

## Improving Talent Retention in Textile and Garment Industries in Dong Nai Province

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**Abstract:** Over the past few years, more and more organizations have well recognized the importance of retaining talent for their sustainable development. How to successfully retain their talents and what are the determinants of the talent retention are therefore, critical. Hence, this study aims at investigating the determinants in textile and garment industries in Dong Nai Province. From the official survey of 214 people who are regarded as talents in related companies, 9 determinants were found, including: personal loyalty, training and promotion opportunities, relationship with colleagues, salary and benefits, nature of work, recognition by organization, working environment, relationships with superiors and type of ownership. Moreover, it is also found that Foreign companies are better in retaining their talents than private ones. Thus, the latter should put more effort to avoid losing their talents to the former.

**Key words:** Dong Nai textiles and garment, determinant, talent retention, promotion, retaining, survey

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### INTRODUCTION

In the modern economy, the demand for high quality human resources, skilled labour force, etc. is growing while the availability is limited, consequently how to attract talents is more and more important (Menefee and Murphy, 2004). The high rate of turnover is certainly costly and detrimental to the business because it negatively affects the staff's morale, talent, loyalty and ultimately the organizational performance. Therefore, many organizations offer attractive incentives to attract talents and the phenomenon of "leap frog" is becoming more and more popular (Lathitha, 2012). Thus, Botha *et al.* (2011) argues that the fundamental problem that needs resolved first is how to retain talents for the survival and development of the organization. This is also the permanent question for the leaders to carefully consider in the development of related policies. Mohammed (2016) argues that organizations need to have special policies to retain their talents to create their own competitive advantage through high quality human resources which have been recently referred to as "human capital" because it reflects the true value of human resources in terms of knowledge, skills and working (Armstrong, 2010). Bartel (2004), Becker and Huselid (2006), Rola and Garavan

(2013) argue that human resources are valuable, rare, imbalanced and irreplaceable because they create competitive advantage for the survival and growth of organizations.

And, the global economic integration results in fierce competition on markets. In such competition, organizations will have their advantages if they can provide quality products and services at a reasonable cost. This also means that organizations must improve their productivity and labor efficiency. So, investment in machinery, equipment and human resources is considered important. Among them, investment in human resources is more preferred because if human resources fail to be sufficiently qualified to effectively operate modern machinery, facilities, tools, etc., abundant financial resources are also meaningless. Wallis *et al.* (2004) shows that modern talent is highly skilled, qualified and experienced. Therefore, organizations are actively seeking to utilize the skills, knowledge, experience and capabilities of these talents to create value for their organization. Practically, successfully recruiting a talent is quite difficult but retaining a talent is much more difficult (Tarique and Schuler, 2010; Schuler *et al.*, 2011; Scullion and Collings, 2011). Currently, organizations tend to reduce the turnover rate of their employees and try their best to retain

their talents to generally stabilize their business operation and create a good foundation for their sustainable development (Ngethe *et al.*, 2012). According to Ntonga (2007), good management of talent will help organizations to operate better than others. Similar to human resource management in general, talent management also includes key tasks such as attracting, retaining and developing talents (Beheshtifar, 2011). Mohammed (2016) points out that talent management helps organizations have right people with right skills at right time to engage in strategically important decisions that ensure success and improvement of their organizational capacity.

Practically, the business environment is always in a dynamic and changing state which profoundly affects the results and performance of organizations as well as human resources. Therefore, human resources, including talents, must be properly managed to make the most of the available resources for the organization benefits (Singh and Dixit, 2011). To do that, identifying factors affecting the psychology and behavior of workers is important. Hence, several researchers have paid special interest in the field, for example, Ellickson and Logsdon (2002), Ali and Ahmed (2009), Khan *et al.* (2010a, b), Rice *et al.* (2012), Tausif (2012) and Thunnissen *et al.* (2013) explore the factors that affect job satisfaction and job satisfaction; Ramlall (2004), Coughlan (2005), Wang and Hsu (2006), Trang (2010) and Allada and Nittala (2012) concern about the factors that influence the attachment and loyalty of employees to organizations meanwhile, Dung (2005) points out the relationship between job satisfaction and other factors such as job characteristics, promotion opportunities, leadership, co-workers, wages, benefits and working conditions. Chew (2004) proposed a model that determines the relationship between loyalty and the 9 factors, including: the alignment between individual and organization, reward and recognition, occupational training and development, challenging opportunities, leadership behavior, workplace relationships, corporate culture and structure, working environment and internal communication.

In recent years, many reports from professional organizations show that many provinces and cities in Vietnam are lacking of qualified human resources for textile and garment enterprises; consequently, there is an intense competition to attract and retain talents among the enterprises in the business sector. Therefore, the rate of labor turnover (or “leap frog”) in this sector is very high (CAF, 2011).

In Dong Nai, the phenomenon of leap frogging in this sector happens not only in ordinary workers but also in

management personals. Therefore, retaining talents is always one of the top concerns among textile and garment enterprises in Dong Nai Province. In order to help these businesses effectively improve talent retention, this research aims at identifying factors affecting talent retention and propose managerial implications to improve the talent retention.

## MATERIALS AND METHODS

**Definition of “Talent”:** Gagne (2000) claims that talents are more capable and superior than others working in the same field. Williams (2000) describes talents as those who often demonstrate exceptional ability and achievement or through a range of activities and situations in a specialized and narrow field of specialization and lead in the field and prove to be highly effective in almost every situation. Similarly, Axelrod *et al.* (2001) define talents as capable of carrying out their assigned tasks efficiently and achieving high results in a particular environment or Michaels *et al.* (2001) define talents as those with “outstanding ability” in terms of inner capabilities, skills, knowledge, experience, intelligence, judgment and proper attitudes to effectively deal with assigned tasks. Or according to Stahl *et al.* (2007), talents are ranked high in capacity and performance.

At the same time, Thorne and Pellent (2007) argue that a talent is someone with a strength that is superior to others and that he or she is capable of performing better than others without having to work hard. Thus, talents have high professional qualifications, professional ethics as well as good dignity and they are usually respected. They usually have intelligent and scientific working methods, propose good solutions for their leaders, offer innovative ideas to create a turning point or timely solve problems happened in the business activities. As such, this study uses the concept proposed by Thorne and Pellent (2007) to refer to “talent”.

**Talent management:** Talent management can help systematize the activities and processes that focus on the organization's critical positions to optimize the organizational performance. However, according to Ready and Conger (2007), Cappelli (2008), Collings and Mellahi (2009), Makela *et al.* (2010), one of the great challenges for talent management is the shortage of available talents for organizations. The importance of talent management for organizational success has been confirmed by many scholars (Beechler and Woodward, 2009, Gallardo-Gallardo *et al.*, 2013; Hartmann *et al.*, 2010; Iles *et al.*, 2010).

Being able to identify key positions for talents is the first and most important step in any talent management strategy (Michaels *et al.*, 2001; Axelrod *et al.*, 2002; Frank *et al.*, 2004; Boudreau and Ramstad, 2005). According to Gallardo-Gallardo *et al.* (2013), human resource managers need to recognize that human resources are a valuable asset for organizations to create their sustainable competitive advantages and other resources should be considered in direct relation to the talents who make up the organization's human resource strength. According to Lewis and Heckman (2006) in order to effectively manage talent, organizations need to: change the mindset from human resource management to talent management; enhance the development of talents through: employee projects, identifying needs and managing employee processes by internal rotation of key positions and focus on talent management.

According to Collings and Mellahi (2009) and Vaiman *et al.* (2012), business organizations consider talent management as a strategic tool to improve their competitive strength. Attracting, developing and retaining best employees in terms of ability and virtue play an important role in the future success of their organizations (O'Leary *et al.*, 2002; Scullion and Collings, 2010).

**Talent retention:** According to Hassan *et al.* (2011) retaining a talent is to keep a person who has had contributions or has a potential to contribute significantly to the organization's performance and development. Till now, there is no definite definition of talent retention, however, it can be understood that retaining a talent is all about how to keep talents stay and serve the organization with their utmost desires. Although, it is fairly simple to understand like that, organizations are still facing huge challenges in retaining their talents as well as attracting other talents and skilled workers. According to Singh and Dixit (2011) due to scarcity of talents in the market in order to attract talents, organizations must have attractive policies which are also quite costly. In addition, if a talent is dissatisfied with the organization or the current job, he/she is more likely to switch to another organization because they are always valuable on the labor market. Therefore, retaining a talent in the organization is far more important than attracting new one.

**Factors that affect the retention of talent:** Dunford *et al.* (2010) argue that rewards based on stock ownership are often used to align organizational goals, personal goals and motivational goals; hence, it can be used to attract and retain talents. However, Matkeri (2011) thinks that, it is easy to attract and retain talents in the form of wage incentives and performance bonuses. Talent wants long-

term association with the organization and wants to contribute to the organization but if they are dissatisfied with issues such as wages and income, the balance between life and work, career development and personal skills, they tend to easily switch their jobs.

Tansley (2011) believes that a good and fair environment is needed to retain talent. It is also important for organizations to: provide essential working conditions for good employees to effectively perform their tasks and have promotion opportunity in their careers; offer adequate benefits and welfares to encourage them to perform better; eliminate negative factors such as those who work stagnantly, ineffectively or envy others, etc.; create proper conditions for talents to feel that they are important in the organization because they are an indispensable component in the organization; this can be done by recognizing their contributions and good performance. According to Logan (2000), talent retention is driven by a number of important factors: organizational culture, communication, strategy, salary and benefits, flexible scheduling and opportunity to develop their talents. Meanwhile, Masibigiri and Nienaber (2011) argue that talent retention is a multifaceted concept influenced by various factors, including the commitment of talent, engagement, communication environment, leadership styles and intrapersonal interactions and human resource management policies.

Maurer (2001) argues that in order to retain talents for organizational growth, organizations need to make them satisfied with their job. Luddy has identified 5 factors that influence job satisfaction, including: the nature of work, opportunities for training and promotion, leadership, colleagues and income. In Vietnam, Dung (2005) discovered four factors that made employees satisfied with their jobs: wages, colleagues, leaders and promotion opportunities. And this is also the factors that affect the talent retention.

On the other hand, talent tends to be more engaged if they are involved in decision making in the organization because it gives them a sense of respect and importance in the organization. They feel empowered when they have the right to contribute their minds in decisions for the development of their organization (Wagner, 1994; Pearson and Duffy, 1999; Moorhead and Griffin, 2004). Moreover, Cronin and Becherer (1999), Jun *et al.* (2006) found a strong correlation between reward, recognition and work engagement. If the organization has a system of reward and recognition of contributions in a transparent, public and fair manner, the performance of the organization will be significantly increased.

In addition, there are other affecting factors to be named as: performance evaluation, job security, good

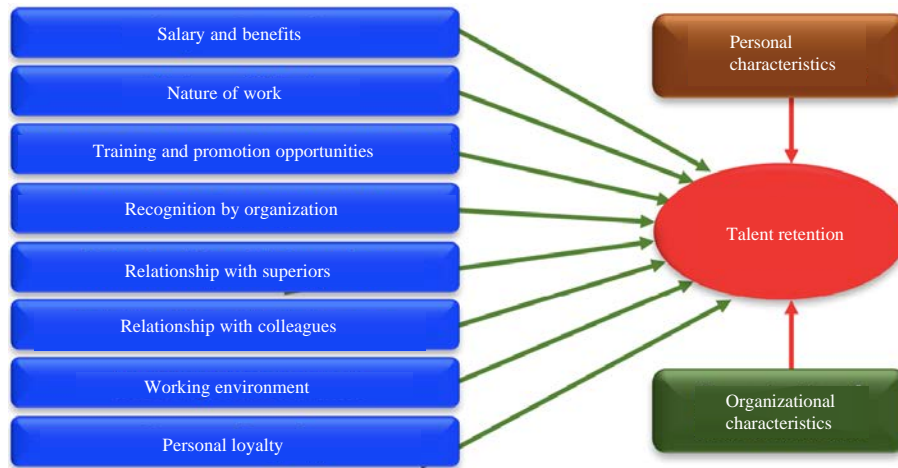


Fig. 1: Proposed research model

working conditions and environment, ability to participate in activities in the organization, disciplinary policy and the organization’s care in helping with personal problems (Linder, 1998). Especially, the interesting nature of work (Harpaz, 1990; Linder, 1998; Hossain and Hossain, 2012), work motivation (Chowdhury, 2017; Abadi *et al.*, 2011) are also important drivers because they create mental strength that helps employees complete their tasks and accomplish their organizational goals. Safiullah (2015) identifies the following factors: employment security, relationships with superiors, rational assessment based on performance, trustworthiness, cooperative spirit among colleagues, good working environment, adequate opportunities for personal development, involvement in important issues and appropriate assignments.

According to Yen *et al.* (2015), talent retention is also affected by the loyalty of individuals which is a difficult element to be measured accurately. For talents, their loyalty often arises from their true feelings towards the organization and this will help them refuse opportunities in other organizations even though they will have better opportunities like better salary, better working conditions or they can be loyal to the organization due to the ethical standards they pursue. Guillon and Cezanne (2014) pointed that loyal employees are often satisfied with their work and do their jobs with high productivity. Employee loyalty is often linked to the way organizations treat their employees. If employees feel they are treated fairly and have the best opportunities in their organization, they will rarely switch their jobs (Khuong and Tien, 2013; Guillon and Cezanne, 2014; Ibrahim and Al Falasi, 2014; Iqbal *et al.*; 2015; Martensen and Gronholdt, 2006). And the allegiance mentioned in this study is considered in two respects: the nature of human characteristics and attachment to the organization.

**Research method:** From the above studies, in addition to the personal and organizational characteristics, there are 8 determinants used in this study as follows: salary and benefits, nature of work, training and promotion opportunities, recognition by the organization, relationship with superiors, relationship with colleagues, working environment and personal loyalty. Therefore, our research model is proposed as in Fig. 1.

**Data collection methods:** The researcher uses the questionnaire and proceeds through two main steps: pilot research and formal study. Specifically, the pilot research was conducted with the 5 participants who were group leaders from a textile company located in Agtex long binh industrial park to examine the clarity and uniqueness of the survey questions as well as search for their comments to refine our questionnaire before conducting our official survey. The content of the observed variables is shown in Table 1 and 2.

**Data analysis methods:** The author uses a number of methods of data analysis which are widely used in socio-economic studies such as: scale reliability analysis, Exploratory Factor Analysis (EFA) and linear regression analysis. In statistics, the reliability of a scale is evaluated by: Cronbach’s alpha coefficient ( $\alpha$ ) and item-total correlation coefficient for each factor constituting the scale. In the socio-economic field, many researchers agree that when Cronbach’s alpha is 0.8 or nearly 1.0, the scale is considered good, i.e., the consistency of the items in the scale is high; from 0.7 to nearly 0.8, the scale is rated as good and 0.6 or more is acceptable. In addition, the item-total correlation of a variable must be  $>0.3$  to be considered satisfactory.

**Table 1: Investigated hypothesis**

Hypothesis	Expectation
H <sub>1</sub> ; Salary and benefits have positive impacts on talent retention	+
H <sub>2</sub> ; Nature of work has positive impacts on talent retention	+
H <sub>3</sub> ; Training and promotion opportunities have positive impacts on talent retention	+
H <sub>4</sub> ; Recognition by organization has positive impacts on talent retention	+
H <sub>5</sub> ; Relationships with superiors have positive impacts on talent retention	+
H <sub>6</sub> ; Relationships with colleagues have positive impacts on talent retention	+
H <sub>7</sub> ; Working environment has positive impacts on talent retention	+
H <sub>8</sub> ; Personal loyalty has positive impacts on talent retention	+

**Table 2: Coding of observed variables**

Factors/Observed variables	Codes
<b>Salary and benefits (LC)</b>	
You are paid based on your performance	LC1
Your current salary is enough for your family expenditures	LC2
The salary is scientifically calculated	LC3
You will have higher salary for better performance	LC4
There is a favourable treatment policy for talents	LC5
There is an appealing reward policy	LC6
Relevant insurances for employees are fully implemented	LC7
<b>Nature of work (BC)</b>	
You are clear with all job requirements and responsibilities	BC1
Your work matches your capacity and interest	BC2
Your work needs your proactiveness and creativity	BC3
Your work brings happiness to you	BC4
<b>Training and promotion opportunities (DT)</b>	
You are encouraged to have higher education and training	DT1
There is an explicit policy for promoting talents	DT2
Policies in training and promotion are publicly circulated within the organization	DT3
Capable employees are always considered for promotion	DT4
<b>Recognition by organization (CN)</b>	
Your good performance is always appreciated	CN1
Employees are complimented and encouraged	CN2
Your opinions and reflections are welcomed	CN3
Employee's opinions are satisfactorily considered	CN4
Productivity is one of the key criteria for promotion	CN5
<b>Relationship with superiors (CT)</b>	
Your superiors provide good conditions to favour your work	CT1
Your superiors are friendly and condescending	CT2
Your superiors treat you fairly and unbiased	CT3
Your superiors always try to listen and understand you	CT4
<b>Relationship with colleagues (DN)</b>	
Your colleagues are always willing to help each other	DN1
Your colleagues love you	DN2
There is no conflict between you and your colleagues	DN3
Your colleagues always encourage each other	DN4
You feel connected with your colleagues	DN5
<b>Working environment (MT)</b>	
You are equipped with necessary tools and facilities	MT1
Tools and equipment are in good conditions	MT2
Lights and air-conditioners well fit for your work	MT3
Working spaces are kept clean	MT4
You feel safe in your work-places	MT5
You feel comfortable in your work-places	MT6
<b>Personal loyalty (TT)</b>	
Loyalty is your inherent characteristic	TT1
You always appreciate loyalty	TT2
You want to be loyal with this company	TT3

After reliability analysis, satisfied scales will be further analysed with Exploratory Factor Analysis (EFA). In the EFA analysis, three parameters to be carefully investigated include: the number of factors extracted, factor loading and total variance extracted. If the EFA analysis results show that these three conditions are satisfactory, it is concluded that the EFA Model is appropriate, i.e., using the EFA analysis approach in the study is appropriate.

A multivariate regression analysis is also used to analyze the relationship between a dependent variable and multiple independent variables to predict the degree of dependent variable (with limited accuracy) when the values of the independent variables are known. In addition, independent-samples t-test and one-way ANOVA are also used to examine the effects of investigated individual or organizational characteristics on the dependent variable in the regression model.

**RESULTS AND DISCUSSION**

Official survey was conducted from February-March 2018 for leaders: department heads/deputy heads and team/production line managers. In addition, there are some participants who were introduced as talents by their leaders in textile and garment enterprises in Dong Nai. A total of 235 hard copies and 459 emails with online links were sent out. There were 186 hard copies (79.81%) and 97 online observations (21.13%) collected. After a screening process, 214 valid observations were used in this study.

**Descriptive statistics of surveyed objects:** Among the 214 valid observations, Table 2 briefly shows that the survey sample was eligible to represent the overall population.

**Exploratory factor analysis:** The investigated scales were first analyzed for their reliability by Cronbach’s alpha coefficient. Table 3 shows that the Cronbach’s alpha values of all eight components are greater than 0.6, thus, they are reliable for further analysis. In addition, the results of the EFA analysis in Table 4 showed that all eight factors were extracted at an eigenvalue of 1.773 and the cumulative rotation sums of squared loadings of 70.09%. These indicate that the EFA approach is appropriate in this study. Moreover, the KMO of 0.771 and the Bartlett’s test sig. = 0.000 presented in Table 5 further confirm the appropriateness of the EFA method used in this study.

**Results of linear regression analysis:** With the 214 valid observations, the average value of “talent retention” (KNDT) in the textiles and garment enterprises in Dong Nai Province was 3.318 on a scale of 5. Thus, talent retention in textile and garment industry in Dong Nai is a noteworthy problem to be carefully considered for proper actions. What factors have affected such retention and what is the importance of each factor. To solve these questions, multivariate linear regression analysis is used in this study. It is expressed as:

$$KNDT = f \left( \begin{matrix} LC, BC, DT, CN, CT, DN, MT, TT, POS, \\ GEND, AGE, ACA, EXPE, OWN, SIZE \end{matrix} \right)$$

Where:

- KNDT = Ability to retain talents
- LC = Salary and benefits
- BC = Nature of work
- DT = Training and promotion opportunities
- CN = Recognition by organization
- CT = Relationship with superiors
- DN = Relationship with colleagues
- MT = Working environment

Table 3: Descriptive statistics of surveyed objects

Aspects	Frequencies	Percentage
<b>Gender</b>		
Male	79	36.91
Female	135	63.09
<b>Age range</b>		
<30	19	8.87
30-40	61	28.50
40-50	93	43.47
≥50	41	19.16
<b>Education</b>		
≤High school	13	6.07
Intermediate	23	10.74
College	35	16.36
University	87	40.65
Master	42	19.63
Doctor	14	6.55
<b>Working experience (Years)</b>		
<5 years	29	13.55
5-10 years	75	35.05
≥10 years	110	51.40
<b>Ownership</b>		
Private	105	49.07
FDI	109	50.93
<b>Firm size</b>		
≤300	17	7.94
301-500	44	20.56
501-1000	50	23.36
≥1001	103	48.14

- TT = Personal loyalty
- POS = Position
- GEND = Gender
- AGE = Age
- ACA = Academic level
- EXPE = Working Experience (years)
- OWN = Type of Ownership
- SIZE = Firm Size

In the first regression run, personal characteristics such as POS, GEND, AGE, ACA, EXPE were found statistically insignificant in the regression model whereas among the organizational characteristics, only the type of ownership OWN is statistically significant. Table 6 shows the final results obtained from the regression model after removing the insignificant variables.

Table 6 shows that the independent variables are statistically significant, meaning that they have significant impacts on the talent retention of textile and garment enterprises in Dong Nai. Table 7 and 8 shows the importance of each factor affecting the talent retention ranked in descending order on the scale of 5.

Thus, among the examined factors, only “personal loyalty” was rated more than 4 in the 5-point scale (4.301/5.00), indicating that every person surveyed has the concept of loyalty as an inherent virtue and always fosters loyalty and want to be loyal to its present organization. Meanwhile, there are other three factors that are below average (3 points) and these three factors are

Table 4: Exploratory factor analysis and scale reliability analysis

Factors	Components								Cronbach ( $\alpha$ )	
	1	2	3	4	5	6	7	8		
<b>Salary and benefits</b>										
LC7	0.89									0.935
LC6	0.89									
LC4	0.87									
LC3	0.85									
LC2	0.85									
LC5	0.79									
LC1	0.75									
<b>Working environment</b>										
MT1		0.88								0.900
MT6		0.86								
MT3		0.84								
MT4		0.79								
MT2		0.79								
MT5		0.69								
<b>Relationship with colleagues</b>										
DN1			0.89							0.905
DN5			0.89							
DN3			0.86							
DN2			0.79							
DN4			0.78							
<b>Recognition by organization</b>										
CN1				0.89						0.887
CN5				0.87						
CN2				0.83						
CN3				0.78						
CN4				0.74						
<b>Relationship with superiors</b>										
CT4					0.90					0.852
CT1					0.88					
CT3					0.81					
CT2					0.69					
<b>Training and promotion opportunities</b>										
DT4							0.85			0.826
DT3							0.84			
DT2							0.78			
DT1							0.73			
<b>Nature of work</b>										
BC1								0.85		0.819
BC4								0.83		
BC2								0.80		
BC3								0.71		
<b>Personal loyalty</b>										
TT1									0.86	0.740
TT2									0.83	
TT3									0.74	

Table 5: Total variance explained

Com. <sup>(1)</sup>	Initial eigenvalues			Extraction sums of squared loadings			Rotation sums of squared loadings		
	Total	Var <sup>(2)</sup> (%)	Cum <sup>(3)</sup> (%)	Total	Var <sup>(2)</sup> (%)	Cum <sup>(3)</sup> (%)	Total	Var <sup>(2)</sup> (%)	Cum <sup>(3)</sup> (%)
1	5.330	14.025	14.025	5.330	14.025	14.025	5.152	13.559	13.559
2	4.266	11.226	25.251	4.266	11.226	25.251	4.076	10.727	24.286
3	3.722	9.794	35.045	3.722	9.794	35.045	3.717	9.781	34.067
4	3.514	9.248	44.293	3.514	9.248	44.293	3.511	9.239	43.305
5	3.000	7.895	52.188	3.000	7.895	52.188	2.846	7.490	50.795
6	2.602	6.847	59.035	2.602	6.847	59.035	2.683	7.061	57.856
7	2.428	6.389	65.424	2.428	6.389	65.424	2.627	6.912	64.768
8	1.773	4.666	70.090	1.773	4.666	70.090	2.022	5.321	70.090
9	0.909	2.391	72.481						
...	...	...	...						

<sup>(1)</sup>Component; <sup>(2)</sup>Variance; <sup>(3)</sup>Cumulative

quite important to the ability to retain talent. This is probably the reason that the average value of KNDDT in this study is only 3.318.

To investigate the cause of this phenomenon, t-test and one-way ANOVA tests for the equality of mean values of KNDDT by the criteria of personal and organizational characteristics were conducted. The results show that there are significant differences in the KNDDT of talent among Foreign enterprises (4.29/5.00) and private enterprises (2.30/5.00). Other features have insignificant impact on talent retention.

The above results show that organizations need to pay attention to all of the relevant factors in order to improve their talent retention, for example, they need to create a conducive work environment by equipping them with the tools and equipment they need to get things done in an optimal, efficient and effective manner or they also need to provide creative space, so that, they always feel exciting with their work. In addition, they need to recognize the contributions by their employees to encourage their dedication, etc. Based on the found factors, the following suggestions are proposed relating to three most important ones.

**Personal loyalty:** Loyalty is formed from the education of the family, school and society. Therefore, in order to be able to recruit employees with the true loyalty, the recruitment process should be more focused. Specifically, after the candidates undergo interviews, tests, the

recruiting team can challenge the “brightest” candidates to handle a situation which puts the candidate on the insider’s position to solve a problem of “either quit or continue” or explain why the character in that situation behaves like that (of course, the situation should relate to the concept of loyalty of these candidates). After they are employed, the recruiter can observe their practical circumstances to see if their behavior is consistent with their original concept and judge whether the person is loyal before assigning them to important positions in the organization.

**Training and promotion:** Every employee desires the opportunity to improve themselves and develop in the right environment. Therefore, if their basic needs are met, the organization can easily maintain the attachment of their workers, including talents because they feel respected in the organization and having the opportunity to improve their knowledge, skills and ability to contribute to the growth of the organization. Concurrently, if the organization offers their employees the opportunity to take part in training courses, they should be also oriented about the possible promotion, otherwise

Table 6: KMO and Bartlett’s test

Variables	Values
Kaiser-Meyer-Olkin measure of sampling adequacy	0.771
Approx. Chi-square	4956.093
df	703
Sig.	0.000

Table 7: Regression coefficients

Variables	Un-standardised coefficients		Standardised coefficients		Variance Inflation Factor (VIF)
	B	SD	Beta	Significance	
Cons.	0.025	0.001		0.00	
LC	0.649	0.011	0.349	0.00	1.1943
BC	0.631	0.024	0.339	0.00	1.3040
DT	0.761	0.016	0.409	0.00	1.0050
CN	0.578	0.009	0.310	0.00	1.9616
CT	0.471	0.018	0.253	0.00	1.3323
DN	0.689	0.020	0.370	0.00	1.5446
MT	0.513	0.012	0.275	0.00	1.6543
TT	0.880	0.008	0.472	0.00	1.1943
OWN	0.309	0.021	0.198	0.00	2.0704

Table 8: Importance level and Evaluation

Importance	Factors	Std. regression coefficients	Evaluation
1-TT	Personal loyalty	0.472	4.301
2-DT	Training and promotion opportunities	0.409	2.658
3-DN	Relationships with colleagues	0.370	2.479
4-LC	Salary and benefits	0.349	2.911
5-BC	Nature of work	0.339	3.254
6-CN	Recognition by organization	0.310	3.701
7-MT	Working environment	0.275	3.457
8-CT	Relationship with superiors	0.253	3.477
9-OWN	Ownership of the company	0.198	-



the trainings fail to have practical sense because the effort of a person generally aims at getting promoted and gaining a suitable job position in the organization. Therefore, when the promotion policy is reasonable, the organization can easily improve productivity and operational efficiency. In addition, it helps organizations select right people to be their successors or lead/guide an important organizational strategy.

**Relationship with colleagues:** Many private businesses employ their relatives and assign them to take many managing roles though they are unqualified for such positions. They mostly depend on relationships with leaders, thus, they are rarely friendly with people around them. As they are usually “granted with privileges” by the leaders such “unfair” environment significantly affects the working psychology of other people, especially, talented people find it unacceptable to work in an organization with several people like that. Consequently, many private businesses are unlikely to retain their talents long in their businesses.

One of the easiest activities to build a good relationship among the employees is to regularly organize networking events for people in the same department and among departments, so that, they have more time to understand each other better, build stronger solidarity and “helping and sharing” culture. In particular, businesses should have some activities that require group collaboration. In addition, organization needs to “handle” individuals who are not competent but often envy the performance of talents and the benefits offered to them. Because these individuals not only fail to help the talents in the organization but also become the “obstacles” distracting and reducing the enthusiasm of talents as well as creating bad psychology and unstable emotion for talents. As a result, in the long run, it is difficult for organization to retain their talents.

In short, over the past few years, the phenomenon of “leap frog” in the textile and garment industry of Dong Nai Province is quite complex. How to retain talents is always the top concern of the textile and garment enterprises. In order to have effective solutions to improve the talent retention, this study explores its affecting factors, specifically, through the survey of 214 participants considered as talents in the enterprises, it is found that talent retention in these enterprises is influenced by the following factors: personal loyalty, training and promotion opportunities, relationship with colleagues, salary and benefits, nature of work, organizational recognition, working environment, relationship with superiors and type of ownership.

From these findings, a number of management implications for textile and garment firms to improve their retention were proposed to serve their sustainable development.

## CONCLUSION

In addition, this study also found that foreign firms have better ability in retaining their talents than private ones due to various reasons. Consequently, private firms need to work harder to avoid “brain drain” of their talents switching to foreign ones.

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