

THE EFFECT OF BONUSES FOR HOLIDAYS ON EMPLOYEE RETENTION IN FIRMS

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Abstract

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Employee retention is a process in which the employees are encouraged to remain with the organization for a lifetime or maximum period of time (Aburub, 2020). This research is conducted to examine the effect of bonuses for the Lunar New Year holiday on employee retention in firms in Vietnam. The authors develop the results of previous studies, in which the firms can reward employees for their retention. This study was conducted in Hanoi City in Vietnam through an online and direct questionnaire of 208 people. Based on the data collected, we run Cronbach's alpha, exploratory factor analysis (EFA), Kaiser-Meyer-Olkin (KMO) test, Barlett's test, and regression by using Statistical Package for the Social Sciences (SPSS) software. The results show that employee retention in firms is influenced by the total value of bonuses for the Tet holiday (GT), bonuses for the Tet holiday in kind (HV), and the process and the formula to calculate bonuses for the Tet holiday (QC). Moreover, it recognizes the higher important role of bonuses for the Lunar New Year holiday in the activity of firms. Besides, this paper's findings are critical for firms in effectively designing human resources policies in confronting labor force fluctuations. Based on the findings, some recommendations are proposed relating to employee benefits for enhancing employee retention in firms.

Keywords: Bonuses for the Holiday, Lunar New Year (Tet), Employee Retention, Firms

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1. INTRODUCTION

Human resource management has a decisive role in the life of an organization, namely, how well the organization performs, how well the organization's

strategy can be implemented, and how far the predetermined goals can be achieved (Ekhsan et al., 2022).

Social exchange theory (SET) is widely applied to unravel the employer-employee relationship,

especially in the employee turnover and retention literature (Gopalan et al., 2020). Employee retention is a strategic tool for the success of the firm. It is a technique adopted by businesses to maintain an effective workforce and at the same time meet operational requirements (Aburub, 2020). Low employee retention results in various issues, that is, increased training and recruitment cost, insufficiently skilled employees, and disruption to organizational operations (Zeng et al., 2021). In the world and Vietnam today, there are many studies are aware of the role of employees (Mahfouz et al., 2022; Al-Enizi & Mahameed, 2023; Alsakarneh et al., 2023; Latif et al., 2023; Ninh, 2021; Thanh & Thuan, 2021; Linh & Anh, 2022; Tuyen & Anh, 2022; Huong, 2022; Do & Pham, 2023). In particular, the State's documents have focused on employees. Labor Law No. 45/2019/QH14 of the National Assembly of the Socialist Republic of Vietnam stipulates labor standards; rights, obligations, and responsibilities of employees, employers, representative organizations of employees at the grassroots, representative organizations of employers in labor relations, and other related relations directly to labor relations; State management of labor.

Employee retention is the introduction of strategic activities to maintain work motivation and concentration at work, encourage employees to continue working, and make efforts for the benefit of the enterprise.

At the end of the Lunar Year, bonuses for the Lunar New Year (Tet) holiday are a widely-discussed topic that concerns many parties: employees, enterprises, employment-related activists, and the media. For employees, this type of bonus speaks for enterprises' recognition of their contributions after a year. Employees also need these bonuses to cover expenses during the Tet holiday. However, after the Tet holiday, many enterprises face a shortage of laborers because many employees do not return to work and leave the enterprise. When a large number of employees abandon their jobs in a short period of time, the financial resources of enterprises are affected. To elaborate, when employees leave their jobs in great quantity, enterprises have to spend on recruiting, training, and integrating new employees. For such reason, in 2020 and 2021, although many enterprises are met with difficulties due to the COVID-19 pandemic, they still "managed" to have bonuses for employees, hoping that their employees will stay at the enterprise in the next period of time. This brings the questions: How do bonuses for the Tet holiday affect the retention of employees? Is it true that higher bonuses can better retain employees in the long term, or are there other factors at play, such as reasonable criteria for bonuses consideration, a transparent consideration process, etc? This paper aims to reveal the answers to these questions.

Therefore, the purpose of this research is to discuss the effect of bonuses for the Lunar New Year holiday on employee retention in firms in Vietnam and to analyze and evaluate which factors have the most impact on employee retention in firms, as well as the level of influence of each factor. The paper gives some suggestions for making appropriate recommendations for enhancing employee retention in firms.

To conduct this research, the theoretical framework is based on Adams's (1963) theory, Blau's (1964) theory, Rousseau's (1995) theory, and previous studies. From the research gap, the paper presents the following research questions:

RQ1: Does the total value of bonuses for the Tet holiday has a positive relationship with employee retention in firms?

RQ2: Do bonuses for the Tet holiday in kind have a positive impact on employee retention in firms?

RQ3: Do the process and the formula to calculate bonuses for the Tet holiday have a positive impact on employee retention in firms?

The remainder of this paper is structured as follows. Section 2 reviews the relevant literature. Section 3 analyzes the methodology that has been used to conduct empirical research, the research models, and the research hypotheses. Section 4 presents the results and analysis of the originating data. Section 5 discusses the research results. Section 6 presents the conclusions and limitations of the study.

2. LITERATURE REVIEW

2.1. Bonuses for holiday

If we implement the theory of Adams (1963) in an organizational context, we can conclude that employees compare their efforts — such as qualification, experience, performance, competence, and skills — and rewards — such as appraisal, promotion, bonuses, salary increase, and recognition — to other employees' efforts and rewards. When employees perceive disparities or differences in the rewards that they are receiving relative to other employees, conflict is created. These employees have a difficult time receiving their expected or perceived fair reward (Chan & Mai, 2015).

Employees who have low compensation result in low levels of employee retention at first-line employees (Agustine & Ssemugenyi, 2014).

Extent literature concluded the significant role of various elements in relation to employee retention, such as bonuses (Chinyio et al., 2018), and compensation (Colson & Satterfield, 2018). Notably, career development opportunities, benefits and rewards, and psychological factors are deemed vital for employee retention (Lyman et al., 2020).

From a research perspective, bonuses are the amount of money employers pay employees when the employees achieve certain targets in their jobs. Agarwal (1998) also claimed that organizations should reward bonuses according to employees' tasks and productivity, which is desirable by employees. According to Armstrong (2010), managing incentives concerns strategies, policies, and necessary procedures that ensure that contributions to the organization will be recognized and rewarded by both financial and non-financial means. When it comes to bonuses, employees do not only pay attention to monetary values (the amount of cash in the bonus), their concerns also involve policies and the procedures to define the amount of bonuses. These procedures are a set of steps that employers need to take to decide the amounts of bonuses awarded to employees based on criteria, which should be suitable for the goals and value of the enterprise (Perkins & White, 2011). Studies

commonly refer to bonuses in general, including regular bonuses, spot bonuses, bonuses for holidays, and mid-year and year-end bonuses (Tiep & Ha, 2010). Bonuses for the Tet holiday are often included in the enterprise's reward management or reward plan. It is considered a part of the incentive system of the enterprise.

As stated in Article 104 of Labor Law No. 45/2019/QH14 (National Assembly of the Socialist Republic of Vietnam, 2019), a bonus is the amount of money or property or other incentives that the employer rewards the employee based on the production and business performances, or job completion. A bonus policy is established by the employer and is announced at the workplace. This regulation has expanded the bonus regime in enterprises, but many views are still in favor of monetary rewards. Especially the bonuses for the Tet holiday, employees need money to spend the Tet holiday, if the bonus is in kind, including valuable assets, the sale of this property may not achieve the same value as the bonus paid, and it also takes time to sell; it is common to sell these rewards for much less than their actual value.

In general, from a research perspective, bonuses for the Tet holiday are considered a form of incentive for enterprises, and it depends on the enterprise's bonus policy and regional cultures; from a legal perspective, there are yet to be clear regulations on this matter, but the legal framework is largely implied from regulations concerning bonuses in the Labor Law No. 45/2019/QH14 (National Assembly of the Socialist Republic of Vietnam, 2019). Bonuses for the Tet holiday are not legally required for enterprises, but it depends on business performance and employees' task completion for enterprises to decide the level of bonuses for employees. Therefore, bonuses for the Tet holiday will be decided by the enterprise.

Bonuses for the Tet holiday are similar to other types of incentives as enterprises need to decide their values, forms, criteria, and formula, all of which should be made public at the workplace, and documented in bonus policy.

2.2. Employee retention

Employee retention is considered as the heart of organizational success. It is defined as a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the objectives (Singh & Dixit, 2011). The basic aim of employee retention strategies and practices is twofold within the organizations. One is to reduce employee turnover and, the second, is to considerably reduce the associated expenses of hiring and training and orientation of the new employees (Iqbal & Hashmi, 2015).

To accomplish organizational business objectives, efforts that an organization adopts to keep productive and desirable employees are referred to as employee retention (Frank et al., 2004). The highest attention is paid to retention as it helps not only in reducing turnover outlays or in minimizing the cost of recruiting and training but because it aids in retaining a talented workforce from getting poached (Sandhya & Kumar, 2011). However, when an employee terminates his job, the organization suffers the loss of customer loyalty

(in the service sector), loss of expertise, more organizational cost (hiring, administrative, and training), and interruption in daily workflow, which may prove disastrous for the organizations in the end (Brandt et al., 2016). In every sector, employee retention is a major issue because high turnover cost results in failure for achieving organizational objectives (Khalid & Nawab, 2018).

According to organizational equilibrium theory (March & Simon, 1958), an individual tends to stay with an employer as long as the inducement offers (compensation, working environment, growth opportunities) are similar or greater than the contributions (such as time, energy, and effort) that an employee offers. A person's desire and ease also matter in this context.

Organizations with effective employee participation practices, direct and indirect, have more positive attitudinal outcomes, commitment, job and pay satisfaction, and retention (Ojasalo & Tähtinen, 2016).

Employee engagement can positively mediate the influence of employer branding on employee retention (Rai & Maheshwari, 2021). From the psychological point of view of employee retention as a future factor for the company to retain talented employees in the future, human resource assets become valuable assets but are often not visible in the eyes of management (Fahlevi, 2021).

Employee retention has emerged as one of the key drivers for organizational success, alongside reducing unnecessary expenses and improving employees' motivation and capabilities (Aman-Ullah et al., 2020).

According to Das and Baruah (2013), employee retention is a process in which the employee is encouraged to stay at the enterprise for the longest time possible or until the project is completed. Enterprises always want to retain employees, especially those who are skilled and qualified, because their departure means the enterprise bears a loss for recruitment, training, coaching, etc., which may take the enterprise a long time before they could recover from those expenses. Employees may leave the enterprise for many reasons (Kyndt et al., 2009; Das & Baruah, 2013; Tanwar & Prasad, 2016); however, according to Milkovich and Newman (2004), among all forms of incentives, cash is often considered one of the most important and meaningful factors in employee retention.

According to Haider et al. (2015), employee retention is necessary, because it motivates employees to contribute their best performances and efforts to their organizations or companies. This goal could be achieved by paying incentives to their employees when certain aspects of the job are completed. Azeez (2017) claims that employee retention is vital to any organization or company because these employees are the core energy and the pillars of the company's success in the long term. Organizations need to execute necessary and appropriate strategies to retain employees. A strategy that was described by this author is employee retention using cash payment. When studying the impact of cash bonuses and incentives on employee retention, Talal and Alzoubi (2020) suggest that bonuses and the increase in bonuses have positive impacts on employee retention. It is also argued that it is essential for organizations to use cash bonuses to retain employees.

From these studies, it is obvious that studying the effect of bonuses for the Tet holiday on employee retention is meaningful to advise enterprises when it is not required by law to give bonuses for the Tet holiday.

3. RESEARCH METHODOLOGY

3.1. Research models and research hypotheses

After reviewing the previous studies related to factors of bonuses for the Lunar New Year holiday, the authors pointed out three groups of factors having a significant influence on employee retention in firms. These factors could be measured by both quantitative and qualitative research methods. However, in the paper, we used the quantitative method through Statistical Package for the Social Sciences (SPSS) software.

We combine Blau's (1964) social exchange theory and Rousseau's (1995) theory of psychological contract to form the foundation for the research model.

According to Blau (1964), social exchange theory deals with social interactions in which individuals believe that they could gain benefits from exchanging. Social exchange theory suggests the idea that all relationships are formed, maintained, or broken due to cost-benefit analysis. Alternatives would be considered to select the relationships that provide the most amounts of benefits with lower costs. According to the social exchange theory, commitment is formed when employees receive positive inputs from the enterprise, such as their contribution to society, equity in the incentives system, and fairness in relationships at work (Colquitt et al., 2013). Enterprises could view bonuses for the Tet holiday as an expense. Benefits that the enterprise could gain include employees' efforts in their job, motivations for employees to commit in the long term, and improved employees' engagement in the performance and benefits of the enterprise. For employees, bonuses for the Tet holiday are the benefits they can gain, which contribute to their decisions between staying or looking for another enterprise. Cost-benefit analysis is done from aspects of bonuses for the Tet holiday.

Rousseau (1995) suggests that a psychological contract is defined by the relationship between employers and employees, and it represents unwritten expectations from both parties. It is significant in defining relationships in the workplace between employers and employees; however, it is implicit and is based on perceptions and expectations. When enterprises give bonuses for the Tet holiday, they expect the employees to stay in long term and devote themselves to their jobs; bonuses for the Tet holiday are a drive to motivate employees to improve their productivity and pay more attention to the performance and benefits of the enterprise.

Based on the results of previous studies, the authors summarized and proposed the following factors in the research model:

1) In terms of values, bonuses for the Tet holiday indicate the size and economic benefits of incentive policies. It speaks for the motivational value of bonuses for the Tet holiday to employees. The value of bonuses for the Tet holiday is represented in the amount of cash that employees receive or the economic values of items or shares,

etc. that are given as bonuses or the total values of those bonuses. The value of bonuses for the Tet holiday is not only financial assistance but also mental motivation for employees. In addition, it also represents the amounts of bonuses they contribute to the enterprise. In the context of the same enterprise, employees with a higher bonus for the Tet holiday are more significant and show a higher level of contribution to the enterprise. When studying incentives, Vroom (1964) claimed that the value of bonuses is equivalent to employee's efforts, and it meets employees' goals. Based on the social exchange theory, the authors of this paper suggest that the difference in values of bonuses for the Tet holiday between enterprises in a region can be considered a form of benefit for employees to analyze to decide to stay or leave for another enterprise. The first hypothesis is as follows.

H1: Total value of bonuses for the Tet holiday has a positive impact on employee retention in firms.

2) The forms of these bonuses could be decided in an agreement between employees and employers, which may be in kind, cash, shares, or trips for the employees' families, etc. Several enterprises may give products that they make as bonuses. In-kind rewards will be negotiated and agreed upon by the employee (or their representative organization) and the employer in order to meet the majority of employees' aspirations in the enterprise. As the law does not specify the form of these bonuses, they should be approved by both parties in the labor relationship and must be stated in bonus policies. The second hypothesis of the study is as below.

H2: Bonuses for the Tet holiday in kind has a positive impact on employee retention in firms.

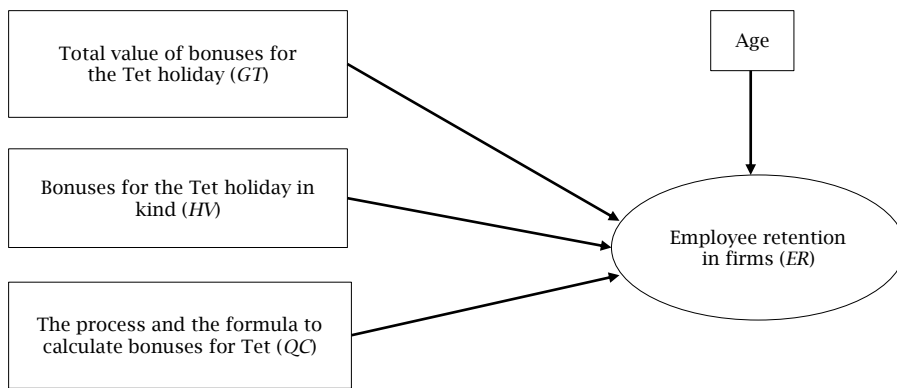
3) The criteria for this type of bonus represent the enterprise's point of view and policies. Based on the research results of Armstrong (2010), Tiep and Ha (2010), and Perkins and White (2011), we proposed the process and calculation of the Tet bonus as follows.

If the criteria are adequate, transparent, and quantifiable, employees will understand the role and significance of bonuses to try to follow. Criteria for bonuses should be founded based on the nature of jobs of different groups of employees, appropriateness, and accuracy.

The formula to calculate bonuses for the Tet holiday should represent the link between the level of bonuses, the contribution of employees in the year, and the performance of the enterprise in the year. Therefore, the formula should include the value of contribution, job outcomes, and productivity of employees. The performance of the business directly affects the source of bonuses or the funds for Tet holiday bonuses of the enterprise. The formula also needs to be fair for all employees in the enterprise. The formula also needs to be simple and clear so that employees could see their level of bonus, how it is calculated, and how bonuses could be increased so that they could make efforts towards it. In addition, the formula to calculate bonuses needs to be communicative, public, and transparent for every employee to be informed and implemented. The third hypothesis is as follows.

H3: The process and the formula to calculate bonuses for the Tet holiday has a positive impact on employee retention in firms.

Figure 1. Research model



Based on previous studies, we have adjusted variables and dependent variables to suit the actual context of Vietnamese enterprises (see Table 1). The component properties of the independent

Table 1. Attributes of the variable

Code	Scale	Sources
Total value of bonuses for the Tet holiday (GT)		
GT1	Worthiness of employees' efforts	Vroom (1964), Agarwal (1998), Milkovich and Newman (2004), Armstrong (2010)
GT2	Meeting employees' goals	
GT3	Depends on the business performance of the enterprise	
Bonuses for the Tet holiday in kind (HV)		
HV1	Exhibits are valuable assets	We propose based on the provisions of Law No. 45/2019/QH14 (National Assembly of the Socialist Republic of Vietnam, 2019)
HV2	Exhibits are products and goods for daily living	
HV3	In-kind form is the other form such as shares, travel, train tickets	
The process and the formula to calculate bonuses for the Tet holiday (QC)		
QC1	The process and the formula to calculate bonuses for Tet are equitable	Armstrong (2010), Tiep and Ha (2010), Perkins and White (2011)
QC2	Criteria for considering bonuses for the Tet holiday are suitable for each group of employees in the enterprise	
QC3	The process and the formula to calculate bonuses for Tet are clear and easy to understand	
Employee retention in firms (ER)		
ER1	Motivation to work	We propose based on Blau (1964) and Rousseau (1995)
ER2	Increase in effort to work	
ER3	Promotion in the long-term working relationship at the enterprise	
ER4	Increased interest in business performance and benefits of the enterprise	

3.2. Scales used in the study

We used the quantitative research method with survey data collected from survey questionnaires. The questions were built in association with the effect of the Tet bonus on employee retention in the enterprise. The questionnaire is sent by a link to the employees in the enterprise. Collected data are processed on SPSS 26 software. Descriptive statistical analysis methods, Cronbach's alpha analysis, exploratory factor analysis, and regression analysis are used in the article to achieve the results of the research.

Selected enterprises for the survey include three fields: production and processing of agricultural, forestry, and fishery products; industry and construction; trade and services.

3.3. Research sample

According to Hair et al. (1998), the sample size in exploratory factor analysis must be at least 5 times the total number of indicators of the scales. In the survey questionnaire of the study, there are 13 indicators used in factor analysis. Therefore, the minimum sample size to be achieved is 13 * 5 = 65 observations. According to Tabachnick and Fidell (2007) for multivariable regression,

the minimum sample size is calculated by the formula: 50 + 8 * m (m is the number of independent variables). In this study, there are 3 independent variables, the minimum sample size is: 50 + 8 * 3 = 74 observations. Thus, according to the standard of survey sample size, to achieve the research objective, the minimum sample size for this study is 74 observations.

The questionnaire was sent to employees working in the fields of agricultural-forestry-fishery production and processing, industry and construction, trade, and services. There were 208 answer sheets, all of which are all qualified and can be used for analysis.

4. RESEARCH RESULTS

4.1. Descriptive statistics

Table 2 indicates that the respondents' agreement with the variables was quite high with an average of 3.41 compared with the highest of the 5-point Likert scale. All 13 attributes were rated at an average of 2.75 or higher.

Table 2 shows that the minimum, maximum, and mean values of each observed variable show that there is a big difference between respondents'

assessment of the statements in the scale. The same statement has respondents who strongly agree but also respondents strongly disagree. The average value of the observed variables is not quite uniform

(mean = 2.84; 2.90; 3.98; 3.90). Through this average value, it can be seen that employee retention in firms tends to be positive.

Table 2. Descriptive analysis of attributes

Attributes	Minimum	Maximum	Mean	Std. Deviation
Total value of bonuses for the Tet holiday (GT)				
GT1	1.00	5.00	2.92	0.950
GT2	1.00	5.00	2.86	1.088
GT3	1.00	5.00	2.75	1.062
Valid N			2.84	
Bonuses for the Tet holiday in kind (HV)				
HV1	1.00	5.00	2.94	0.907
HV2	1.00	5.00	2.98	0.997
HV3	1.00	5.00	2.77	1.009
Valid N			2.90	
The process and the formula to calculate bonuses for the Tet holiday (QC)				
QC1	1.00	5.00	3.97	0.870
QC2	1.00	5.00	3.99	0.834
QC3	1.00	5.00	3.97	0.853
Valid N			3.98	
Employee retention in firms (ER)				
ER1	1.00	5.00	3.97	0.862
ER2	1.00	5.00	3.92	0.842
ER3	1.00	5.00	3.88	0.843
ER4	1.00	5.00	3.83	0.845
Valid N			3.90	

4.2. Cronbach's alpha

The variables have been measured by Cronbach's alpha. The results of testing Cronbach's alpha of attributes are presented in Table 3 below. The results also show that attributes of the dependent variables and independent variables have Cronbach's alpha

coefficients that are greater than 0.6, smaller than Cronbach's alpha coefficient of the general variable, and the correlation coefficients of all attributes are greater than 0.3. So, all the attributes of the dependent variables and independent variables are statistically significant (Hair et al., 2009; Hoang & Chu, 2008).

Table 3. Results of Cronbach's alpha testing of attributes

Attributes	Scale mean if the item deleted	Scale variance if the item deleted	Corrected item-total correlation	Cronbach's alpha if the item deleted
Total value of bonuses for the Tet holiday (GT): $\alpha = 0.797$				
GT1	5.61	3.834	0.571	0.794
GT2	5.67	3.247	0.620	0.749
GT3	5.78	2.992	0.746	0.606
Bonuses for the Tet holiday in kind (HV): $\alpha = 0.767$				
HV1	5.75	3.184	0.555	0.735
HV2	5.71	2.943	0.544	0.749
HV3	5.92	2.510	0.710	0.652
The process and the formula to calculate bonuses for the Tet holiday (QC): $\alpha = 0.919$				
QC1	7.96	2.620	0.808	0.906
QC2	7.93	2.527	0.907	0.824
QC3	7.96	2.679	0.794	0.915
Employee retention in firms (ER): $\alpha = 0.944$				
ER1	11.63	5.634	0.847	0.932
ER2	11.68	5.619	0.881	0.921
ER3	11.72	5.603	0.884	0.920
ER4	11.78	5.709	0.847	0.932

4.3. Exploratory factor analysis (EFA)

Exploratory factor analysis (EFA) was conducted through component analysis and varimax and the results have yielded 9 attributes of independent variables.

The results of factor analysis in Table 4 show that $0.5 < \text{KMO} = 0.788 < 1$, Bartlett's testimony shows $\text{Sig.} = 0.000 < 0.05$, which means variables, on the whole, are interrelated (Hoang & Chu, 2008; Hair et al., 2009). After implementing the rotation matrix, 3 determinants with load factor are greater than 0.5; eigenvalues are greater than 1 and the variance explained is 81.493%. These statistics demonstrate

that research data analysis for factor discovery is appropriate. Through the quality assurance of the scale and the test of the EFA model, we have identified 3 determinants influencing employee retention in firms.

Table 4. KMO Bartlett's test

Kaiser-Meyer-Olkin measure of sampling adequacy		0.788
Bartlett's test of sphericity	Approx. Chi-square	2,410.097
	Df	66
	Sig.	0.000

4.4. Regression model analysis

Based on the adjusted model after EFA, we have a multiple regression model as follows:

$$ER = \beta_1GT + \beta_2HV + \beta_3QC + \varepsilon \quad (1)$$

The results of Tables 5, 6, and 7 are as follows. *Multicollinearity testing:* All variance inflation factors (VIF) of independent variables are under 2, so the multicollinearity of the model is low (Hair et al., 2009; Hoang & Chu, 2008). Therefore, this regression model does not have any violation of the classical linear regression model's (CLRM) basic assumption.

Durbin-Watson statistics: Is used to test the autocorrelation of residuals, and shows the model is not violated when using the multiple regression method because the Durbin-Watson value is in the interval of 1 and 3 (Durbin-Watson = 2.082). In other words, the model indicates no autocorrelation of residuals (Hair et al., 2009; Hoang & Chu, 2008).

ANOVA testing: Level of significance (Sig.) = 0.000 implies that the multiple regression model is suitable with data. Coefficient of R-square (R²) = 0.606, which means 60.6% of the total variation in employee retention in firms is explained by the regression model. The research model result indicates that all independent variables, namely, the total value of bonuses for the Tet holiday (GT),

bonuses for the Tet holiday in kind (HV), and the process and the formula to calculate bonuses for the Tet holiday (QC) are significant (because Sig. < 0.05) to employee retention in firms (Hair et al., 2009; Hoang & Chu, 2008). Determinants that have influences on employee retention in firms are presented in the following standardized regression model:

$$ER = 0.124GT + 0.104HV + 0.647QC \quad (2)$$

Thus, hypotheses H1, H2, and H3 are accepted.

Table 5. Model summary

Model	R	R ²	Adjusted R ²	Std. error of the estimate	Durbin-Watson
1	0.778 ^a	0.606	0.600	0.49623	2.082

Note: a. Predictors: (Constant), GT, HV, QC.
b. Dependent variable: ER.

Table 6. ANOVA^a

Model	Sum of squares	Df	Mean square	F	Sig.
1 Regression	77.121	3	25.707	104.396	0.000 ^b
Residual	50.234	204	0.246		
Total	127.355	207			

Note: a. Dependent variable: ER.
b. Predictors: (Constant), GT, HV, QC.

Table 7. Coefficients^a

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	Collinearity statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	0.790	0.197		4.006	0.000		
QC	0.642	0.051	0.647	12.653	0.000	0.823	1.215
GT	0.109	0.047	0.124	2.343	0.020	0.770	1.299
HV	0.082	0.041	0.104	1.985	0.038	0.778	1.285

Note: a. Dependent variable: ER.

4.5. ANOVA test

ANOVA test was needed to make a comparison of the results of the evaluation of employee retention in firms between the four subjects, including participants who were less than 30 years old, from 30 to less than 40 years old, participants were 40 to less than 50 years old and participants were 50 years old or higher. Table 8 shows that Sig. Levene's statistic of 0.235 is more than 0.05, which means that the hypothesis of homogeneity variance among the variable value groups (different ages) has not been violated. Table 9 shows that, Sig. = 0.259 is more than 0.05, which indicates that there is no, statistically, significant difference in the level of employee retention in firms between the mentioned four groups of age (Hair et al., 2009; Hoang & Chu, 2008).

Table 8. Test of homogeneity of variances (ER)

Levene's statistic	Df1	Df2	Sig.
1.458	2	203.717	0.235

Table 9. ANOVA (ER)

Description	Sum of squares	Df	Mean square	F	Sig.
Between groups	2.995	3	0.998	1.35	0.259
Within groups	150.832	204	0.739		
Total	153.827	207			

5. DISCUSSION AND IMPLICATIONS

Employee retention is the process of retaining employees or encouraging them to stay with the company for as long as possible. Employee retention is a method by which companies maintain an efficient workforce and meet operational requirements (Ihuah et al., 2014). It is a method of encouraging employees to stay with the organization or to stay with the organization until a project is completed (Ming-Chu, 2017).

Bonuses for the Lunar New Year (Tet) holiday not only has a material meaning but also a great spiritual meaning for employees, it is also a motivation for employees to strive, strive to rise at work, and assert themselves. On Tet holiday, the shopping and spending needs of workers are higher than on weekdays, so for many workers, no bonuses are considered no Tet holiday. For firms in Vietnam and employees, bonuses for the Tet holiday are considered a cultural feature, an indispensable content in corporate human resource management activities. Therefore, firms should pay attention and be perfect when building a bonus for the Tet holiday scheme.

For employees, bonuses for the Tet holiday in cash or bonuses for the Tet holiday in kind have the meaning of keeping employees to stay and continue to work and devote to the firm. However, bonuses for the Tet holiday in cash are still appreciated by employees higher than bonuses for the Tet holiday in kind. Bonuses for the Tet holiday

in cash, employees can easily use that amount of money for their own and their family's consumption goals during the Tet holiday. Bonuses for the Tet holiday in kind, maybe that kind of artifact can meet the needs of some employees, but most workers during the Tet holiday often spend a lot and their consumption needs are rich and diverse, so bonuses for the Tet holiday in kind have not been enough, including valuable objects. Therefore, they often sell for cash, and the proceeds may be less than the value of the item. Therefore, we recommend that firms bonus for the Tet holiday to employees in cash. Moreover, with the meaning that one hundred Viet Nam dong (VND) of wages is not equal to one coin of bonus, the bonuses for the Tet holiday in cash are more meaningful and have a strong impact on employees at the right time when they need to spend more.

Employees are most interested in the process and the formula to calculate bonuses for the Tet holiday. The impact coefficient of this factor is 0.647, which is not only the highest but also has a clear gap compared to the other two factors in the model. This shows that bonuses for the Tet holiday in cash or bonuses for the Tet holiday in kind, and the process, and the formula to calculate bonuses for the Tet holiday are very important. Employees highly appreciate the process and the formula to calculate bonuses for the Tet holiday. Bonuses for the Tet holiday must be clear and transparent, to see that this is also the amount of money contributed by employees during a working process or a whole year of work, not a favor from the firm for workers. Therefore, bonuses for the Tet holiday also need to have a fair process and calculation method, and the criteria for awarding must be suitable for each group of employees in the enterprise. The process and the formula to calculate bonuses for the Tet holiday must be clear and easy to understand so that employees strive to achieve a high bonus for the Tet holiday at the end of the year.

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6. CONCLUSION

This study is done for investigating the impact level of bonuses for the Lunar New Year holiday on employee retention in firms in the context of Vietnam. The observed variables, the total value of bonuses for the Tet holiday (GT), bonuses for the Tet holiday in kind (HV), and the process and the formula to calculate bonuses for the Tet holiday (QC) have a positive impact on employee retention in firms. The factor "The process and the formula to calculate bonuses for the Tet holiday" has the strongest impact on employee retention in firms with an impact coefficient of 0.647; next is the factor "Total value of bonuses for the Tet holiday" with an impact factor of 0.124 and the factor "Bonuses for the Tet holiday in kind" has an impact factor of 0.104.

This research made a definitive contribution to the existing literature. The contribution of this study would be providing some gap-filling information in the field of employee retention in firms in Vietnam which has related bonuses for holiday.

This study is not only meaningful for firms in formulating measures to improve employee retention in firms and expand business scale but also useful for researchers when they investigate labor and economics.

However, the study does have some limitations. Firstly, the paper only focuses on three factors. In fact, there are many other factors that should be mentioned in the research. Secondly, the sample research is rather small. Further studies can add more elements to make the research more comprehensive and the reliability of the findings enhances. Moreover, in future research, we would like to expand the sample size by selecting employees who work for firms from listed public companies, unlisted public companies, foreign direct investment (FDI) firms, and over-the-counter markets, which have main business sectors in information technology, minerals, real estate, energy, etc.

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