RESEARCH ON FACTORS AFFECTING EMPLOYEE PRODUCTIVITY IN SHANGHAI

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ABSTRACT

With the development of social economy, all industries are constantly reforming and innovating. In the process of enterprise development, human resource has become the key resource for enterprise survival and development. Employee retention has been paid attention by the top management of the enterprise today and is generally aware of the complexity and importance of employee management. The main purpose of this study was to determine the significant impact of factors on Employee Retention in the manufacturing sector. For the study, the researcher got 112 questionnaires from the online questionnaire survey, but there have 1 questionnaire was invalid data, therefore, there are 111 valid questionnaire data. The delivery of the questionnaires was carried out by physical "delivery and collection" of data to the manufacturing industries in Shanghai, China, such as: Shanghai automotive group co., LTD., bright food (group) co., Shanghai pharmaceutical group co. Therefore, this study includes an analysis of the main three influence factors that, in the opinion of the researcher, directly affect the productivity of employees. These factors are: working environment, welfare measures and rewards & recognition.

Keywords: Shanghai, Employee productivity, Human resource, Employee management

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1. INTRODUCTION

The human resource is the most important resource of the enterprise and the head spring of the core competence. The competing for their essence of enterprises is talents' competition nowadays, the enterprise wants to develop and strong that must find ways to keep employees, contribute the employees' full potential, fully motivate the employees' initiative for work, and makes the employees work hard for the enterprise. The employee retention strategies are the enterprise through maintaining a good working environment, propose employee retention policy and meet the needs of employees to retain the employees. The ultimate purpose is improves the employee's job satisfaction and reduce the costs of recruit and train new employees. The employee retention strategies can help the enterprise provide effective employee communication (Vishwakarma and Rao, 2017).

Because market competition intensifying, the enterprises facing the challenge of employee retention. For the enterprise, recruit the employees with particular traits and abilities is very important in the enterprise's competitive advantage. However, retain competent employee is more important than recruit new employees. Lack the skilled and innovative workforce, economic development and employee turnover these factors lead to enterprise must set the policy to improve employee retention (Janjua and Gulzar, 2014). Besides, recruit new employees will produce a lot of extra costs, include the investment, employee screening, verify the certificate, interview and training new employees.

Enterprises must develop the employee retention strategies and appropriate use these strategies to improve employee performance. Employees will leave the enterprise because of job dissatisfaction, bad working conditions, low pay and no opportunities for advancement, the high employee turnover will affect enterprise performance and brings a series of negative impacts on the enterprise. Therefore, enterprise must develop the policy and strategy to retain employees, and through the strategy raise employee loyalty and improve the employee job performance. There are several theories in relation to organizations. For instance, the Maslow's hierarchy of needs theory thinks the organization should meet the basic needs of employees, such as the payment, healthy benefits and job security, then move on to bigger aspirations that will motivate the employee remain with the enterprise (Sattar, Khaliq and Butt, 2018). Other is the Herzberg's two-factor theory, this theory is about understanding which factor makes employees are dissatisfied with their work and which factor can motivate them and keep them want stay in the organization (International Monetary Fund, 2015). Otherwise, when people has needs and has power to achieve the needs that the employee motivation will be higher (Younge and Marx, 2015). Master the above theoretical knowledge is very important to the decision maker understand the employee's needs, and can create the necessary policy to retain employees and improve performance.

2. PROBLEM STATEMENT

Nowadays, retain the best employees is become one of the biggest challenges of the enterprises. Because the employee turnover brings various costs to the enterprise, the enterprise will strive to retain competent employee. With the competent employees leave, the employee turnover makes the enterprise's performance decreased. Therefore, the enterprise must find out the reason makes employee leave the enterprise first, and then develop necessary strategy to retain employees. The enterprise can retain employees and gain competitive advantage with the competitor, this include the research of comprehensive human resource practices (Lewis and Sequeira, 2016).

There have many factors can affect the employee turnover and have been verified by different models and theories. The literature surveyed by this study mention working environment, welfare measures and rewards & recognition as the main factors that influence employee retention (Mahesh, 2017). Usually the enterprise will apply these influence factors in the employee retention strategy formulation and implementation. In this research, the researcher will base on the manufacturing sector in Shanghai, China, to find out the effects of working environment, welfare measures and rewards & recognition on employee retention. The objectives are examining the relationship between working environment, welfare measures and rewards & recognition with employee retention.

3. OBJECTIVES

The main objective of the research is to identify the effect of working environment, welfare measures and rewards & recognition on employee retention among employees of manufacturing sector in Shanghai, China.

The specific objectives are:

1. To examine the relationship between working environment and employee retention.
2. To examine the relationship between welfare measures and employee retention.
3. To examine the relationship between rewards & recognition and employee retention.

4. RESEARCH QUESTIONS

The research question for this study is to contribute the knowledge on employee retention, the specific content as follows:

1. What extent the working environment will influence the employee retention?
2. What extent the welfare measures will influence the employee retention?
3. What extent the rewards & recognition will influence the employee retention?

5. SIGNIFICANCE

This study will help the organization to know the influence factors of employee retention, and the relationship between the employee retention with these factors. Through this study can find out the aspects which will loss the employees and which can retain employees. And also help the organization understand the employee's needs and dissatisfaction to confirm the organization's future development, this conclusion can help the manager in manufacturing enterprise to adopt more rational employee retention measures, better improve employees' job satisfaction and retain the talents.

6. LITERATURE REVIEW

6.1. Relationship between Working Environment and Employee Retention

Social scientist Abraham Maslow outlined a pyramid that showed what he called the human being's hierarchy of needs, he divided human needs into five basic-level, and the safety and health needs of the level of demand in the basic of the pyramid (Mbugua, Waiganjo and Njeru, 2014). Lack of these conditions will trigger anxiety or depression, and further deviates the employees cannot work. In general, the working environment is the physical environment, such as the noise, equipment condition, ventilation and temperature (Tetteh, Fentim and Dorothy, 2015). The employees would like to stay in the enterprise which have good working environment and atmosphere, and if the working situations so terrible the employees are unwilling to stay and work (Tsai, 2016).

Main focus of enterprise has remained on providing better jobs to the employees as well as to retain them by providing good work environment. Thus, enterprise generates and maintains an environment which can make the employees feel comfortable and retain them in the enterprise (Ali and Zia-ur-Rehman, 2014). Mohanty and Mohanty (2014) considered that employee would like to stay in the enterprise which can provide a positive working environment, employees will feeling their works are valuable and they are get attention (Mohanty and Mohanty, 2014). The enterprise should focus on working environment management to make better use of human resources, to create more value.

Employees in the organization need three types of environment that are learning, supportive and work environment. The supportive environment that the organization can provided form the work-life balance, such as the flexible working hours, good work schedule, vacations, dependent care, telecommuting and so on. The working environment includes an efficient management, challenge assignments, advanced equipment, friendly colleagues, clarity of work and responsibilities, and recognition. Lack of these environment will promote the employees

find other new chance, so the working environment should be connected to the employees feel in every respect. This forms the basis of first hypothesis of this paper, which is:

H1: There is significant relationship between working environment and employee retention.

6.2. Relationship between Welfare Measures and Employee Retention

Naveen (2017) think that improve welfare is a critical component of organizational productivity. After globalization, because a various factors that the employee's working condition have been continuously changing, the organization planning to implement various welfare measures to reduce employees' physical and psychological problems (Naveen, 2017).

According to Stoffers, Neessen and Gorissen (2015), if the work is simple and requires only minimal training to achieve expert results, the enterprise can adopt the low wages strategy, and if the enterprise is compete in high labor market then it can adop the high wages strategy. The enterprise which offers high welfare measures to the employees will have a large number of candidates applying for induction and have lower turnover rate than other enterprises (Stoffers, Neessen and Gorissen, 2015).

According to Nandhini, Usha and Palanivelu (2015), the employees need regular welfare measures for their up progression and presentation on this field. The service region is the most important division which creates additional service, and that needs welfare measures for their improvement. These welfare measures are help to protect employee's welfare and motivate employees, this guarantees employees pride result in expand efficiency (Nandhini, Usha and Palanivelu, 2015). This forms the basis of first hypothesis of this paper, which is:

H2: There is significant relationship between welfare measures and employee retention.

6.3. Relationship between Rewards & Recognition and Employee Retention

Rewards & recognition play an important role in attract and retain competent employees, especially the employees who have providing excellent performance or unique skills to the enterprise. The enterprise has invest much capital in the training and development, it is concerned with the formulation and implementation of strategies and policies that aim to reward people fairly, equitably and consistently in accordance with their value to the enterprises (Mbugua, Waiganjo and Njeru, 2014).

The rewards & recognition are focus on the development of corporate culture, support core values, and increase employee motivation and input. According to Sankalpana and Jayasekara (2017), the rewards & recognition are the basic elements of employee retention management, and it indicates how much the employees can gain from the enterprise. Therefore, the enterprises have the responsibility to design an attractive rewards & recognition to attract and retain valuable employees (Sankalpana and Jayasekara, 2017). Rewards as part of the incentive, it can improve employee retention rate. There is a close positive correlation between rewards and job satisfaction, which in turn helps to retain employees.

Terera and Ngirande (2014), recognize that the flexibility along with lucrative career options, is a critical incentive for all employees. The enterprise must recognize the importance of the rewards & recognition, because the employees have lasting impression on the employee and continue to substantiate the employee's perception of their value of the enterprise. All enterprises can use intrinsic rewards and recognition to improve employee commitment and retention. This forms the basis of first hypothesis of this paper, which is:

H3: There is significant relationship between rewards & recognition and employee retention.

7. METHODOLOGY

7.1. Vroom's Expectancy Theory

The expectancy theory believes that people's initiative positively correlates with their expectation and motivation. The expectation theory of incentive theory integration model reflects the relationship between needs and goals by three factors: first, the employee should believe that effort will result in acceptable performance; secondly, the employee should believe that acceptable performance will produce the desired reward; thirdly, the employee values are the rewards, if they work hard the performance will increased (Rakhra, 2018). The theory assumes that individuals can accurately predict future events about first - and second-order outcomes and valence. If this were the case, employers would not view Labour mobility as a management challenge. This eliminates the possibility of labor mobility, since employees are expected to calculate results accurately before joining the organization. In practice, employees do not accurately predict the first-level and second-level results, so there is no cost-effectiveness for the preferred employer. This limits the ability of the theory to fully explain the determinants of labor mobility in public organizations (Abdullah Al Mamun and Nazmul Hasan, 2017).

7.2. Research Framework

Based on the above reviews, the following conceptual framework has been developed.

Figure 1: Conceptual Framework

7.3. Sampling and Location

The sample size of this study was determined by a general rules proposed by Hair, Black, Babin, Anderson, and Tatham (2006). According Hair et al. (2006), a minimum of 20 cases needed for each of the variables. In this research, there have 1 dependent variable and 3 independent variables, thus, a total of 80 samples are acceptable number of the sample size of this study. In order to get more opinion from the different respondents, the researcher will distribute 100 questionnaires in a specific area. The targeted population of this research was the employee in the manufacturing sector in Shanghai, China. These respondents will focus on the employees which more than 18 years old, but regardless of the gender and race. In addition, the targeted respondents will from at least three different companies to make sure the information more precise and complete.

7.4. Research Instrument

The data will collect from both primary and secondary resources. The primary data will be obtained through the survey by the researcher. The questionnaire will solicit responses from employees on various aspects of employee retention. The questionnaire will be designed on a five point Likert scale where 1 stands for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree and 5 for strongly agree. The target population in this study was the three manufacturing enterprises in Shanghai China. The study population for this study was the younger employees in these three enterprises. Due to manageability of the population, the researcher used census study in which all the elements participated in the study.

8. DATA ANALYSIS

There have 111 questionnaires with 23 questions was published on the web to collect the data, and the 111 investigators are the employees in the manufacturing sector in Shanghai, China. The results of the questionnaires will be put in the SPSS software and through this to do the data analysis, and then the results will be generated.

8.1. Descriptive Analysis

Table 1 Respondents characteristics (N=111)

Demographic		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	59	53.2	53.2	53.2
	Female	52	46.8	46.8	100.0
	Total	111	100.0	100.0	
Marital Status	Single	46	41.4	41.4	41.4
	Married	57	51.4	51.4	92.8
	Widowed	6	5.4	5.4	98.2
	Divorced	2	1.8	1.8	100.0
	Total	111	100.0	100.0	
Age	18-24 years old	2	1.8	1.8	1.8
	25-34 years old	41	36.9	36.9	38.7
	35-44 years old	25	22.5	22.5	61.3
	45-59 years old	38	34.2	34.2	95.5
	55 years old and above	5	4.5	4.5	100.0
	Total	111	100.0	100.0	
Education Level	STPM/Diploma	37	33.3	33.3	33.3
	Bachelor Degree	66	59.5	59.5	92.8
	Master Degree	2	1.8	1.8	94.6
	PhD	5	4.5	4.5	99.1
	Other	1	.9	.9	100.0
	Total	111	100.0	100.0	
Income	Less than CNY1,000	2	1.8	1.8	1.8
	CNY 1,000 to CNY2,500	3	2.7	2.7	4.5
	CNY 2,501 to CNY 4,000	33	29.7	29.7	34.2
	CNY 4,001 to CNY 5,500	42	37.8	37.8	72.1
	CNY 5,501 to CNY 7,000	18	16.2	16.2	88.3
	Above CNY 7,000	13	11.7	11.7	100.0
	Total	111	100.0	100.0	

This section will be discussed on the demographic information of the respondents. The information includes the gender, marital status, age, education level, and income level. There have collect 111 questionnaires from the respondents, and the demographic information is present in the table 1. There total have 111 respondents, include 59 males (53.2%) and 52 females (46.8%). There are 46 respondents are single (41.4%), 57 respondents are married (51.4%), 6 respondents are widowed (5.4%), and 2 respondents are divorced (1.8%). From the total, there are 2 respondents (1.8%) are in the age range of 18-24 years old, 41 respondents (36.9%) are in the range of 25-34 years old, 25 respondents (22.5%) are in the range of 35-44 years old, 38 respondents (34.2%) are in the range of 45-55 years old, and 5 respondents (4.5%) are above 55 years old. About the education level, there have 37 respondents (33.3%) have completed STPM/Diploma, 66 respondents (59.5%) have completed bachelor degree, 2 respondents (1.8%) have completed master degree, and 5 respondents (4.5%) have completed PhD, while 1 respondent (0.9%) have no schooling completed. For the income stage, there are 2 respondents (1.8%) earn less than CNY 1,000, there 3 respondents (2.7%) earn income in the range of CNY 1,000-CNY 2,500, and 33 respondents (29.7%) earn income in the range of CNY 2,501- CNY 4,000, and 42 respondents (37.8%) earn CNY 4,001- CNY 5,500, also have 18 respondents (16.2%) earn CNY 5,501 – CNY 7,000, there also have 13 respondents (11.7%) earning more than CNY 7,000 monthly.

8.2. Reliability Test

According to Hair et al. (2006), reliability tests were performed and used to ensure consistency of measurement results in repeated tests. In addition, the results of Cronbach Alpha can be obtained by measuring internal consistency. Therefore, according to Nunnally and Bernstein (1994), the Cronbach Alpha coefficient should not be lower than 0.7, but according to Sekaran (2003), the Cronbach Alpha coefficient should be greater than 0.5. Researchers will follow Sekaran's (2003) proposal, where the Cronbach Alpha value should be at least 0.5, and less than 0.5 will not be accepted. Table 2 shows the results of the reliability test study. As can be clearly seen from Table 2 above, absolutely all Cronbach Alpha values are exceed the allowable coefficient of 0.5, thereby undermining the reliability of the study.

Table 2 Reliability Results (N=111)

NO.	Variables	No. Of Items	Cronbach Alpha
1	Employee Retention	6	0.591
2	Working Environment	4	0.587
3	Welfare Measures	4	0.572
4	Rewards & Recognition	4	0.589

8.3. Correlation Analysis

The table 3 shows the results of correlation between the dependent variable (employee retention) and independent variables (working environment, welfare measures and rewards & recognition) which are used to examine the hypothesis in this research. Therefore, the employee retention shows a low correlation with working environment, and the employee retention shows a low correlation with welfare measures, the employee retention shows a low correlation with rewards & recognition. In addition, the working environment shows a moderate correlation with welfare measures, and the working environment shows a low correlation with rewards & recognition. Moreover, the welfare measures show a low correlation with rewards & recognition. The data of correlation of the dependent variable and independent variables are given in the table 3 below.

Table 3 Correlations Analysis between Dependent Variable and Independent Variables

		Employee Retention	Working Environment	Welfare Measures	Rewards & Recognition
Employee Retention	Pearson Correlation	1	.097	.108	-.061
	Sig. (2-tailed)	111	.312	.258	.521
	N		111	111	111
Working Environment	Pearson Correlation	.097	1	.241*	-.058
	Sig. (2-tailed)	.312	111	.011	.546
	N	111		111	111
Welfare Measures	Pearson Correlation	.108	.241*	1	-.026
	Sig. (2-tailed)	.258	.011	111	.785
	N	111	111		111
Rewards & Recognition	Pearson Correlation	-.061	-.058	-.026	1
	Sig. (2-tailed)	.521	.546	.785	111
	N	111	111	111	

8.4. Multiple Regression Analysis

In this research has used the multiple regression analysis to check these variables. According to the table 4, the value of R^2 is 0.020 and means the given value (P2) shows that have 2% of all probable independent variables (working environment, welfare measures, rewards & recognition) that are associated with the dependent variable (employee retention) are presented in this study. All the independent variables will influence the dependent variable. The arrangement of strengths among the independent variables (working environment, welfare measures, rewards & recognition) that contributes to the dependent variable (employee retention) are working environment ($B=.056$), welfare measures ($B=.066$), and rewards & recognition ($B=-.045$).

Table 4 Multiple Regression Analysis

Dependent Variable	Independent Variables	Coefficient Value (B)	Significant Value (Sig.)	R²
Employee Retention	Working Environment	0.056	0.939	0.020
	Welfare Measures	0.066	0.942	
	Rewards & Recognition	-0.045	0.996	

8.5. Hypotheses Results

The table below shows the results of hypothesis in the research based on multiple regression analysis.

Table 5 Hypotheses Results

Hypotheses	Significant	Result
H ₁ : There is a significant relationship between employee retention and working environment.	0.939	Rejected

H ₂ : There is a significant relationship between employee retention and welfare measures.	0.942	Rejected
H ₃ : There is a significant relationship between employee retention and rewards & recognition.	0.996	Rejected

9. DISCUSSION

9.1. To Find the Significant Relationship between Employee Retention and Working Environment

One of the objectives in this study is to find the relationship between employee retention and working environment. H1 was created based on this objective. The hypotheses have been rejected based the analysis conducted in this research. Based on this research result, it is different from the previous researchers indicate that there is a significant relationship between employee retention and working environment. According to Mohanty and Mohanty (2014), though employees would like to stay in the enterprise which can provide a positive working environment, employees will feeling their works are valuable and they are get attention (Mohanty and Mohanty, 2014). Based on the previous research, the working environment will influence the employee's retention, having a good working environment will make the employees like this enterprise and keep stay in there. Besides, based on the Tsai (2016), the employees would like to stay in the enterprise which have good working environment and atmosphere, and with insufficient working situations like poor lighting, unsatisfactory furniture etc. The employees are unwilling to perform for longer periods of time (Tsai, 2016).

9.2. To Find the Significant Relationship between Employee Retention and Welfare Measures

The second objective of this research is to find the relationship between employee retention and welfare measures. H2 was created based on this objective. The hypotheses have been rejected based the analysis conducted in this research. Based on this research result, it is different from the previous researchers indicate that there is a significant relationship between employee retention and welfare measures. It is different with the previous researchers indicate that there is a positive relationship between employee retention and welfare measures. Naveen (2017) think that improve welfare is a critical component of organizational productivity. In Naveen's research, he find out the welfare not only can make the employees get better result in their work, but also influence the sentiments of employees when they feel that the management are interested in their wellness and happiness (Nirushan, 2017). In addition, according to Nandhini, Usha and Palanivelu (2015), the employees need the welfare measures for their up progression and presentation on this field (Nandhini, Usha and Palanivelu, 2015).

9.3. To Find the Significant Relationship between Employee Retention and Rewards & Recognition

The last objective of this research is to find the relationship between employee retention and rewards & recognition. H3 was created based on this objective. The hypotheses have been rejected based the analysis conducted in this research. Based on this research result, it is different from the previous researchers indicate that there is a significant relationship between employee retention and rewards & recognition. It is different with the previous researchers indicate that there is a positive relationship between employee retention and rewards & recognition. According to Sankalpana and Jayasekara (2017), the rewards & recognition are the basic elements of employee retention management. There is a close and positive correlation between promotions and job satisfaction and which in turn helps in retaining employees.

Besides, Terera and Ngirande (2014), recognize that importance of the rewards & recognition, is a critical incentive for all employees.

10. IMPLICATION

This study aims to study the factors that can affect employee retention in manufacturing industry in Shanghai, China. Therefore, in China's manufacturing industry, there are some problems that can affect the employee's retention or departure. There are several key factors that affect employee retention, such as the working environment, welfare measures, and rewards & recognition. When the other factors of the enterprises are the same, the employee retention rate will be higher if the above factors are in good condition. The employees' loyalty is the driving force for the enterprise development (S and Krishnan, 2016). The high loyalty of employees means that employees love the enterprise and are willing to work hard for the enterprise. The highly loyal employees are the guarantee for the sustainable development of the enterprise.

10.1. Implication of the Employee

The study of the employee retention and the influencing factors can help to improve Chinese manufacturing enterprises retain their outstanding employees. In this study, the problem was fully identified and its symptoms were revealed, and also described the main factors that can affect employee retention. Therefore, this research can help employees to consider all the factors that affect their stay or leave, and help them to make decision to choose their work place. Therefore, this research can help employees choose the enterprise that suits them, and do not often to change the work, working and developing in one enterprise is more be helpful for improving work efficiency (Mohanty and Mohanty, 2014). The longer an employee stays in an enterprise, the employee will more proficient in the enterprise's business and work, and the more experience has accumulated, and the work efficiency also will be higher.

10.2. Implication of the Employer

In addition, the research on employee retention issues and their influencing factors can help employers reduce employee turnover by examining factors that affect employee retention. In addition, employers can limit themselves to the risk of massive employee losses while investing money and knowledge in them. When a large number of employees leave the enterprise, it will seriously affect the enterprise's operation and bring huge losses to this enterprise (Harshani and Welmilla, 2017). Thus, this study could help employers increase the enterprise's profits by reducing employee turnover and retaining good talent. If the enterprise is usually has employee turnover, the enterprise needs to constantly recruit new employees and organize training for the new employees. These not only waste time and energy, but also increase the cost of human resource management (Naveen, 2017). If the employee loyalty of the enterprise is high, the enterprise can save these costs, and also use the time and energy to create more value.

10.3. Implication of the Enterprises

In addition, this research can help develop China's manufacturing industry. China's manufacturing sector is on the rise. Therefore, China's manufacturing industry needs a large number of excellent employees to achieve excellent brand performance. Besides, productive employees can help the enterprise to successfully compete in the market and attract new customers, and then providing them with better services. The stable relationship between employees and enterprises is the foundation of enterprise development, and employee loyalty is the powerful driving force of enterprise development (Terera and Ngirande, 2014). Only

excellent employees can make the high-quality products, and high-quality products can generate huge benefits, so as to become an excellent enterprise.

11. LIMITATION

Like other studies, this study also has some limitations. This is just a tentative case study and the small sample size limits to some extent the generalization of the findings made in the study. Therefore, it is recommended to future researches to take more time and reach to a larger sample. It was a one major limitation on this research is only focus on Shanghai, China, it is very modern and developed indeed, but it cannot represent all the China as it is a very large country. It is Due to the difficulty of time availability, and less financial resources, therefore, the researcher choose Shanghai as the target area. Another limitation of the research is that a survey questionnaire was used to measure the independent and dependent variables. When doing the questionnaire survey, it is hard to get a perfect answer of the question because of the respondents' time constraints (Chiekezie, Emejulu and Nwanneka, 2017).

12. CONCLUSION

In this paper, the general conclusions based on research purposes are presented. Furthermore, there have the results of previous studies to prove the result of this study. In addition, the results of this study were confirmed and also explain the reasons for these results were revealed. This paper makes a detailed analysis of the factors that can influence the employee retention, and discusses the importance of employee retention for the future development of the enterprise. If the enterprise wants development better, it must pay more attention to employee retention. In addition, the implications of this study are introduced and described. In addition, there have introduce the limitations of this study, and at end of this chapter, propose various suggestions for future researchers.

13. RECOMMENDATION

Future researchers can based on this research and suggest finding more independent variables that different with those variables in this study. About employee retention there are many influencing factors can affect it, and future researchers can use other factors to do the research. This study has been affected by limitations, because the number of respondents is too small, and the results are not comprehensive and accurate. Future researchers can increase the number of respondents to get more accurate results, which will help analyze the root cause of the problem and possibly to solve it. In addition, if the future researchers can interview employees from different industries and other countries, they can more accurately know which kind of employees have which problems with the employee retention.

In addition, future researchers can expand the scope of employee retention issues in research organizations, not only in Shanghai, China, but also in other countries and cities around the world. Because different country has different cultural environment and laws and regulations, there will be some different influencing factors. And the last, future researchers can re-evaluate and extend the theories and frameworks that investigators mention in their research. Future research can solve certain specific events and put forward new theories or arguments to influence the research problem.

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