0.7). The talent Retention scale with 4 observed variables GC1, GC 2, GC3, and GC4 is statistically significant. The Corrected item-total Correlation coefficient of the observed variables ranges from 0.746 – 0.811 > 0.3. Therefore, no variable is excluded from the scale.

4.3. Exploratory Factor Analysis (EFA)

Criteria to evaluate meaningful EFA analysis are that the KMO value must be between 0.5 and 1, the Eigenvalue >1, and the total variance extracted must be greater than 50%. With a sample size of 151, the factor loading factor is determined to be above 0.5. According to the results of the first EFA analysis (Appendix 3), the MT4 variable has a factor loading < 0.5, so it is excluded from the model because

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it does not meet the statistical standards. According to the results of the second EFA analysis, from 24 variables, 5 groups of factors were extracted with statistical significance. The new factor groups are as follows:

Group 1: includes 7 observed variables DK1, DK3, MT1, MT2, MT3, MT5, and MT6 (Working Conditions and Environment).

Group 2: includes 5 observed variables DK4, QL1, QL2, QL3, and QL4 (Management Policy).

Group 3: includes 4 observed variables TN1, TN2, TN3, and TN4 (Income and Welfare).

Group 4: includes 3 observed variables CK1, CK2, and CK3 (Organizational Engagement).

Group 5: includes 5 factors CV1, CV2, CV3, CV4, and DK2 (Job Characteristics).

After actual research, 5 groups of new factors were formed. Therefore, the adjusted research model and the corresponding hypotheses are:

H1: *Income and welfare have a positive relationship with the Retention of the talented staff at Family Hospital.*

H2: *Job characteristics have a positive relationship with the Retention of the talented staff at Family Hospital.*

H3: *Working conditions and environment have a positive relationship with the Retention of the talented staff at Family Hospital.*

H4: *Management policy has a positive relationship with the Retention of the talented staff at Family Hospital.*

H5: *Organizational commitment is positively related to Talent Retention at Family Hospital.*

4.4. Linear Regression Analysis

The multiple linear regression equation is built as follows:

$$GC = \beta_0 + \beta_1 * TN + \beta_2 * CV + \beta_3 * QL + \beta_4 * DKMT + \beta_5 * CK + e$$

Therein,
GC: Retaining Talented Employees (Dependent Variable)
TN: Income and welfare (Independent variable)
CV: Job characteristics (Independent variable)
QL: Management policy (Independent variable)
DKMT: Working conditions and environment (Independent variable)
CK: Commitment to the organization (Independent variable)
β_i: Regression coefficient
e: Residual

Total variables GC, TN, CV, QL, DKMT, and CK are calculated by taking the average of the components. The selected multivariable method is Enter.

Checking the autocorrelation phenomenon

Durbin-Watson coefficient of the analyzed model is = 1.982, with $k = 5$, $n = 150$, significance level = 0.05. Looking up Durbin-Watson table, we have dL = 1.679, dU = 1.788. We see that Durbin-Watson's model is in the range dU < d < 4-dL (1.788 < 1.982 < 4-1.679); Therefore, it can be concluded that the model does not have an autocorrelation phenomenon.

Checking for multicollinearity phenomenon

To check for multicollinearity, the paper has based on the variance-inflating factor (VIF). According to Ngoc and Mong C.N. (2008), if VIF > 10, high multicollinearity occurs. While the VIF coefficient is < 2, we can conclude that there is no multicollinearity phenomenon. At the range of 2 < VIF < 5, multicollinearity will be negligible. Based on the analysis results, the components show values in the range 1.889 – 2.498 < 5. Therefore, it can be concluded that the phenomenon of multicollinearity between the independent variables is not significant and does not affect the results of the linear regression analysis.

Level of explanation of the regression model

The statistics show that adjusted R-squared < R-squared. Thus, Using an adjusted R-squared to evaluate the model's interpretation will be more appropriate, without data exaggeration.

Based on the size of the adjusted R-squared, it shows that the 5 independent variables CK, QL, CV, TN, and DKMT explain 75.1% of the variation of the dependent variable, which is retaining talented employees at Family. The explanatory level of the model is quite good.

The relevance of the regression model

The statistics in the ANOVA table show that the F = 91.551, the significance level of the test = 0.000 < 0.05. Thus, there is enough evidence to conclude that the regression equation is suitable to be generalized for the population.

Multiple Linear Regression Equation

From the statistical results of the regression coefficients, the variables CV, QL, DKMT, and CK have coefficients of β (Beta) all greater than 0, Sig. value < 0.05, so it can be concluded that 4 independent variables are of statistical significance in the GC dependent variable explanation. Particularly, the variable TN - income and welfare, has the value Sig. = 0.762 > 0.05, so it is not statistically guaranteed. This variable has a negligible influence on Talent Retention, so it was not chosen to explain the dependent variable GC.

To find out the magnitude of the influence of the remaining factors, the TN variable will be removed during the second regression analysis. After removing the TN variable, the

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Table 2: Statistics of Regression Coefficients (1st Time)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	−0.357	0.219		−1.629	0.106
	TN	−0.016	0.053	−0.017	−0.304	0.762
	CV	0.140	0.069	0.117	2.047	0.043
	QL	0.312	0.054	0.342	5.806	0.000
	DKMT	0.280	0.065	0.276	4.294	0.000
	CK	0.370	0.063	0.331	5.862	0.000

Table 3: Statistics of Regression Coefficients (2nd Time)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	−0.358	0.218		−1.637	0.104
	CV	0.135	0.066	0.113	2.039	0.043
	QL	0.308	0.051	0.337	6.011	0.000
	DKMT	0.280	0.065	0.276	4.303	0.000
	CK	0.365	0.061	0.326	6.005	0.000

explanatory level of the model increases to 75.3 %. In other words, the four variables CK, QL, CV, and DKMT explain 75.3% of the variation in Talent Retention (Table 2).

Sig. coefficients of all 4 variables CK, QL, CV, DKMT are all less than 0.05, so all 4 variables are significant in the regression model. Based on the coefficients β, the following equations can be built:

Unstandardized regression equation is:

$$GC = -0.358 + 0.135 * CV + 0.308 * QL + 0.280 * DKMT + 0.365 * CK \quad (1)$$

The standardized regression equation is:

$$GC = 0.113 * CV + 0.337 * QL + 0.276 * DKMT + 0.326 * CK \quad (2)$$

Equation (2) can be interpreted as below:

Talent retention = 0.113 * Job characteristics + 0.337 * Management policy + 0.276 * Working conditions and environment + 0.326 * Commitment to the organization.

Performing the normal distribution test of the normalized residuals in the regression model using the histogram in Figure 6 shows a normal distribution curve superimposed on the histogram. The mean is close to 0, standard deviation = 0.987 (closer to 1). Therefore, it can be concluded that the normal distribution hypothesis is not violated (Table 3).

4.5. Hypothesis Testing Results

Based on the results of regression analysis, we see that 04 variables CV - Job characteristics; DKMT – Working conditions and environment; QL – CK Management policy – Commitment to the organization are statistically satisfactory and all affect GC- Retaining talented employees. Therefore, H2, H3, H4, and H5 are accepted, while factor TN - Income and welfare are not statistically satisfactory, and H1 is rejected.

Testing the difference in rating scales of different groups of employees (ANOVA analysis)

The hypotheses of this test are:

H0: 1 = 2 = 3 = ... = *n*: There is no difference between the group mean by gender, age, seniority, and job position.

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H1: There exists at least one mean of group *i* that differs from at least one value of another group among the remaining groups.

If the sig of ANOVA < 0.05, it is concluded that there is no statistically significant difference between the groups. If the sig of ANOVA < 0.05, then the null hypothesis H_0 means that there is a statistically significant difference between the group means of that variable.

According to the results of testing the difference in the evaluation of the scales at the criteria groups (Appendix 4), we make the following conclusions:

- Based on the statistical results, the Sig. Anova values of the factors CV, QL, DKMT, and CK are all > 0.05, so there is no basis to reject H_0. That is, the average levels of assessment between Men and Women on these factors have no difference. This only happens with the GC scale - Employee retention, with Sig.= 0.032 < 0.5. Therefore, there is a basis to reject H0 and accept H1; that is, there is a difference in the engagement level of Men and Women. Based on the average value, it shows that female employees have a higher level of commitment than male ones.
- Scales of CV-Job characteristics, CK-Commitment to the organization; GC-Retention of employees are with Sig. < 0.5. Therefore, there is a basis to reject H0 and accept H1, that is, there is a difference in assessment among the staff of different ages. Based on the average value, the older the person, the better the rating. The factors QL, and DKMT all have Sig values > 0.05, so there is no basis to reject H0. That is, the average level in the assessment between the ages of these factors is not different.
- Statistical results show that all of the above factors have Sig values > 0.05, so there is no basis to reject H0. That is, the average level in the assessment between different groups of seniority working on these factors is not different.

Statistical results show that all of the above factors have Sig. values > 0.05, so there is no basis to reject H0. That is, the average level of assessment between managers and employees on these factors is not significant.

4.6. Discussion

Levels of the impact of factors on talented employees' retention

The results of multiple linear regression analysis show that QL - Management Policy has the greatest influence on GC - Retaining talented employees (Beta = 0.337); CK - Commitment to the organization has the second-largest influence (Beta = 0.326); DKMT - Working conditions and environment has the third-largest influence (Beta = 0.276); CV - Job characteristics has the lowest influence (Beta = 0.113). Besides, we can see that Income and benefits do not play a role in retaining talent as high as it is commonly understood for ordinary employees.

Evaluation of factors, affecting the retention of talented employees

Based on the average value of the factors affecting the retention of talented employees, it can be seen that QL - Management policy currently has the lowest rating with an average value of 3.73; CV- Job characteristics has the second-lowest rating with an average value of 3.81; CK - Commitment to the organization has the highest rating with an average value of 4.09. The factor Working conditions and environment has a good rating, the second-highest with an average value of 4.04. Thus, based on the influences of the factors and the average value of the factors, the solutions are determined to prioritize improvement first as follows: (1) Management policy; (2) Working conditions and environment; (3) Commitment to the organization, and (4) Job characteristics.

5. Managerial Implications

Improve the management policy

Hospital leaders need to create opportunities for the staff to have the opportunity to access the Hospital's development plans and programs, through which the Board of Management (BOM) should receive, respect, and acknowledge the constructive comments. On that basis, the employees' way of thinking will be fitted well with the Hospital's long-term and sustainable development goals.

Improve working conditions

The Hospital needs to develop a plan to periodically assess the needs, adequacy, and appropriateness of work tools, equipment, and medical equipment compared to the contemporary rate of scientific and technical development in the industry. In addition, Hospital leaders need to pay attention to the mental and psychological comfort in the working environment. This is reflected in the efficiency of work and the quality of patient care services. It needs to adjust policies to support and create favorable conditions for staff to access training programs to meet the pace of technical development in their specialties and line with changing trends in customer needs.

Improve working environment

Hospital leaders and managers need to have a plan to orient departmental staff to work based on the Hospital's mission, and leadership's vision, with a full understanding of the core values of the Family Hospital's culture. Managers need to

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develop a method to properly evaluate the contribution of talented personnel to their daily tasks. They should feel happy when the work results are appreciated, recognized, praised, and honored by the leaders in the teams of working. The Hospital needs to continue to build and maintain a common code of conduct among colleagues with a positive, civilized, and polite attitude. Building a supportive culture from leaders and colleagues for optimal work efficiency is also a factor in increasing the engagement of talented people. Thanks to their support, talented staff have more interest, enthusiasm, and dedication to the Hospital.

Increase commitment to the organization

Fair and timely treatment and recognition of work performance results is also a good option to increase trust in the leaders. Talented teams will feel their value and their importance to the organization that they have worked so hard for. Based on the trust of hospital leaders, talents will not be able to leave their positions because of their responsibility in the organization's business activities. Thus, leaders need to build and create a fair and professional working environment, talented employees will feel that it is worthy of dedication to the Hospital. This leads to employees' satisfaction with how their superiors and colleagues treat them. Once, there is cohesion within the organization, the talent headhunting strategies of the market competitors will not take them away. Eventually, they will focus on proposing improvements and bringing high performance to the organization.

6. Conclusion

Perhaps, the culmination of talent retention activities is that Family Hospital needs to build a career path for each talent-oriented position when recruiting. Through that talent development plan, talented employees know where and when their journey with the organization will go through. At the same time, that roadmap will be a commitment to transparent recognition of achievements, personal development, and career development in an equitable way according to what they contribute to the Hospital. Accordingly, talented personnel are sympathetic to the organization, are inspired to work, and are themselves responsible through a strategic vision of the connection between the individual and the Hospital. Moreover, talented people are normally fond of novelty and creativity, they will not tolerate the ineffective stereotypes of old and clichéd thinking. Therefore, to retain many talented employees, the Hospital must accept new things, and create a new, open, and effective culture that can only be seen at Family Hospital in the industry. Only in this way, the Hospital's newly recruited talents can find it easy to follow a strategic route and be free to express their unlimited abilities in their passion for work.

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Appendix 1

The scale of factors, affecting the retention of talented staff in Family Hospital (adjusted, official)

Encoded	Observable Variables	Source Origins
I	**Factor 1: Income and welfare**	
TN1	My income is adequate to make both ends meet.	Robinson et al. (2004)
TN2	The level of income I receive is on par with comparable work in the industry.	David and Joseph (2015)
TN3	Welfare policies (besides salary) are diversified and attractive to employees.	Khoi and Phuong (2013)
TN4	The welfare policy ensures the rights and stability of work for employees.	Khoi and Phuong (2013)
II	**Factor 2: Job characteristics**	
CV1	My current job matches my qualifications.	IDS (2007)
CV2	I have enough opportunities to use my talents and initiative at work.	David and Joseph (2015)
CC3	My job has many opportunities for advancement.	Difeng (2013)
CC4	I love my current job.	Mngomezulu et al. (2015)
III	**Factor 3: Working conditions**	
DK1	The hospital provides adequate and comfortable working conditions (tools for work, workspace).	David and Joseph (2015)
DK2	I can balance work and personal life while working at Family (Hospital).	Raminder (2017)
DK3	The hospital always creates favorable conditions for staff to improve their qualifications and skills.	Raminder (2017)
DK4	I am provided with a development path and career advancement opportunities from the Personnel Department.	Mngomezulu et al. (2015)
IV	**Factor 4: Management policy**	
QL1	My contributions are always respected and recognized by the BOM.	Chikumbi (2011)
QL2	Leaders always support me to do the best work possible.	Chikumbi (2011)
QL3	The results of my work are fully and fairly recognized by other employees.	Chikumbi (2011)
QL4	Managers always praise individuals for excellently completing tasks.	Tien (2016)
V	**Factor 5: Working environment**	
MT1	Family Hospital has a clear mission, values, and vision.	Raminder (2017)
MT2	The hospital's business strategy is effective.	Chikumbi (2011)
MT3	The working environment is civilized and polite.	Mngomezulu et al. (2015)
MT4	Colleagues always help and support each other in work and life.	IDS (2007)
MT5	I fully understand the culture and core values of the Hospital.	Chikumbi (2011)
MT6	Family Hospital's organizational culture helps me to have a clear direction in my work and customer service.	Chikumbi (2011)
VI	**Factor 6: Commitment to the organization**	
CK1	I am proud to be a member of Family Hospital.	Thai et al. (2020)
CK2	I understand Family Hospital's vision, values, and goals, and I am committed to them.	Chikumbi (2011)
CK3	I always convey the good values of Family Hospital to everyone around.	Tuu and Liem (2012)

Encoded	Observable Variables	Source Origins
VII	**Dependent factor: Talent retention**	
GC1	I have an emotional attachment and want to participate in the development of the Hospital.	Meyer and Allen (1991)
GC2	I feel myself valued in the organization.	Thai et al. (2020)
GC3	I have no plans to leave Family Hospital.	Thai et al. (2020)
GC4	I see my future in this organization.	Thai et al. (2020)

Appendix 2

Descriptive statistics results, using SPSS software

Gender statistics of the research sample

No.	Gender	Frequency	Percentage
1	Male	46	30.5
2	Female	105	69.5
	Total	**151**	**100.0**

Age statistics of the research sample

No	Age Group	Frequency	Percentage
1	Under 25 years old	6	4.0
2	From 25 to under 35 years old	99	65.6
3	From 35 to under 45 years old	35	23.2
4	Over 45 years old	11	7.3
	Total	**151**	**100.0**

Statistics of working time of the research sample

No	Working Time	Frequency	Percentage
1	Less than 5 years	66	43.7
2	From 5 to 10 years	69	45.7
3	Over 10 years	16	10.6
	Total	**151**	**100.0**

Statistics on the working position of the research sample

No.	Position	Frequency	Percentage
1	Manager	50	33.1
2	Staff	101	66.9
	Total	**151**	**100.0**

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Appendix 3

EFA analysis results

KMO coefficient and 1st Bartlett's test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.904
Bartlett's Test of Sphericity	Approx. Chi-Square	2525.757
	df	300
	Sig.	0.000

Factor Rotation Matrix (1st time)

Rotated Component Matrix[a]					
Observed Variables	Component				
	1	2	3	4	5
TN1			0.641		
TN2			0.773		
TN3			0.707		
TN4			0.749		
CV1					0.664
CV2					0.670
CV3					0.529
CV4					0.691
DK1	0.682				
DK2					0.550
DK3	0.734				
DK4		0.542			
QL1		0.801			
QL2		0.778			
QL3		0.785			
QL4		0.748			
MT1	0.665				
MT2	0.596				
MT3	0.771				
MT4					
MT5	0.737				
MT6	0.667				

Rotated Component Matrix[a]					
Observed Variables	**Component**				
	1	**2**	**3**	**4**	**5**
CK1				0.772	
CK2				0.757	
CK3				0.628	

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. Rotation converged in 9 iterations.

KMO coefficient and 2ⁿᵈ Bartlett's test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.900
Bartlett's Test of Sphericity	Approx. Chi-Square	2410.262
	Df	276
	Sig.	0.000

Factor Rotation Matrix (2ⁿᵈ time)

Rotated Component Matrix[a]					
Observed Variables	**Component**				
	1	**2**	**3**	**4**	**5**
TN1			0.640		
TN2			0.769		
TN3			0.729		
TN4			0.743		
CV1					0.662
CV2					0.675
CV3					0.529
CV4					0.684
DK1	0.685				
DK2					0.553
DK3	0.736				
DK4		0.573			
QL1		0.807			
QL2		0.779			
QL3		0.789			

Rotated Component Matrix[a]					
Observed Variables	**Component**				
	1	**2**	**3**	**4**	**5**
QL4		0.753			
MT1	0.671				
MT2	0.604				
MT3	0.781				
MT5	0.742				
MT6	0.674				
CK1				0.771	
CK2				0.766	
CK3				0.635	

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 8 iterations.

EFA analysis results of dependent scale, Retention of Talents

KMO coefficient and Bartlett's test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.842
Bartlett's Test of Sphericity	Approx. Chi-Square	361.708
	df	6
	Sig.	0.000

Total variance extracted

Total Variance Explained						
Component	**Initial Eigenvalues**			**Extraction Sums of Squared Loadings**		
	Total	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**
1	3.076	76.890	76.890	3.076	76.890	76.890
2	0.373	9.329	86.220			
3	0.299	7.464	93.683			
4	0.253	6.317	100.000			

Extraction Method: Principal Component Analysis.

Factor rotation matrix of the Talent Retention scale

Encoded	Details of Observed Variables	Factor Loading
GC1	I have an emotional attachment and want to participate in the development of the Hospital.	0.900
GC2	I feel myself valued in the organization.	0.858
GC3	I have no plans to leave Family Hospital.	0.874
GC4	I see my future in this organization	0.875

Synthetic results of Cronbach's Alpha analysis of official calibration scales

Observed Variables	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
The scale of Job Characteristics (Cronbach's Alpha = 0.774)					
CV1	15.04	4.652	0.572	0.345	0.728
CV2	15.17	4.486	0.624	0.405	0.712
CV3	15.46	4.104	0.559	0.370	0.729
CV4	15.11	4.674	0.529	0.293	0.739
DK2	15.40	3.962	0.509	0.296	0.757
The scale of Working Conditions and Working Environment (Cronbach's Alpha = 0.913)					
DK1	24.38	13.331	0.675	0.491	0.906
DK3	24.23	12.966	0.736	0.569	0.900
MT1	24.21	13.341	0.733	0.553	0.900
MT2	24.35	13.469	0.659	0.461	0.908
MT3	24.16	13.135	0.779	0.629	0.896
MT5	24.26	12.716	0.802	0.667	0.893
MT6	24.26	13.089	0.769	0.621	0.896
The scale of Management Policy (Cronbach's Alpha = 0.899)					
DK4	15.18	8.014	0.508	0.274	0.931
QL1	14.91	7.186	0.825	0.706	0.861
QL2	14.79	7.231	0.817	0.695	0.863
QL3	14.90	7.090	0.799	0.711	0.866
QL4	14.83	7.006	0.835	0.737	0.858

Appendix 4

ANOVA analysis results

Results in the gender criterion

Scale/Sig.Anova	Unit	Quantity	Mean
CV-Job characteristics Sig. = 0.883	Male	46	3.80
	Female	105	3.81
	Total	151	3.81
QL-Management Policy Sig. = 0.706	Male	46	3.70
	Female	105	3.74
	Total	151	3.73
DKMT-Working conditions and environment Sig. = 0.349	Male	46	3.98
	Female	105	4.07
	Total	151	4.04
CK-Commitment to the organization Sig. = 0.257	Male	46	4.01
	Female	105	4.12
	Total	151	4.09
GC-Employee retention Sig. = 0.032	Male	46	3.77
	Female	105	4.00
	Total	151	3.93

Results in age criterion

Scale/Sig.Anova	Unit	Quantity	Mean
CV-Job characteristics Sig. = 0.004	Under 25 years old	6	3.43
	From 25 to under 35 years old	99	3.74
	From 35 to under 45 years old	35	4.05
	Over 45 years old	11	3.87
	Total	151	3.81
QL-Management Policy Sig. = 0.291	Under 25 years old	6	3.40
	From 25 to under 35 years old	99	3.69
	From 35 to under 45 years old	35	3.87
	Over 45 years old	11	3.84
	Total	151	3.73
DKMT-Working conditions and environment Sig. = 0.171	Under 25 years old	6	3.62
	From 25 to under 35 years old	99	4.02
	From 35 to under 45 years old	35	4.18
	Over 45 years old	11	4.08
	Total	151	4.04

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Scale/Sig.Anova	Unit	Quantity	Mean
CK-Commitment to the organization Sig. = 0.049	Under 25 years old	6	3.50
	From 25 to under 35 years old	99	4.10
	From 35 to under 45 years old	35	4.12
	Over 45 years old	11	4.21
	Total	151	4.09
GC-Employee retention Sig. = 0.034	Under 25 years old	6	3.29
	From 25 to under 35 years old	99	3.94
	From 35 to under 45 years old	35	4.05
	Over 45 years old	11	3.80
	Total	151	3.93

Results in the criterion of working seniority

Scale/Sig.Anova	Unit	Quantity	Mean
CV-Job characteristics Sig. = 0.436	Less than 5 years	66	3.75
	From 5 to 10 years	69	3.84
	Over 10 years	16	3.90
	Total	151	3.81
QL-Management Policy Sig. = 0.780	Less than 5 years	66	3.71
	From 5 to 10 years	69	3.77
	Over 10 years	16	3.65
	Total	151	3.73
DKMT-Working conditions and environment Sig. = 0.171	Less than 5 years	66	3.98
	From 5 to 10 years	69	4.10
	Over 10 years	16	4.08
	Total	151	4.04
CK-Commitment to the organization Sig. = 0.514	Less than 5 years	66	4.01
	From 5 to 10 years	69	4.12
	Over 10 years	16	4.29
	Total	151	4,09
GC-Employee retention Sig. = 0.759	Less than 5 years	66	3.89
	From 5 to 10 years	69	3.96
	Over 10 years	16	3.97
	Total	151	3.93

Results in job position criterion

Scale/Sig.Anova	Unit	Quantity	Mean
CV-Job characteristics Sig. = 0.231	Manager	50	3.88
	Staff	101	3.77
	Total	151	3.81
QL-Management Policy Sig. = 0.053	Manager	50	3.88
	Staff	101	3.66
	Total	151	3.73
DKMT-Working conditions and environment Sig. = 0.114	Manager	50	4.15
	Staff	101	3.99
	Total	151	4.04
CK-Commitment to the organization Sig. = 0.434	Manager	50	4.14
	Staff	101	4.07
	Total	151	4.09
GC-Employee retention Sig. = 0.337	Manager	50	4.00
	Staff	101	3.90
	Total	151	3.93