

THE FACTORS AFFECTING EMPLOYEE RETENTION  
AMONG YOUNG GRADUATES

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BY

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A final year project submitted in the partial fulfilment of the  
requirement for the degree of

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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 9753 words.

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Finally, I want to take this opportunity to convey my gratitude to all 130 respondents who took the time to complete my questionnaire survey. Their participation has greatly aided in providing me with invaluable data for my research.

## DEDICATION

I intend to dedicate this research study to my cherished family members, who have supported me throughout the entire process of finishing it. I am grateful for their unceasing love, care, and contributions.

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## LIST OF ABBREVIATION

WLB	Work-life Balance
DV	Dependent Variable
IV	Independent Variable
SPSS	Statistical Package for the Social Science
ANOVA	Analysis of Variance

## **PREFACE**

Regarding the dynamics of modern employment, keeping recent graduates on staff has become a critical issue for businesses navigating a quickly changing environment. This introduction explores the complex interactions between work-life balance, workplace culture, and pay scales, revealing how they all affect employee retention especially among the younger generation of workers. The goal of this study is to shed light on the complex interplay between these variables and their role in creating a supportive and long-lasting environment that develops the skills of the next generation while also attracting and retaining them. By investigating the connections between these components, we hope to further the current discussion on organisational tactics that improve worker happiness, engagement, and, eventually, long-term retention.

The primary contributing factors to employee retention in this study, "Factors Affecting Employee Retention Among Young Graduates," include work-life balance, workplace culture, pay, and benefits. The study also seeks empirical support for its findings.

## **ABSTRACT**

The goal of this study is to investigate the variables of work-life balance, workplace culture, compensation, and benefits that impact employee retention among young graduates.

A total of 130 questionnaires were distributed to respondents. The data and research findings are statically measured and computed using Statistical Packages for Social Science (SPSS) version 18.0. Following analysis, the researchers discovered that every variable had a relationship to elements influencing young graduates' retention as employees. Pay and benefits have the strongest correlation with the dependent variable of all the independent variables. Malaysia's recent graduates are the research study's target population.

At the end of the chapter, I address the limitations of this study that I encountered and the required recommendations. The recommendations provide insightful ideas and points of interest for additional research in the future.

# **CHAPTER 1: RESEARCH OVERVIEW**

## **1.0 Introduction**

The purpose of the research is to examine the factors affecting employee retention among young graduates. Turnover among workers is quickly turning into a major issue for businesses. The study on employment has been conducted globally, and it has examined how certain personal and professional traits affect satisfaction among workers. Nevertheless, the retention of young graduates in employment has not received significantly thorough and carefully designed research. Businesses should emphasize the importance of ongoing research on recent graduates and robust policies for general job development to increase young graduates' employment retention. In this study, we want to find out and comprehend how employee retention among young graduates will be impacted by work-life balance, workplace culture and pay and benefits. This study's primary focus is on young graduates with issues related to employee retention in Malaysia. Each of these factors has the potential to have a significant impact on the retention of employees among young graduates, so it is essential to carefully consider each one to understand how it affects retention.

This chapter's framework will give a general overview of the research's background, problem, research questions, objectives, and justification.

## **1.1 Background of the Research**



Employees are always valuable assets for any organization. Most businesses are becoming increasingly technology driven because of technological advancement. Nevertheless, since technology needs human capital for operation, such a scenario does not lessen the importance of staff in an organization. Rivals across most business sectors are getting more intense because of issues like globalization. Therefore, to stay competitive, businesses must not merely recruit the most skilled labour yet keep them on staff for an extended period. Employee retention defined as the workers decide to continue working for their current employer and do not seek out other employment opportunities. Retention is the process a business uses to make sure its staff retain their positions. The percentage of employees who stay with the organization over a particular length of time varies depending on the business and its sector (What Is Employee Retention? Definition, Strategies, and Ideas, With Examples - Spiceworks, 2021). Today, keeping employees engaged and motivated while keeping them engaged with the job for the longest possible time is the most challenging task that organizations must overcome.

The purpose of this study is to investigate the effects of three variables on young graduates' retention in the workforce which are work-life balance, workplace culture, and pay and benefits. A new issue that has aroused the interest of researchers worldwide is how to retain young graduates in the industry, especially when the number of young graduates worldwide is increasing, and economic expansion is not creating enough qualified jobs. The exchange of knowledge between younger generations all over the globe has been made easier by the advent of automation and globalization. New graduates are significantly impacted by this modern, technologically advanced world (Raja & Nagasubramani, 2018). Young graduates are taking advantage of these tools to find employment abroad since they are aware that most of the population struggle with a difficult work-life balance and an insufficient level of motivation and satisfaction. The economic downturn affects young graduates who also feel poorly integrated into society. For instance, they struggle with finding a place to live, the complexity of work integration and high living costs. As a result, employers have realised that keeping young graduates on board presents one of the greatest obstacles facing organizations today.

Over the past ten years, employee turnover has risen to its peak. With 38 percent, Malaysia had the second highest percentage, slightly below Singapore's 46 percent (Hosen, 2022). Stagnant wages might cause early-career talent to leave more quickly. Most of the young graduates are complaining about their pay, which influences choices about whether to leave (Webber & Webber, 2022). Young graduates normally put high expectations from their first job after spending so much time at university because they believe it ought to serve as their reward. Additionally, compared to past generations, recent graduates will freely switch jobs as long as their desires are met, thus rendering it more difficult for businesses to retain them (Why Fresh Graduates Job Hop? Factors to Consider to Retain Talent, n.d.). Young graduates may select alternate possibilities that provide better overall packages if an organization does not offer enticing pay, benefits, or work-life balance. Besides, a young graduate may look for employment elsewhere if they feel they do not fit into the company culture. Companies must comprehend the desires and goals of recent graduates to create an environment that fosters their professional growth and increases retention.

## **1.2 Research Problem**

Graduate turnover rates are consistently on the rise since 2011 (Brand, 2022). For businesses, this demographic's high turnover rates make it difficult in terms of hiring new talent and the associated costs of employee replacement. In a previous survey of recent university graduates, it was found that about 57% of the participants said they would stay in their current position for fewer than three years before considering switching to other company or a different line of work (Zahari & Puteh, 2023). The young graduates have a greater tendency inclined to change jobs frequently in seeking out fulfilling positions whereby they can gain expertise and receive higher pay. They do not feel frightened to seek better pay and

professional development opportunities because they are aware of their value. According to the latest information from the Ministry of Higher Education (MoHE), over the past ten years, a minimum of 10% of Malaysia's new graduates received only an average monthly wage in the range of RM1,000 and RM1,500. Most of the young graduate compared to previous years currently earn slightly more than their minimum wage. A combination of excessive inflation and stagnant wages may make problems worse this year (Brand, 2022). If the scenario is not handled delicately, Malaysia is unlikely to encounter skilled labour scarcity issues in the sector.

In addition, employee retention among young graduates is impacted by a variety of factors, including job satisfaction, opportunities for professional growth, compensation and benefits, career advancement, and organizational culture. It is essential for businesses to comprehend these underlying factors to develop strategies that encourage better retention of recent graduates. This study will make use of the social exchange theory, which is frequently used to clarify the interactions between organizations, managers, and employees. Moreover, Social identity theory (SIT) served as a foundation for this study. The perceived identity also promotes psychological feelings of attachment and devotion among employees to the company. In this study, organizations can develop a thorough understanding of the difficulties and expectations faced by recent graduates by looking into the main causes of their high turnover rates and investigating elements including pay and benefits, organizational culture, and work-life balance.

### **1.3 Research Questions**

To achieve the study's goals and objectives, the following research questions will be answered.

1. What are the factors that will influence employee retention among young graduates?

## **1.4 Research Objectives**

Finding the factors that influence young graduates' retention as employees is the primary objective of this study. In this study, researchers will examine the relationship between the dependent variable which is employee retention among young graduates and the three independent variables of work-life balance, workplace culture and pays and benefits. As a result, the study's findings will provide more clarity and knowledge of the major factors influencing employee retention among young graduates. The research objectives are more precisely as follows:

1. To examine the relationship between work-life balance and employee retention among young graduates.
2. To examine the relationship between workplace culture and employee retention among young graduates.
3. To examine the relationship between pays and benefits and employee retention among young graduates.

## **1.5 Justification of Research**

Identifying the key factors influencing employee retention is a multifaceted and intricate problem in business research. For businesses looking to improve their

talent management strategies and all-around performance, research on the factors influencing employee retention among young graduates is crucial. The investigators of the study are convinced that through gathering and sharing relevant information about employee retention among recent graduates, they can be capable to show the relevance of earlier studies and provide evidence for related ongoing research.

Furthermore, improving young graduate employee's retention is another goal of this study. Given that graduates are the company's future, it is necessary to implement a strong graduate retention strategy. The company needs to do more to ensure that young graduates feel valued and supported in their work. It is vital for businesses to step up their retention attempts as younger generations make up most of the workforce. For example, company should encourage workers to prioritise self-care, take breaks, and keep their workloads manageable. Businesses also need to guarantee that young graduates receive compensation packages that are reasonable, competitive, and in line with the norms of the sector. Additionally, put in place a system of rewards that recognizes their contributions and offers incentives for their performance. This research will offer helpful insights for businesses in establishing a supportive and engaging work environment that promotes long-term retention of young graduate employees by addressing high turnover rates and meeting generation-specific expectations. Moreover, this study intended to improve the understanding of HR managers capable and continually refining retention and employee satisfaction strategies to build stronger company.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.0 Introduction**

Articles, journals, and theses will be used in the literature review. To examine the hypothesis, a theoretical framework will be used. Furthermore, this chapter will provide justification for the relationship between the independent and dependent variables. Moreover, this section will discuss the factors that influence employee retention among young graduates, such as work-life balance, workplace culture, and pay and benefits.

### **2.1 Review of Literature**

The employee retention among young graduates will depend on a number of factors. Work-life balance, workplace culture, and pay and benefits were some of the factors that will be covered in this study. In this investigation, some research has been done to better comprehend the relationships between independent variables and dependent variables in the factors affecting young graduates' employee retention.

#### **2.1.1 Need Based Theories**

Need-based theories are those that hold that a person's motivation arises from their desire to meet a need. Maslow's Hierarchy of Needs, Motivation

Hygiene Theory, Existence, Relatedness and Growth Theory (ERG Theory), and McClelland Theory of Needs are four theories that fall into this category. Instead, I will concentrate on Maslow's Hierarchy of Needs and the McClelland Theory of Needs.

### **Maslow's Hierarchy of Needs**

Maslow developed a concept that he called the Hierarchy of Needs Theory by organizing the needs to ensure the lower or more fundamental needs were satisfied before the higher ones (Hopper, 2020). The lower level needs including psychological, social, and physiological needs while the higher level needs such as esteem and self-actualization. A model of the hierarchy of human wants, Maslow's motivation theory states that emotional safety is the most basic kind of need. This need's concept relies on people's ability to maintain a steady state of necessities for survival. It includes material necessities required for human survival, such as food, water, air and shelter. Workers who have steady employment often enjoy safe, regular lives and are able to fulfill their demands and responsibilities in a satisfactory manner. In the business world, having an appropriate workplace and being paid fair compensation translates into psychological security (Kurdi et al., 2020). Self-actualization means to desire like honesty, equality, and intelligence. Maslow believed that only a small number of people ever reach this incredibly high level of satisfaction and that these needs can never be fully satisfied. Self-actualization in the workplace can be accomplished by an employee who is content to use their skills and potential. This could happen if management and executives of a company push staff to work harder and more motivated.

### **McClelland Theory of Needs**

This theory also known as Three needs theory which developed by David McClelland, each person has a basic need for either power, achievement, or affiliation. According to McClelland's theory, these needs have a big impact

on how employees behave (Jaquays & Thompson 2018). The need for power refers to the desire to control, mentor, and influence others. The power seekers prefer to work in teams where there is competition, opportunities for persuading and affecting others. The need for achievement involves the desire to outperform, succeed, and put forth all possible effort. People with an urge for success prefer to be successful in their careers. They select manageably difficult tasks and prioritize personal success over monetary gain. In addition, the individuals seeking affiliation seek out positive interpersonal relationships. People with strong affiliation needs seek out friendship and favour cooperation over competition (Serhan, 2018).

### **2.1.2 Social Exchange Theory**

The Social Exchange Theory placed a strong emphasis on the cost and benefit of interpersonal interactions (Alnajim, 2021). In general, this theory is used to explain how organizations, leaders, and subordinates interact. According to the Social Exchange Theory, all social interactions and relationships are based on a process of exchange in which parties weigh their options. Individuals tend to end relationships entirely if they become dangerous for them. It refers to a norm that outlines acceptable behaviour, and individuals who adhere to these norms are required to act in a similar manner. Employees decide whether to stay with an organization based on how they feel the organization strikes a balance between the costs they incur and the benefits they receive (Pham et al., 2023). Employers can use the Social Exchange Theory to improve workplace culture by providing incentives that workers value. This might entail encouraging a culture of appreciation, providing chances for skill development, or advocating a healthy work-life balance. A more positive workplace culture results from employees feeling that the company cares about their development and well-being. Furthermore, a key component of the Social Exchange Theory is trust. A positive workplace culture is fostered when staff members believe that the



company will keep its word and provide honest transactions. Because employees are more likely to stick around in an environment where they feel their contributions are valued and their interests are protected, a culture of trust is beneficial to employee retention. The Social Exchange Theory offers a framework for comprehending how employees assess the costs and benefits of their relationships with their organizations. It is essential for businesses looking to improve employee retention and keep a loyal and effective workforce.

### **2.1.3 Social Identify Theory**

Identification is the sense of belonging to a group that an individual has, in accordance with the Theory of Social Identification. When a member's opinions of the group become a reflection of who he is as a person, this type of social identification is known as organizational identification (Cachón-Rodríguez et al., 2022). Strong organizational identification increases an employee's likelihood of staying. Employees are motivated to contribute to the success of the organization and are less likely to leave when they perceive themselves as integral members of the business. Besides, the perceived identity also contributes to a greater psychological attachment and loyalty among employees to the company (Salameh et al., 2023). Through this relationship, essential connections between the firm's employees are created, which aids the employees in achieving the organization's goals. The idea of in-groups and out-groups is highlighted by social identity theory. By encouraging a feeling of inclusion in the in-group, businesses can create a positive workplace culture and increase employee retention. A shared company identity, set of values, and objectives may be necessary for this. Even though Social Identity Theory places a lot of emphasis on in-groups, it also understands how crucial it is to manage diversity and prevent exclusion. The workplace cultures of companies that value diversity and inclusion tend to be more positive, which can help with employee retention

by making all employees feel valued and included. Organizations can improve employee retention and produce a more engaged and committed workforce by stimulating a sense of identity and belonging among employees as well as encouraging a culture that values inclusion and disparity.

## **2.2 Employees Retention Among Young Graduates**

Along with their goods and services, employees are a company's most valuable resource. The potential of an organization to retain talented employees is referred to as employee retention. It is desirable to have a high retention rate, which is frequently given as a percentage. Employee loyalty is thought to maintain any entity sufficiently long for these businesses to accomplish the objectives they created for themselves once it occurs in organizations (Rossi, 2018). An organization's ability to retain its loyal workers is essential to its success (D. L. T. Ong et al., 2014). Moreover, a potential retention challenge is when employees voluntarily leave their jobs. An employee could leave on their own accord for a variety of reasons. It might be influenced by organizational factors, while others may be individual. Personal factors including the state of the family, personal characteristic, professional advancement and alluring employment prospects. On the other hand, organizational factors involve a lack of promotions, inequitable employee treatment and a misalignment between individual and corporate values. For both an organization and an individual, general turnover is a serious issue.

Young talents who have just finished their studies and are entering the workforce for the very first time are known as fresh graduates and interns (Webber & Webber, 2022). It is interesting to note that recent graduates appear to be more adaptable, innovative, independent, and materialistic than previous generations, and their preferences for work are different. Young graduates are undoubtedly not afraid to

change jobs constantly throughout their careers because their talents and skills are in high demand in the sector (Zahari & Puteh, 2023). Employers also have standards for them, as well as what are typically regarded as high personal ambitions. Additionally, young graduates demonstrated their propensity for disloyalty by demonstrating that, dissimilar to previous generations, they are willing to change occupations till their needs are satisfied, making it more difficult for employers to keep them on staff. Therefore, retaining young graduates has become a significant challenge, particularly considering the challenging labour market conditions caused by poor pay, uneven labour rights, and economic downturns (Kamalaveni et al., 2019).

### **2.2.1 Work-life balance**

The philosophy of work-life balance (WLB) has gained popularity while discussing employment. The ability of a worker to manage job, family, and other obligations is indicated by WLB. WLB is predicated on the notion that in order to properly participate in the workforce and support those they love, employees must strike a good balance between their personal and professional responsibilities. According to prior research, WLB is associated with higher levels of life fulfilment, job satisfaction, and psychological wellness. Workers who experience a greater sense of control over their lives are better able to maintain a healthy balance and dedicate themselves to their work and families. An effective work-life balance is a prerequisite for employee engagement because traits of employers like concern for workers, prioritizing their interests, and freedom are indicators of employee engagement (Jaharuddin & Zainol, 2019). In addition, work that requires intrusions into an employee's private life will drain them spiritually and cause high levels of stress. Therefore, maintaining a healthy balance between personal and work life is important for employee retention.

Young graduates have the same desire for work-life balance as older workers do. They nowadays are picky about the jobs they accept because they want to be able to strike a balance between their personal and professional lives. Besides, they want to pursue both their outside-of-work interests and a well-paying job at the same time. Young graduates appreciate managers who give them the freedom to control their time individually. Work-life balance is advantageous in many ways, not the least of which is that it makes all employees happier and more effective.

### **2.2.2 Workplace culture**

The collective values, beliefs, behaviours, and norms that influence the working environment within a company are referred to as workplace culture. Organizational culture, which includes values, behaviours, expectations, and communication styles has an impact on how workers perceive an organization. The traits of workplace culture are also referred to as a shared behavioural learning pattern that can be passed down from one generation of an organization's members to the next (Meng & Berger, 2019). Additionally, values of organizational culture varied greatly between the firms. For example, firm A might put an emphasis on innovation, encouraging staff members to take chances, try new things, and embrace change in order to stay competitive. On the other hand, firm B may place a high value on tradition and emphasize consistency, continuity, and a conservative approach to business operations. The advantage of an adaptable culture and structure helps in encouraging cross-border sharing and collaboration within an organization. The efficiency of communication practices is increased by an open and encouraging organizational culture. The organizational culture values had a major effect on the relationship between employee job performance and retention (Sheridan, 1992). Whether it is intentional or not, a culture already exists and can have a big

impact on the extent to which employees choose to stay with the company (Gilbert, 2022).

Nowadays, young graduates in particular are leaving the company in search of one with a better organizational culture. The rates at which fresh graduates voluntarily left their jobs, which also has an impact on retention, were significantly impacted by the diversity in cultural values. It is essential to have regular feedback, open communication channels, and opportunities for employees, especially young graduates, to voice their opinions to cultivate an atmosphere of openness and confidence. Thus, they will feel valued and heard, which will lead to improved retention. Furthermore, it is common for young graduates to have specific values, expectations, and career goals. Employees who are part of an organization whose culture matches their values and meets their expectations are more likely to stay. For instance, the organization may attract and retain graduates who share its values, such as innovation, diversity, and social responsibility. Young talent is more likely to be attracted and retained by organizations with a positive, values-aligned, and supportive culture in the current job climate.

### **2.2.3 Pays and benefits**

The combination of payrolls, remunerations, salaries, or other rewards given to employees is referred to as pay and benefits. Regular salary wages, sales commissions, mileage reimbursements, overtime claims, bonus payments, and other benefits like insurance, paid time off, and retirement plans are all considered forms of compensation. In order to motivate and encourage employees to perform well for the organization, pays and benefits is crucial for employee retention. Better pay and benefits are among the factors that keep employees from leaving a company, and they have found that this is especially true of those workers who place a high value on their

compensation package. Furthermore, talented workers are frequently paid well for their aptitude and expertise. When developing a strategy to find and keep the best and most talented employees, employers ought to never overlook pays and benefits for employees. Employee retention will increase in the short term with improved pay and benefits. For an organization to stay competitive over the long term, compensation needs to be raised along with other elements like stress levels at work and a better work-life balance (Mahadi et al., 2020).

Not only are newly graduated students actively seeking jobs that will advance their career paths, but they also look for jobs that will support their lifestyle and pay their expenses. Moreover, young graduates expect a lot from their jobs after spending a lot of time in school because they believe it should be their reward. Since paying high wages to young graduates is always risky, most employers are unwilling to do so for them. Many recent graduates have found it challenging to find jobs that match their education due to severe global recessions. Serhan (2018), have claimed that fresh graduates with excess education make less money anticipated opposed to people with jobs that match their degree of education. The majority of the jobs they accept are part-time or low-paying. Dissatisfaction, coupled with rising inflation and a decline in purchasing power, may pose significant retention problems for employers as employees change jobs in search of a pay rise. This might cause young people to base their career decisions primarily on salary.

## **2.3 Hypothesis Development**

H1: There is a relationship between work-life balance and employee retention among young graduates.

H2: There is a relationship between workplace culture and employee retention among young graduates.

H3: There is relationship between pays and benefits and employee retention among young graduates.

## 2.4 Theoretical Framework

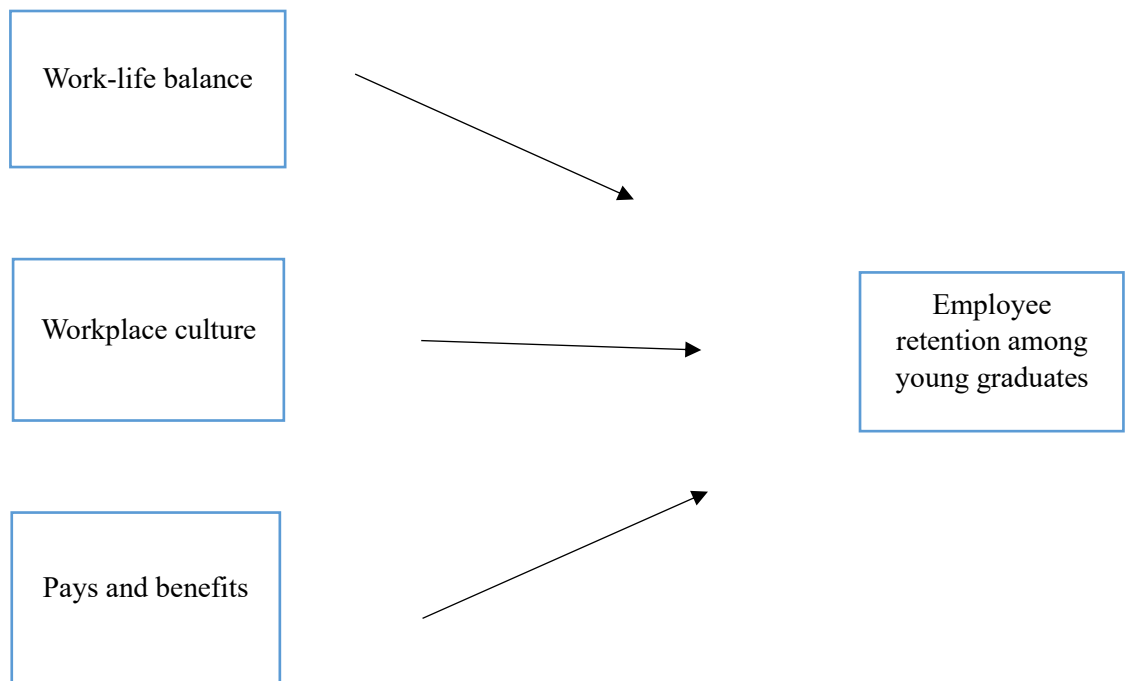


Figure 2.4 Theoretical Framework

Source: Developed for research



## **CHAPTER 3: RESEARCH METHODOLOGY**

### **3.0 Introduction**

The methodology section covers the techniques we employed for data collection and analysis. These include research design, data collection method, sampling design, sampling framed used, sample size, sampling technique, research instruments, and proposed data analysis tool.

### **3.1 Research Design**

It is a collection of data or knowledge that has been investigated using a hypothesis and has subsequently produced significant findings in a structured manner. Both a scientific and an academic basis can be used for research (Edu, 2023).

According to Sreekumar (2023), studying events that impact a certain group of people referred to as the sample population that requires the use of quantitative research techniques. In this kind of research, different kinds of numerical data are gathered using a variety of techniques, and then statistical analysis is used to aggregate, compare, or reveal relationships between the data. Questionnaires, structured observations, and experiments are all examples of quantitative research methods. I distributed 100 questionnaires to the respondents in order to assess the factors that influence employee retention among young graduates.

### **3.1.1 Quantitative Research**

Post-positivist research paradigms that highlight subjective forms of data are heavily emphasized in qualitative data collection methods. Numerous techniques, such as interviews, observations, focus groups, visual methods, and document analysis, can be used to gather data for a qualitative research type of inquiry. Comparatively, quantitative data collection methods are those that rely heavily from the positivism paradigm and place a priority on objective measurements, which are typically in quantities, with their data being analysed using both descriptive and inferential statistics. Polls, class tests and survey questionnaires are all examples of quantitative data collection tools (Mkandawire, 2019). In this study, the quantitative study's data were gathered using an exploratory structured questionnaire.

### **3.2 Data Collection Method**

Data collection uses a variety of techniques to gather, prepare, and use the fundamental information obtained from respondents or other valuable sources. There are two types of inquiry that can be used to gather the different sources of data which are qualitative research and quantitative research. The hypothesis and research question are based on the information gathered through the questionnaire. The data that are used in research, analysis, and decision-making which is primary data. For a specific research project or investigation, primary data is data acquired by researchers or organisations using a variety of data collection techniques. Primary data collection techniques include, among others, surveys, interviews, focus groups, and observation.

### **3.2.1 Primary Data**

In this study, it aims to gather primary data on the elements that influence young graduates' employee retention. This research is intended for young graduates in Malaysia. The survey will be divided into three sections: demographic information in the first section, dependent and independent variables in the second section, and a moderating variable in the third. Furthermore, the survey will be given to 130 respondents in Malaysia. The survey was posted online using Google Forms and distributed through social media sites including Instagram, WhatsApp, WeChat, and others. The targeted online groups had a business or professional focus or a similar theme. Every action that could be taken was done to support the study's reliability.

## **3.3 Sampling design**

### **3.3.1 Target population**

The population that the intervention is intended to study and draw conclusions from is known as the target population. It is necessary to describe clearly the characteristics of the target population as well as any subgroups in a cost-effectiveness analysis (Khasawneh & Palaniandy, 2021). This study is aimed at Malaysia's young graduates. Typically, young

graduates are those who have recently completed their formal education, such as a bachelor's or master's degree, and are entering the workforce. As they are often starting out in their careers, these individuals may not have extensive work experience in their fields. Young graduates can be found in a variety of fields and industries, including business, healthcare, education, and technology. It is because young graduates tend to change jobs frequently during their early careers. Due to their higher turnover rate, they are an important group to study when it comes to employee retention strategies.

### **3.3.2 Sampling framed and sampling location**

In a research study, a sample is taken from a list or other source of elements such as items or people. It provides the framework for choosing a representative sample of the target population. Due to the questionnaire being collected through social media, and through email, the sampling location is not available. Besides, young graduates in Malaysia will be given the questionnaire to answer. This study utilized quota sampling as one of the non-probability testing strategies. In quota sampling, the population is divided into subgroups or strata according to specific criteria, and a non-random sample is then chosen from each subgroup.

### **3.3.3 Sampling Element**

The unit of analysis in a population that is being measured is referred to as a sampling element. The sampling component for this study consists of individuals who have been employed solely for the first few years after graduating. Due to time and financial restrictions, people who have been working for a long time or over three years after graduating were ineligible.

In order to increase the likelihood that graduates would be hired, the questionnaires were distributed to the businesses that had employed interns. This is due to the fact that the researchers' intent in conducting the questionnaire survey was to examine how different factors can affect employee retention given the likelihood that young graduates will change jobs frequently at the beginning of their careers. The employees who responded to the questionnaires had a range of characteristics, including age, gender, education, monthly income, and race.

### **3.3.4 Sample Size**

A study's sample size must be determined at the time the study is proposed; using an excessively large or small sample is inappropriate and unnecessary. By making certain assumptions and using statistical software, the required sample size can be determined (Andrade, 2020). In order to determine the appropriate sample size for this study's three independent variables, an A-priori Sample Size Calculator for Multiple Regression will be used. The sample size for this study is made up of 119 respondents, which were calculated using the G-Power calculator. The expected effect size ( $f^2$ ) for this study is 0.15, which is regarded as medium. A statistical test called linear multiple regression will be run to discover what factors influence employee retention. Results with an alpha error below 0.05 will be considered reliable in determining whether work-life balance, workplace culture, pays and benefits affect employee retention.

### **3.3.5 Sampling Technique**

Non-probability sampling is a sampling technique used in statistics and research where not every person in the population has an equal chance of being selected for the sample. Non-probability sampling techniques involve choosing sample components according to standards other than chance. Non-probability sampling is frequently employed when obtaining a random sample is difficult or impractical or when random selection is not an option. Non-probability sampling is a quick, simple, and affordable method of collecting data because it doesn't call for a full survey frame (Government of Canada, Statistics Canada, 2021). Common non-probability sampling techniques include convenience sampling, quota sampling, snowball sampling, and volunteer sampling. Quota sampling is used in this study since it has the advantage of ensuring that an example is representative of the greater population, particularly if the quantities are influenced by features that are related to the research question (Sharma, G., 2017).

### **3.4 Research Instrument**

The respondents to this study were employed young graduates, and the researchers used a questionnaire to collect primary data from them. A questionnaire is basically a list of multiple-choice questions and corresponding answers. A questionnaire can be easily understood and answered by respondents. Each respondent must make their own judgement regarding the appropriate response. As an additional benefit, researchers can gather first-hand information from respondents for further study using this technique. Consequently, a well-designed questionnaire helps obtain accurate data while also advancing the objectives of the study.

### **3.4.1 Design of Questionnaire**

As the primary tool for collecting data from respondents, designing a questionnaire is an essential step in the research process. An overview of the study's goals is included in the layout of the questionnaire. The questionnaire is divided into two sections: section 1 contains demographic information; sections 2 include the general perception related to construct measurement. Furthermore, section 2 contains the variables that are important to this investigation including work-life balance, workplace culture, pay and benefits, employee retention and lastly individual differences-Growth Need Strength.

A questionnaire's demographic information refers to a series of questions or items that gather information on the respondents' backgrounds or personal traits, such as their age, education, religion, race, income and how long have they held their current work for. For each variable, there are 6 measurements available. The first variable in the study, the measurement of employee retention provided by Chatzoudes and Chatzoglou (2022). Jaharuddin and Zainol (2019) also have identified 6 elements for the work-life balance variable. Next, the items of workplace culture and pays and benefits was also drawn by Chatzoudes and Chatzoglou (2022). Lastly, Serhan (2018) was referred to by the moderating variable, individual differences-growth need strength.

### **3.4.2 Pilot test/Reliability test**

A pilot study is a small-scale exploratory investigation that is conducted in advance of the major research to determine the research's feasibility. Pilot

studies can be highly beneficial for improving the study procedure and methods prior to starting a large-scale project. A preliminary study can also be used to calculate the costs and sample size needed for the larger study. This helps researchers to ascertain the suitable sample size prior to starting a bigger task. (Simkus & Simkus, 2023). For this study, the Cronbrach alpha was calculated using SPSS 25.0 software. Cronbach’s alpha test is a commonly used statistical test of internal consistency reliability for a group of items or questions in a questionnaire or psychometric test. The findings indicate that every construct is higher than the required level of 0.70. Particularly for work-life balance and pay and benefits, the value is greater than 0.9, indicating a high level of internal consistency. As a result, it is assumed that all of the findings in this study are correct.

<b>Variable</b>	<b>Item</b>	<b>Cronbach’s alpha</b>
Employee Retention	ER1 ER2 ER3 ER4 ER5 ER6	0.893
Work-life balance	WL1 WL2 WL3 WL4 WL5 WL6	0.929
Workplace culture	WP1 WP2 WP3 WP4 WP5 WP6	0.871



Pays and benefits	PB1	0.930
	PB2	
	PB3	
	PB4	
	PB5	
	PB6	

### 3.5 Origins of Constructs

Table 3.5: Origins of Constructs Measurement

Variable	Source
Employee retention among young graduates	(Chatzoudes & Chatzoglou, 2022)
Work-life balance	(Jaharuddin & Zainol, 2019)
Workplace culture	(Chatzoudes & Chatzoglou, 2022)
Pays and benefits	(Chatzoudes & Chatzoglou, 2022)

Source: Developed for research

#### 3.5.1 Likert Scale

A rating scale known as a "Likert scale" is used to evaluate beliefs, attitudes, or actions. A set of research study's hypothesis statements are included in this scale, which serves as a psychometric tool. In the survey, respondents are asked to rate the statements' level of agreement on a scale from strongly agree to strongly disagree (Taherdoost, 2019). Following a statement or a question, there are a set of five or seven answer statements. Respondents select the option that most accurately reflects their feelings regarding the

statement or question. Likert scales are excellent for collecting respondents' levels of agreement about the subject because they give respondents a variety of possible responses (Bhandari, 2023). This information was gathered using a structured questionnaire that was created with some modifications based on items from previous literature.

### **3.6 Proposed Data Analysis Tool**

Researchers from a variety of fields use the software package SPSS to conduct quantitative analyses on complex data. SPSS enables researchers to compute basic descriptive statistics such as means, medians, standard deviations, and frequency distributions in order to summarise and comprehend their data. Moreover, numerous inferential statistical tests are supported by SPSS, including chi-square tests, regression analysis, correlation analysis, and non-parametric tests. Based on sample data, these tests assist researchers in drawing conclusions and inferences about populations. When analyzing data obtained from surveys and questionnaires, SPSS is frequently used. Researchers can evaluate the validity and reliability of survey instruments using factor analysis and reliability analysis (Pedamkar, 2023).

#### **3.6.1 Descriptive analytics**

Data mining and data aggregation are two essential techniques used in descriptive analytics to find patterns and trends in historical data. The focus of descriptive analytics is on accurately representing the past rather than inferring conclusions or making forecasts based on its findings. Visual data representations like line, bar, and pie charts are frequently used to display

descriptive analytics, which frequently serve as the basis for further analysis. Any conclusions from descriptive analytics should be simple enough for the general business audience to understand because they employ relatively straightforward analysis techniques (Descriptive, Predictive and Prescriptive: Three Types of Business Analytics, 2022).

### **3.6.2 Inferential statistics**

The use of sample data to derive or draw inferences about a broader population from which the sample was obtained is known as inferential statistics. It is a fundamental component of statistical analysis and is essential to decision-making, data analysis, and scientific research. Based on the data from a sample, inferential statistics is used to make predictions, test hypotheses, and draw generalisations about populations. When working with sample data rather than conducting studies on entire populations, it aids researchers in making educated decisions based on data-driven evidence and assessing the validity and importance of their findings (Bhandari, 2023).

### **3.6.3 Pearson Correlation Coefficient Analysis**

One of the most important tools for assessing the comparability of various data variables is the Pearson correlation coefficient (Zhu et al., 2019). Its value falls between  $[-1,1]$ . The correlation coefficient becomes completely positive at a value of 1 and completely negative at a value of -1. Depending on the absolute value of the correlation coefficient, it suggests that the relationship is stronger or vice versa. To depict the orientations, magnitude, and significance of the linear association between two variables, the Pearson Correlation Coefficient is employed. The data from this study's Pearson

Correlation Coefficient is important for analysing how the independent variables—work-life balance, workplace culture, and salaries and benefits relate to the dependent variable, the employee retention of recent graduates.

### **3.6.4 Regression Model**

An analysis of the relationship between a dependent variable and a few independent variables is done using regression models, a class of statistical models. These models are frequently employed in prediction, understanding the impact of variables on results, and drawing conclusions about the relationships between variables. The dependent variable's relationship with one or more independent variables is mathematically represented by the regression equation. Depending on the particular regression model applied, it can be either linear or nonlinear (Ali & Younas, 2021). In this study, multiple linear regression is used to model the relationship between two or more independent variables as a linear combination of these variables. It also helps identify the variables that have the biggest effects on work-life balance, workplace culture, salaries, and benefits among young graduates.

## **3.7 Construct Measurement**

A key idea in research and data analysis is construct measurement, which is the process of giving numerical values to theoretical or abstract concepts, in order to make them measurable and suitable for statistical analysis. Constructs are measured using a variety of scale types, each with a different level of measurement accuracy. The level of measurement encompassed nominal, ordinal, ratio, and interval scales.

### **3.7.1 Nominal Scale**

It is possible to think of this type of scale as the fundamental level of measurement because it is the simplest form of measurement that enables the researchers to divide subjects or objects into different groups or categories. There is no clear origin, hierarchy, or distance for the categories. The nominal scale is also known as a dichotomous scale and a categorical scale. Nominal scales, such as gender, have only two options: male or female, whereas categorical scales have more than two options, such as product types (A, B, or C). This makes it simple for the respondent to choose an answer from among the distinct groups. Although nominal data cannot be examined by significant calculations, it can be summarised using frequencies or percentages. A question about gender and race in Section A of the questionnaire for this study makes use of a nominal scale. The following is an example of an nominal scale:

**Gender:**

Male

Female

### **3.7.2 Ordinal Scale**

The ordinal scale categorises subjects into numerous classes or groups, similar to the nominal scale. When compared to nominal data, ordinal data

enables us to compare objects based on their relative positions, meaning the ordinal scale accurately represents data with categories that have a natural order or ranking. The respondent's level of education in Section A of this study's questionnaire that were marked as having an ordinal scale. The following is an example of an ordinal scale:

**Education:**

**Primary**

**Secondary**

**Intermediate**

**Bachelor**

**Master**

### **3.7.3 Interval Scale**

The interval scale expands on the ordinal scale by adding equal gaps between categories. This indicates that there is no true zero point, but that differences between successive values are consistent and meaningful. In contrast, using an equal distance between the scale's points allows the researcher to use the interval scale to show the order of the groups. The research questionnaire used ratings on a five-point Likert scale to describe the overall level of respondents' opinions. Each statement's agreement or disagreement with each other was scored on a scale of 1 to 5 by respondents to the questionnaire. The following is an example of an interval scale:

Please indicate how much you agree or disagree with each of the following statements based on a scale ranging from 1 (strongly disagree) to 5 (strongly agree).

<b>Employee Retention among young graduates</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neither disagree or agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
1. I am actively looking for alternative employment	1	2	3	4	5

### 3.7.4 Ratio Scale

The most accurate and illuminating level of measurement is the ratio scale. It has all the features of an interval scale but has a true zero point that denotes the absence of the measured attribute entirely. A ratio scale can be used to calculate ratios and meaningful proportions. Age is an example of a ratio scale in this study. The following is an example of an ratio scale:

**Age:**

**Less than 18**

**18-25**

**26-35**

**Above 35**

The following is a list of the different scales that the questionnaire uses:

**Table 3.7: Types of Scales used in Questionnaire**

<b>Section A</b>		<b>Number of Question</b>	<b>Types of Scale</b>
<b>Q1</b>	Gender	1	Nominal
<b>Q2</b>	Age	1	Ratio
<b>Q3</b>	Level of education	1	Ordinal
<b>Q4</b>	Area of employment	1	Nominal
<b>Q5</b>	Length in current employment	1	Ratio
<b>Q6</b>	First job after graduation	1	Nominal
<b>Q7</b>	Monthly income	1	Ratio

<b>Section B</b>		<b>Number of Question</b>	<b>Types of Scale</b>
<b>Q1</b>	Employee retention	1	Interval
<b>Q2</b>	Work-life balance	1	Interval
<b>Q3</b>	Workplace culture	1	Interval
<b>Q4</b>	Pays and benefits	1	Interval

Source: Developed for the research



## **CHAPTER 4: DATA ANALYSIS**

### **4.0 Introduction**

This chapter starts with a descriptive study of the demographic, independent, and dependent variables of the respondents to investigate at the mean and standard deviation of the 130 questionnaires. Subsequently, an exhaustive examination of the reliability test and an inferential analysis including all correlations among all variables will be carried out and drawn in a conclusion.

### **4.1 Descriptive Analysis**

To simplify and analyse the data they have collected and provide a clear understanding of the respondents' demographic profile, researchers conduct a descriptive analysis using simple visual aids such as tables, pie charts, and bar charts.

#### **4.1.1 Respondent Demographic Profile**

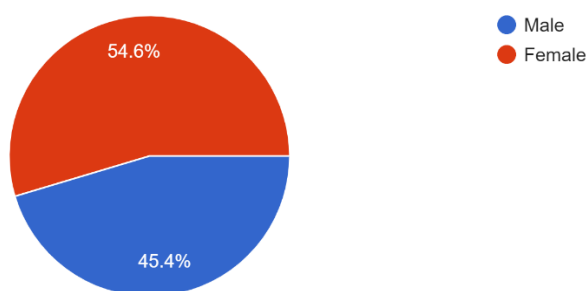
The survey respondents' gender, age, educational background, type of job, and monthly pay were all included in the demographic profile that was supplied for this investigation.

### 4.1.1.1 Respondents' Gender

The gender of the respondents is shown in Table 4.1 and Figure 4.1. Females make up 54.6% of the total N=130 respondents in the study, while males make up 45.4% of the total.

**Figure 4.1: Gender**

1. What is your gender?  
130 responses



Source: Developed for the research

**Table 4.1: Gender**

**1. What is your gender?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	59	45.4	45.4	45.4
	Female	71	54.6	54.6	100.0
	Total	130	100.0	100.0	

Source: Data generated by SPSS Statistic 29 for research

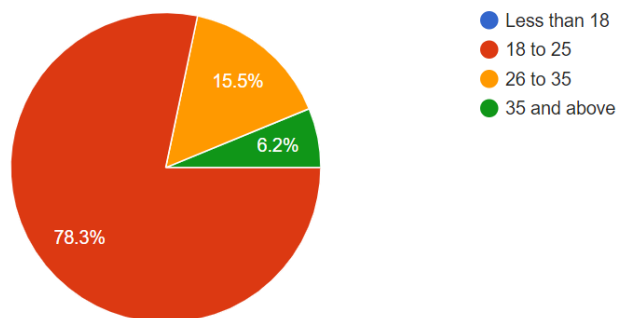
### 4.1.1.2 Respondents' Age

Data on respondents' ages are displayed in Figure 4.2 and Table 4.2. The age range of 101 respondents (78.3%) out of the total of 130 respondents falls between 18 and 25 years old. Additionally, 20 respondents (15.5%) between the ages of 26 and 35 years old, while the remaining respondents (8 respondents) are between the ages of 35 and above. There are no respondents whose age is less than 18.

**Figure 4.2: Age**

2. What is your age?

129 responses



**Table 4.2: Age**

**2. What is your age?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 to 25	102	78.5	78.5	78.5
	26 to 35	20	15.4	15.4	93.8
	35 and above	8	6.2	6.2	100.0
Total		130	100.0	100.0	

Source: Data generated by SPSS Statistic 29 for research

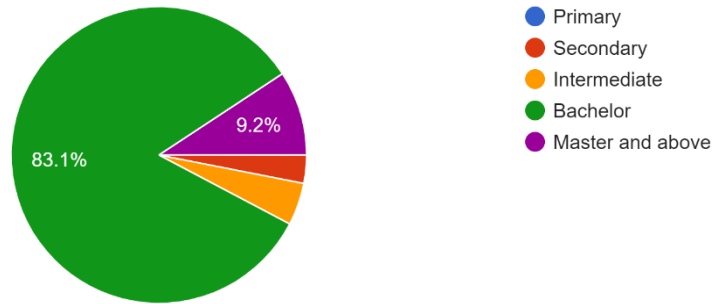
### 4.1.1.3 Respondents' Education Level

Table 4.3 and Figure 4.3 provide the educational attainment data of the respondents. The majority of the 130 respondents (83.1%) held a bachelor's degree, which is the most common educational level. There are 12 master's degree holders (9.2%), 6 intermediate (4.6%), and 4 secondary level (3.1%).

**Figure 4.3: Education Level**

3. What is your level of education?

130 responses



**Table 4.3: Education Level**

**3. What is your level of education?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary	4	3.1	3.1	3.1
	Intermediate	6	4.6	4.6	7.7
	Bachelor	108	83.1	83.1	90.8
	Master and above	12	9.2	9.2	100.0
	Total	130	100.0	100.0	

Source: Data generated by SPSS Statistic 29 for research

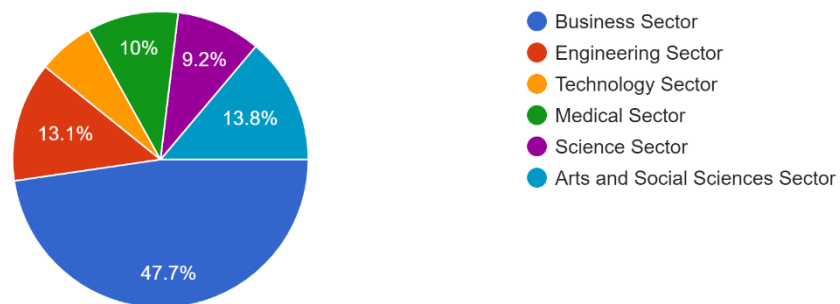
### 4.1.1.4 Respondents' Area of Employment

The data on the respondents' area of employment is shown in Figure 4.4 and Table 4.4. There are 62 respondents (47.7%) from the business sector among the total of 130 respondents. There are also 18 respondents (13.8%) in the arts and social sector, 17 respondents (13.1%) in the engineering sector, 13 respondents (10%) in the medical sector, 12 respondents (9.2%) in the science sector, and 8 respondents (6.2%) in the technology sector.

**Figure 4.4: Area of Employment**

4. What is your area of employment?

130 responses



**Table 4.4: Area of Employment**

**4. What is your area of employment?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Business Sector	62	47.7	47.7	47.7
	Engineering Sector	17	13.1	13.1	60.8
	Technology Sector	8	6.2	6.2	66.9
	Medical Sector	13	10.0	10.0	76.9
	Science Sector	12	9.2	9.2	86.2
	Arts and Social Sciences Sector	18	13.8	13.8	100.0
	Total	130	100.0	100.0	

Source: Data generated by SPSS Statistic 29 for research

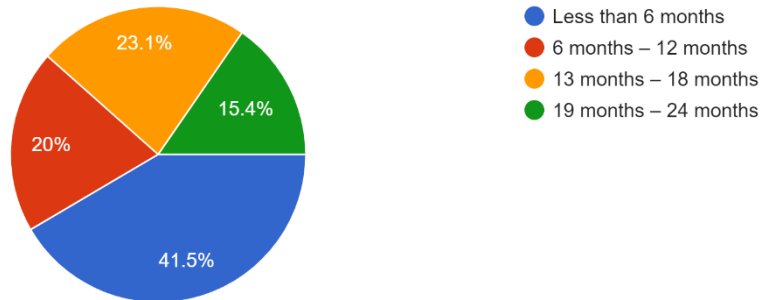
### 4.1.1.5 Respondents' Current Job Duration

Figure 4.5 and table 4.5 illustrate the current job duration. The majority of respondents, 54 (41.5%), have been in their current work for less than 6 months. The current job durations of 30 respondents (23.1%) are 13 to 18 months, 26 respondents (20%) are 6 to 12 months, and the remaining are 19 to 24 months.

**Figure 4.5: Current Job Duration**

5. How long have you been employed in your current job?

130 responses



**Table 4.5: Current Job Duration**

**5. How long have you been employed in your current job?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 6 months	54	41.5	41.5	41.5
	6 months - 12 months	26	20.0	20.0	61.5
	13 months - 18 months	30	23.1	23.1	84.6
	19 months - 24 months	20	15.4	15.4	100.0
	Total	130	100.0	100.0	

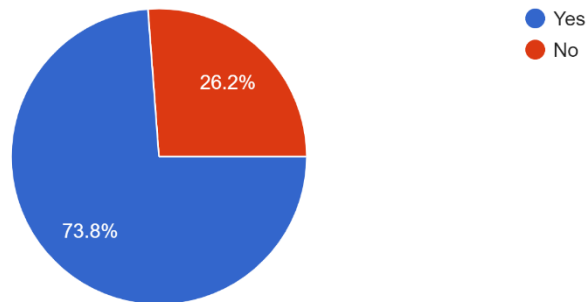
Source: Data generated by SPSS Statistic 29 for research

### 4.1.1.6 Respondents' First Job After Graduation

According to figure 4.6 and table 4.6, the majority of respondents, 93 (73.8%), indicated their present employment is their first job after graduation, while 33 (26.2%) said it is not.

**Figure 4.6: First Job After Graduation**

6. Is this your first job after graduation?  
126 responses



**Table 4.6: First Job After Graduation**

**6. Is this your first job after graduation?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	97	74.6	74.6	74.6
	No	33	25.4	25.4	100.0
Total		130	100.0	100.0	

Source: Data generated by SPSS Statistic 29 for research

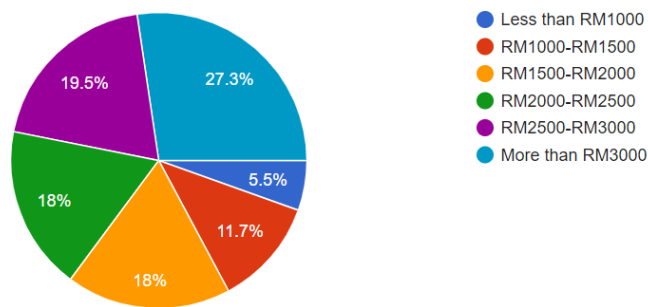
### 4.1.1.7 Respondents' Monthly Salary

Table 4.7 and Figure 4.7 show the salary information provided by respondents. 35 (27.3%) of the 130 respondents earn more than RM3000 per month. There are 25 respondents with salaries ranging from RM2500 to RM3000 (19.5%), and 23 respondents with salaries ranging from RM1500 to RM2000 and RM2000 to RM2500. Furthermore, 15 respondents (11.7%) had a monthly salary of RM1000 to RM1500, while the remaining 7 (5.5%) had a monthly salary of less than RM1000.

**Figure 4.7: Monthly Salary**

7. What is your monthly salary?

128 responses



**Table 4.7: Monthly Salary**

**7. What is your monthly salary?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than RM1000	7	5.4	5.4	5.4
	RM1000-RM1500	17	13.1	13.1	18.5
	RM1500-RM2000	23	17.7	17.7	36.2
	RM2000-RM2500	23	17.7	17.7	53.8
	RM2500-RM3000	25	19.2	19.2	73.1
	More than RM3000	35	26.9	26.9	100.0
Total		130	100.0	100.0	

Source: Data generated by SPSS Statistic 29 for research



### 4.1.2 Central Tendencies Measurement of Constructs

All the constructs were assessed using a 5-point Likert-type scale ranging from "strongly disagree" (1) to "strongly agree" (5). Table 4.8 for employee retention displays the highest mean of all the constructs, 4.2167, which suggests that the average level of agreement for workplace culture tends toward "agree." Additionally, the work-life balance has the lowest mean (3.9692), indicating that the majority of respondents generally lean toward "agree." All conceptions have average agreement values that are generally in the "agree" range.

**Table 4.8: Descriptive Statistics**

<b>Descriptive Statistics</b>			
	Mean	St. Deviation	N
ER	4.0449	0.68696	130
WLB	3.9692	0.88430	130
WC	4.2167	0.61619	130
PB	4.0744	0.74277	130

Source: Data generated by SPSS Statistic 29 for research

## 4.2 Inferential Analysis

### 4.2.1 Reliability Test (Cronbach Alpha)

**Table 4.9 Cronbach's Alpha Reliability Test**

Variables		Items	Cronbach's Alpha	Reliability Test
Employee Retention among young graduates		6	0.875	Good
Work-life Balance		6	0.934	Excellent
Workplace culture		6	0.897	Good
Pays and Benefits		6	0.940	Excellent

Source: Data generated by SPSS Statistic 29 for research

Cronbach's alpha is used to assure questionnaire validity by measuring internal consistency. Cronbach's alpha values for all constructs are shown in Table 4.8, and the results show that alpha values for employee retention is 0.875, work-life balance is 0.934 and workplace culture is 0.934. The greatest alpha value for pay and benefits is 0.940.

#### 4.2.2 Multiple Linear Regression Analysis

Table 4.10 indicates that, with an R-Square of 0.612, the three independent variables including work-life balance, workplace culture, and compensation and benefits, account for 61.2% of the variability in employee retention. Furthermore, the causes of 38.8% of the variances in employee retention remain unknown.

**Table 4.10: Multiple Linear Regression Analysis (Model Summary)**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.782 <sup>a</sup>	.612	.603	.43298	.612	66.241	3	126	.000

a. Predictors: (Constant), PB, WLB, WC  
b. Dependent Variable: ER

Source: Data generated by SPSS Statistic 29 for research

There is a substantial correlation between at least one independent variable and the dependent variable, as indicated by the F test value of 66.241 and P value below 0.05 in Table 4.7's ANOVA table statistics. In general, the model is recognized as important and reliable to determine how various factors connect to one another.

**Table 4.11: Multiple Linear Regression Analysis (ANOVA)**

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.256	3	12.419	66.241	.000 <sup>b</sup>
	Residual	23.622	126	.187		
	Total	60.877	129			

a. Dependent Variable: ER  
b. Predictors: (Constant), PB, WLB, WC

Source: Data generated by SPSS Statistic 29 for research

The standardized coefficients (Beta) presented in Table 4.12 indicate that pays and benefits is the independent variable that has the greatest impact on employee retention variation. At 0.482, it is bigger than the standardized coefficients of the other two independent variables. This shows that pays and benefits has the biggest influence on respondents' intentions for overall employee retention when other independent variables in the model are

maintained constant. The next variables are work-life balance and workplace culture, with beta values of 0.232 and 0.187, respectively.

**Table 4.12: Multiple Linear Regression Analysis (Coefficients)**

		Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	.631	.271		2.329	.021	.095	1.167		
	WLB	.180	.050	.232	3.592	.000	.081	.280	.736	1.358
	WC	.209	.097	.187	2.160	.033	.018	.400	.410	2.442
	PB	.446	.083	.482	5.349	.000	.281	.611	.379	2.639

a. Dependent Variable: ER

Source: Data generated by SPSS Statistic 29 for research

### 4.3 Pearson Correlation Coefficient Analysis

The correlation coefficients between the independent and dependent variables are shown in Table 4.13. All predictors have positive correlations, meaning that the values of the dependent variable rise in tandem with the values of the independent variables. Among young graduates, pays and benefits have the largest association ( $r = 0.743$ ) with employee retention, followed by workplace culture ( $r = 0.660$ ) and work-life balance ( $r = 0.560$ ).

**Table 4.13: Pearson Correlations**

		<b>Correlations</b>			
		ER	WLB	WC	PB
ER	Pearson Correlation	1	.560**	.660**	.743**
	Sig. (2-tailed)		.000	.000	.000
	N	130	130	130	130
WLB	Pearson Correlation	.560**	1	.443**	.506**
	Sig. (2-tailed)	.000		.000	.000
	N	130	130	130	130
WC	Pearson Correlation	.660**	.443**	1	.766**
	Sig. (2-tailed)	.000	.000		.000
	N	130	130	130	130
PB	Pearson Correlation	.743**	.506**	.766**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	130	130	130	130

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

Source: Data generated by SPSS Statistic 29 for research

## **4.4 Conclusion**

Overall, this chapter effectively carried out the aim of data analysis by presenting relevant patterns of the results and analyses of the results that satisfactorily address all study questions and objectives. In the next chapter, there will be further discussion of the results, and implications.

# **CHAPTER 5: DISCUSSION, CONCLUSION AND IMPLICATION**

## **5.0 Introduction**

The main outcomes of the study will be discussed in this chapter, followed by its ramifications. After that, the study's limitations will be examined, followed by suggestions for further research. Eventually, a resolution will bring it to an end.

## **5.1 Discussion of Major Findings**

Based on the calculated outcome, the researchers will determine the state of the hypothesis. A positive sign on the p-value denotes a favorable association between the independent and dependent variables. P-value is used to determine whether or not the hypothesis should be accepted. A p-value of less than 0.05 (p0.05) indicates that changes in the independent variables typically do not significantly affect the variations in the independent variables. On the other hand, a p-value of more than 0.05 indicates an insignificant relationship between work-life balance and employee retention among young graduates.

Table 5.1: Summary of Hypotheses Findings

Hypotheses	Significant Level (P-value)	Results
H1: There is a relationship between work-life balance and employee retention among young graduates.	<0.001	Supported

H2: There is a relationship between workplace culture and employee retention among young graduates.	<0.001	Supported
H3: There is a relationship between pays and benefits and employee retention among young graduates.	<0.001	Supported

Source: Developed for research

### 5.1.1 Work-life Balance and Employee Retention

RO1: To examine the relationship between work-life balance and employee retention among young graduates.

RQ1: Will work-life balance affect the employee retention among young graduates?

H1: There is a relationship between work-life balance and employee retention.

A direct correlation between work-life balance and employee retention was established by Jaharuddin and Zainol (2019), supporting the expectation that work-life balance is one of the most important issues for both people and organizations. The multiple linear regression analysis's findings indicate a relationship between work-life balance and employee retention. Work-life balance has a p-value of less than 0.001, which is smaller than 0.05 and influences the dependent variable. As a result, H2 is approved. The results

highlight the significance of giving work-life balance initiatives top priority to favourably impact employee retention, which in turn leads to a more resilient and prosperous workforce.

### **5.1.2 Workplace Culture and Employee Retention**

RO2: To examine whether there is a relationship between workplace culture and employee retention among young graduates.

RQ2: Will workplace culture affect the employee retention among young graduates?

H2: There is a relationship between workplace culture and employee retention among young graduates.

Multiple linear regression analysis yielded results showing a substantial relationship between workplace culture and employee retention among young graduates. Workplace culture has a considerable impact on the dependent variable, as evidenced by the p-value for the variable being less than 0.001, which is below the 0.05 threshold. Thus, we agree with hypothesis H1. According to Chatzoudes and Chatzoglou (2022), company culture has a significant impact on young graduates' retention as employees.

### **5.1.3 Pays and Benefits and Employee Retention**



RO3: To examine whether there is a relationship between pays and benefits and employee retention among young graduates.

RQ3: Will pays and benefits affect the employee retention among young graduates?

H3: There is a relationship between pays and benefits and employee retention.

The results of the multiple linear regression analysis show that, among young graduates, there is a strong correlation between employee retention and pay and perks. The p-value for pays and benefits is less than 0.001, or less than 0.05, which suggests that pays and benefits influence the dependent variable. Thus, H3 is accepted. According to (Uwimpuhwe et al., 2018), the remuneration structure is partially responsible for controlling the retention of skilled workers. One of the most important ways for managers to provide their firms a competitive edge is to draw in and keep skilled employees.

## **5.2 Implications of the Study**

Prior research on employee retention heavily emphasized work-life balance, company culture, and pays and perks. This study will provide valuable insights for organizations regarding the factors that impact employee retention, such as work-life balance, workplace culture, compensation, and benefits.

Through this research, the organization can be able to offer targeted tactics or suggestions to improve the work-life balance of young graduates. This could

involve programs for wellness, flexible work schedules and others, make recommendations that are specific to the requirements and standards of young graduates.

Besides, the organization may foster a positive workplace culture for young graduates by providing frequent feedback sessions, having open doors, and having clear lines of communication to resolve issues and foster trust. The organization also can improve workplace culture by providing targeted initiatives, like employee mentorship programs and team-building exercises.

Lastly, this study highlights the value of competitive pay in retaining employee among young graduates, regardless of the industry they work in. The business might promote wage and benefit package flexibility. Young graduates frequently like being able to tailor their benefits to meet their specific needs.

### **5.3 Limitations of the Study**

The study's current limitations stem from its exclusive emphasis on three independent variables that are considered to have an impact on young graduates' retention as employees. Though not considered in this study, there might be additional unidentified factors that have an impact on young graduates' retention as employees.

Furthermore, employee retention may be impacted by external factors that were not fully taken into account in the study, such as global events, industry trends, or economic situations. These outside variables are frequently uncontrollable and have the potential to alter quickly for both businesses and researchers.

In addition, this study might not have adequately examined the individual differences among recent graduates in terms of values, aspirations for their careers, and lifestyle choices. Although difficult to fully capture, these variations can have a substantial impact on retention.

The sample's size and makeup could not accurately reflect the whole population of young graduates. The findings may not be as broadly applicable if the sample is derived from multiple distinct industries due to selection bias.

## **5.4 Recommendation**

The current study only looks at three independent variables that have an impact on young graduates' employment retention, thus it might not be enough for the researcher to determine the dependability of the findings. Therefore, by adding more variables that potentially have an impact on young graduates' retention as employees, future study could improve the completeness of independent variables.

Moreover, perform environmental scans on a regular basis to find and track outside variables that could affect the labor market, business trends, and financial situations. Keep abreast of any developments that may have an impact on the quantity and appeal of employment options for recent graduates.

Next recommendation is to use focus groups or interviews to gather detailed qualitative information on people's values, aspirations for their careers, and lifestyle decisions. This qualitative data can offer a more thorough comprehension of the

various aspects impacting retention to address the limitation of not adequately examining individual differences among young graduates.

Lastly, the sample should be representative of the larger population of recent graduates in the targeted industry, with a focus on diversity. It also should consider longitudinal designs that track individuals over time. By taking individual variances into account and recording changes in retention characteristics, this method helps reduce selection bias.

## **5.5 Conclusion**

In conclusion, the results demonstrate that, while work-life balance is not a major factor, workplace culture and pays and benefits possess a significant effect on employee retention among young graduates. As a result, this study adds significant knowledge on the factors affecting young graduates' retention as employees. It is critical to recognize the study's limits, which should be considered for any upcoming investigations meant to provide a more thorough grasp of the topic.

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## APPENDICES

### Appendix A:

# The Factors Affecting Employee Retention Among Young Graduates

Hello! I am Chua Wan Ying, an undergraduate student who pursuing a Bachelor of International Business (Hons) at University Tunku Abdul Rahman (UTAR). I am currently conducting my Final Year Project (FYP) with the topic of "The factors affecting employee retention among fresh graduates".

You will be asked a number of questions in this survey about your experiences with or viewpoints on work-life balance, workplace culture, and pay and benefits affect employee retention among young graduates.

I sincerely hope that you could do me a favor to fill up this questionnaire and it will take you approximately 5-7 minutes only to answer. Your answer will be kept PRIVATE and CONFIDENTIAL. Your valuable participation is really appreciated. Feel free to contact me if you have any questions about the survey.

Phone number: 0163800255

Email: [wanying0723@1utar.my](mailto:wanying0723@1utar.my)

### **Section A: Demographic Profile**

Please read each of the question carefully and tick (✓) only one of the answer below.

1. What is your gender?

Male

Female

2. What is your age (years)?

Less than 18

18 to 25

26 to 35

Above 35

3. What is your level of education?

Primary

Secondary

Intermediate

Bachelor

Master and above

4. What is your area of employment?

- Business Sector
- Engineering Sector
- Technology Sector
- Medical Sector
- Science Sector
- Arts and Social Sciences Sector

5. How long have you been employed in your current job?

- Less than 6 months
- 6 months – 12 months
- 13 months – 18 months
- 19 months – 24 months

6. Is this your first job after graduation?

- Yes
- No

7. What is your monthly allowance?

- Less than RM800
- RM800-RM900
- RM900-RM1000
- More than RM1000

**Section B: Survey Questionnaire**

**Please indicate how much you agree or disagree with each of the following statements based on a scale ranging from 1 (strongly disagree) to 5 (strongly agree).**

<b>Employee Retention among young graduates</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neither disagree or agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
1. I am not actively looking for alternative employment	1	2	3	4	5
2. I will not resign from this organization at the earliest possible opportunity	1	2	3	4	5

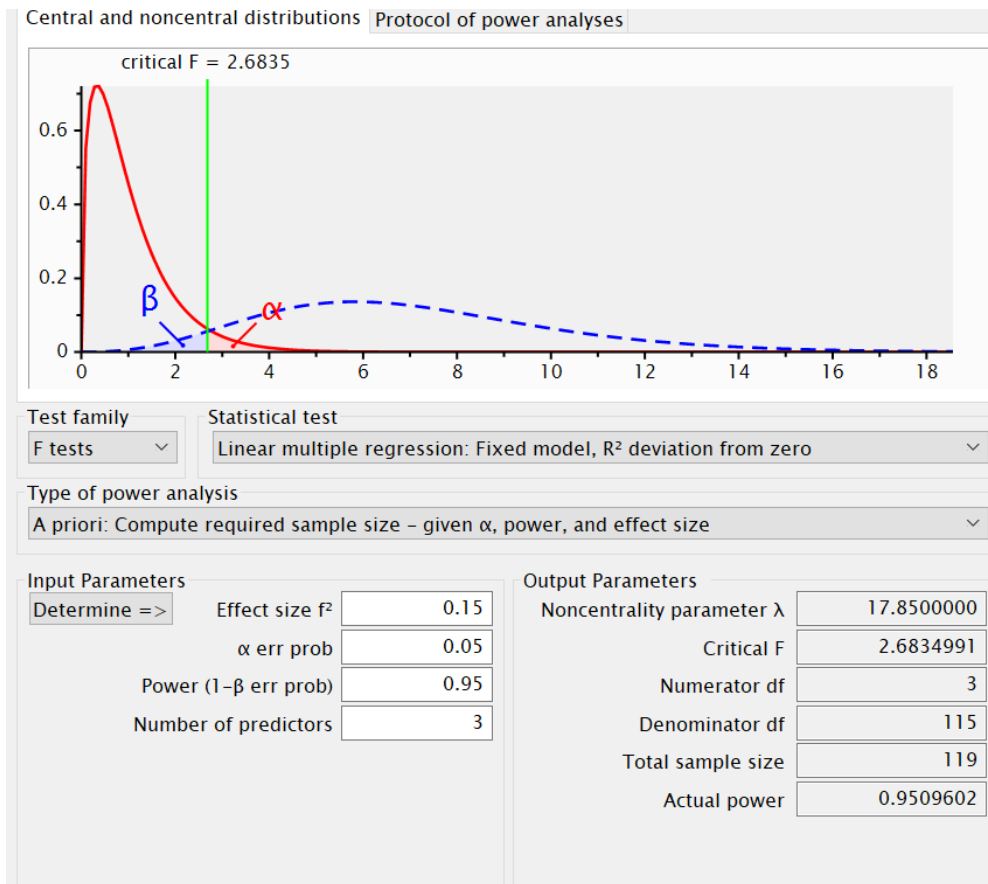
3. I may not leave this company and work for another company in the next year.	1	2	3	4	5
4. I will not change this organization easily	1	2	3	4	5
5. I plan to stay in this company to develop my career for a long time.	1	2	3	4	5
6. I would like to still be working in this organization in 5 years time.	1	2	3	4	5

<b>Work-life balance</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neither disagree or agree</b>	<b>Agree</b>	<b>Strong Agree</b>
1. I am not often neglect my personal needs because of the demands of my work.	1	2	3	4	5
2. My personal life is not suffers because of my work.	1	2	3	4	5
3. I do not have to miss out on important personal activities because of my work.	1	2	3	4	5
4. I am still able to do things I like after come home from work.	1	2	3	4	5
5. My job does not make it difficult to maintain the kind of personal life I would like.	1	2	3	4	5
6. I'm not forced to work extra hours.	1	2	3	4	5

<b>Workplace culture</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neither disagree or agree</b>	<b>Agree</b>	<b>Strong Agree</b>
1. Company management is open, supportive, and considerate.	1	2	3	4	5
2. Co-workers are trusting, friendly and co-operative.	1	2	3	4	5
3. Employees show concern for their work, try to get ahead and are involved in their work	1	2	3	4	5
4. Employees have the proper background training and “know-how” to do what is expected of them to do.	1	2	3	4	5
5. Employees take part in decisions that affect their work situation	1	2	3	4	5
6. Rewards such as promotions and salary increases are based on performance, rather than other considerations, such as favouritism	1	2	3	4	5

<b>Pays and benefits</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neither disagree or agree</b>	<b>Agree</b>	<b>Strong Agree</b>
1. The rewards and recognition I receive from this job are attractive.	1	2	3	4	5
2. The remuneration and rewards are fair.	1	2	3	4	5
3. I am satisfied with the income I receive.	1	2	3	4	5
4. I am satisfied with the benefits I receive.	1	2	3	4	5
5. This company has an attractive compensation system.	1	2	3	4	5
6. I receive reasonable pay, when compared to similar positions at other organizations.	1	2	3	4	5

## Appendix B:



Employee Retention:

### Reliability Statistics

Cronbach's Alpha	N of Items
.893	6

Work-life balance:


### Reliability Statistics

Cronbach's Alpha	N of Items
.929	6

Workplace culture:



### Reliability Statistics



Cronbach's Alpha	N of Items
.871	6

Pays and benefits:

### Reliability Statistics

Cronbach's Alpha	N of Items
.930	6