FACTORS AFFECTING THE RATE OF EMPLOYEE RETENTION IN SERVICE INDUSTRY

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BY

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DECLARATION

I hereby declare that:

(1) This undergraduate FYP is the end result of my own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.

(2) No portion of this FYP has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.

(3) Sole contribution has been made by me in completing the FYP.

(4) The word count of this research report is 12445 words

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Mean_WLB	Mean_Work-Life Balance
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PREFACE

The research project UKMZ3016 Research Project had completed by a Bachelor of International Business student to complete the degree program. The research topic for this study is "Factors Affecting the Rate of Employee Retention in Service Industry.". Nowadays, the organization in service industry faced high rate of employee turnover. I may not the victims, but I am concerning on the issues too. During my internship, I am working in Human Resources Department in telecommunication industry. Hence, I saw many employees resigned due to many reasons such as salary, working environment, and other reasons. Hence, the rate of employee retention is highly decreased in service industry. However, some organizations do not know the reasons of employee turnover. So, this provides me an idea to conduct research related to employee retention topic to investigate and examine the idea and perspective of the rate of employee retention in service industry. This study is carry out in order to examine the significance of the factors that affected on the rate of employee retention in service industry. Through this research study, the researcher hope that it can help the organization to better understand the factors that affected the employee retention.

ABSTRACT

In this study, it includes of 5 chapters that provide a clear sight of the topic in different aspects such as research overview, literature review, methodology, data analysis, discussion, conclusion and implications of the research study. The components that will be investigated in this study are the relationships between the working environment, supervisor supports, compensation, and work-life balance towards employee retention. There are various past research and new data that obtain from other researchers and the respondents. In this research, the focus will be on the factors that affected the rate of employee retention, and it will show the result of how each independent variable affecting the dependent variable. This research conducted multiple analysis to obtain the results. Those data are collected from respondents through distributing survey questionnaires to more than 150 respondents. Besides, there was several recommendations provide for future research and limitation that had faced in this research study in the end of this paper. There is include an example of survey questionnaire attached at the end of the paper which is used to collect data in this research.

CHAPTER 1: RESEARCH OVERVIEW

1.0 Introduction

This research is to exploit the factors that can affect the rate of employee retention in the service industry. The below show the research background, research problems, and research objective of this research study.

1.1 Research Background

Employee turnover has become a serious problem for many organizations in the service industry. Employee turnover can affect the operation of a company, which will cause the company to operate inefficiently and ineffectively. However, the rate of employee retention is still decreasing which means the rate of employee turnover is increasing. Employee retention is important because it will have a significant influence on the overall performance of employees and the profitability of company (Baharin and Wan Hanafi, 2018). Hence, employee retention is an important element of human resource strategies (Nasir and Mahmood, 2018). The company begins with hire the right people to run the business and to keep employees engaged in organization. Thus, the company needs to set of strategies to satisfy employees needs to retain the best talents (Baharin et al, 2018).

Nowadays, there are various reasons caused the employees leave their company. In today's business environment, a knowledge of employee is important and vital in help a company to gain competitive advantage. Hence, the organization are trying to retain the best talent. The HR department and top management put effort to find

out the method to retain the best employee as well as gain competitive advantage. According to the Singh (2019), when the employee leaves the organization, he or she will take the value system, skills, knowledge, and expertise away the organization. Thus, the company trying to prevent the talented employees leaving from organization.

According to the Zainal, Wider, Lajuma, Ahmad Khadri, Taib, and Joseph (2022), the Malaysia's employers are facing with higher rates of voluntary turnover. In 2017, the voluntary turnover was 12.8% in service industry. The rate of voluntary turnover is higher compared to Asia-Pactic market as the median is 10%. During the Covid-19 pandemic, there are more than 43% of Malaysian workers intend to change their jobs by June 2022 (Zainal et al, 2022). It is increase 17% from 2021 which is 26%. Other than that, according to the EY 2022 Work Reimagined Survey, the result shows that have more than 36% of Malaysians respondents will be leaving its company in the next 12 months. The survey shown that the mostly employee are desire for high salary. In addition, the turnover rate of education industry in Malaysia is increase from 13.2% in 2013 to 20% in 2017, which indicate that the rate of employee retention is lower in education industry (Orpina, Abdul Jalil, and T'ng, 2022). Besides, Falahat, Gee, and Liew (2019) stated that the financial and banking industry in Malaysia has high turnover rate which is 18.3%. In short, the service industry has higher rate of turnover in Malaysia.

1.2 Research Problem

Employee retention could impact the company's operation with major delay and disruptions at work of an organization. If an organization wants to retain the best employee, they should understand its employee's perspective regarding retention. If the organization does not focus and pay attention to employee retention, the organization will face serious problems (Nasir et al, 2018). The company may suffer losses in many methods such as loss of company data, employee dissatisfaction, as

well as have negative effect on good will of company. The increasing of rate of employee retention causing expensive costs of an organization such as leaves capitalization, recruitment costs, formal training cost, and temporary worker costs. Hence, the company has many underestimated costs of turnover.

According to the department of statistics Malaysia in first quarter of 2020, the service industry is high turnover ratio as well as 150,000 of employees are lost their jobs due to financial crisis as well as lockdown (Ibrahim, Ali, Al-Suraihi, and Al-Suraihi, 2021). In 2021, Malaysia's department of statistics recorded increasing inflation and rate of unemployment. Therefore, the company in service industry should put a lot of effort to achieve sustainable performance and keeping their talented and skilled workers.

Hence, to tackle this kind of situation, the company should understand the satisfaction of employee to retain the talented workers. The organization are trying to improve the employee engagement and loyalty. Every organisation has retention policies and tactics that are essentially the same, but the impact of influence this retention differs from organizations. So, it is important and vital that the organization should understand the factors that have the greatest impact on employee retention.

1.3 Research Objectives and Research Questions

1.3.1 General Objective

To evaluate and examine what are the components that affect the rate of employee retention in service industry.

1.3.2 Specific Objective

- To define the relationship between independent variables (working environment, supervisor support, compensation, and work-life balance) and dependent variable (employee retention) in service industry.
- To analyze how those factors identified are affecting employee retention in service industry.
- To understand the factors affecting rate of employee retention is important for the organization in service industry. This will significantly impact organization as it will affect the company's operation.

1.3.3 Research Question

The research question are:

1) How does the working environment influence the employee retention in service industry?
2) Are supervisor supports will affect the employee retention in service industry?
3) Is there any relationship between compensation and employee retention?
4) Why could work-life balance affect the employee retention in service industry?

In short, we could understand what is contributing to employee retention in service industry.

1.4 Research Significance

First and foremost, this study will help companies to identify the factors that affects the employee retention. The organization can find solutions to overcome the employee retention problem as well as retain the best talented, which could help company save cost of organization.

Through this study, the organization can find out the major factors that affected employee retention in service industry. This research can help the Human Resources department of company to retain the skilled and talented workers through analysing the reason of factors that affect employee retention. Thus, the company can play the important role to solving employee turnover problem.

Finally, working environment, supervisor supports, work-life balance, and compensation are the major factors that affect employee retention. This study will provide a deeper knowledge of the correlation between those independent variables with employee retention as well as develop a better strategy to retain the customer. There is further explanation on following chapters that will helps the company to understand the factors affecting employee retention in service industry.

In short, this research is beneficial, especially for those company in service industry in terms of assisting them in understanding the factors that affect employee retention.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

In this chapter, it tend to discuss and explain on the independent variable and dependent variable that are linked to the underlying theories. There are four independent variables in this research which are the working environment, supervisor supports, compensation, and work-life balance and a dependent variable which is employee retention. Besides, a research framework was provides in identifying the relationships among the research variables. Lastly, few hypotheses development was constructed to show whether there is a significant relationship between the research variable.

2.1 Underlying Theories

2.1.1 Social Exchange Theory

This research is based on Social Exchange Theory (SET). According to the Baharin et al (2018), SET can be defined as voluntary action from a person expecting to get something from another based on mutual relationship. SET is most common theory used for deeper understanding retention of employee as well as used to investigate various organizational relationships such as between organization and employee,

and even the relationship between the employers and employees. The objective of SET is to maximize benefits and minimize costs.

Wang, Long, Zhang, and He (2018) found that SET is two different exchange relationship between employers and employees such as social exchange and economic exchange. In the social exchange, it includes an individual's social and esteem needs such as the need for greater affiliation, and the high social status. On the other hand, the economic exchange from SET has includes the financial needs of individuals, increase salary and compensation, and promotion (Baharin et al, 2018).

Based on this theory, the organization identifies and invest in the talent are more likely to attain positive return on their effort. SET also suggest that when organization provide the working environment that satisfied by employees, they will stay longer with the organization as well as put effort in their workplace. By way of explanation, when the employees feel supported and motivated in the organization, they will work hard and contribute more to their workplace.

In addition, SET has given a framework to allow us understanding the relationship between employees and organizations. According to the Zainal et al (2022), whether the employee is focus on social exchange or economic exchange, it can be used to employee motivation for increased the efficiency and long-term results. Additionally, the organizational support is connected by the trust in the ability of organization to reward the employees for satisfied their exchange commitments. When the employee satisfied with the remuneration given by organization, they will be continue to working and stay in their workplace.

2.1.2 Employee Retention Connection's Model

Employee Retention Connection's model (ERC's) was one of the common and widely applied models that had been mentioned in many past researcher papers. Kaur (2017) found that this model focuses on experience of an organization that's included three primary drivers of employee retention. The three primary retention such as simulating work, leadership, and recognition and rewards (Hee and Rhung, 2019).

Figure 2.1: Employee Retention Connection's Model

Adapted from: Kaur, R. (2017)

An organization can providing stimulating work by giving different type of assignment, autonomy decision-making, learning opportunity, providing resources and support to employee to do good work, as well as provide feedback and understanding to their employees. Motivational Leadership is important to retain the employee. Hence, the leader must be supportive of change and open to new ideas and shared knowledge of organization direction. Lastly, the organization should recognize and reward the employee who done well in a task. The successful of employee should be celebrated to build self-esteem as well as teamwork.

2.2 Review of variables

2.2.1 Working Environment

Working environment is a physical condition and social features such as physical geographical location which an employee performs their job. A good working environment can offer a pleasant-working experience, adequate resources, and it said to greatly in retaining customers. The working environment is one of the motivators for employee retain in the organization (Hee and Rhung, 2019). Bibi, Ahmad, and Majid (2018) found that working environment will include positive and negative impacts on certain job outcome such as commitment, engagement, as well as the intention to stay in the organization. For instance, when a company have good environment such as clean and comfortable environment, it will encourage employees complete their work more efficiency and effectively and it is expected to have a positive impact on the employees' retention and commitment. The working environment is one of the motivators for employee retain in the organization (Hee and Rhung, 2019). When the employees working in poor environments because they will feel they effort are not value by others, so the employee turnover is substantially increase in an organization. Hence, the employees will have better performance in positive work environment.

According to the Abun, Nicolas, Apollo, Magallanes, and Encarnacion (2021), working environment has include three major element which are human environments, technical environments, and organization environments. Human environment includes teams, workgroups, leadership, management, and interaction issues. Technical environment includes equipment, technological infrastructure, and other tools. Lastly, organization environment includes procedures, practices, values, and systems which operate under organization. There are more concerning the organization and human environment in an organization.

2.2.2 Supervisor Supports

Supervisor support refers to the behaviour of supervisor such as reward, feedback, recognition that sustained the high performance of employees. Bibi et al (2018) defined the supervisor supports refers to the interpersonal relationships between supervisors and employees. According to the Dhanpat, Modau, Lugisani, Mabojane, and Phiri (2018), supervisor supports can help employee reduces work-related stress levels as well as it can create the employee's sense of belonging which willing stay longer in the organization. A view of worker of the organization is important as it can influenced the relationship with their supervisor. Most of employees wants a trustful supervisor that can understand him as well as treat them fairly (Khan, 2020). If supervisors are abuse of power, it may make conflict over attitude of employee for job, life, and organization. Hence, when the supervisor shares positive relationship, such as motivate and supporting with employees, then they become loyalty to the company (Malik, Baig, and Manzoor, 2020).

Furthermore, when supervisor has provided support such as reward and feedback, they will actively take part in organization's goal as well as exhibiting productive behaviour such as decrease absenteeism, increase in job involvement, and reduce turnover rates. Hence, supervisor support can be shown through formal and informal recognition. Khan (2020) found that an organization must develop a good supervisor to build the place that can retain employees. When the company provide the performance and opportunity to each level, it can improve their capabilities to work. Besides, when the supervisors and employees share positive relationship, then the loyalty and attachment to the company will be greater and higher (Nasir et al, 2018). If the employees have open and communication with their supervisor, they will become more engaged in their workplace. On the contrary, if the employees lack of communication and understanding with their supervisor, it will cause the employee stress and decline efficiency and performance in their workplace.

2.2.3 Compensation

Compensation refers to the remuneration awarded to the employee who contribute their service in an organization. Compensation is sum of both financial and non-financial remuneration that provide to the employee who performing valuable services. Compensations consists of salary, bonus, commissions, overtime claim, and other benefits such as health insurance, holidays, and paid time off. According to the Mahadi, Woo, Baskaran, and Yaakop (2020), compensation can motivate and encourage the employee work hard in the organization as well as it is the reason to keep the employees stay longer in the organization. Dhanpat et al (2018) found that compensation is important to an organization as it can attracting employee. It can motivate employee to do better at their workplace and ensure the organisation retain the employees. The Human Resources Department can use compensation to increase job satisfaction and work performance of the employees. Some of company will provide compensation as an appreciation that give to employee who contribute into organization. The transparency pays can increase the retention of employee in an organization (Kossivi, Xu, and Kalgora, 2016).

According to the Tj, Tecoalu, and Wijaya (2021, direct financial compensation, indirect financial compensation, and non-financial compensation are the types of compensation.The direct financial compensation consists of salary or wage payments, and incentives such as commissions, and bonus. Besides, the indirect financial compensation includes insurance such as health insurance, labor insurance, and life insurance, as well as paid time off such as holidays, and annual leaves. The non-financial compensation includes responsibility, a comfortable and healthy non-physical working environment, and pleasant co-workers. Hence, there are different types of compensation to motivate their employees.

2.2.4 Work-Life Balance

Work-life balance refer to the balance and equally between the work and personal life. This is because work and family are most important aspect in human life (Welmilla, 2020). Most of the employees seeking work-life balance because they want the flexibility to finish their work given by supervisor on time while still having time to relax and rest (Bataineh, 2019). Nowadays, work-life balance become important in the business world because the work interruptions will affect attitudes of employees in their workplace. Zainal et al (2022) found that work interference in personal life will damage the work fulfilment of employees as well as reduces their job commitment. When the organization do not have work-life balance policies, such as the employees has work overload, and the employee do not have time with their family, the employees will not stay longer in the organization. Hence, the organization should have work-life balance culture to allow their employees work with focus and efficiency (Nasir et al, 2018).

Besides, Nasir et al (2018) found that the work-life imbalance will decline the employee's performance in the workplace. This is because the stress of employees may increase as they cannot balance their work and personal life. Thus, it can affect organizations performance, competencies, and effectiveness. The flexible working hours can allow the employee take responsibility in their lives and reduce their stress and anxiety (Larasati, Hasanati, and Istiqomah, 2018). Work life balance can also improve and enhance employee's performance, loyalty, commitment, and motivation. The work-life imbalance culture tends to bring negative impact to both organization and employees (Zainal et al, 2022). For example, when the work-life balance affects the performance of employees, the performance and reputation of organization will be destroyed. Therefore, the work-life balance is important to an organization and it can employees to manage their time in personal and work lives.

2.2.5 Employee Retention

Employee retention refers to the intention of the employees to stay in the current organization (Senevirathna, 2017). Onah and Anikwe (2016) found that the purpose of retention is the organization is trying to prevent the best talent quitting the organization because it could bring negative impact on profitability and productivity of the company. Employee retention is very beneficial to an organization. This is because when the employee stays longer periods in the organization, they will contribute their effort to increase the profitability of organization. The Human Resource department is important to retain the employees. For example, they can listen and understand the employees' feedback as well as satisfy their needs. Employee retention can reduce the rate of turnover as well as decrease the costs of turnover such as recruitment costs and training costs (Biason, 2020). The employees are not only focus with money and reward, but also need better motivated in their workplace. Thus, the motivation is important to retain the employees.

According to the Bibi et al (2019), the communication is important for retaining employees, because the supervisor can discuss well the task with the employee to avoid mistakes. Hence, when the employees' complete tasks, they will feel valued, motivated and trust by the organization, then they more likely stay longer in the organization. Besides, the organization is important to realize the varying needs and expectation of employees as it can increase the employee retention in today business environments (Khan, 2020). Nowadays, the organizations are trying to provide high reward systems to their employees as a retention strategy of the organization. The organization use the effective strategies to ensure satisfaction of employees and improve employee performance to reduce the turnover of employees. When the employee retention is higher, the organizations can maintain with their competitors and ensure the growth of the business.

2.3 Research Framework

Figure 2.1 was the research framework that shows both dependent variable and independent variables that linked and used to conduct a test on this research. It shows the four independent variables such as working environment, supervisor support, compensation, and work-life balance that will affecting the dependent variable which is employee retention in service industry.

Figure 2.2: Research Framework
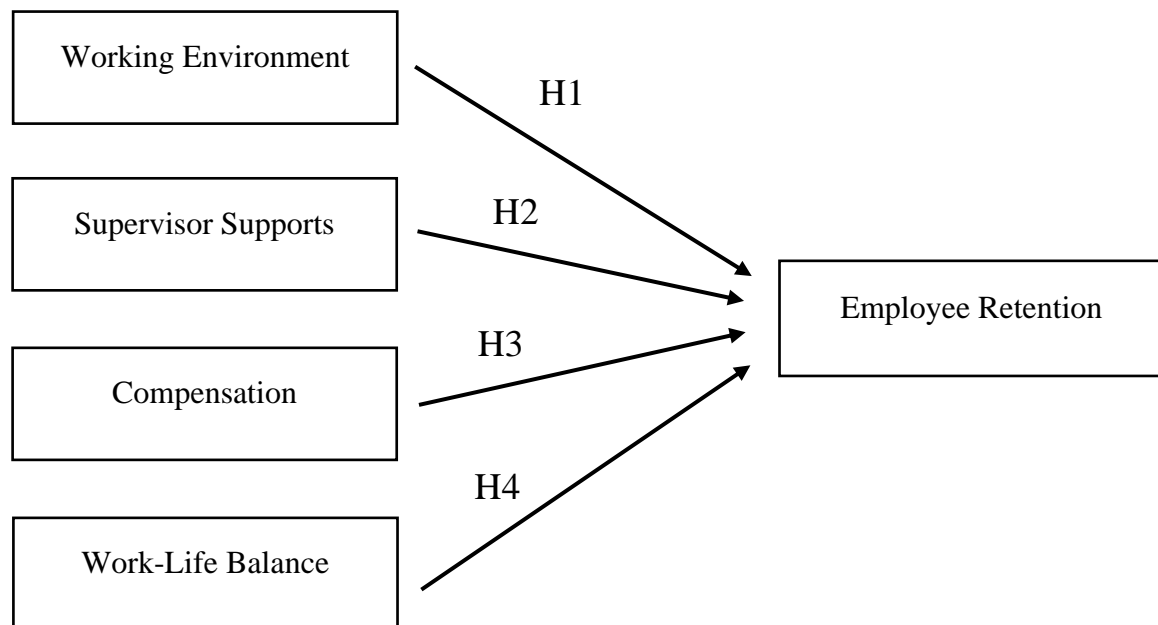
2.4 Hypotheses Development

2.4.1 The relationship between working environment with employee retention

According to the Saputra and Riana (2021), it states that the working environment was having strong impact on the employee retention. Hence, working environment play an important role in retention of employees. The organization must give a desirable and conducive working environment for their employees to influence their decision to continue work in the organization. A good working environment can also create a good sense of belongingness of the employees. For instance, when the organization offer a good and comfortable working environment, the employees are happy to work and willing to stay longer in the organization. Other than that, the safe working environment will also encourage employees retain in the organization. Kamalaveni, Ramesh, and Vetrivel (2019) found that the working environment is a place that learning and working in an organization. So, the organization should use various strategies to improve the working environment. Besides, the organization changing to good working environment can improve happiness of employees as well as increase rate of employee retention (Hassan and Siddiqui, 2020). Therefore, working environment is one of the factors that tends to affect the employee retention.

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

2.4.2 The relationship between supervisor supports with employee retention

Bibi et al (2018) states that supervisor supports were having strong influence with employee retention. Supervisor supports are expected to enhance employee retention. When the employees feel that their supervisor care about their well-being, they are more engaged to the company. When the employee perceived support from their supervisor, they willingness to involve and engage in their workplace (Hassan et al, 2020). Most of the employees expected trustworthy supervisors who are treat them fairly, honestly, and value them. Fair support from the supervisor can allow employees feel motivated and satisfied as well as reduce employee turnover. Hassan et al (2020) found that the success of a company is based on retention of employee, which is achieved by providing regular training and encouraging employees to learn with the good guidance and support of the supervisor. The best talents have many opportunities to find an excellent job, so the organization should create a friendly environment which is promotes supervisor support to retain employees (Bibi et al, 2018). In short, supervisor supports can affect the employee retention in the organization.

H2: There is a significant relationship between supervisor supports with employee retention.

2.4.3 The relationship between compensation with employee retention

According to the Saputra et al (2021), compensation was having a stronger effect on employee retention. When the compensation such as bonus and compensation paid on time, it can allow the employee to retain in the organization. The better compensation provides to employees, the higher the retention of employee in the company. Kamalaveni et al (2019) found that monetary pay is an important factor in keeping the employee stay longer in the organization. The most important elements of compensation such as salary, bonus, commissions, and merit pay are designed to attract the best employees (Zainal et al, 2022). Thus, compensation can help organization make employee retention successful. The organization should understand the needs of employees, so they can provide effective compensation that fulfil their requirements. Zainal et al (2022) found that if the employees get low pay, they are inactive to engage in their job such as consultation, suggestion, or other practise, then it will result on low employee retention. In addition, compensation is a good element that can attract and motivate employees perform their work effectively for the benefit of the organization. Therefore, compensation was influence employee retention.

H3: There is a significant relationship between compensation and employee retention

2.4.4 The relationship between work-life balance with employee retention

According to the Zainal et al (2022), work-life balance was affecting the employee retention. If the organization neglect the work-life balance employees will lead the employee perform poor performance in their workplace, as well as have an impact to the organization. The organization provide flexible working schedules can increase the desire of employees to stay in their jobs (Choi, 2019). This is because the employee who busy with long work hours, they lack time with their families. Kamalaveni et al (2019) states that flexible working hours, flexible working arrangements, and correct workload can help the employee balance the personal and work life. The balance between personal and work life can increase productivity of employee and increase employee retention in the organization. For example, when a company them employees to balance work and personal life, they feel concerned and supported by the company, so they are willing stay in the organization (Larasati et al, 2018). The organization lack of work-life balance tends to affect the engagement of employee in their workplace. Hence, work-life balance culture is important to a company to retain employees as well as reduce turnover rate in the organization.

H4: There is a significant relationship between work-life balance and employee retention.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

In chapter 3, it consists of the research and sampling, data collection methods, research instrument, construct measurement for questionnaire following by the data processing and data analysis. Furthermore, a pilot test are tested in this research which also show in this chapter.

3.1 Research Design

Research design is aimed to provide a suitable framework for research. According to the Akhtar (2016), it states that research design is the "Glue" that integrate all the element on the research together as well as it is the arrangement of proposed research work. Besides, research design is a strategy, plan, and structure to capture ensured in controlling variance and searching question. It is the good plan that help research to specify the way and procedure to collecting and analyzing data and information. This research is a study about the factors that will affect the rate of employee retention in service industry. Descriptive research is used to access the information and data that represent the characteristics of population. Furthermore, it also help researcher to determine the factors that contribute to the particular or situation.

3.2 Sampling Design

3.2.1 Target Population

In this research study, the target population and target respondents are a group of individuals that sharing the similar characteristics and backgrounds to be the respondents and participants for this research study. The objective of this study is to exploit on the factors affecting the rate of employee retention in service industry. Thus, the individuals that have working experience in service industry would be the target population in this study which can provide accurate information regarding employee retention. The population group can be variety from different age groups, education level, and income levels which will share the same characteristic of have working experience in service industry.

3.2.2 Location

The location selected for this research in Malaysia, but no specific location selected for this research as long as the target population have been in Malaysia and work for a time. The data will be collected from Malaysian that have been work before or currently working in service industry. The reason for choosing Malaysia are the target location in study is because Malaysia has different types of industry in service industry, and the factors affect the employee retention are different. In addition, Malaysia is a country with several of races and religions, colours of skin, as well as cultures. Hence, the target population can share different values and beliefs into the research variable. It can enhance the precise of the research due to it combined the data from different group people but sharing same characteristics in this research which is have working experience in service industry.

3.2.3 Sampling Technique

Sampling is a technique used by researchers to select a relatively small number of individuals to represent a source of information for experimentation and researching (Sharma, 2017). Tarherdoost (2016) found that sampling techniques are classified into two categories which probability sampling and non-probability sampling. Probability sampling is known as every individual has equal chance of presence in the sample. The individual can provide more accurate information in the research study. Probability sampling consists of cluster sampling, simple random sampling, stratified sampling, and systematic sampling. Besides, non-probability sampling is based on judgment. It is consisting of convenience sampling, quota sampling, snowball sampling, and judgement sampling. **Non-probability sampling techniques** is used which is **convenience sampling** has been chosen in this research due to the respondents are easily and readily to obtain. This sampling is inexpensive and easy option compared to other sampling methods (Tarherdoost, 2016).

3.2.4 Sample Size

The sample size is important feature of any empirical study (Taherdoost, 2017). When the researcher generalizes a random sample, they should ensure an adequate size of random sample to avoid sampling biases or errors. Therefore, 180 respondents of sample size are set for this research study. In addition, there are more than 180 survey questionnaires have been distributed to the respondents that have working experience in service industry to examinate the factors that affect the rate of employee retention in service industry. This is because not all the target population will answer and give feedback to the survey questionnaires that distribute to them.

3.3 Data Collection Method

Data collection known as a process of gathering all relevant research information to evaluate the research problem and outcomes, as well as testing the hypothesis. Data collection has included two part such as primary data and secondary data. Both primary data and secondary data has been using in this research.

3.3.1 Primary Data

Primary data is known as the data that collected by researchers directly from first-hand experience. For example, primary data include interviews, social surveys, experiments, and others. According to the Hox and Boejie (2005), the researchers can collect primary data for specific research problem as well as using the procedure that are best suited to the research problem. Primary data is more real, trustworthy, and objective to the research. In this research, the survey questionnaire will be distributed to 180 individuals who have working experience in service industry in Malaysia by using Google Form. The survey questionnaire has included two section which is Section A and Section B. Section A is the demographic question and Section B is the question about the independent variable and dependent variable of the research.

3.3.2 Secondary Data

Secondary data is the data that have been collected by past researchers as well as readily available from other resources. For instance, secondary data includes textbooks, magazines, handbooks, newspapers articles, and others. Hox et al (2005) found that, most of the secondary data are share frequently by quantitative researchers which are the official statistics, administrative records, and others account. In this study, secondary resources that will be using in this research was done by past researchers. The journal article and past research that done by other researcher will be used in the research. The journal articles available in Google Scholar, UTAR Library, and other open sources.

3.4 Construct Measurement

3.4.1 Origin of Constructs

Table 3.1 was shown the origin of constructs of questionnaire items that obtained from the relevant journal and articles.

Table 3.1 Origin of Constructs

Variables		Original Questionnaire	Adopted Questionnaire	Reference
Working Environment	WE1	My organization provides suitable and comfortable working conditions.	My organization provides suitable and comfortable working conditions.	Hassan & Siddiqui (2020)
	WE2	A spirit of cooperation and teamwork exists in my organization.	There is a spirit of cooperation and teamwork in my organization.	Hassan & Siddiqui (2020)
	WE3	I always feel safe working here in this environment.	I always feel safe working here in this environment.	Bibi, Ahmad & Majid (2018)
	WE4	The institution does everything to ensure the well-being of its academic staff	The company does everything to ensure the well-being of its academic staff.	Bibi, Ahmad & Majid (2018)

Supervisor Supports	SS1	My head of department demonstrates trust and confidence in me.	My supervisor demonstrates trust and confidence in me.	Bibi, Ahmad & Majid (2018)
	SS2	My head of department provides me with useful performance appraisal.	My supervisor provides me with useful performance appraisal.	Bibi, Ahmad & Majid (2018)
	SS3	My head of department jointly sets performance objectives with me	My supervisor jointly sets performance objectives with me.	Bibi, Ahmad & Majid (2018)
	SS4	My head of department helps me develop my career plan	My supervisor helps me develop my career plan	Bibi, Ahmad & Majid (2018)
Compensation	C1	I am satisfied with the salary that I receive from my work.	I am satisfied with the wages that I receive from my work.	Biason (2020)
	C2	I am satisfied with the benefits that I receive from work (Health Insurance, vacation, and sick leaves).	I am satisfied with the benefits such as health insurance, vacation, and sick leaves that I receive from work.	Biason (2020)
	C3	I am paid fairly with the work I	I has been paid fairly with the work	Biason (2020)

		contribute to my company.	I contribute to my company.	
	C4	I am satisfied at work because there are bonuses /rewards given for excellent performance.	I am satisfied at work due to there are bonuses /rewards given for excellent performance.	Biason (2020)
Work-Life Balance	WLB1	I often neglect my personal needs because of the demands of my work.	I often neglect my personal needs due to the demands of my work.	Jaharuddin & Zainol (2019)
	WLB2	My job makes it difficult to maintain the kind of personal life I would like.	My job makes it difficult to maintain the kind of personal life I would like.	Jaharuddin & Zainol (2019)
	WLB3	I have to miss out on important personal activities because of my work.	I have to miss out on important personal activities due to my work.	Jaharuddin & Zainol (2019)
	WLB4	My personal life suffers because of my work	My personal life suffers due to my work	Jaharuddin & Zainol (2019)
Employee Retention	ER1	I want to stay with my company because there is career advancement for me	I want to stay with my company due to there is career advancement for me	Biason (2020)

	ER2	I want to stay with my company because there would be a salary increase upon regularization	I want to stay with my company due to there would be a salary increase upon regularization.	Biason (2020)
	ER3	I want to stay with my company because the job description matches my skills, experience and education.	I want to stay with my company due to the job description matches my skills, experience and education.	Biason (2020)
	ER4	I want to stay with my company because there are retirement benefits.	I want to stay with my company due to there are retirement benefits.	Biason (2020)

3.4.2 Scale of Measurement

3.4.2.1 Nominal Scale

The nominal scale is one of the measurement scales and the purpose of this scale is used to assigns a value to an object for identification or classification. The nominal scale is used mostly in demographic section such as gender, and education level in this research. For instance, the gender of respondent is classified into two categories which are female and male. The education level is classified in Primary school, Secondary school, Diploma level, Bachelor degree, Master's degree, and others. Table 3.2 below is one of the examples of Nominal scale use in survey questionnaires.

<p align="center">Table 3.2 Example of Nominal scale</p>

4. Education level

☐ Primary School

☐ High School

☐ Diploma Level

☐ Bachelor's Degree

☐ Master's Degree

☐ Other: _____

3.4.2.2 Ordinal Scale

Ordinal scale is referred as a measurement scale that allocates values to variable according to the relative ranking with respect to one another in each data set. Ordinal scale is typically used for ordered categories like from the best to worst, from first to last or from high to low. For instance, ordinal scale was usually use in height, money, weight, age, and others. In this research, the age of respondents is classified into "below 20", "21-30", "31-40", "41-50", and "Above 51". Besides, level of income of the respondents are classified into "less than RM1000", "RM1001- RM3000", "RM3001- RM5000", "RM5001- RM7000", and "above RM7000". The Table 3.3 is one of the examples of ordinal scale that apply in the survey questionnaires.

Table 3.3 Example of Ordinal Scale

5. Level of income

☐ Less than RM1000

☐ RM1001 – RM3000

☐ RM3001 – RM5000

☐ RM5001 – RM7000

☐ Above RM7000

3.4.2.3 Likert Scale

Likert scale is a rating scale that can evaluate the behaviour, opinions, or attitudes of the respondents. Most of the research has used Likert scale in the survey as the researcher can easily understand the personality and perception of respondent. In this research, a five-point Likert scale will be using in this research topic in order to measure the degree of respondent agreement or disagreement on the variables. For example, the respondents can choose the following option such as "Strongly disagree", "Disagree", "Neutral", "Agree", and "Strongly agree". Table 3.4 below is one of the examples of Likert scale use in the questionnaire.

Table 3.4 Example of Likert scale

Supervisor Support

No.	Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1.	My supervisor demonstrates trust and confidence in me.					
2.	My supervisor provides me with useful performance appraisal.					
3.	My supervisor jointly sets performance objectives with me.					
4.	My supervisor helps me develop my career plan					

3.5 Pilot Test

In the research, a pilot test usually will be conducted before distributing the actual survey to the public or target respondents. The pilot test aimed to help researcher to test the reliability of each variable and attributes, searching and finding out any error and circumstances that may occur and affect the precise of data. In addition, the pilot test can help the researcher to ensure that the respondent can understand the word and phrases in the survey questionnaire without any assistance as well as done in more efficiently and effectively. In this research, there are 30 questionnaires had been distributed to the respondent for the pilot test. After collecting back the survey questionnaires, the pilot test will be carried out through IBM SPSS Statistics to adapt the Cronbach's Alpha of each variables. Table 3.5 below shows the result obtain from 30 respondents in pilot test.

Table 3.5 Result of Pilot Test

Variable	Cronbach's Alpha	N of Items
Working Environment	.822	4
Supervisor Support	.614	4
Compensation	.821	4
Work-Life Balance	.633	4
Employee Retention	.688	4

Sources: Developed for research

3.6 Data Analysis Tool

3.6.1 Data Analysis

Data analysis is a process that can help the researcher to evaluate and analyze data logically and analytical reasoning to investigate each component of the data collected. It can also help researcher to organize data to reach the objective of research. There are several analytic procedures had offered a method to distinguish the phenomenon of interest from the statistics fluctuation that is present in the data and to develop inductive inferences from the data (Shamoo and Resnik, 2003). In this research, IBM SPSS Statistics Subscription Software will be used to analyze the data collection. This is because the software has provided various function for researcher such as descriptive statistics, reliability test, and others.

3.6.2 Descriptive Analysis

Descriptive analysis can help researchers summarizing the raw of data into form and make the researcher easily to understand, adapting, ordering, and rearranging the collected data to generate descriptive information. A straightforward overview of the sample and the measures can be provided using descriptive analysis. There are many types of descriptive statistics such as central tendency, frequency, distribution, dispersion, and others. It is the important and vital steps for statistical data analysis as it can offer the conclusion of the data distribution, determining similarities between variables, and helps the researchers to detect typos and outliers. In this research, descriptive analysis helps the researcher to simplify the data that

collected from 180 respondents by applying numerical approach as well as reduce the large amount of data in a more efficient method.

3.6.3 Reliability test

According to Vaske, Beaman, and Sponarski (2017), Cronbach's alpha is most common and popular used as a measurement of the internal consistency of item in a scale or test. Alpha is used to measure the extent to which item response such as survey's answer that correlate to each other. The range of statistics of the Cronbach's Alpha is between 0.00 to 1.00, and the size of alpha is depending on the number of items in the scale (Vaske et al, 2017). Besides, Sharma (2016) found that if the number of test items are interrelatedness, then it can affect the alpha's value. Sharma (2016) provided a table to explain the Cronbach's alpha as shown below.

Table 3.6: Rules and Thumb of Reliability Test

Cronbach Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Adapted from: Sharma. B (2016).

3.6.4 Pearson Correlation Coefficient

Pearson correlation coefficient is a technique that used to investigate and measure the relationship between independent variables towards dependent variable. Correlation coefficient was a range from positive one (+1) to negative one (-1). The meaning of (+1) indicates a strong positive linear relationship between two variables and (-1) indicates a strong negative linear relationship between two variables. The meaning of 0 is means there is no linear relationship between two variables. In this research, Pearson correlation coefficient will investigate on relationship between the independent variables which are working environment, supervisor support, compensation, and work-life balance and the dependent variable which is employee retention. It can help the researcher in testing the linear relationship between the research variables and enhance the precise of data.

According to Obilor and Amadi (2018), the researchers mentioned that the magnitude of correlation coefficient is considered low when the r value is below 0.4, between 0.40 to 0.60 is moderate, as well as above 0.60 is high. Another author such as Schober et al. (2018) have interpreted the strength of the correlation coefficient as shown in Table 3.7.

Table 3.7 Interpretation of Correlation Coefficient

Correlation Coefficients	Interpretation
0 – 0.10	Negligible Correlation
0.10 – 0.39	Weak Correlation
0.40 – 0.69	Moderate Correlation
0.70 – 0.89	Strong Correlation
0.90 – 1.00	Very Strong Correlation

Adapted from: Schober, Boer & Schwarte (2018)

3.6.5 Multiple Linear Regression

Multiple linear regression is used to test on whether the independent variables is having a greater impact on dependent variable. Multiple linear regression can help the researcher capture precise and accurate prediction in this research. It can also use to predict outcome and result of the response variable by using a few explanatory variables. In this research, multiple linear regression can help the researcher explain on linear relationship between independent variables which are working environment, supervisor support, compensation, and work-life balance and the dependent variable which is employee retention.

Multiple linear regression model is formulated as below:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + \cdots + b_n X_n + e$$

CHAPHTER 4: DATA ANALYSIS

4.0 Introduction

In chapter 4, it presents about the result of the research questionnaire that collected from 180 respondents. This chapter include two parts. The first part will be the descriptive analysis the data obtained by using IBM SPSS Statistics Subscription Software. Pie chart and tables are used to perform analysis result. Besides, second part is included reliability test and inferential analysis that analyze through Cronbach's Alpha, Pearson's Correlation Analysis and Multiple Linear Regression to test on the research variables.

4.1 Descriptive Analysis

In this section, researcher will analyze and summarise the respondent demographic information which are working experience, gender, education level, age, and income level from 150 sets of questionnaires that distributed to the respondents via Google Form. The below show the diagrams and the interpretation result generated through SPSS Statistics software.

4.1.1 Respondent's Demographic Profile

4.1.1.1 Working Experience

Figure 4.1: Respondent's Working Experience in Service Industry
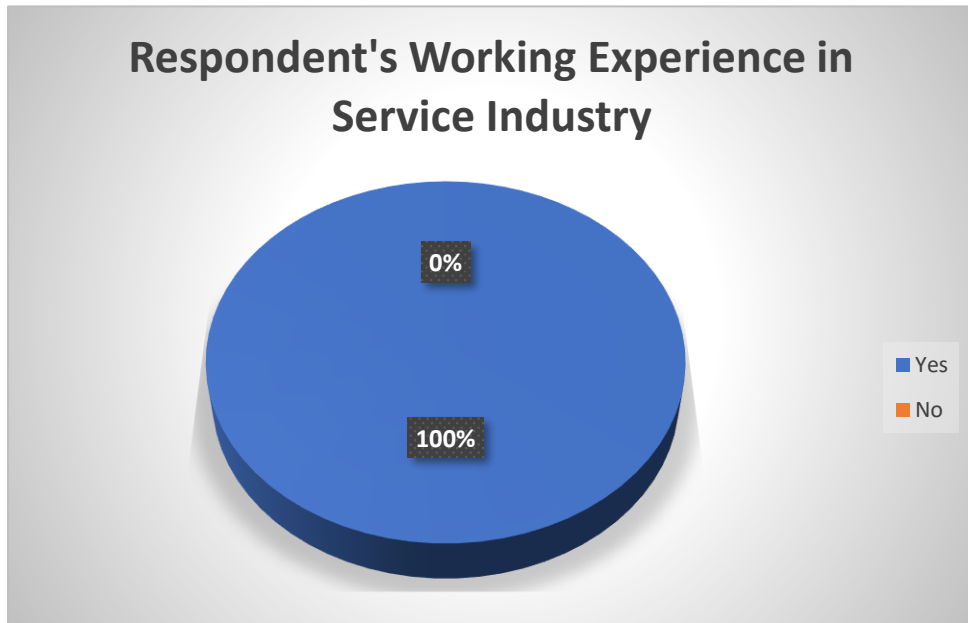
Sources: Developed for Research

Table 4.1: Respondent's Working Experience in Service Industry

Respondent's Working Experience			
		Frequency	Percent
Valid	Yes	150	100

Sources: Developed for Research

In Figure 4.1 and Table 4.1 above have shown the working experience in service industry of target respondents. All 150 respondents we collected have working experience in service industry which occupy 100 percentage in this research.

4.1.1.2 Gender

Figure 4.2: Respondent's Gender
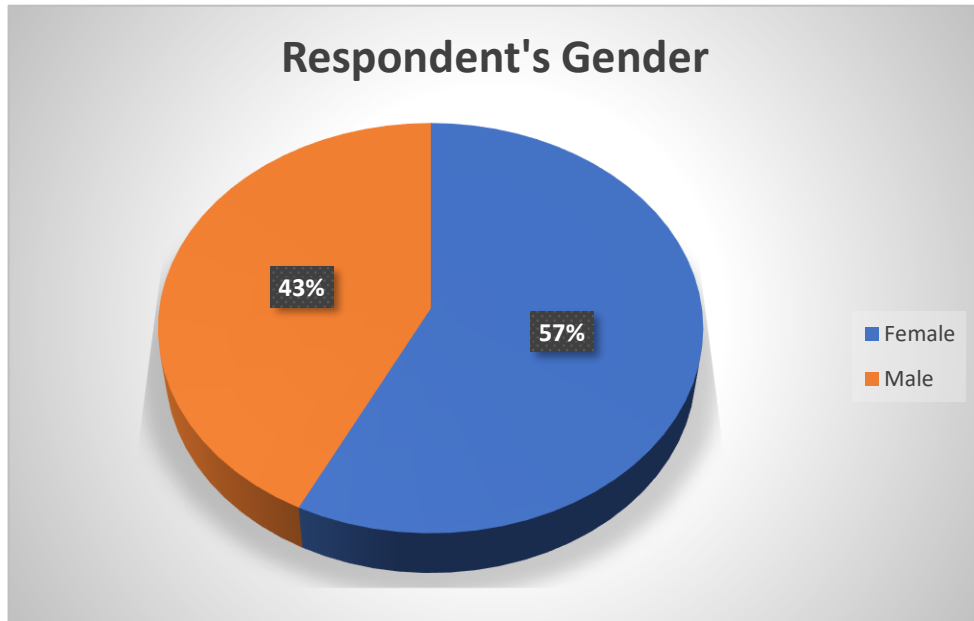
Sources: Developed for Research

Table 4.2: Respondent's Gender

Respondent's Gender			
		Frequency	Percent
Valid	Female	86	57.3
	Male	64	42.7
	Total	150	100.0

Sources: Developed for Research

In Figure 4.2 and Table 4.2 above, it shown the gender of 150 respondents in this research. There are 86 respondents are female and 64 respondents are male. The percentage of female respondents are slightly higher than male respondent in 14.6% which the female respondents is 57.3% and the male respondent is 42.7%.

4.1.1.3 Age

Figure 4.3: Respondent's Age
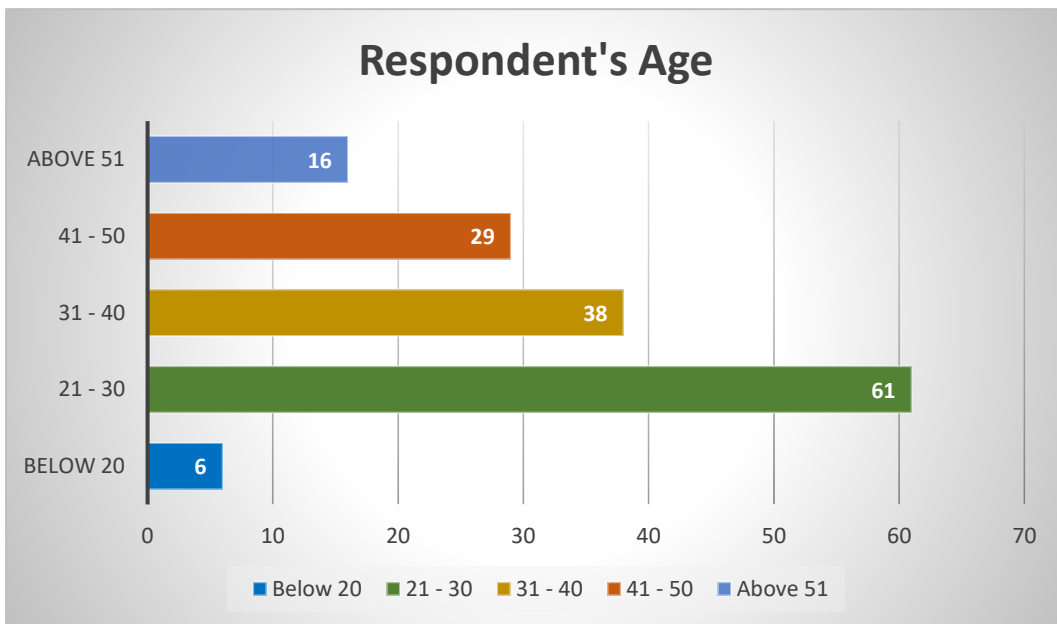
Sources: Developed for Research

Table 4.3: Respondent's Age

Respondent's Age		Frequency	Percent
		Frequency	Percent
Valid	Below 20	6	4.0
	21 – 30	61	40.7
	31 – 40	38	25.3
	41 – 50	29	19.3
	Above 51	16	10.7
	Total	150	100.0

Sources: Developed for Research

In Figure 4.3 and Table 4.3, it shown the respondent's age. The respondents are distributing into different age groups in this research study which are below 20 years old, 21-30 years old, 31-40 years old, 41-50 years old, and above 51 years old. In 150 respondents, 6 respondents are below 20 years old which occupied 4%, 61 respondents are between 21 to 30 years old which occupied 40.7%, 38 respondents are between 31 to 40 years old which occupied 25.3%, 29 respondents are between

41 to 50 years old which occupied 19.3%, and 16 respondents are above 51 years old which occupied 10.7%. Hence, the total percentage of respondent's age is 100%.

4.1.1.4 Educational Level

Figure 4.4: Respondent's Education Level
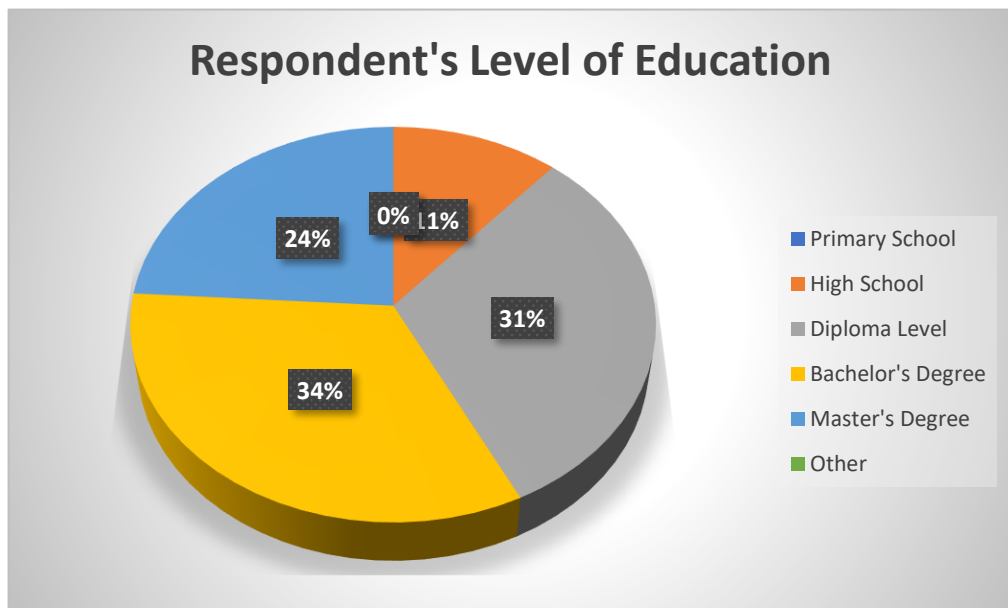
Source: Developed for Research

Table 4.4: Respondent's Education Level

Respondent's Education Level		Frequency	Percent
		Frequency	Percent
Valid	Primary School	0	0.0
	High School	17	11.3
	Diploma Level	47	31.3
	Bachelor's Degree	50	33.3
	Master's Degree	36	24.0
	Others	0	0.0
	Total	150	100.0

Source: Developed for research

In Figure 4.4 and Table 4.4, it shown the respondent's education level. In this study, the researcher analysis the educational level of respondent from primary school, high school, diploma level, bachelor's degree, master's degree, and others. In this study, do not have respondents with primary school level which occupied 0%, 17 respondents with high school education level which occupied 11.3%, 47 respondents with diploma level which occupied 31.3%, 50 respondents with bachelor's degree level occupied 33.4% which is also the highest and majority education level in this research study. Lastly, there is no respondents in others education level which occupied 0% in this research.

4.1.1.5 Level of Income

Figure 4.5: Respondent's Level of Income
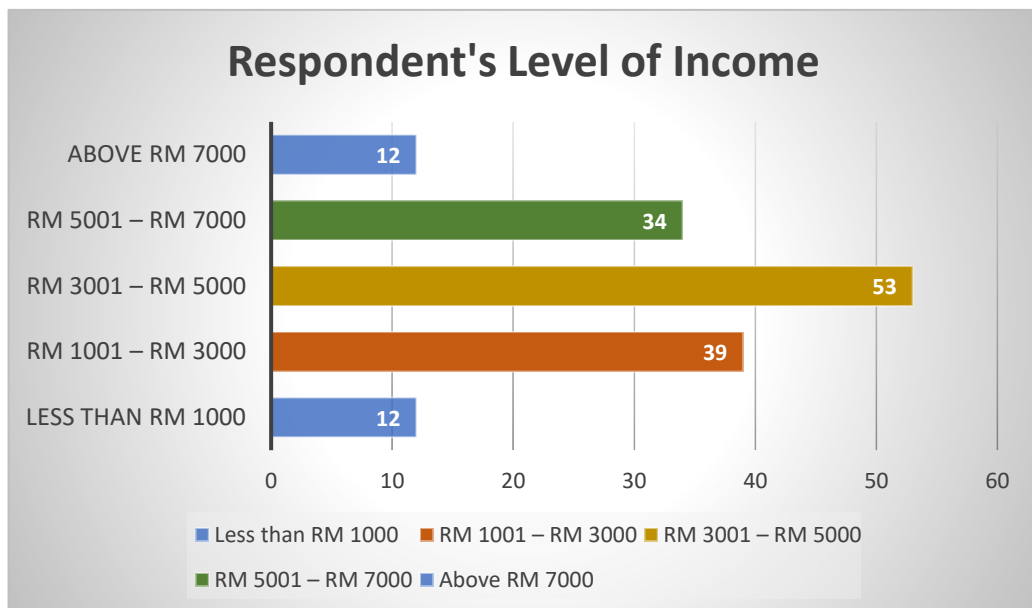
Source: Developed for Research

Table 4.5: Respondent's Level of Income

Respondent's Level of Income		Frequency	Percent
Valid	Less than RM 1000	12	8.0
	RM 1001 – RM 3000	39	26.0
	RM 3001 – RM 5000	53	35.3
	RM 5001 – RM 7000	34	22.7
	Above RM 7000	12	8.0
	Total	150	100.0

Source: Developed for research

In Figure 4.5 and Table 4.5, it shown that the respondent's income level. The respondent's income level are divided into five groups in this research which are less the RM 1000, RM 1001 – RM 3000, RM 3001 – RM 5000, RM 5001 – RM7000, and above RM 7000. 12 respondents having an income level below RM 1000 which occupied 8%, 39 respondents having an income level between RM 1001 to RM 3000 which occupied 26%, 53 respondents having an income level which occupied 35.3%, and this range is highest percentage of income level in this research. 34 respondents having an income level between RM 5001 to RM 7000 which occupied 22.7%, and 12 respondents having an income level above RM 7000 which occupied 8%.

4.1.2 Central Tendencies of Measurement

This section described the mean and standard deviation of each construct which including the working environment (WE), supervisor supports (SS), compensation (C), work-life balance (WLB), and employee retention.

4.1.2.1 Mean and Standard Deviation of Working Environment

Table 4.6: Mean and Standard Deviation of Working Environment

Item	Statement	Mean	Standard Deviation
WE1	My organization provides suitable and comfortable working conditions.	3.73	1.231
WE2	There is a spirit of cooperation and teamwork in my organization.	3.83	1.378
WE3	I always feel safe working here in this environment.	3.91	1.220
WE 4	The company does everything to ensure the well-being of its academic staff.	3.60	1.366

Source: Developed for research

Table 4.6 show that the mean and standard deviation value of working environment for each item was adopted in the questionnaire that contributed by 150 respondents. The result show that all items for the contrast were above the average 3.5 which mean the most of the respondents agreed the statement in the questionnaire. WE3 has the highest mean value at 3.91, while WE4 has the lowest mean value at 3.60.

4.1.2.2 Mean and Standard Deviation of Supervisor Supports

Table 4.7: Mean and Standard Deviation of Supervisor Support

Item	Statement	Mean	Standard Deviation
SS1	My supervisor demonstrates trust and confidence in me.	3.66	1.247
SS2	My supervisor provides me with useful performance appraisal.	3.65	1.376
SS3	My supervisor jointly sets performance objectives with me.	3.57	1.313
SS4	My supervisor helps me develop my career plan	3.61	1.413

Source: Developed for research

Table 4.7 show that the mean and standard deviation value of supervisor supports for each item was adopted in the questionnaire that contributed by 150 respondents. The result show that all items for the contrast were above the average 3.5 which mean most of the respondents agreed the statement in the questionnaire. SS1 has the highest mean value at 3.66, while SS3 has the lowest mean value at 3.57.

4.1.2.3 Mean and Standard Deviation of Compensation

Table 4.8: Mean and Standard Deviation of Compensation

Item	Statement	Mean	Standard Deviation
C1	I am satisfied with the wages that I receive from my work.	3.79	1.119
C2	I am satisfied with the benefits such as health insurance, vacation, and sick leaves that I receive from work.	3.83	1.239
C3	I has been paid fairly with the work I contribute to my company.	3.76	1.219
C4	I am satisfied at work due to there are bonuses /rewards given for excellent performance.	3.80	1.280

Source: Developed for research

Table 4.8 show that the mean and standard deviation value of compensation for each item was adopted in the questionnaire that contributed by 150 respondents. The result show that all items for the contrast were above the average 3.5 which mean most of the respondents agreed the statement in the questionnaire. C2 has the highest mean value at 3.83, while C3 has the lowest mean value at 3.76.

4.1.2.4 Mean and Standard Deviation of Work-Life Balance

Table 4.9: Mean and Standard Deviation of Work-Life Balance

Item	Statement	Mean	Standard Deviation
WLB1	I often neglect my personal needs due to the demands of my work.	3.47	1.283
WLB2	My job makes it difficult to maintain the kind of personal life I would like.	3.48	1.299
WLB3	I have to miss out on important personal activities due to my work.	3.48	1.309
WLB4	My personal life suffers due to my work	3.45	1.364

Source: Developed for research

Table 4.9 show that the mean and standard deviation value of work-life balance for each item was adopted in the questionnaire that contributed by 150 respondents. The result show that all items for the contrast were above the average 3 which mean most of the respondents agreed the statement in the questionnaire. WLB1 and WLB2 has the highest mean value at 3.48, while WLB4 has the lowest mean value at 3.45.

4.1.2.5 Mean and Standard Deviation of Work-Life Balance

Table 4.10: Mean and Standard Deviation of Employee Retention

Item	Statement	Mean	Standard Deviation
ER1	I want to stay with my company due to there is career advancement for me	3.63	1.250
ER2	I want to stay with my company due to there would be a salary increase upon regularization.	3.89	1.171
ER3	I want to stay with my company due to the job description matches my skills, experience and education.	3.75	1.231
ER4	I want to stay with my company due to there are retirement benefits.	3.61	1.460

Source: Developed for research

Table 4.10 show that the mean and standard deviation value of employee retention for each item was adopted in the questionnaire that contributed by 150 respondents. The result show that all items for the contrast were above the average 3.5 which mean most of the respondents agreed the statement in the questionnaire. ER2 has the highest mean value at 3.89, while ER4 has the lowest mean value at 3.61.

4.2 Reliability Test

Table 4.11: Reliability Statistic for Actual Research

Variable	Cronbach's Alpha	N of Items
Working Environment	.862	4
Supervisor Supports	.847	4
Compensation	.815	4
Work-Life Balance	.936	4
Employee Retention	.815	4

Source: Developed for research

According to Vaske, Beaman, and Sponarski (2017), Cronbach's alpha is most common and popular used as a measurement of the internal consistency of item in a scale or test. Alpha is used to measure the extent to which item response such as survey's answer that correlate to each other. The range of statistics of the Cronbach's Alpha is between 0.00 to 1.00, and the size of alpha is depending on the number of items in the scale (Vaske et al, 2017). Besides, Sharma (2016) found that if the number of test items are interrelatedness, then it can affect the alpha's value. In the Table 4.11, it shown the reliability statistic for actual research. Cronbach's Alpha for working environment is 0.862 which is good, and 4 items were used to measure it. Cronbach's alpha for supervisor supports is 0.847 which is good, and 4 items were used to measure it. Besides, Cronbach's alpha for compensation is 0.815 which is good and 4 items were used to measure it. The Cronbach's alpha for last IV which work-life balance is 0.936 which is excellent, and 4 items were used to measure it. Cronbach's alpha for employee retention is 0.815 which is good and 4 items were used to measure it. All of the above variables are presenting a good range in Cronbach's alpha except the work-life balance is excellent.

4.3 Inferential Analysis

4.3.1 Pearson Correlation Analysis

Table 4.12: Correlations

Variable	Mean_ER	
	r	p-value
Mean_WE	.280**	0.01
Mean_SS	.365**	0.00
Mean_C	.450**	0.00
Mean_WLB	.342**	0.00

Source: Developed for research

Pearson Correlation analysis is to evaluate the relationship between independent variables and dependent variable in this research study. In Table 4.12 shown above, it include the correlation matrix between independent variables which working environment, compensation, supervisor supports, and work-life balance and toward dependent variable which is employee retention. Based on the result, it show the coefficient for working environment was r = 0.280 which shown that it had a weak positive relationship with employee retention. In addition, the coefficient for supervisor support was r=0.365 which shown that it had moderate positive relationship with employee retention. Besides, coefficient for compensation was r=0.450 which shown that it had moderate positive relationship with employee retention. Furthermore, coefficient for work-life balance was r=0.342 which shown that it had moderate positive relationship with employee retention. Therefore, there is a positive relationship between independent variables and dependent variable which had proved in this research study.

4.3.2 Multiple Linear Regression Analysis

Table 4.13: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	$.517^a$	.268	.247	.89265
a. Predictors: (Constant), Mean_WLB, Mean_WE, Mean_C, Mean_SS				

Source: Developed for research

Based on the Table 4.13, it shows the R-value is 0.517 and the R square value is 0.268. The adjusted R square is 0.247. In this research study, there is 26.8% of the dependent which is employee retention can be defined by the independent variables which are working environment, supervisor supports, compensation, and work-life balance.

Table 4.14: ANOVA

Model		Sum of Square	df	Mean Square	F	Sig.
	Regression	42.228	4	10.557	13.245	$.000^b$
	Residual	115.540	145	.797		
	Total	157.768	149			
a. Dependent Variable: ER						
b. Independent Variable: WLB, WE, C, SS						

Source: Developed for research

According to Table 4.14, there are 4 degree of freedom is comparing in this research. The significant level is 0.000, and the F-value is 13.245 which a null hypothesis is rejected while an alternative hypothesis are accepted when p-value ($p<0.05$) is

lower than the significant level. Thus, it shown there are a significant effect on independent variables which are working environment, compensation, supervisor supports, and work-life balance towards the dependent variable which is employee retention in this research study.

Table 4.15: Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.249	.357		3.498	.001
	Mean_WE	.083	.078	.088	1.068	.287
	Mean_SS	.111	.084	.119	1.322	.188
	Mean_C	.307	.091	.291	3.386	.001
	Mean_WLB	.171	.065	.200	2.636	.009
a. Dependent Variable: Mean_ER						

Source: Developed for research

According to the Table 4.15, the working environment and supervisor supports shows the negative correlation towards employee retention as the p-value is higher than the level of significant of 0.05 which is 0.287 and 0.188. in opposite, compensation and work-life balance have positive correlation towards employee retention in service industry due to the p-value is lower than the significant level of 0.05 which is 0.01 and 0.09. Through the table above, an equation can be form in order to determine the statistically significant of the independent variables on the dependent variable.

The multiple regression equation is form as below:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + \cdots + b_n X_n + e$$

Whereas it represents the meanings as below:

Y = Employee Retention

a = as constant, Value of Y when X become 0

X_n = Dimension of independent variables

b_n = Unstandardized Coefficient (Beta)

$\quad b_1$ = Working Environment

$\quad b_2$ = Supervisor Support

$\quad b_3$ = Compensation

$\quad b_4$ = Work-Life Balance

e = error item (if any)

The multiple linear regression is formed as:

$$Y = 1.249 + 0.083X_1 + 0.111X_2 + 0.307X_3 + 0.171X_4$$

The equation of multiple linear regression shown that, the increase 1 unit of dimension of independent variable $(X_1, X_2, X_3, and\ X_4)$, then it tends to increase the Y which employee retention.

4.4 Test of Significant

Table 4.16: Test of Significant

Construct	Significant Value
Working Environment	.287
Supervisor Supports	.188
Compensation	.001
Work-Life Balance	.009

Source: Developed for research

Working Environment

Rejected H_0, if p < 0.05

H_0 = There is no significant relationship between working environment and employee retention in service industry.

H_1 = There is significant relationship between working environment and employee retention in service industry.

According to the Table 4.16, the p-value of working environments is higher than significant level which $0.287 > 0.05$. Thus, H_0 is accepted and H_1 is rejected. In result, it shows that there is no significant relationship between working environment and employee retention in service industry.

<u>Supervisor Supports</u>

Rejected H_0, if p < 0.05

H_0 = There is no significant relationship between supervisor supports and employee retention in service industry.

H_2 = There is significant relationship between supervisor supports and employee retention in service industry.

According to the Table 4.16, the p-value of supervisor supports is higher than the significant level which $0.188 > 0.05$. Hence, H_0 is accepted and H_2 is rejected. In result, it shows that there is no significant relationship between supervisor supports and employee retention.

<u>Compensation</u>

Rejected H_0, if p < 0.05

H_0 = There is no significant relationship between compensation and employee retention in service industry.

H_3 = There is significant relationship between compensation and employee retention in service industry.

According to the 4.16, the p-value of compensation is lower than the significant level which is $0.001 < 0.05$. Hence, H_0 is rejected and H_3 is accepted. In result, it shows that there is a significant relationship between compensation with employee retention.

<u>Work-Life Balance</u>

Rejected H_0, if p < 0.05

H_0= There is no significant relationship between work-life balance and employee retention in service industry.

H_4= There is significant relationship between work-life balance and employee retention in service industry.

According to the Table 4.16, the p-value of work-life balance is lower than the significant level which is $0.009 < 0.05$. Hence, H_0 is rejected and H_4 is accepted. Thus, it shows that there us a significant relationship between the work-life balance with employee retention in service industry.

CHAPTER 5: DISCUSSION, CONCLUSION AND IMPLICATIONS

5.0 Introduction

In this chapter, it discusses on the information and data collected from the previous chapter and findings. Besides, it is including discussion of the major findings in this research, implication and limitation of this research study, and the recommendations for future study.

5.1 Discussion of Major Findings

Table 5.1: Discussion of Major Findings

Hypothesis	Result	Supported
H_1 = There is a significant relationship between working environment and employee retention in service industry.	$\beta = 0.083$ $p = 0.287$	No

H_2 = There is a significant relationship between supervisor supports and employee retention in service industry.	$\beta = 0.111$ $p = 0.188$	No
H_3 = There is a significant relationship between compensation and employee retention in service industry.	$\beta = 0.307$ $p = 0.001$	Yes
H_4 = There is a significant relationship between work-life balance and employee retention in service industry.	$\beta = 0.171$ $p = 0.009$	Yes

Source: Developed for research

5.1.1 There is significant relationship between working environment and employee retention

According to the data captured from Chapter 4 statistical analysis and Table 5.1 above, the p-value for working environments is 0.287 which is higher than the significant level of 0.05. It shows that there is no significant relationship between working environment and employee retention. Besides, working environment and employee retention having a low value of beta (β) which is 0.083 which indicated there is a poor or not significant relationship between working environment and employee retention. Therefore, H_0 is accepted and H_1 is rejected.

The previous research Frimayasa (2021) show a similar statistical result which is working environment has no significant effect on employee retention. The researcher found that the p-value is 0.051 which higher than significant level of 0.05. When an organization improved working environment, it will not increase employee retention. Furthermore, Hassan and Siddiqui (2020) also show that working environment and employee retention do not have significant relationship which the p-value of 0.924 is higher than significant level of 0.05. When an organization improved the working environment, it may not affect the willingness of employees stay in company. For instance, if an organization's working environment is less harmonious, it will create lack of communication. The lack of communication between the employees in working environments will not impact the retention of employees (Saputra and Riana, 2021).

There is a reason to contribute to this research result that show the working environments do not play important role in employee retention. There is a possibility other variable are more significant towards employee retention compared to working environments such as compensation. When an organization compensating their employees fairly, they feel they are respected as workers and as

human beings (Zainal et al, 2022). Compensation can motivate the employees stay longer in the organization compared to working environment. Hence, if an organization providing employee with tangible and financial rewards, it can help to improve and increase productivity of organizations. Therefore, compensation is more affecting employee retention compared to working environment.

5.1.2 There is significant relationship between supervisor supports and employee retention

Based on the data captured from Chapter 4 statistical analysis and Table 5.1 above, the p-value for supervisor supports is 0.188 which is higher than the significant level of 0.05. It shows that there is no significant relationship between supervisor supports and employee retention. In addition, supervisor supports and employee retention having a low value of beta (β) which is 0.111 which indicated there is a poor or not significant relationship between working environment and employee retention. Therefore, H_0 is accepted and H_2 is rejected.

In the past research, Pleaasis, Barkhuizen, Stanz, and Schutte (2015) shown similar statistical result which is there is no significant between supervisor supports and employee retention which the p-value is higher than significant level. In opposite, Hassan et al (2020) and Nasir et al (2018) show a contrast statistical result for supervisor support variable. Both past research state that there is a significant relationship between the supervisor support and employee retention. Although there is insignificant relationship between supervisor supports and employee retention in this research study, but it does not mean that supervisor supports do not affect in employee retention.

There is a reason to contribute to this research result that show the supervisor supports do not play important role in employee retention. First and foremost, when an employee does not get their supervisor supports, they may not quit companies, but they quit managers. It is not necessary that the employees tend to quit the organization if they have poor relationship with their supervisor. However, they can change department and manager in the organization which change admin department to human resources department. Therefore, the supervisor supports variable may not affect employee retention.

5.1.3 There is significant relationship between compensation and employee retention

According to the data captured from Chapter 4 statistical analysis and Table 5.1 above, the p-value for compensation is 0.001 which is lower than the significant level of 0.05 as well as beta (β) value is 0.307. This is show that there is a significant relationship between compensation and employee retention. The beta value show that there is a positive relationship between compensation and employee retention. Therefore, H_0 is rejected and H_3 is accepted in this research study. This mean that if the compensation increased and improve, then employee retention will also increase.

In the past study, Bibi, Pangil, Johari, and Ahmad (2017) show a similar statistical result for compensation variable. It shows that the compensation and employee retention have significant strong and positive relationship with a p-value of 0.00 which lower than the significant level of 0.05. When the organization provide the compensation package that satisfy by employee, then it makes the employees willing to stay longer period in the organization as well as enhance the retention. Besides, Saputra and Riana (2021) also mentioned that there is a significant relationship between compensation and employee retention which p-value is 0.022 and it is lower than significant level of 0.05. Compensation can affect retention of employee when wages are paid on time, bonuses, reward, work facilities, and other benefits. If the organization provide reasonable compensation, the employee will feel that the company is caring about them and willing to stay and work hard in the organization.

According to the Murtiningsih (2020), the researcher stated that there is a positive relationship between compensation and employee retention which the p-value is 0.000 and it is lower than significant level of 0.05. the greater the compensation's

perception, the greater the employee retention's perception. The compensation package can affect the desire of the employee to stay longer in the organization. When the employee satisfies the compensation package, then they willing to stay in the organization. For instance, when the organization is fulfilling the basic needs of the employees, then the employee will feel satisfied and stay to meet other needs such as self-actualize, reward, social needs and other (Dina, Lumbanraja, Ritha, and Absah, 2017). In short, the organization should always provide reasonable compensation package to their employees to increase the employee retention rate.

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5.1.4 There is significant relationship between work-life balance and employee retention

According to the data captured from Chapter 4 statistical analysis and Table 5.1 above, the p-value for work-life balance is 0.009 which is lower than the significant level of 0.05 as well as beta (β) value is 0.171. This show that there is a significant relationship between work-life balance and employee retention. The beta value show that there is a positive relationship between work-life balance and employee retention. Therefore, H_0 is rejected and H_4 is accepted in this research study. This means that if the company provide better policies for work-life balance, then the higher the employee retention.

The finding in this research is supported, and it is aligned to the previous research Nasir et al (2018) which the result of correlation is significant at 0.01. It shows that the work-life balance has a significant relationship towards employee retention. Some employees are hoping their organization can adopt balance personal and working lives as they have additional time to attend personal activity. Especially the younger employees are appreciating the flexibility, and put efforts made to be efficient during working hours (Zainal et al, 2022). Work-life balance is an important component to develop a healthy workplace. Hence, the Human Resources department should get feedback of their employees to learn more about them and overcome the problems they are facing to retain them (Zainal et al, 2022).

Hashim, Azman, Ghani, and Sabri (2016) show the same result of the work-life balance variable. The previous research shown that there is a positive significant relationship between work-life balance and employee retention. There are several factors of work-life balance which are flexible job schedule, job sharing, and job burnout. Hence, the organization can concern in these factors of work-life balance policies to retain their employees. The employees would more prefer to stay in the

company that are flexible working time as they can use non-working time to do their personal activities as well as they would not neglect personal activities. Therefore, the organization provide balance of working and personal time can allow employees stay longer in the organization.

5.2 Implication of the Study

5.2.1 Theoretical Implication

The study had explained the research theory that regarding this research. As mentioned above, social exchange theory is a voluntary action from a person expecting to get something from another based on mutual relationship. This theory can used for this research to deeper understanding retention of employee and the relationship between organization and employee. When employee expected get something from an organization, it can increase the relationship between organization and employee. In this research, since the compensation and work-life balance have significant relationship with employee retention, when an organization provide the compensation that satisfy by employee, they tend to stay longer in the organization. Other than that, if organization provide the work-life policies that meet the employee expectation, the retention of employee will increase. Hence, the organization can meet the expectations of employee to increase retention of employees.

5.2.2 Practical Implication

In this research, the most significant factor that affect employee retention in service industry is compensation. The compensation package always identified as a major factor in recruiting, maintaining, and retaining employees (Zainal et al, 2022). The organization can use compensation can motivate their employees in workplace. the organization can provide suitable reward, bonus, and incentive to retain talented employees (Kamalaveni, Ramesh, and Vetrive, 2019). The quality of

compensations is determined the quality of the employees. The greater the compensation package can allow the employee put effort in their workplace as well as stay longer in the organization. Since compensation is play an important role in employee retention, the organization should use compensation to satisfy their needs of employees and increase the employee retention. In short, the compensation can help the organization avoid high costs of turnover in service industry.

Besides, work-life balance was another significant factor that affecting the employee retention. A balance of working and personal hours is important to an employee (Kamalaveni et al, 2019). The organization should provide health and well-being of work-life balance to their employees (Brough, Timms, Driscoll, Kalliath, Siu, Sit, and Lo 2014). The organization that provides work-life balance can have less burnout and other problem of performance, it causes the employee have high level of job satisfaction. Hence, the employees can balance enjoy their job, and personal lives. When the employees enjoy their job, they willing to stay in the organization. Therefore, the work-life balance can help am organization to retain employees in service industry.

In addition, the working environment and supervisor supports has a negative relationship with employee retention in service industry, Although the working environment is not the major factors that affecting the employee retention, but the organization should also need to provide a safety, comfortable, and good working environment to employees. Same for supervisor supports, even it is not the factors that affecting employee retention, the supervisor and manager of the organization should improve the relationship with employees. The supervisor should always help motivate the employees in workplace.

5.3 Limitation of the Study

In this research, there are few limitations in different aspects had found out. First and foremost, the sample size of this study only has 180 respondents. Sample size of 180 respondents may have difficulties to provide sufficient and precise data to the researcher in examine the factors that affecting employee retention in service industry. the smaller sample size may present a different statistical analysis result compared to larger sample size. Besides, the survey questionnaire was distributed via online which Google Form. Some older people may prefer physical surveys or interview survey, so it is hard to obtain it. Hence, the smaller sample size may affect the research in obtaining precise and accuracy data.

The second limitation is the scope of study limited and it is just focused and directed in service industry while other studies can be carried out in other industry such as manufacturing industry, financial industry, agriculture industry, and others. In this research, the participants are only from the people who has working experience in service industry. Hence, this research cannot be generalised to other industries except service industry because different industry has different factors toward employee retention. It is limited the generalisability of the research's finding, the researcher from outside Malaysia need to interpret the finding with caution.

Last but not least, the study did not provide a new insight of actual factors that affecting employee retention in service industry. This is because this study only focusing on the existing factors from previous research. For example, there are many other factors that affecting the rate of employee retention too such as training and development, career development, and employee motivation. To present a more accurate and precise findings in factors that affecting the rate of employee retention in service industry, the researcher should expand the study area to other aspect including independent variables that are evaluated in this research.

5.4 Recommendation for Future Research

In this research, there are some recommendations to make for future research to overcome the limitation stated in 5.3 limitation of the study. First and foremost, the researcher should increase reliability and accuracy in this research. It can increase the respondents and should not limited to 180 respondents. Hence, increasing the sample size that provide different insights and various data from the respondents can present the accurate and precise research. The future study can sue different types of survey's method to conduct this research other than using online Google Form. For instance, the researcher can conduct the face-to-face interview with the respondent and it can help to obtain more information of the respondents. The face-to-face interview can allow the researcher to get the instant response from the respondents.

Furthermore, the future research can focus on diverse industries such as manufacturing, technology, and agriculture industries to add and increase the value to the research. The future research can expand to wide area other than service industry. This is because different industries have different factors that affecting the rate of employee retention, and the factors may depend on individual employee. Therefore, the future research can expand the wide area of industry to get different idea and perceptions from employees toward employee retention.

Other than that, the future study can investigate other independent variable such as growth opportunities, training and development, job security, and management of organization as well as examine their impact on creating the rate of employee retention. This is because the adjusted R Square value show that the independent variables explain 24.7% (0.247) toward the dependent variable in this research study. Thus, this recommendation can help the future research to obtain a reliable and precise data in examine the factors affecting the rate of employee retention in

service industry. in future study, the researchers may include the factors that affect the employee retention that are not test in this research such as career development, growth opportunities, training and development, and management of an organization.

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APPENDIX

Appendix A: Survey Questionnaire

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UNIVERSITI TUNKU ABDUL RAHMAN

FACULTY OF ACCOUNTANCY AND MANAGEMENT

BACHELOR OF INTERNATIONAL BUSINESS (HONOURS)

Factors Affecting the Rate of Employee Retention in Service Industry

Survey Questionnaires

Dear respondents,

I am an undergraduate student studying in Bachelor Degree in International Business (HONS) at Universiti Tunkul Abdul Rahman (UTAR). I currently conduct a survey for my Final Year Project (FYP) on "Factors Affecting the Rate of Employee Retention in Service Industry". This research may help the future researcher and company to understand what are the factors that affects the rate of employee retention in service industry. This survey is seeking the people who have working experience in service industry.

This questionnaire has consisted of two sections (Section A and Section B). Your response will be collected and only will be use in academic purpose (Final Year Project). Thank you so much for your participation and corporation in this survey. If you have any enquiries, please feel free to contact me via email emilylky212@1utar.my.

Sincerely,

Lim Ke Yee

Undergraduate student

SECTION A: GENERAL INFORMATION

In this section, please reach the question attentively. Please tick "√" your answer accordingly. Each question can choose *ONLY ONE* answer.

1. Do you have any working experience before in service industry?

☐ Yes ☐ No

2. Gender

☐ Female ☐ Male

3. Age

☐ Below 20 ☐ 21 – 30 ☐ 31-40 ☐ 41-50 ☐ Above 51

4. Education level

☐ Primary School

☐ High School

☐ Diploma Level

☐ Bachelor's Degree

☐ Master's Degree

☐ Other: _____

5. Level of income

☐ Less than RM1000

☐ RM1001 – RM3000

☐ RM3001 – RM5000

☐ RM5001 – RM7000

☐ Above RM7000

SECTION B: CONSTRUCT MEASUREMENT

This following statement is about the relationship between employee retention (dependent variable) and the four independent variables that affect employee retention which are working environment, supervisor supports, compensation, and work-life balance. Please indicate the degree of agreement with the following statements.

Assessment Scale: 1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree. Please tick "√" on the most appropriate box.

Working Environment

No.	Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1.	My organization provides suitable and comfortable working conditions.					
2.	There is a spirit of cooperation and teamwork in my organization.					

No.	Statement					
3.	I always feel safe working here in this environment.					
4.	The company does everything to ensure the well-being of its academic staff.					

Supervisor Support

No.	Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1.	My supervisor demonstrates trust and confidence in me.					
2.	My supervisor provides me with useful performance appraisal.					
3.	My supervisor jointly sets performance objectives with me.					
4.	My supervisor helps me develop my career plan					

Compensation

No.	Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1.	I am satisfied with the wages that I receive from my work.					
2.	I am satisfied with the benefits such as health insurance, vacation, and sick leaves that I receive from work.					
3.	I has been paid fairly with the work I contribute to my company.					
4.	I am satisfied at work due to there are bonuses /rewards given for excellent performance.					

Work-Life Balance

No.	Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1.	I often neglect my personal needs due to the demands of my work.					
2.	My job makes it difficult to maintain the kind of personal life I would like.					

No.	Statement					
3.	I have to miss out on important personal activities due to my work					
4.	My personal life suffers due to my work					

Employee Retention

No.	Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1.	I want to stay with my company due to there is career advancement for me.					
2.	I want to stay with my company due to there would be a salary increase upon regularization.					
3.	I want to stay with my company due to the job description matches my skills, experience and education.					
4.	I want to stay with my company due to there are retirement benefits.					

PERSONAL DATA PROTECTION NOTICES

Please be informed that in accordance with Personal Data Protection Act 2010 ("PDPA") which came into force on 15 November 2013, Universiti Tunku Abdul Rahman ("UTAR")is hereby bound to make notice and require consent in relation to collection, recording, storage, usage and retention of personal information.

1. Personal data refers to any information which may directly or indirectly identify a person which could include sensitive personal data and expression of opinion. Among others it includes:

    a) Name
    b) Identity card
    c) Place of Birth
    d) Address
    e) Education History
    f) Employment History
    g) Medical History
    h) Blood type
    i) Race
    j) Religion
    k) Photo
    l) Personal Information and Associated Research Data

2. The purposes for which your personal data may be used are inclusive but not limited to:

    a) For assessment of any application to UTAR
    b) For processing any benefits and services
    c) For communication purposes
    d) For advertorial and news
    e) For general administration and record purposes
    f) For enhancing the value of education
    g) For educational and related purposes consequential to UTAR
    h) For replying any responds to complaints and enquiries
    i) For the purpose of our corporate governance
    j) For the purposes of conducting research/ collaboration

3. Your personal data may be transferred and/or disclosed to third party and/or UTAR collaborative partners including but not limited to the respective and appointedoutsourcing agents for purpose of fulfilling our obligations to you in respect of the purposes and all such other purposes that are related to the purposes and also in providing integrated services, maintaining and storing records. Your data may be shared when required by laws and when disclosure is necessary to comply with applicable laws.

4. Any personal information retained by UTAR shall be destroyed and/or deleted in accordance with our retention policy applicable for us in the event such informationis no longer required.

5. UTAR is committed in ensuring the confidentiality, protection, security and accuracy of your personal information made available to us and it has been our ongoing strict policy to ensure that your personal information is accurate, complete, not misleading and updated. UTAR would also ensure that your personal data shall not be used for political and commercial purposes.

Consent:

6. By submitting or providing your personal data to UTAR, you had consented and agreed for your personal data to be used in accordance to the terms and conditionsin the Notice and our relevant policy.

7. If you do not consent or subsequently withdraw your consent to the processing and disclosure of your personal data, UTAR will not be able to fulfill our obligations or to contact you or to assist you in respect of the purposes and/or for any other purposes related to the purpose.

8. You may access and update your personal data by writing to us at

Acknowledgment of Notice

[   ] I have been notified and that I hereby understood, consented and agreed perUTAR above notice.

[   ] I disagree, my personal data will not be processed.

....
Name:
Date:

Appendix B: SPSS Output

Table 4.2: Respondent's Gender

GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	86	57.3	57.3	57.3
	Male	64	42.7	42.7	100.0
	Total	150	100.0	100.0	

Table 4.3: Respondent's Age

AGE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21 - 30	61	40.7	40.7	40.7
	31 - 40	38	25.3	25.3	66.0
	41 - 50	29	19.3	19.3	85.3
	Above 51	16	10.7	10.7	96.0
	Below 20	6	4.0	4.0	100.0
	Total	150	100.0	100.0	

Table 4.4: Respondent's Education Level

EDUCATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor's Degree	50	33.3	33.3	33.3
	Diploma Level	47	31.3	31.3	64.7
	High School	17	11.3	11.3	76.0
	Master's Degree	36	24.0	24.0	100.0
	Total	150	100.0	100.0	

Table 4.5: Respondent's Level of Income

INCOME

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Above RM7000	12	8.0	8.0	8.0
	Less than RM1000	12	8.0	8.0	16.0
	RM1001 - RM3000	39	26.0	26.0	42.0
	RM3001 - RM5000	53	35.3	35.3	77.3
	RM5001 - RM7000	34	22.7	22.7	100.0
	Total	150	100.0	100.0	

Table 4.6: Mean and Standard Deviation of Working Environment

Item Statistics

	Mean	Std. Deviation	N
WE1	3.73	1.231	150
WE2	3.83	1.378	150
WE3	3.91	1.220	150
WE4	3.60	1.366	150

Table 4.7: Mean and Standard Deviation of Supervisor Supports

Item Statistics

	Mean	Std. Deviation	N
SS1	3.66	1.247	150
SS2	3.65	1.376	150
SS3	3.57	1.313	150
SS4	3.61	1.413	150

Table 4.8: Mean and Standard Deviation of Compensation

Item Statistics

	Mean	Std. Deviation	N
C1	3.79	1.119	150
C2	3.83	1.239	150
C3	3.76	1.219	150
C4	3.80	1.280	150

Table 4.9: Mean and Standard Deviation of Work-Life Balance

Item Statistics

	Mean	Std. Deviation	N
WLB1	3.47	1.283	150
WLB2	3.48	1.299	150
WLB3	3.48	1.309	150
WLB4	3.45	1.364	150

Table 4.10 Mean and Standard Deviation of Employee Retention

Item Statistics

	Mean	Std. Deviation	N
ER1	3.63	1.250	150
ER2	3.89	1.171	150
ER3	3.75	1.231	150
ER4	3.61	1.460	150

Table 4.12: Correlations

Correlations

		WE	SS	C	WLB	ER
WE	Pearson Correlation	1	.492**	.356**	.149	.280**
	Sig. (2-tailed)		.000	.000	.069	.001
	N	150	150	150	150	150
SS	Pearson Correlation	.492**	1	.512**	.265**	.365**
	Sig. (2-tailed)	.000		.000	.001	.000
	N	150	150	150	150	150
C	Pearson Correlation	.356**	.512**	1	.333**	.450**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	150	150	150	150	150
WLB	Pearson Correlation	.149	.265**	.333**	1	.342**
	Sig. (2-tailed)	.069	.001	.000		.000
	N	150	150	150	150	150
ER	Pearson Correlation	.280**	.365**	.450**	.342**	1
	Sig. (2-tailed)	.001	.000	.000	.000	
	N	150	150	150	150	150

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4.13: Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change
1	.517ᵃ	.268	.247	.89265	.268

a. Predictors: (Constant), WLB, WE, C, SS

Table 4.14: ANOVA

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.228	4	10.557	13.249	.000^b
	Residual	115.540	145	.797		
	Total	157.768	149			

a. Dependent Variable: ER

b. Predictors: (Constant), WLB, WE, C, SS

Table 4.15: Coefficient

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.249	.357		3.498	.001
	WE	.083	.078	.088	1.068	.287
	SS	.111	.084	.119	1.322	.188
	C	.307	.091	.291	3.386	.001
	WLB	.171	.065	.200	2.636	.009

a. Dependent Variable: ER

Appendix C: Ethical Clearance Approval Letter

UNIVERSITI TUNKU ABDUL RAHMAN DU012(A)
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Re: U/SERC/34/2023

31 January 2023

Dr Yeong Wai Mun
Head, Department of International Business
Faculty of Accountancy and Management
Universiti Tunku Abdul Rahman
Jalan Sungai Long
Bandar Sungai Long
43000 Kajang, Selangor

Dear Dr Yeong,

Ethical Approval For Research Project/Protocol

We refer to your application for ethical approval for your students' research project from Bachelor of International Business (Honours) programme enrolled in course UKMZ3016. We are pleased to inform you that the application has been approved under <u>Expedited Review</u>.

The details of the research projects are as follows:

No.	Research Title	Student's Name	Supervisor's Name	Approval Validity
1.	To Buy or Not To Buy: Critical Factors of C2C Business in Internet and Social Commerce	Koh Kaa Ven	Mr Khairul Anuar Bin Rusli	
2.	Technology at the Dining Table: Ordering Through Digital Menu	Chong Wil Jin		
3.	The Influence of Electronic Word of Mouth (EWOM) on Purchase Intention of Technological Gadgets	Tiew Keh Yeng	Dr Tiong Kui Ming	
4.	Factors Affecting Customer Satisfaction of Food Delivery Application (FDA)	Koo Zi Yang		
5.	Factors Influencing Consumers' Trust Towards Organic Food Labels in Selangor	Wong Kar Yi	Dr Teddy Lian Kok Fei	
6.	Factors Driving Players' In-game Purchase Intensions for Online Games in Klang Valley	Tan Zeng Zhan		
7.	Factors Influencing Consumers' Purchase Intention Toward the Product with Eco-friendly Packaging in Malaysia	Chin Yen Chi	Dr Ooi Bee Chen	31 January 2023 – 30 January 2024
8.	Triggers of Malaysian Consumers' Impulse Purchase During Live Streaming	Haw Mei Kei		
9.	Impacts of Social Media Advertisement on Consumer Purchasing Behavior Among Generation Z	Khor Xin Tian	Dr Yeong Wai Mun	
10.	Factors Affecting the Rate of Employee Retention in Service Industry	Lim Ke Yee	Mr Kho Guan Khai	
11.	Factors Influencing on Purchase Intention of Green Products Among Generation Z: A Study of Malaysian Consumers	Cheng Yi Yang	Ms Chin Wai Yin	
12.	Factors Influencing University Students Eating Habits and How Eating Habits Affect Their Consumption of Organic Foods	Ng Poh Yi	Dr Eaw Hooi Cheng	

No.	Research Title	Student's Name	Supervisor's Name	Approval Validity
13.	Impact of Luxury Brands Towards Generation Z Purchase Behaviour	Tan Yi Rhu	Dr Sia Bee Chuan	31 January 2023 – 30 January 2024
14.	The Effect of Celebrity Endorsement on Creating Brand Loyalty Among Korean Skincare Brands	Lee Siew Ling		
15.	Factors Influencing Career Preferences Among Generation Z in Malaysia	Tan Wen Sheng	Ms Faridah Hanum Binti Amran	
16.	The Factors Affecting Consumer Awareness Towards Healthy Food Products in Klang Valley Area	Tan Jun Yan		
17.	The Influence of Salary and Benefits, Work Environment and Job Security on Career Decision Making	Sum Kok Jun	Pn Linda Azlinda Binti Sahlan	
18.	Social Media in Tourism: Determinants of Visit Intention	Khoo Boon Onn	Dr Tang Kin Leong	
19.	Building Loyalty Through Customer Satisfaction: Costa Coffee Self Service Vending Machine	Lim Zhi Qian	Dr Seah Choon Sen	
20.	A Study of the Impact of Influencer Marketing on Social Media in Cosmetic Industry	Stephnie Chon Zee Ting	Ms Rae Hooi	
21.	A Study of The Relationship Between Brand Equity and Consumer Purchase Intention on Branded Shoes	Mah Yun Xiu	Dr Claudia Lau Say Min	
22.	"Era with War of Talent": Impact of HRM Practices on Employee Retention Among Malaysian SMEs	Ooi Joe Yee	Ms Cheah Lee Fong	
23.	Social Media Users' Perceptions Towards Gambling Advertisement on Social Media in Malaysia	Foong Tze Xuan	Dr Farah Waheeda Binti Jalaludin	
24.	Factor Affecting User Acceptance on Near Field Communication (NFC) Payment in Malaysia	Ng Hao Yan	Ms Low Suet Cheng	
25.	Investigation on Work-Life Balance: Hybrid Working Mode Affects Employee Productivity in Klang Valley	Leong Sook Yan	Ms Logeswary a/p Maheswaran	
26.	Investigating the Acceptance of Applying Artificial Intelligence's Chatbot Technology Among Higher Education Students in Malaysia	Tek Xue Nee	Ms Jayamalathi a/p Jayabalan	
27.	The Effect of Green Working Environment on Employee Performance	Kwek Wen Bing	Dr Chin Hon Choong	
28.	The Empirical Study of Brand Preference of Teenager in Fashion Industry in Malaysia	Chiew Jia Wei	Pn Salizatul Aizah Binti Ibrahim	
29.	Analysis of Financial Behaviour: Inclusion of Knowledge, Satisfaction, Risk-taking and Social Support Among Different Generations in Malaysia	Chong Chun Zhen	Dr Choo Siew Ming	
30.	Firm and Environmental Factors that Affect Employee Performance in MNCs	Lim Sze Huey	Dr Omar Hamdan	
31.	Determinants Influencing Motivation People Travel for Food Among Malaysia	Ho Sze Hui	Ms Lim Yee Wui	
32.	Factors Influencing Muslim Intention Towards Halal Authentic Chinese Hot Pot in Malaysia	Siow Li Ling		
33.	Legal Framework on Poverty Alleviation: Comparative Studies Among Malaysia and United States	Chan Yi Kei	Dr Angelina Anne Fernandez	
34.	Legal Framework on Gender Equality in Workplace: Comparative Study in Malaysia and India	Chin Simone		
35.	The Influence of Cultural Dimensions of Entrepreneurial Intention Among University Students in A Multiracial Country-A Malaysian Perspective	Gloria Prasanna a/p Neelamekan	Ms Zufara Arneeda Binti Zulfakar	
36.	Impact of Digital Advertising on Consumer Purchase Decision of Furniture	Wong Jia Qi	Ms Kalaivani a/p Jayaraman	

The conduct of this research is subject to the following:

(1) The participants' informed consent be obtained prior to the commencement of the research;

(2) Confidentiality of participants' personal data must be maintained; and

(3) Compliance with procedures set out in related policies of UTAR such as the UTAR Research Ethics and Code of Conduct, Code of Practice for Research Involving Humans and other related policies/guidelines.

(4) Written consent be obtained from the institution(s)/company(ies) in which the physical or/and online survey will be carried out, prior to the commencement of the research.

Should the students collect personal data of participants in their studies, please have the participants sign the attached Personal Data Protection Statement for records.

Thank you.

Yours sincerely,

Professor Ts Dr Faidz bin Abd Rahman
Chairman
UTAR Scientific and Ethical Review Committee

c.c   Dean, Faculty of Accountancy and Management
         Director, Institute of Postgraduate Studies and Research