



APPENDIX D

UNIVERSITI TUNKU ABDUL RAHMAN
FACULTY OF ACCOUNTANCY AND MANAGEMENT
UNDERGRADUATE FINAL YEAR PROJECT

Final Year Project Assessment Form - Report

Final Year Project Title:

FYP No.

Factors influencing the Employee Turnover Rate Among the Fresh Graduate Employees

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Assessment	Criteria	Marks (%)	Awarded (%)
Introduction	Background of study	5	
	Problem definition/ research problem	5	
	Objective(s) of study	5	
	Significance of study	5	
Literature Review:	Review of literature	10	
	Review of theoretical/empirical model/ conceptual framework	5	
	Hypotheses / propositions development	5	
Research method	Research design and sampling techniques	5	
	Data collection/research instruments/techniques	5	
	Construct measurement	5	
Results and interpretation	Data analysis	10	
	Presentation of results (tables, figures, etc.)	5	
Conclusion and policy implications	Summary	5	
	Discussion and conclusion	5	
	Limitation and recommendation	5	
Overall presentation of the report	Referencing	5	
	Writing skills	10	
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THE FACTORS THAT INFLUENCE EMPLOYEE TURNOVER
RATE

AMONG THE FRESH GRADUATE EMPLOYEES

BY

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Date: 10 December 2024

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TABLE OF CONTENTS

	Page
Copyright Page	i
Declaration	ii
Acknowledgement	iii
Table of Contents	iv
List of Tables	ix
List of Figures	x
List of Abbreviations	xi
List of Appendices	xii
Preface	xiii
Abstract	xv
CHAPTER 1 RESEARCH OVERVIEW	1
1.0 Introduction	1
1.1 Research Background	1
1.2 Research Problem	6
1.3 Research Objectives	8
1.3.1 General Objective	8
1.3.2 Specific Objectives	8
1.4 Research Questions	9
1.5 Research Significance	9
1.6 Conclusion	11
CHAPTER 2 LITRATURE REVIEW	12

2.0 Introduction	12
2.1 Underlying Theories	12
2.1.1 Maslow's Hierarchy of Needs	12
2.1.2 Herzberg's Two-Factor Theory of Motivation-Hygiene	16
2.1.3 Motivators and Hygiene Factors Combinations in Herzberg's Two-Factor Theory	18
2.2 Review of Variables	20
2.2.1 Employee Turnover	20
2.2.2 Career Development	21
2.2.3 Compensation	22
2.2.4 Job Stress	23
2.2.5 Workload	24
2.2.6 Workplace Environment	24
2.3 Proposed Theoretical Conceptual Framework	26
2.4 Hypotheses Development	27
2.4.1 Relationship Between Career Development and Employee Turnover Among Fresh Graduate Employees	27
2.4.2 Relationship Between Compensation and Employee Turnover Among Fresh Graduate Employees	28
2.4.3 Relationship Between Job Stress and Employee Turnover Among Fresh Graduate Employees	29
2.4.4 Relationship Between Workload and Employee Turnover Among Fresh Graduate Employees	29

2.4.5 Relationship Between Workplace Environment and Employee Turnover Among Fresh Graduate Employees.....	30
2.5 Conclusion.....	31
CHAPTER 3 METHODOLOGY	32
3.0 Introduction.....	32
3.1 Research Design	32
3.2 Sampling Design.....	33
3.2.1 Target Population.....	33
3.2.2 Sampling Frame	33
3.2.3 Sampling Technique	34
3.2.4 Sample Size	34
3.3 Data Collection Methods	35
3.3.1 Primary Data	36
3.4 Research Instrument.....	36
3.4.1 Questionnaire Design.....	36
3.4.2 Pilot Test.....	37
3.5 Construct Measurement.....	38
3.6 Data Processing	41
3.6.1 Data Editing	41
3.6.2 Data Coding	41
3.6.3 Data Transcription.....	41
3.7 Proposed Data Analysis Tools	42
3.7.1 Descriptive Analysis	42

3.7.2 Reliability Test·····	42
3.7.3 Inferential Analysis ·····	43
3.7.3.1 Multiple Regression Analysis ·····	43
3.8 Conclusion·····	44
CHAPTER 4 DATA ANALYSIS·····	45
4.0 Introduction·····	45
4.1 Descriptive Analysis ·····	45
4.2 Reliability Test·····	54
4.3 Inferential Analysis·····	55
4.3.1 Multiple Regression Analysis ·····	55
4.3.2 Test of Significance ·····	58
4.4 Conclusion·····	59
CHAPTER 5 DISCUSSION, IMPLICATIONS, AND CONCLUSIONS ····	60
5.0 Introduction·····	60
5.1 Summary of Statistical Analysis·····	60
5.2 Discussion of Major Findings·····	61
5.2.1 Relationship Between Career Development and Employee Turnover Rate	61
5.2.2 Relationship Between Compensation and Employee Turnover Rate ·····	62
5.2.3 Relationship Between Job Stress and Employee Turnover Rate ·····	63
5.2.4 Relationship Between Workload and Employee Turnover Rate ·····	63
5.2.5 Relationship Between Work Environment and Employee Turnover Rate ··	64
5.3 Implications of This Research ·····	65

5.4 Limitations·····	67
5.4.1 Insufficient Sample Size·····	67
5.4.2 Short Research Period ·····	67
5.4.3 Limitations of the Questionnaire Method·····	68
5.4.4 Limited Research Area ·····	68
5.5 Recommendations ·····	68
5.5.1 Diversify and Expand Samples to Make Data More Convincing ·····	68
5.5.2 Longitudinal Research to Depict the Trajectory of Change·····	69
5.5.3 Upgrade Data Collection Methods·····	69
5.5.4 Expand the Research Perspective in More Contexts ·····	70
5.6 Conclusion·····	70
References·····	72
Appendices ·····	92

LIST OF TABLES

	Page
Table 3.1: Pilot Testing of Cronbach's Alpha Result.....	37
Table 3.2: Survey Instrument.....	38
Table 4.1: Gender	46
Table 4.2: Marital Status	47
Table 4.3: Age.....	48
Table 4.4: Race	49
Table 4.5: Education Level	50
Table 4.6: Industry Experience	52
Table 4.7: Salary.....	53
Table 4.8: Internal Reliability Test.....	54
Table 4.9: Model Summary.....	55
Table 4.10: ANOVA.....	56
Table 4.11: Coefficients	56
Table 5.1: Summary of the Result of Hypothesis Testing	60

LIST OF FIGURES

	Page
Figure 2.1: Maslow's Hierarchy of Needs	12
Figure 2.2: Herzberg's Motivtion- Hygiene Theory	16
Figure 2.3: Herzberg's Two-Factor Theory of Motivation-Hygiene	18
Figure 2.4: Conceptual Framework	26
Figure 3.1: Sample Size Calculation by G*Power 3.1.9.4	35
Figure 3.2: Cronbach's Alpha Rule of Thumb	43
Figure 4.1: Gender	45
Figure 4.2: Marital Status	46
Figure 4.3: Age	47
Figure 4.4: Race	49
Figure 4.5: Education Level	50
Figure 4.6: Industry Experience	51
Figure 4.7: Salary	52

LIST OF ABBREVIATIONS

Gen Z	Generation Z or Zoomer
ANOVA	Analysis of variance

LIST OF APPENDICES

	Page
Appendix A: Questionnaire	92

PREFACE

Nowadays, employee mobility has become a global trend, but the flow of talent between countries is not completely balanced. Generally speaking, this trend is manifested as a flow from developing countries to developed countries, from regions in the early stages of development to more mature regions; especially from regions with less stable social and political environments to developed countries with more stable societies and more mature political climates. This phenomenon has been particularly prominent since my country's reform and opening up. A large number of overseas students choose to stay abroad after graduation. From the perspective of the overall interests of the country, this undoubtedly means the loss of a large number of high-level talents. The direction of talent flow is to a certain extent governed by market rules.

With the increasingly fierce market competition, more and more companies are beginning to pay attention to how to effectively control the risk of employee turnover. However, there are often many complex and unpredictable uncertainties in the reasons for the resignation of core employees. These resignation risks usually have the characteristics of "long-term accumulation, sudden outbreak, and difficult to solve in the short term". At the same time, similar to stock market fluctuations, the impact may last for a long time. When the problem appears, the best time to solve it has often been missed. Therefore, risk management work needs to be pre-positioned, and decisive response should be made when early signs appear. The use of scientific risk management theories and methods will help to avoid unnecessary talent losses as much as possible.

On the other hand, with the continuous development of society and the gradual opening of people's concepts, the traditional concept of "one job for life" has long become a thing of the past. Employee mobility has increased significantly, and job hopping has become the new normal in the workplace. For companies, if the

employees who are lost are those who are naturally eliminated in internal competition, such changes may inject fresh blood into the company and bring positive impetus to organizational development. However, if the core talents of the company continue to be lost, it is not just a normal flow of talents. At this time, we must explore in depth: what is the reason why "employees choose to leave"?

ABSTRACT

This study investigates the factors influencing the employee turnover rate among fresh graduates in Malaysia. The research examines how career development, compensation, job stress, workload, and workplace environment contribute to turnover intentions. Using a quantitative research method, data was collected through a questionnaire survey of fresh graduates working in the Klang Valley. The results revealed significant relationships between these factors and employee turnover rates. Specifically, inadequate career development opportunities and compensation dissatisfaction were identified as key drivers of turnover. High job stress and excessive workloads further exacerbate turnover intentions, while a negative workplace environment fosters disengagement.

This study highlights the need for organizations to implement retention strategies focusing on improving career growth opportunities, fair compensation, stress management, and creating a supportive work environment to reduce turnover rates. These findings provide valuable insights for both employers and policymakers to address turnover challenges among Malaysia's fresh graduate workforce.

This study collected data from target respondents from multiple universities in Malaysia through an online questionnaire survey. Before the questionnaire was officially distributed, we first conducted a reliability test to ensure the accuracy and credibility of the data. The results of the survey were then analyzed using SPSS software for multiple regression analysis to reveal the deeper meaning of the data. In the last part of the study, we discussed the main findings of the study in detail, analyzed the limitations of the study, and put forward a series of constructive suggestions for future in-depth exploration of related areas.

Keywords: Employee Turnover Rate, Career Development, Compensation, Job Stress, Workload, Workplace Environment

CHAPTER 1: RESEARCH OVERVIEW

1.0 Introduction

This chapter will introduce the research background, research problem, research objectives and research questions and research significance.

1.1 Research background

Employee turnover is becoming a frequently announced and hot topic on the international stage. Malaysian governments have made it a top priority to address the issue and promote economic development in the face of a challenging on employment and job market (Hosen, 2022). The entire community has paid attention to it across the years, and more research regarding this topic has been done. Employee turnover has been demonstrated to be a significant factor in a country's economic progress (Lazzari et al. 2022). High employee turnover has a detrimental impact on sales, lowers productivity, increases recruiting costs, and wastes time onboarding and training new staff. Low employee morale and productivity are typically linked to high staff turnover rates (Li et al., 2022).

The report shows that the salary growth of graduates has been stagnant over the past 10 years. According to Musarat et al. (2022), the growth rate of domestic wages in Malaysia has not kept up with the rate of inflation. This is the fifth time the government has adjusted the minimum wage since 2013. Senasi et al. (2021) report show that starting from January 1, 2013, the government first implemented the minimum wage system. At that time, the minimum wage in West Malaysia was RM900 and in East Malaysia was RM800. After that, the government adjusted the

minimum wage four times on July 1, 2016, January 1, 2019, and February 1, 2020. From the above four adjustments, it can be found that the adjustment range is only an increase of RM100. Now the government has jumped directly from RM1,200 in 2020 to RM1,500 with an adjustment range of RM300. Kumar et al (2021) said that some large companies pass on the costs to consumers when the operating costs are stacked up. At the same time, it is not ruled out that some large companies will lay off employees in order to reduce costs. This may cause some low-skilled workers to lose their jobs. Basyith et al., (2022) report suggest that the government should increase the minimum wage slightly. If the government ignores the economic environment and economic effects and forcibly raises the minimum wage, many companies will choose to lay off employees, or many people will experience unemployment and pay cuts. Often, the current salary is less than before the epidemic and purchasing power has also weakened. For example, a bowl of noodles costs more than RM10. At this time, if the government chooses to increase the salary, the salary of graduates will not keep up with the rate of inflation but will harm every employee in the middle and lower levels (Nordin et al., 2021). This will also greatly affect the domestic employee turnover rate and increase the number of graduates who will choose to go to Singapore to find job opportunities (Cheong & Narayanan, 2021).

A salary survey conducted by the Malaysian Employers Federation (MEF) in 2018 showed that the average salary of a graduate with a professional diploma was RM1,661, while the average salary of a bachelor's degree graduate was RM2,393. However, the "College Graduate Tracking Report" published by the Ministry of Higher Education (2022) found that bachelor's degree graduates and professional diploma graduates with salaries between RM1,001 and RM2,000 still accounted for the majority of graduates, 46.2% and 68% respectively. This also led to graduates being dissatisfied with their salaries and benefits. The institute said that in 2021, as many as 65.6% of graduates had a starting salary of less than RM2,000, and only 10.8% of graduates had an income of more than RM3,000. According to Evans et al.(2021) said that inflation, housing crisis, rising food prices, plus commuting costs,

the total cost of food, clothing, housing, transportation, and entertainment has increased, so job seekers will take "living wages" into consideration when looking for a job. If the "basic salary" stipulated by the government cannot allow them to survive, then graduates will choose to change jobs. This also led to as many as 55.9% of graduates choosing to engage in non-standard employment, such as temporary or contract work, part-time work and self-employment (Ananian et al., 2023)

In addition, Nadarajah⁹ 2021) said that the greater the gap between university and the workplace, the greater the obstacles that university graduates will encounter in re-socialization, and the greater the possibility of job hopping. The manifestations of socialization barriers mainly include three aspects (Sanclemente et al., 2024). Mismatch in knowledge and skills. The content that college students learn in school is out of touch with the requirements of the work unit, and college students find it difficult to adapt; the work they do is too simple, and college students are dissatisfied with the status quo and have higher demands. The requirements for knowledge and ability in university and the workplace are different. The university mainly assesses students' ability to master knowledge, while the workplace requires the ability to apply knowledge and technology. If college students only master book knowledge, they may be at a loss when facing actual work. In addition, college students' unclear career planning and vague self-positioning are also prone to problems of mismatch between knowledge and ability (Qi, 2023). Inadaptability of systems, norms and interpersonal relationships. University and the workplace have completely different systems and cultures, and university graduates are prone to adaptation barriers. Some workplace rules are very different from those in university. Relatively speaking, university teachers will encourage students to develop their personality, reflect more when encountering things, ask more questions, and focus on cultivating students' critical thinking (Bean & Melzer, 2021).

This kind of educational philosophy of the university is often also the educational philosophy held by many families nowadays. Some students trained under this

educational philosophy are not good at compromise and may resign and leave if they disagree at work (Rasdi, 2022). Although nearly 60% of university graduates believe that their first job will affect their future development, in order to obtain the opportunity of rapid promotion and increase income, more than one-third of young Malaysian professionals quit their first job within less than a year and seek another job. In addition, Ahmad Tajuddin et al. (2022) said that there is a gap between graduates' expectations and reality. Before working, college students have little understanding of the workplace and often have too high expectations of the workplace and themselves, such as higher salaries, full respect and reuse, full use of talents, excellent working environment, not too hard and not too easy work, etc. In reality, it is difficult for college students who have just entered the workplace to achieve these expected conditions, and some expected conditions are almost impossible to meet at the same time. The gap between reality and ideal can easily make college students dissatisfied with their actual work and frequently change jobs (Ellis, 2021). Excessive education and mismatch of skills are one of the reasons that plague career development and the sluggish job market (Abidin, 2021). Too many graduates in our country are over-educated in the current job market. Due to the lack of jobs that match their education, they have to "commit" to low-paying or low-skilled jobs. The Khazanah Research Institute (2024) released the "Tide Shift: Mapping the Career Development of Malaysia's Technical Talent" report, which pointed out that as of 2021, as many as 48.6% of Malaysian graduates are over-educated in their current jobs. The report shows that only 43.4% of graduates have found jobs that match their skills.

Jayasingam et al. (2023) report said that modern people have clearer expectations for workplace rights and interests, so they have more requirements for the work "environment" and the "balance" between life and work. This is why the emergence of some job vacancies does not actually increase the number of job seekers, because job seekers will examine the work rights and interests' protection given to employees by employers. It is human instinct to find a better working environment. Indicators of a good working environment usually include: the boss's attitude

towards subordinates, workplace benefits, salary guarantees, overtime pay, business trip expenses, special holidays, etc. Company benefits also include health insurance and occupational disaster protection (Arsat et al., 2022). In addition, daily work rest time, sick leave days, special holidays, etc. are also part of employees' attention. Contemporary labor awareness has risen, and people pay much attention to the quality of life and work. The "quality" of these work rights and interests' protections will affect employees' work performance and whether they are willing to stay in the same company. When a company does not provide employees with good rights and interests protection, employees will lose their centripetal force to the company, which will also lead to employees leaving in anger, which will also lead to a labor shortage (Ali & Anwar, 2021).

According to Li Qi & Jia Qi (2021), gaining the understanding of superiors is a very important part of the workplace. Many employees cannot stand the unreasonable demands of their superiors. White-collar professionals who experience bullying at work opt to leave their employment 66.42% of the time, complain to their coworkers 52.98% of the time, and swallow their anger 44.01% of the time. Just 26.88% of white-collar employees decide to challenge their managers. According to the report of Sija (2021), fresh graduates who hope that their labor is valuable and can be recognized by others. They should get corresponding rewards for their labor. This is a normal requirement and not excessive at all. When facing unreasonable demands from superiors or unpaid overtime, according to the report of FENG (2024), the post-00s have a more decisive style of dealing with things. They will say what they don't like. If they are treated unfairly, they will directly fight back and will not let themselves be wronged. When they are disappointed with their work, they will choose to "angrily apply for" other jobs and resign.

1.2 Problem statement

According to Lazzari (2022), employee turnover rate means the percentage of employees that leave the organization. According to Rahayu (2024), the research has shown Indonesian Gen Z and millennial employees under 35 are already well prepared to leave their current jobs they believe that employees will only stay with companies that are willing to support them and will stay away from employers that do not value talent. According to Kintani and Wahyuningtyas (2024), there are three main factors that affect the employee turnover. Two main factors, which are career development and compensation had a detrimental and noteworthy impact on the intention of employees to leave. However, their desire to leave has been positively and significantly impacted by the job stress element, the higher the level of job stress, the higher the employee intention to turnover. According to Fauzi et al (2023), working atmosphere plays a crucial role in employees' intention to leave their job, the unfavorable and unsupportive work environment can boost the chance of employee looking for new job opportunities. Based on research by Wijaya (2022), the amount of work has noticeable impact on the turnover intention, the higher the workload by employee, the more likely they are considered to leave their current job.

Furthermore, I found that Malaysia has a lack of studies about the factors that affect the employee turnover rate. So, this research aims to investigate and understand the employee turnover rate among fresh graduate employees in Malaysia. Currently, the problem facing most companies is the inability to accurately identify and understand the reasons that lead to the failure to retain fresh graduate employees, especially Generation Z, which was born between 1997 and 2012, currently aged between 16 and 26 years old, they are the generation new enter the workforce market as employees (Sidhu et al.2024), so this making it difficult for older retention strategies to be effective among gen Z employee. So, this study aims to

investigate how career development and compensation for job stress, workload, and work environment contribute to the employee turnover rate and propose effective retention strategies.

According to Hacker (2021), if a company's high employee turnover rate is not solved, it will bring some serious impacts, such as increasing the work pressure of employees, because they must bear a greater workload. Although there are new employees joining, it takes some time for new employees to get familiar with the work content and training, which reduces work morale and even causes more people to leave, forming a serious vicious circle. Based on research from Lakshman et al (2022), research revealed that the turnover of key and core employees, because Since they are the company's primary information providers, their departure might jeopardize the company's future by allowing information to leak out and possibly even putting business assets and information in the hands of rivals. For example, they have some technology and secrets that other employees cannot replace, so their turnover will cause the company to lose their accumulated work skills and some customer cooperation relationships (Murphy, 2021).

My expected result is that through a questionnaire survey and data analysis, this research hopes to reveal the specific impact of career development and compensation job stress, workload, and work environment factors on employee turnover, and help companies formulate more targeted management measures to help Enterprises retain key talents and reduce employee turnover rates, thereby improving the overall performance and competitiveness of the enterprise.

1.3 Research Objectives

1.3.1 General Objective

In general, the objective of this study aims to investigate how career development, compensation, job stress, workload and workplace environment influencing the employee turnover rate among fresh graduate employees. It is to identify whether these determinants will have an effect on the employee turnover rate among fresh graduate employees.

1.3.2 Specific Objectives

The study is aimed to examines the:

- I. To identify the relationship between career development and the employee turnover rate among the fresh graduate employees.
- II. To identify the relationship between compensation and the employee turnover rate among the fresh graduate employees.
- III. To identify the relationship between job stress and the employee turnover rate among the fresh graduate employees.
- IV. To identify the relationship between workload and the employee turnover rate among the fresh graduate employees.
- V. To identify the relationship between workplace environment and the employee turnover rate among the fresh graduate employees.

1.4 Research Questions

This study aims to answer the research question as follow:

- I. Is there any relationship between career development and the employee turnover rate among the fresh graduate employees.
- II. Is there any relationship between compensation and the employee turnover rate among the fresh graduate employees.
- III. Is there any relationship between job stress and the employee turnover rate among the fresh graduate employees.
- IV. Is there any relationship between workload and the employee turnover rate among the fresh graduate employees.
- V. Is there any relationship between workplace environment and the employee turnover rate among the fresh graduate employees.

1.5 Research Significance

This study can provide a better understanding of the factors that influence fresh graduates' intention to leave, why they are willing to look for new job opportunities at home or abroad, and the impact of these decisions and behaviors on employee turnover (Zahari & Puteh, 2023). For fresh graduates who have just entered the workplace within two years of graduation, it is very important to determine whether they have the intention to leave because it helps to understand the relationship between their job satisfaction and some of the reasons that lead to their intention to have leave decision (Nawar et al., 2022). This study and information are aimed to help companies understand the thoughts and satisfaction of fresh graduates and make more appropriate decisions to keep them in the company.

Additionally, this study fills knowledge gaps in previous research. Researchers often use job satisfaction as a mediator to measure the relationship between

employee and turnover intention (Ali & Anwar, 2021). However, there is a lack of studies that use work environment as a direct independent variable in the Malaysian context. For instance, Lin & Huang (2021) found uncertainty in how work environment impacts employee turnover intention. Lazzari et al. (2022) also suggested that future studies should include work environment as one of the independent variables when examining employee turnover intention and employee turnover rate. Therefore, this study has adopted the suggestions of previous researchers and included work environment as one of the independent variables.

Van Hooft et al. (2021) highlighted the importance of understanding the actual determinants that influence employees' willingness to seek new job opportunities in order to develop effective programs and policies. This study provides useful results that will enable governments and businesses to more effectively develop programs, incentives, and policies to reduce employees' intention to leave. In addition, it also provides valuable insights for organizations to properly understand employees' personal thoughts and their needs, in order to cultivate long-term employees and encourage fresh graduates to express their ideas and satisfaction with their current jobs (Saleh & Atan, 2021). According to Maslach & Leiter (2022) report, employees who have worked for a period of time will feel tired and lose enthusiasm. At this time, companies should have some appropriate measures to retain experienced employees instead of letting them become tired and go to other companies with their work experience and skills. Through such a series of cooperation, employees do not have to change jobs frequently because of dissatisfaction. Companies can greatly reduce employee turnover and promote the development of companies. The country not only benefits from economic growth, but also better solves the problems of unemployment and employee turnover (Lazzari et al., 2022).

1.6 Conclusion

In conclusion, this chapter has given a summary of the study background about the variables that affect the employee turnover rate among recently graduated staff members. The purpose of this study is to look at the factors that affect the rate of employee turnover among recent graduates and offer useful information to businesses, policymakers, and educational institutions.

CHAPTER 2: LITERATURE REVIEW

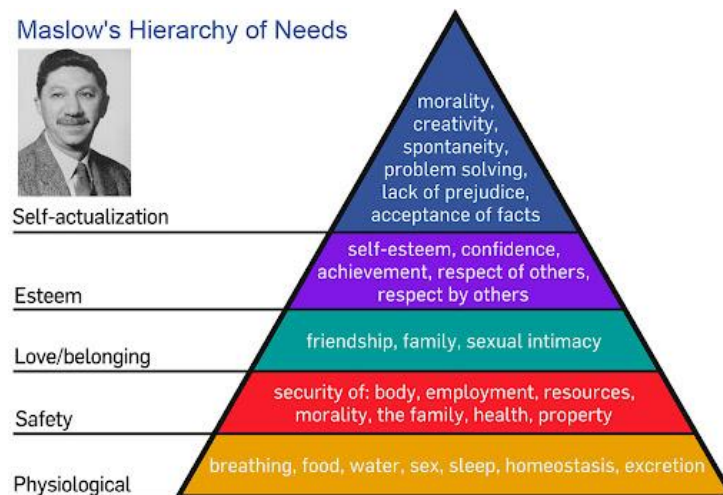
2.0 Introduction

This chapter has comprises the underlying theories, variable review, hypothesis formulation, suggested framework, and conclusion. The foundational principle for this research, Maslow's Hierarchy of Needs, is first presented in this chapter, which also provides an overview of the literature from credible secondary sources, including journals, articles, published books and papers. This serves to bolster and validate the theoretical framework, and theories produced during this investigation.

2.1 Underlying theories

2.1.1 Maslow's hierarchy of needs

Figure 2.1: Maslow's Hierarchy of Needs



Adapted from: Akrani, G. (2010). Maslow's hierarchy of needs - theory of human motivation. KALYAN CITY LIFE BLOG.

Maslow's thesis is predicated on the principle of the Hierarchy of Human Needs, claim Wahba & Bridwell (1976). Maslow asserts that a person's behaviour is influenced by their needs. It will adapt based on the type of needs that need to be met. According to Johnson (1993), Maslow classified human needs into five categories and ordered them according to priority and importance in his theory of the hierarchy of needs. He concluded that a need ceases to be a motivating element when it is met. The following set of requirements in the hierarchy will then take its place. These needs in the hierarchy can be likened to a pyramid, according to Taormina (2013). The initial set of needs—which are universal and can be categorized as fundamental needs—will be at the lowest level, followed by additional need categories (Dar & Sakthivel, 2022).

Physiological Needs

The fundamental necessities that keep humans alive are known as physiological needs. These necessities consist of clothing, food, housing, relaxation, water, air, sleep, and sex fulfilment. Human life becomes problematic if these needs are not satisfied (Papaleontiou–Louca et al., 2022). These fundamental human needs, often referred to as biological requirements, are the most important and cannot be put off for very long, placing them at the bottom of the hierarchy of needs. Employees cannot be motivated by other wants until these fundamental physiological needs are satisfied (Rojas et al., 2023). Maslow asserts that "man lives by bread alone." A person who is hungry can only think about food or hunger (Dar & Sakthivel. 2022). For instance, if a company doesn't pay a living wage, its workers would find it difficult to cover their basic expenses and buy food, which could make them feel unsatisfied with the business and make them want to quit, which would increase turnover intentions (Jolly et al., 2021).

Safety Needs

Safety demands emerge once physiological needs are satisfied, according to Bozyiğit (2021). Once this physiological need is met, it no longer has the capacity

to motivate. Only when safety demands are unmet do they turn into a driving factor (Ihensekien & Joel, 2023). Therefore, safety needs take the place of physiological needs, and they start to manifest and shape human behaviour. These demands are connected to psychological anxieties about things like losing possessions, hazards, or natural calamities. Yuanyuan & Selvaratnam (n.d.) claim that every employee wants to be free of these anxieties. Employees want to work for a company that offers sufficient security in this area, such as life insurance, pensions, job stability, and protection against personal injury. For example, employees may purposefully quit the company and hunt for new employment prospects elsewhere where they will feel more financially and physically secure if the industrial setting or conditions are unsafe (Poku et al, 2022).

Social Needs

In Wahba & Bridwell's (1976) hierarchy of requirements, social needs are at the third position. Employees are human beings and should be considered as social animals (Maksum, 2021). Kish (2023) claims that people prefer to remain in groups because they believe that they should be a part of the group and that other members of the group should be kind and accepting of them. Since everyone believes they should be loved by other members, social wants are seen as fundamental human needs, according to Carter (2023). Every worker, for instance, aspires to be a member of such a group. They require companions and interaction with both peers and group leaders (Pratama et al., 2022). Employee stress rises in the absence of this interaction, which also makes them feel alone and devoid of supportive social networks within the company. As a result, they are more likely to consider leaving the organization in search of one with a cozier atmosphere and greater opportunities for interaction between subordinates and superiors (Mulang, 2022).

Esteem Needs

According to Mustofa (2022), this group of needs consists of the need to be liked and respected by others, the need to be in a position of authority, and, in the end, the need to land a well-paying job. Esteem needs are only motivating when the

wants that came before them are met. (Genkova, 2021). A person feels appreciated by others and by himself once the needs mentioned earlier are met. As a result, esteem requirements are inherently dual (Lemabari, 2023). Confidence, self-worth, and competence are among the first group of esteem demands (Selvam & Gomathi, 2022). The second category of esteem demands is concerned with a person's standing, reputation, and level of social acceptance and gratitude (Oladayo, 2021). This is a self-serving ego that demands attention. Employers can satiate this urge (ego) by rewarding staff members for their hard work (Ihensekien & Joel, 2023).

Self-actualisation Needs

In Maslow's hierarchy of needs, self-actualization is the highest level of needs, according to Wahba & Bridwell (1976). The aspiration to become the best version of oneself is known as self-actualization. Papaleontiou–Louca et al. (2022) claim that the urge for self-actualization is a "growth" need. For instance, an employee needs to work effectively if he hopes to be satisfied in the end. A person believes that he should accomplish something in his life, according to Maslow (2023). His goal is to reach his full potential and develop into the person he can be (Papaleontiou–Louca et al., 2022). A person wants to be stretched and succeed in their personal or professional endeavours (Oktafia, 2022). Though everyone is capable of self-actualization, many do not reach this stage because this need is fully satisfied rarely and is difficult to reach (Mustofa, 2022).

2.1.2 Herzberg's Two-Factor Theory of Motivation-Hygiene

Figure 2.2: Herzberg's Motivation- Hygiene Theory



Adapted from: Nickerson, C. (2023, September 28). *Herzberg's two-factor theory of motivation-hygiene*. Simply Psychology.

The two-factor theory, as proposed by Herzberg, provides an explanation of the variables affecting an individual's motivation and sense of satisfaction (Bhatt et al., 2022). Job dissatisfaction (motivation) and job contentment (emotion / hygiene) are the two elements. The two-factor theory proposed by Herzberg sheds light on the essential components that drive employee motivation. Employee motivation programs can be developed by using the knowledge of individual employee motivations (Zeng & Paphawasit, 2024).

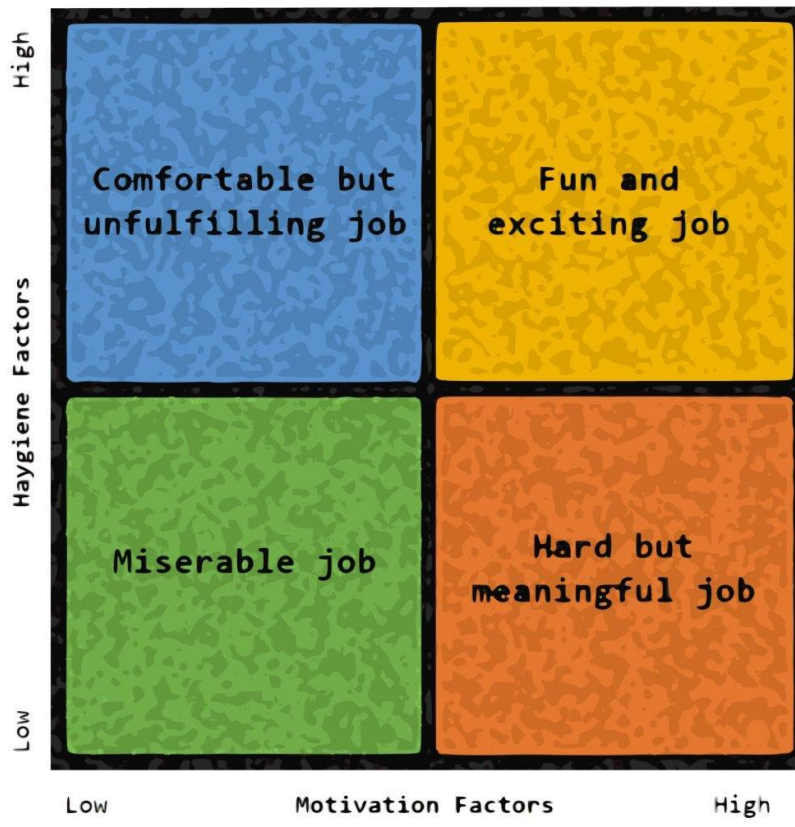
Lee & Lee (2022) define hygienic elements as components of employment that meet basic needs, including fairness, safety, pay, and working conditions. When these requirements are accomplished, employees feel at ease and content in their positions. Examples of hygiene variables include compensation and benefits, job security, workplace culture, policies, supervisory techniques, and company reputation (Nagpaul et al., 2022). Workplace hygiene improvements have the potential to remove or enhance unfavourable company policies, treat all employees

with dignity and treat all workers with dignity, regardless of their position, provide competitive or better pay, set up effective and motivating supervision for every employee, improve working environment, and provide job security (Yamamoto et al., 2021).

Bohórquez et al. (2021) claim that motivators are essential work components that inspire employees to stick with and advance in their roles. If these demands are not addressed, project teams could get disillusioned with their positions. They may desire more challenging jobs that allow them to grow professionally, learn new skills, or take on greater responsibility (Blake-Gillespie, 2021). Achievement, acknowledgment for successes, growth, innovation, diversity, autonomy, fulfilling job, responsibility, accomplishment, relationships, and personal development are some of the factors that serve as motivators (Rai et al., 2021). Increasing motivation in small teams can help you establish a supportive and upbeat work atmosphere, which raises the chances that the project will succeed (Ibrahim et al., 2023).

2.1.3 Motivators and Hygiene Factors Combinations in Herzberg's Two-Factor Theory

Figure 2.3: Herzberg's Two-Factor Theory of Motivation-Hygiene



Adapted from: Nickerson, C. (2023, September 28). *Herzberg's two-factor theory of motivation-hygiene*. Simply Psychology.

Gomathy et al. (2022) cite Herzberg's thesis, which contends that motivation The two types of factors that influence employee happiness and motivation are hygiene components. When employees score well on both motivational and sanitary factors, they are more likely to be highly engaged and motivated at work. On the other hand, workers who lack ambition and personal hygiene may also have high levels of unhappiness and turnover (Karaferis et al., 2022).

High hygiene and high motivation

Yamamoto et al. (2021) state that having highly engaged and motivated personnel combines with good hygiene and high motivation. This is the perfect circumstance. When both variables are high, employees are inspired to go above and beyond the call of duty (motivation factor) in addition to being content with their working environment (hygiene component). High levels of engagement, productivity, and retention follow from this.

High hygiene and low motivation

According to Wu et al. (2023), when there is low motivation and high hygiene, employees will still work for the organization and meet goals in order to stay employed. Employee motivation, however, will not allow them to surpass performance targets. In this instance, employees might have fair policies and pleasant working circumstances, but there is no intrinsic incentive or challenge in their jobs. They therefore perform just enough to satisfy requirements without being encouraged to go above and above or make a contribution.

Low hygiene and high motivation

Low hygiene and high motivation are not the greatest working circumstances, according to Alam (2021). Motivated employees may still go for a different position with better working circumstances if the bare minimum needs are not met. Even though workers may be highly motivated, unsatisfactory working conditions will drive them to look for better chances notwithstanding their enthusiasm for their positions. In the long term, this situation is unsustainable and could result in more employee turnover if hygiene concerns are not resolved.

Low hygiene and low motivation

Sharma et al. (2022) claim that the worst combination is low motivation combined with poor hygiene. High work unhappiness and employee turnover result from this. The highest turnover and unhappiness rates result from this combination. Employee

dissatisfaction with working conditions and little motivation to perform well combine to produce a vicious cycle of disengagement and subpar work.

2.2 Review of Variables

2.2.1 Employee Turnover

Employee turnover is the term used to describe workers who have been employed by a company for a while and are thinking about leaving the company altogether or willingly giving up their position (Klotz et al. 2021). The best predictor of actual turnover is thought to be turnover intention (Nguyenet et al., 2022). Organizational and individual characteristics have been found to be predictors of employee turnover in the literature (Albrecht and Marty, 2020). Turnover intention can relate to an employee's specific plans to depart or to the organization's efforts to find a replacement (Lin & Huang, 2021). According to Bonet et al. (2021) employee turnover can also be classified as permanent voluntary or involuntary, encompassing reasons for leaving the company such as layoffs, severance compensation, and other circumstances. An employee's willingness or intention to look for work at another business in a different role is referred to as turnover intention (Almaw, 2022).

The inclination or intensity of a person to depart from an organization for a variety of reasons, such as the need to find a better job, is known as turnover intention (Perkasa & Associates, 2023). Furthermore, the intention of employee turnover has a negative effect on the company because, in addition to raising expenses and lengthening the hiring process, it makes it harder for the business to find new hires who meet the standards set by the organization (Ramlawati et al., 2021). In actuality, though, if a person consistently delivers subpar work, the company will terminate their employment and let them to depart without warning (Zhenjing et al., 2022).

Organizational behaviour is impacted by a number of factors, including employee turnover. Reducing the incidence of employee turnover, for instance, can significantly enhance worker performance (Lin & Huang, 2021).

2.2.2 Career Development

Organizational development is a subfield of career development, which is defined as training and development. Furthermore, as global income inequality increases, HRD must consider how to combine the requirements of individual career development with those of the organization in order to support the formation of a more diverse and resilient workforce. Career development is an ongoing process of goal-setting and targeted activity towards personal and professional objectives (McDonald & Hite, 2023). The foundation for development is mature, continuous learning, and practical application of skills. The results of career development come from personal career planning and the opportunities and support provided by the organization. Ideally, this is a collaborative process that takes into account both the needs of the organization and the individual.

According to Yadewani & Wijaya (2021), career is the process of learning and enhancing a person's job abilities and skills in order to execute their tasks more effectively and advance to better jobs. The objectives of career development for employees are to satisfy future staffing demands, foster a sense of loyalty to the company, enhance worker productivity, and recognize and resolve human resource-related problems. The primary goal of career development is to make sure that qualified employees who are not promoted are still valued and given consideration for future promotions. These employees should be flexible and work toward becoming employable throughout their careers rather than staying in a stable position within the company (Laing, 2021). To ensure organizational productivity, many organizations see career development primarily as a staffing function that attempts to develop and retain a skilled workforce. As a result, they are cautious to

avoid investing resources in people who might not continue with the organization. This disparity in viewpoint is what gave rise to the "controversy zone" in career development (Steed, 2021).

2.2.3 Compensation

Sitopu et al. (2021) define compensation as financial advantages or services provided to workers in return for their labour or services. Employee compensation is what they get paid for their work. It comprises the employee's pay as well as any bonuses or perks related to their role. According to Fallah Shayan et al.'s research from 2022, a fair pay system can safeguard workers' rights and interests while fostering the long-term growth of businesses. Individuals are paid for their goods or services, and salaried staff members as well as outside or temporary consultants are entitled to pay (Gerhart, 2023). Compensation can also mean receiving money from the accountable party to the person who was harmed or wronged (Goldberg et al., 2021).

According to Yadewani & Wijaya (2021), the main goals of pay are to draw in, keep, and inspire employees. For example, compensation is often outlined in the employee's employment contract, including pay, benefits like health and dental insurance, and vacation time. These perks always have an immediate effect on the motivation of the worker, their commitment to the company, their ability to carry out their duties, and their ability to increase the organization's productivity (Setiawan et al., 2021). Workers enjoy receiving higher pay, and while what constitutes appropriate compensation varies depending on the individual, most workers support a correlation between higher pay and greater responsibility (Ali & Anwar, 2021).

2.2.4 Job Stress

Job stress, according to Hakro et al. (2022), is the term used to describe the psychological and emotional reaction that arises when an employee experiences stress at work. People's productivity can be impacted by ongoing stress (Dolan, 2023). Small levels of stress can inspire workers and boost productivity; mild stress is also simple to manage (Breaugh, 2021). Everyone experiences stress from time to time, whether it be from daily irritations, family obligations, or work-related pressures. However, most people are unaware of the potential problems that stress may cause and how crucial it is to manage stress in order to preserve both physical and mental health (Tahara et al., 2021).

Numerous long-term health issues are caused by stress. The close relationship between the brain and body may have major issues if we experience chronic overstress (Ramlawati et al., 2021). Stress, for instance, can result in anxiety and sadness, imprisoning our body and mind in a never-ending loop that exacerbates one another. According to Chojnowska et al. (2021), stress can cause major ailments in addition to psychological issues. For instance, chronic stress may boost the immune system and may contribute to chronic illness. For example, long-term stress might throw off our body's balance. It impacts our heart by raising our heart rate and blood pressure, as well as raising our chance of heart disease, headaches, tense muscles, and digestive issues (La Rovere et al., 2022).

2.2.5 Workload

According to Longo et al (2022), workload is the quantity of work that must be completed, particularly by a particular individual within a given amount of time. Workload is defined by Jeffri & Rambli (2021) as the quantity of jobs completed, most of which have strict time limits. Workload is quantified by the amount of time it takes to finish, but it also affects employees psychologically (Kim, 2021). Task requirements, coworkers' work environment, and employees' abilities, attitudes, and actions all combine to create workload (Ningrum et al., 2021). Pahlawan & Wahyuni (2022) identify three components of workload. The first is the quantity of work and the quantity of work finished Secondly, the temporal and subjective components of the employee experience, presuming that errors will rise in tandem with workload. Third, employees' physical and mental exertions are a reflection of how they are handling the tasks assigned to them.

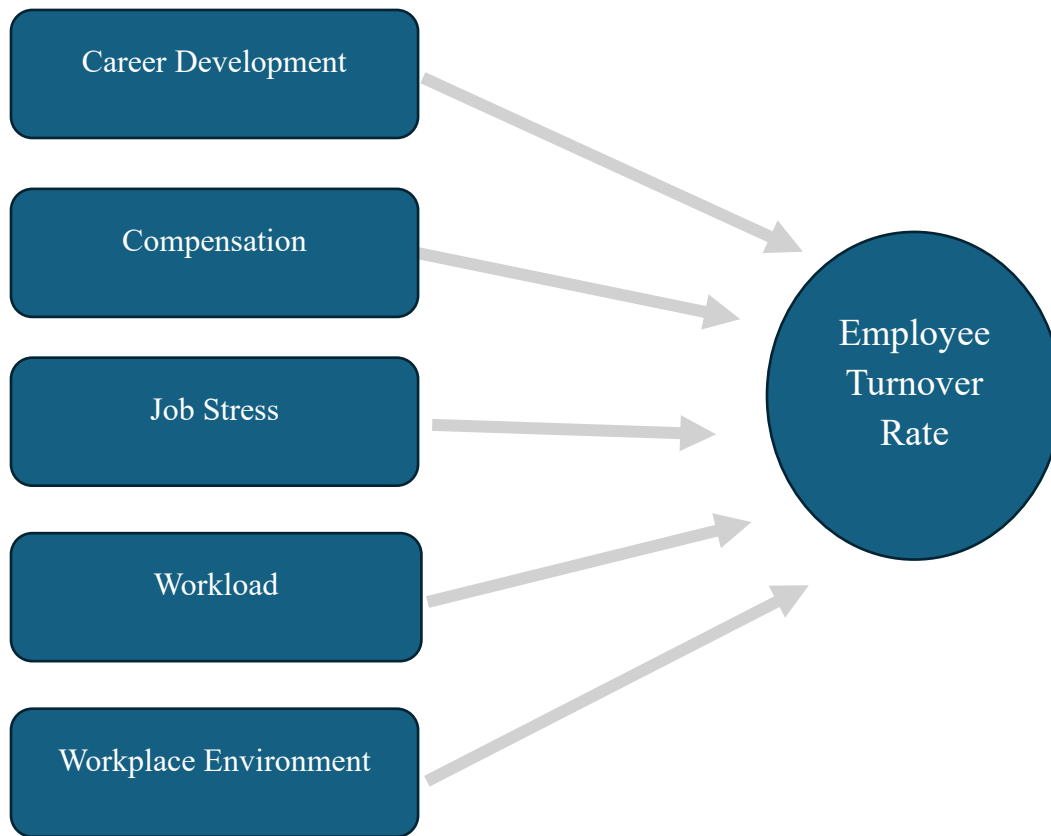
2.2.6 Workplace Environment

The workplace environment comprises working conditions, job safety and security, workplace conditions, status, organizational procedures, and the calibre of technical supervision in relationships between coworkers, superiors, and subordinates, according to numerous studies by Basalamah (2021), Patel et al. (2022), Oubrich et al. (2022), and Reid et al. (2021). The surroundings, social dynamics, and physical circumstances in which people perform their work comprise the workplace environment (López-Cabarcos et al., 2022). According to Soetjipto et al. (2021), it can have a major effect on employee health, job satisfaction, performance, relationships at work, and morale. For instance, coworkers or superiors may make requests that are incompatible with their responsibilities. One particularly stressful demand in the workplace has been found to be role conflict (Boudrias et al., 2020).

The setting in which workers or employees perform their everyday tasks is known as the workplace environment (Zhenjing et al., 2022). Employees that work in a positive atmosphere feel more secure and are able to perform to the best of their abilities (Basalamah, 2021). Employees' emotions are impacted by their workplace. The physical setting in which employees work as well as the relationships they develop with coworkers and superiors are all considered to be a part of the workplace environment (Quadri, 2022). Another significant element influencing worker performance is the workplace. This research was done by Iis et al (2022). Employee performance is heavily influenced by the workplace environment and work performance, with work motivation being the primary factor. Furthermore, Purwanto (2022) shown that a positive work environment and transformative leadership had a big impact on employee performance.

2.3 Proposal Theoretical Conceptual Framework

Figure 2.4: Conceptual Framework



Source: Developed for Research

This figure shows the theoretical framework constructed by relevant research, the core focus of which is to explore the relationship between several independent variables (career development, salary, work stress, workload and workplace environment) and the influencing variable (employee turnover rate).. The goal of this study is to identify the critical factors influencing the attrition of recently graduated employees. Thus, this research suggests that career development, compensation, job stress, workload, workplace environment will affect employee turnover among fresh graduated employees.

2.4 Hypotheses Development

2.4.1 Relationship between career development and employee turnover among fresh graduates' employees

Additionally, studies show that employees who view career development favourably are less likely to plan to leave their jobs (Ghafoor et al., 2021). Studies have indicated that workers are more likely to stick at an employer that offers them the chance to advance their careers (Kumar, 2022). Employers can enhance their employees' commitment to sticking at their current job by offering development chances as a way of demonstrating their concern for their professional growth (Vizano et al., 2021). Employees' intentions to leave the company are inversely correlated with their degree of faith in the company's career development programs. In order for employees to stay with the company and improve personally, they also need to receive the right counselling and training (Muhammad et al., 2021). Employees seek greater goals, better professional growth, and employment elsewhere because there are no prospects for advancement or career development, as highlighted by Ghani et al. (2022). The below hypothesis is derived from the literature review:

H1: There is a significant relationship between career development and employee turnover.

2.4.2 Relationship between compensation and employee turnover among fresh graduates' employees

Numerous research has shown that money is seen as a highly significant motivator (Ghafoor et al., 2021; Ali & Anwar, 2021; Tumi et al., 2022). Pay plans are a great tool for hiring and keeping staff members (Kumar, 2022). A competitive salary can retain employees and boost their motivation (Vizano et al., 2021). According to Bamberger (2021), pay that is much less than the market average might make workers feel underappreciated and unsatisfied. According to a study by Perkasa et al. (2021), employee turnover will be negatively impacted if workers believe that their pay is stagnant or declining after a certain amount of time on the job. This is because they may decide to leave the company because they believe that it is not addressing their needs. According to a study by Moon et al. (2022), workers will question the company's financial stability and become concerned about their job security if they don't receive their pay on time or in a timely manner. Research has indicated that employees experience dissatisfaction when they perceive a significant salary disparity amongst their peers, particularly when new hires receive higher compensation than veteran staff. Employee turnover could be impacted if long-standing staff members feel treated unfairly and quit (Alterman et al., 2021). The below hypothesis is derived from the literature review:

H2: There is a significant relationship between compensation and employee turnover.

2.4.3 Relationship between job stress and employee turnover among fresh graduates' employees

Numerous studies have discovered a negative correlation between work stress and the intention to leave (Ramlawati et al., 2021; Suryawan et al., 2021; Ramlahet al., 2021). Research has indicated that elevated stress levels among workers lead to a greater inclination to quit (Salama et al., 2022). Many workers may shift occupations as a result of excessive work stress, which can have a detrimental effect on their health (Anees et al., 2021). Anees et al. (2021) demonstrated how various aspects of workplace stress had varying effects on worker satisfaction. Overwhelming work stress can lead to fatigue in the office and melancholy because of overanalysing work-related issues. When workers are uncomfortable at work, they become lazy and perform less well (Suryawan et al., 2021). Stress arises when people discover that their impression of their workplace does not align with reality (Muhammad et al., 2021). The below hypothesis is derived from the literature review:

H3: There is a significant relationship between job stress and employee turnover.

2.4.4 Relationship between workload and employee turnover among fresh graduates' employees

High job expectations and an increasing workload can lead to stress and discomfort in employees, which can impair their performance and even lead to their departure from the organization, according to research by Tamunomiebi & Mezeh (2021). Research has indicated that excessive workloads result in less time for rest and relaxation, which might cause stress-related work weariness. Employees that are overworked tend to leave companies (Muhammad et al., 2021). According to research by Steffey et al. (2023), workers who experience career stagnation, grow

unsatisfied with the status quo, and quit because they lack the personal time to advance their abilities or develop personally. According to Bai et al. (2023), doing repetitive or boring work for an extended period of time can easily make employees feel bored, which will encourage them to hunt for new challenges and increase employee turnover. The below Hypothesis is derived from the literature review:

H4: There is a significant relationship between workload and employee turnover.

2.4.5 Relationship between workplace environment and employee turnover among fresh graduates' employees

Numerous studies have demonstrated a positive correlation between the workplace environment and the intention of employees to leave (Khairunisa & Muafi, 2022; Özkan, 2022). The workplace environment has a significant impact on employee turnover and organizational success (Zhenjing et al., 2022). Besides, Iqbal et al. (2022) claim that because the workplace environment moderates the association between authoritarian leadership and employee turnover intention, a poor workplace environment is linked to employee turnover intention. Employees should have emotional support and a flexible work environment. Turnover intention may result from an environment that is repressive and frustrating (Muhammad et al., 2021). Members of the organization can learn, contribute, and accomplish shared objectives in a wholesome and tranquil work atmosphere, which lowers employee turnover (Cvenkel, 2021). The below hypothesis is derived from the literature review:

H5: There is a significant relationship between workplace environment and employee turnover.

2.5 Conclusion

In this chapter, we discuss the literature review on factor that influence the employee turnover rate. Then a conceptual framework is proposed to correlate independent variable (work environment, job stress, compensation, workload, career development), with the dependent variable (employee turnover rate).

CHAPTER: 3 METHODOLOGY

3.0 Introduction

This chapter clearly states the methodology adopted in constructing the measurement, gathering, and analyzing the data. It is designed to ensure that the research is conducted in a systematic manner, utilizing appropriate procedures and methods to facilitate data analysis.

3.1 Research Design

The design of the research facilitates the effective acquisition of evidence to logically address research questions (Recker, 2021). A quantitative methodology is implemented in this research. Quantitative research data uses numerical data and objective indicators to explain a phenomenon (Borgstede & Scholz, 2021). This research is aimed to be descriptive in nature. It is one of the quantitative techniques used to give accurate population statistics. It analyses quantitative data and performs statistical analysis to characterize the characteristics of a population (Fox et al., 2021). For this study, a 5-point Likert scale survey questionnaire was implemented for collecting quantitative data. The participants in the survey will then get it given an opportunity to indicate whether or not they agree with the statement provided. This allows one to determine the relationship between the variables that predict and the response variable.

3.2 Sampling Design

Compared to collecting data from the entire population, sampling collects data from a smaller number of individuals, which reduces expenses and time. According to Casteel & Bridier (2021), A subset of the target population is chosen by sampling. Researchers can acquire data faster with this subset, which is considered to be able to represent the entirety of the population. The conclusions and conclusion derived from the data obtained are going to be applied to a wider range of people.

3.2.1 Target Population

The target population refers to the specific responder group that researchers intend to investigate and make findings from (Taherdoost., 2021). This research will focus on fresh graduates' employees who became graduates over two years, regardless of their field of study (Serhan et al., 2023). Therefore, this survey is open and ready to all fresh graduates' employees. We target

3.2.2 Sampling Frame

The sample background of this study is fresh graduates aged 18 years and above who graduated from high school or university within two years and work in Klang Valley (Kuala Lumpur and Selangor), Malaysia. The reason chooses Klang Valley as location because there are the high population of young people would like to find for job opportunities. Heang et al., (2019) study show Selangor offer around 70% of the total job opportunities in Malaysia. Data were collected from them in the form of an online questionnaire, which simplified the data collection process and facilitated the researchers to organize and analyze the data.

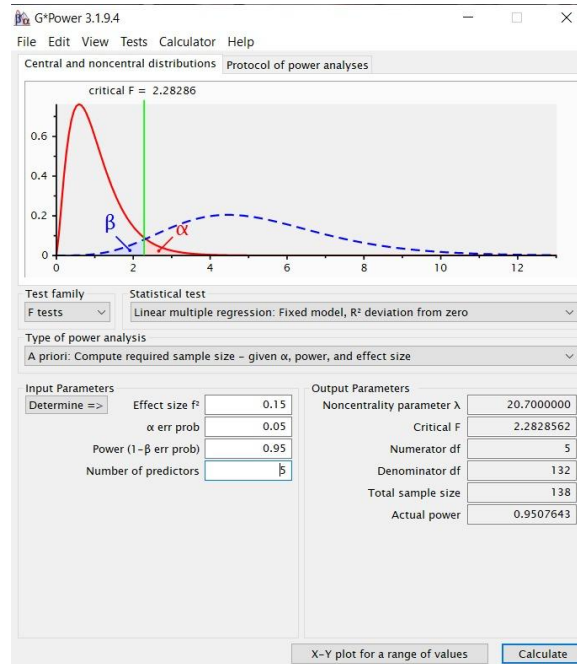
3.2.3 Sampling Technique

In a research project, non-probability sampling are the types of sample methodologies that be adopted. Non-probability sampling was utilized in this study, which indicates that judgement was used rather than random selection to choose the sample (Pace, 2021). It consists of purposive, quota, and convenience sampling. In this study, convenience sampling is used to select individuals who are conveniently and can easily access and are readily available to the researchers. According to reports, this method is the one that researcher chooses the most since it is easier to use and more economical than other methods (Hossan et al., 2023).

3.2.4 Sample Size

Sample size indicates how many respondents were chosen for the poll in order to adequately reflect the whole population (Lakens, 2022). Hair et al., (2011) suggested that sample sizes should be 100 or greater G*Power can determine the sample size required for hypothesis testing in order to find a true effect. When a power level is higher than 0.80, it indicates that a wide range of statistical tests may be supported and that there is at least an 80% likelihood of finding a real effect. Based on G*Power calculations, the research requires a minimum sample size of 138 (Serdar et al., 2021). However, the survey questionnaire will be distributed more than 200 fresh graduates' employees to ensure a high response rate and collect data that is more accurate in order to increase the data's reliability and accuracy in research result. 200 respondents are suggesting because the larger the sample size, the closer the results are to the real situation (Kennedy, 2022).

Figure 3.1: Sample Size Calculation by G*Power 3.1.9.4



Adapted from: G*Power software version 3.1.9.4

3.3 Data Collection Methods

The techniques of data collection explain the types of data and how the data is collected from selected samples. It enables scientists to investigate the study questions. In order to ensure the reliability of the outcome, it is essential to verify the information's source and ensure its reliability and accuracy. Furthermore, it facilitates extensive population coverage at a minimal cost by disseminating the questionnaire link electronically via Email, WhatsApp, and other online platforms (Nihayati & Indriani, 2021).

3.3.1 Primary Data

Primary data refers to first-hand original data that has not undergone any modification or analysis. In this research, the target sample will get an online survey form in order to collect primary data. It makes it possible for researchers to contact lots of respondents for the least amount of money and time.

3.4 Research Instrument

3.4.1 Questionnaire Design

A self-administered questionnaire is the method used in this study to gather data. It is claimed as the best possible information-collecting tool as it may enhance the data quality by providing respondents with more accurate responses, especially when it comes to sensitive topics (Yao & Green, 2022).

It is divided into two parts. The first part mainly collects basic demographic data and related information of the respondents; the second part covers five independent variables (career development, compensation, job stress, workload and work environment) and one factor indicator (employee turnover rate). In this part, the Likert scale is used for measurement, and employees are required to rate each statement according to their degree of agreement with it.

3.4.2 Pilot Test

Table 3.1: Pilot Testing of Cronbach's Alpha Result

No	Contrasts	Cronbach's Alpha	No of items
1	Employee turnover	0.932	5
2	Career development	0.921	5
3	Salary & compensation	0.983	5
4	Job stress	0.882	5
5	Workload	0.928	5
6	Workplace environment	0.871	6

Source: Developed for Research

According to Teresi (2022), a pilot study was to verify the validity and feasibility of the measuring items for this investigation Pilot studies often have a lesser scope than the primary research. This pilot test was conducted on 30 participants. The table represents the results of the pilot test in this study. According to Cronbach's alpha rule of thumb, any value that exhibits internal consistency and is higher than 0.70 is acceptable. If not, a value of less than 0.70 denotes poor dependability and unacceptable.

3.5 Construct Measurement

Table 3.2: Survey Instrument

No.	Measurement Variables and Items	Source
	Career Development	
1	As long as I do a good job, I will have promotion prospects.	(Lee et al, 2017)
2	I can improve my ability during the training process of the company.	(Lee et al, 2017)
3	I feel satisfied with my promotion opportunity.	(Lee et al, 2017)
4	I can constantly get new knowledge and experience from my work.	(Lee et al, 2017)
5	I am willing to accept difficult work and challenges	(Lee et al, 2017)
	Compensation	
6	I feel satisfied about the salary of the company in the same industry.	(Lee et al, 2017)
7	I feel my work has been duly rewarded	(Lee et al, 2017)
8	The moment I think about the salary the organization pays me; I feel I am not adequately valued.	(Lee et al, 2017)
9	The salary system of the company can stimulate me to work hard.	(Lee et al, 2017)

The Factors That Influence Employee Turnover Rate Among the Fresh Graduate Employees

10	I feel satisfied about my opportunity for a pay rise.	(Lee et al, 2017)
Job Stress		
11	I often feel stress at work.	(Qureshi et al., 2012)
12	The job difficulty usually brings me sleeplessness.	(Qureshi et al., 2012)
13	My job makes me nervous.	(Qureshi et al., 2012)
14	I feel exhausted after daily work.	(Qureshi et al., 2012)
15	It's helpful for my health if I change my job.	(Qureshi et al., 2012)
Workloads		
16	I experience excessive work pressure.	(Qureshi et al., 2012)
17	I work for long hours, on overtime and even on holidays.	(Qureshi et al., 2012)
18	I am unable to meet out the demands of my job.	(Qureshi et al., 2012)
19	I spend so long at work that my outside relationships are suffering.	(Qureshi et al., 2012)
20	I'm so busy I find it increasingly difficult to concentrate on the job in front of me.	(Qureshi et al., 2012)
Work Environment		

The Factors That Influence Employee Turnover Rate Among the Fresh Graduate
Employees

21	I feel comfortable to work with latest technologies in the organization.	(Qureshi et al., 2012)
22	I feel insecure in the working environment	(Qureshi et al., 2012)
23	I experience unwelcome verbal and physical conduct from my male employees	(Qureshi et al., 2012)
24	I am able to receive support from my boss, colleagues and juniors.	(Qureshi et al., 2012)
25	My relationship with colleagues and peers is smooth and cordial.	(Qureshi et al., 2012)
26	Working environment of team is good for career growth.	(Qureshi et al., 2012)
Employee Turnover Rate		
27	I like to resign myself from the current job.	(Qureshi et al., 2012)
28	I would like to work for some other company but in the same sector that I am currently working in.	(Qureshi et al., 2012)
29	I like to switch to other business or sector	(Qureshi et al., 2012)
30	I have looked for other jobs since I entered my current company.	(Qureshi et al., 2012)
31	I would like to continue in the organization for an extended period.	(Qureshi et al., 2012)

Source: Developed for Research

3.6 Data Processing

3.6.1 Data Editing

Data editing is a process to detect for any possible errors or missing provide from the respondents. It aims to ensure a high standard of survey responses and reduce inaccuracies. It may be used with any kind of data source and executed at every stage in the process of collecting or processing data. All in all, it provides the accuracy, consistency, and completeness of the dataset.

3.6.2 Data Coding

Data coding refers to the coding of data components, including survey responds, in order to improve data management. In this investigation, numerical forms are used in place of lengthy alphabetic codes. It enables the researcher to change the data in a way that makes handling the data easier.

3.6.3 Data Transcription

Data transcription is the input and process of data analysis is made simpler by the computer system receiving the collected data as input. After transcription, the data will be subjected to further analysis and interpretation using the Statistical Package for Social Sciences (SPSS).

3.7 Proposed Data Analysis Tools

Numerous researchers use SPSS, as a statistical program, to analyse complicated quantitative data. The latest version of SPSS 29.0 will be used in this study to analyse the data for inferential analysis, reliability testing, and descriptive analysis.

3.7.1 Descriptive Analysis

Descriptive analysis simplifies data into a format that makes it easy for audiences to understand the phenomenon (Humble & Mozelius, 2022). The statistical tools used for description include measurements of central tendency (mean, median, and mode) and variability (range, variance, and standard deviation). This helps to summarize data into simple quantitative measures (such as percentage and mean) or graphical representations (Guzik & Więckowska, 2023). In this research, the data will be presented using graphical tools (bar chart and pie chart) and quantitative metrics in tabular form (frequency distribution, percentage, valid percentage, and cumulative percentage).

3.7.2 Reliability Test

Reliability refers to the accuracy of the measuring tools, leading to a low error rate (Cheung et al., 2024). Additionally, the result is interpreted through Cronbach's alpha, which is an effective way to evaluate the consistency of scaled things Any number above 0.7 is regarded as an acceptable alpha value, according to the usual rule of thumb (Izah et al., 2023).

Figure 3.2: Cronbach's Alpha Rule of Thumb

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.8 \leq \alpha < 0.9$	Good
$0.7 \leq \alpha < 0.8$	Acceptable
$0.6 \leq \alpha < 0.7$	Questionable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

Adapted from: Habidin, N. F., Zubir, A. F. M., Fuzi, N. M., Latip, N. A. M., & Azman, M. N. A. (2015). Sustainable performance measures for Malaysian automotive industry. *World Applied Sciences Journal*, 33(6), 1017-1024.

3.7.3 Inferential Analysis

3.7.3.1 Multiple Regression Analysis

Multiple regression analysis is a key statistical tool used to explore and verify the interrelationships between multiple single response indicators and predictors. This method is often widely evaluated in the coercion of predicting dependent variable results through known independent indicator values (Mizumoto, 2023). The main goal of this study is to analyze and resolve the contribution of four identified predictors-career development, salary level, work stress, workload, and work environment-to the dependent variable of employee turnover rate. This study not only clarifies the potential responses of these variables, but also hopes to provide data support and theoretical reference for improving turnover rate.

The equation for multiple regression analysis is shown as:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5$$

Where:

- α is the intercept (a constant term),
- X represents the independent variables,
- β (Beta coefficient) is the slope coefficient for each independent variable.

3.8 Conclusion

In conclusion, the study explored a variety of research methods and provided comprehensive guidance for conducting research. In this study, quantitative research methods are recommended to ensure the scientificity and rigor of the data. At the same time, it is recommended to use convenient pollutant technology to obtain the main data sources, so as to effectively collect information for evaluating internal consistency and verifying the relationship between hypotheses. In addition, the last section also focuses on descriptive analysis and interference factor analysis, which provide important support tools for data interpretation and result discussion.

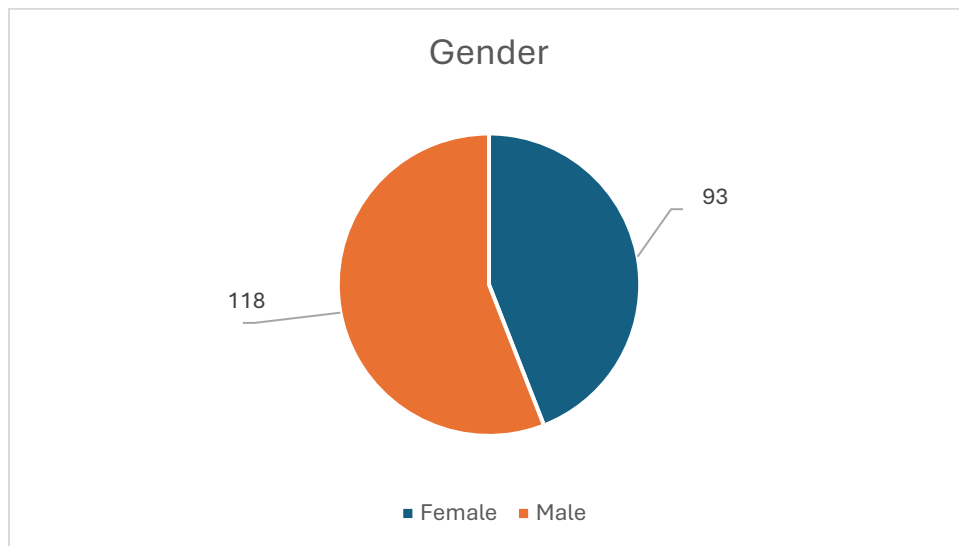
CHAPTER 4: DATA ANALYSIS

4.0 Introduction

This chapter presents the data collected from target respondents. Total of 211 respondents participated in this survey. The result will be analyzed using SPSS system. Respondents' demographic information will be presented in the form of graphic illustrations and tables. The result for inferential analysis will be presented in table form with explanation provided for better understanding.

4.1 Descriptive Analysis

Figure 4.1: Gender



Source: Developed for Research

The Factors That Influence Employee Turnover Rate Among the Fresh Graduate Employees

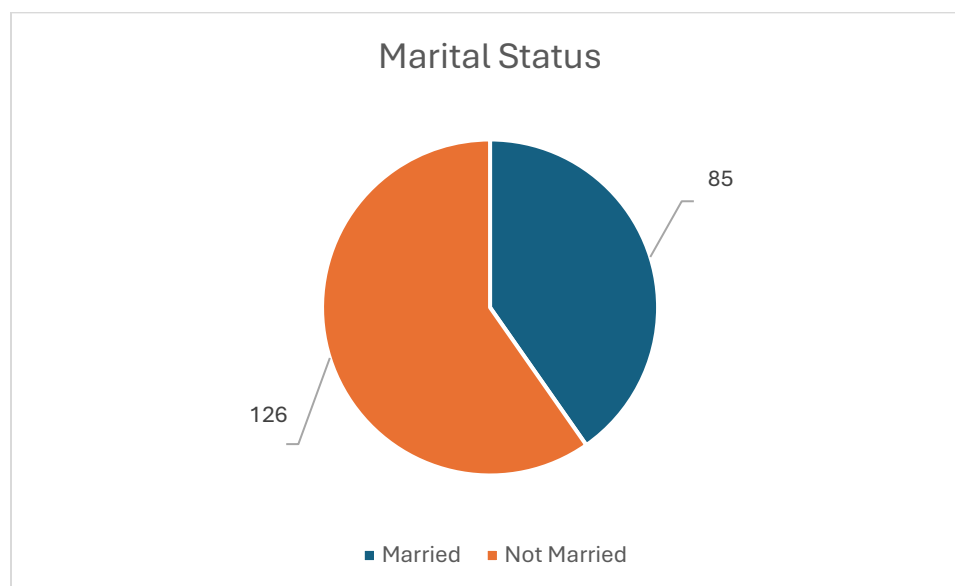
Table 4.1: Gender

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	93	44.1	44.1	44.1
	Male	118	55.9	55.9	100.0
	Total	211	100.0	100.0	

Source: Developed for Research

According to the Table 4.1, out of a total of 211 participants, there were 118 males, accounting for 55.9% of the total number, and 93 female participants, accounting for 44.1% of the total proportion.

Figure 4.2: Marital Status



Source: Developed for Research

The Factors That Influence Employee Turnover Rate Among the Fresh Graduate Employees

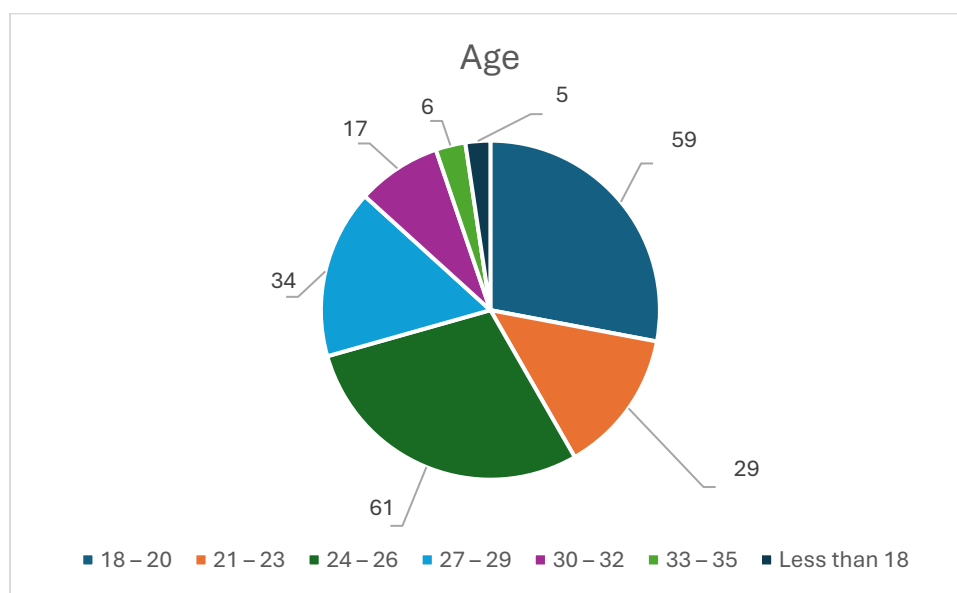
Table 4.2: Marital Status

Marital Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	85	40.3	40.3	40.3
	Not Married	126	59.7	59.7	100.0
	Total	211	100.0	100.0	

Source: Developed for Research

Regarding from table 4.2, out of the total number of participants in the study, a total of 126 participants were not married, accounting for about 59.7%, while the other 85 participants were married, accounting for 40.3% of the total number.

Figure 4.3: Age



Source: Developed for Research

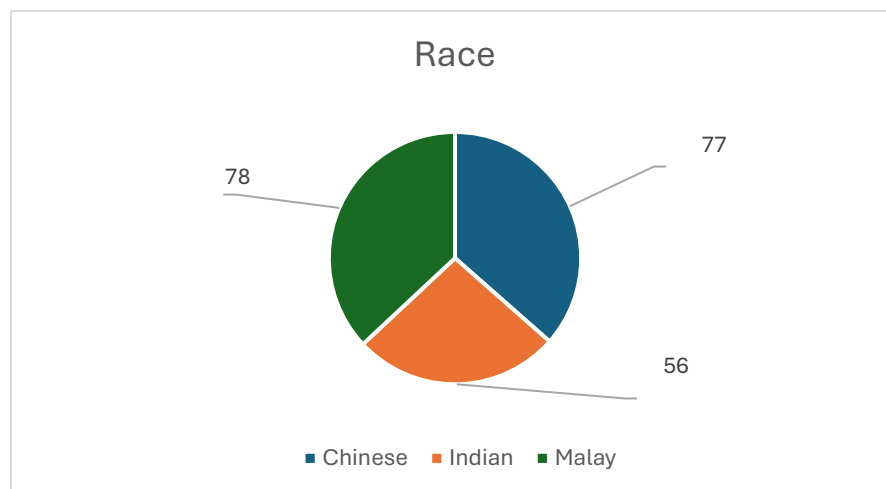
Table 4.3: Age

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 – 20	59	28.0	28.0	28.0
	21 – 23	29	13.7	13.7	41.7
	24 – 26	61	28.9	28.9	70.6
	27 – 29	34	16.1	16.1	86.7
	30 – 32	17	8.1	8.1	94.8
	33 – 35	6	2.8	2.8	97.6
	Less than 18	5	2.4	2.4	100.0
	Total	211	100.0	100.0	

Source: Developed for Research

According to table 4.3, most of the participants were between the ages of 18 and 26, accounting for a significant proportion. Among them, the number of participants between the ages of 24 and 26 was the largest, with a total of 61 people, accounting for 28.9% of the total number; followed by participants between the ages of 18 and 20, with a total of 59 people, accounting for 28.0% of the total. In contrast, the number of participants in the age group of 27 to 29 was relatively small, with a total of 34 people, accounting for 16.1% of the total number, and the number of participants in the age group of 30 to 32 was even smaller, with a total of 17 people, accounting for only 8.1%. Among other age groups, participants under 18 and between 33 and 35 years old accounted for the lowest proportion, at 2.4% (only 5 people) and 2.8% (a total of 6 people), respectively.

Figure 4.4: Race



Source: Developed for this research

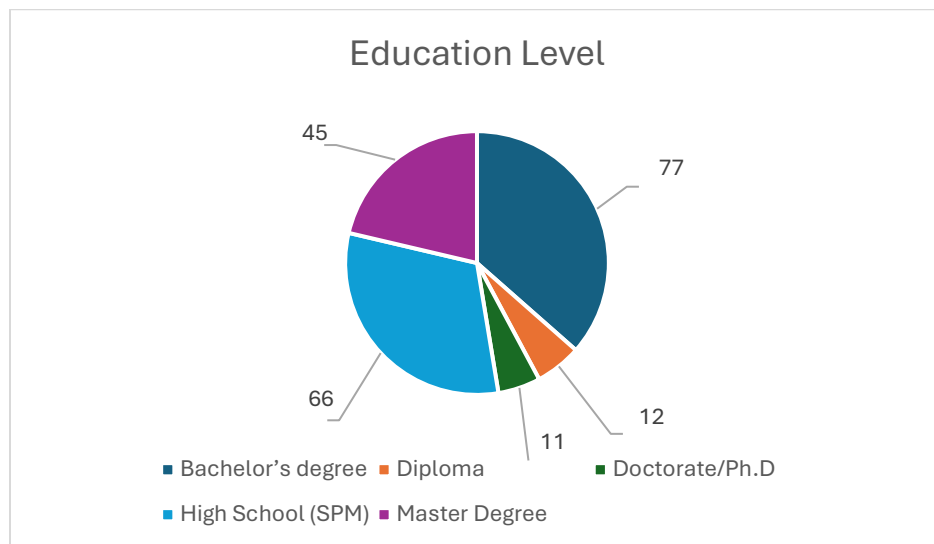
Table 4.4: Race

Race					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chinese	77	36.5	36.5	36.5
	Indian	56	26.5	26.5	63.0
	Malay	78	37.0	37.0	100.0
	Total	211	100.0	100.0	

Source: Developed for Research

From table 4.4, the Malay group has the highest proportion, reaching 37.0%, with a total of 78 people. The Chinese group is followed by the Chinese group, accounting for 36.5%, with a total of 77 people. The Indian group makes up the remaining 26.5%, with a total of 56 people.

Figure 4.5: Education Level



Source: Developed for Research

Table 4.5: Education Level

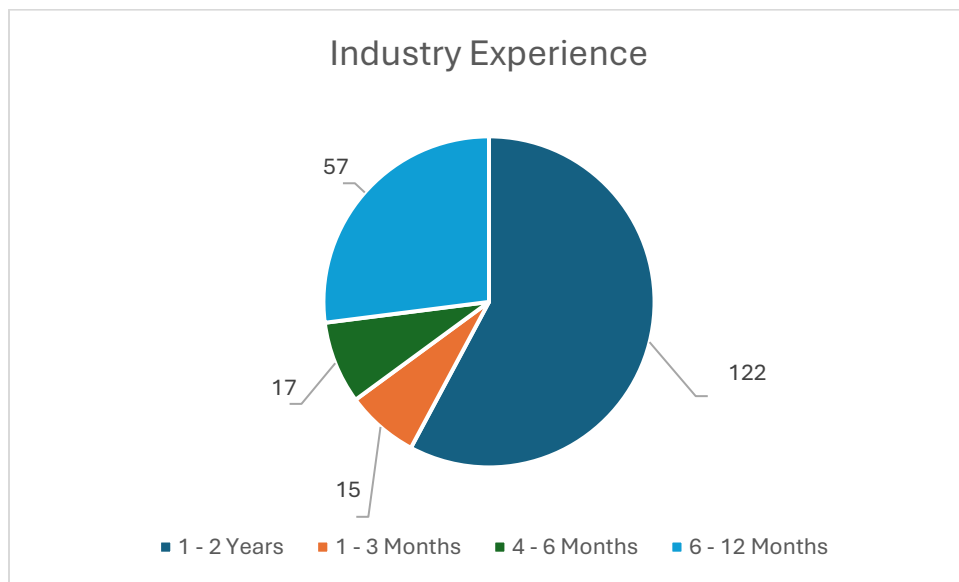
Education Level					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor's degree	77	36.5	36.5	36.5
	Diploma	12	5.7	5.7	42.2
	Doctorate/Ph.D.	11	5.2	5.2	47.4
	High School (SPM)	66	31.3	31.3	78.7
	Master's degree	45	21.3	21.3	100.0
	Total	211	100.0	100.0	

Source: Developed for Research

The Factors That Influence Employee Turnover Rate Among the Fresh Graduate Employees

According to the data in Table 4.5, the respondents with a bachelor's degree accounted for the highest proportion, reaching 36.5%, a total of 77 people. Closely followed by respondents who completed high school education and held SPM diplomas, accounting for 31.3%, a total of 66 people. In contrast, the proportion of respondents with a master's degree was slightly lower, but still accounted for 21.3%, a total of 45 people. The number of respondents with a diploma (accounting for 5.7%, a total of 12 people) or a doctoral degree (accounting for 5.2%, a total of 11 people) was relatively small.

Figure 4.6: Industry Experience



Source: Developed for Research

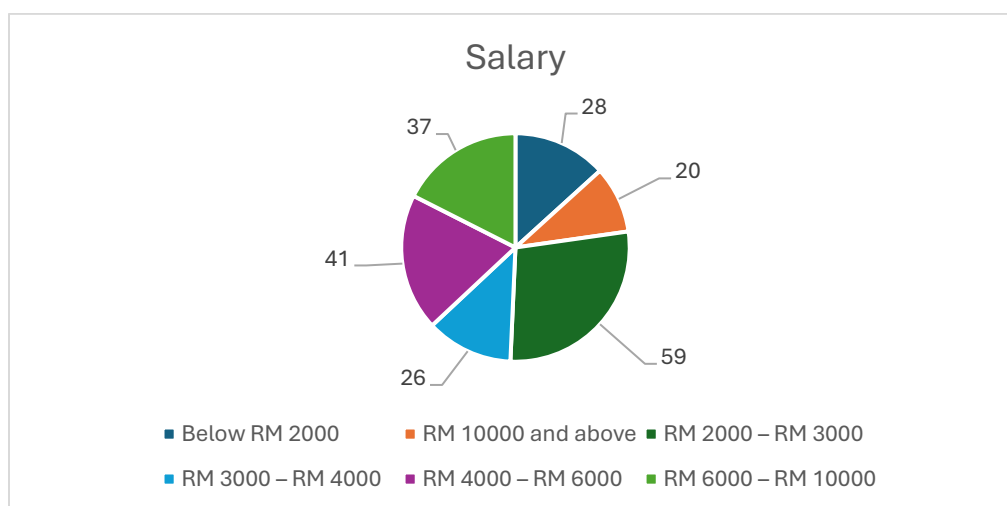
Table 4.6: Industry Experience

Industry Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 – 2 Years	122	57.8	57.8	57.8
	1 – 3 Months	15	7.1	7.1	64.9
	4 – 6 Months	17	8.1	8.1	73.0
	6 – 12 Months	57	27.0	27.0	100.0
	Total	211	100.0	100.0	

Source: Developed for Research

From the data in Table 4.6, it can be seen that the vast majority of participants (57.8%, or 122 people) have 1 to 2 years of industry experience. Secondly, a considerable proportion of participants (27.0%, a total of 57 people) have accumulated 6 to 12 months of industry experience. In contrast, 8.1% (17 people) of the participants have 4 to 6 months of industry experience, while only 7.1% (15 people) of the participants have 1 to 3 months of industry experience.

Figure 4.7: Salary



Source: Developed for Research

Table 4.7: Salary

Salary					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below RM 2000	28	13.3	13.3	13.3
	RM 10000 and above	20	9.5	9.5	22.7
	RM 2000 – RM 3000	59	28.0	28.0	50.7
	RM 3000 – RM 4000	26	12.3	12.3	63.0
	RM 4000 – RM 6000	41	19.4	19.4	82.5
	RM 6000 – RM 10000	37	17.5	17.5	100.0
	Total	211	100.0	100.0	

Source: Developed for Research

By analysing the data provided in Table 4.7, the number of participants with an income range of RM2,000-3,000 is the largest, accounting for 28.0% of the total number, or 59 people. The second largest proportion is the respondents with an income range of RM4,000-6,000, accounting for 19.4% and 41 people. The group with an income range of RM6,000-10,000 ranks third with a proportion of 17.5% (37 people). The number of respondents in the lower income group, that is, those with an income below RM2,000, is relatively small, accounting for 13.3% of the total sample, or only 28 people. At the same time, the proportion of participants with an income range of RM3,000-4,000 is slightly lower, at 12.3%, or 26 people. In addition, the number of people in the high-income group with an income of RM10,000 or more is even smaller, accounting for only 9.5% of the total sample, or only 20 people.

4.2 Reliability Test

Table 4.8: Internal Reliability Test

No	Constructs	Cronbach's Alpha	No of items
1	Career Development	0.840	5
2	Compensation	0.938	5
3	Job Stress	0.770	5
4	Workload	0.823	5
5	Work Environment	0.893	6
6	Employee Turnover rate	0.814	5

Source: Developed for Research

The above table shows the results of the reliability test conducted in this study, which aims to evaluate the internal consistency and reliability of the variables involved. To achieve this goal, the study used Cronbach's Alpha coefficient as a measure. In the questionnaire design, a total of 31 questions were included, which were divided into several main dimensions, among which career development, salary level, work pressure, workload and employee mobility constituted five core items respectively, while the work environment independently formed a separate item consisting of six questions. According to the empirical criteria of Cronbach's Alpha, if the value of this coefficient is higher than 0.7, it can be regarded as having strong internal consistency and the indicator is reliable. Therefore, it can be considered that these measurement dimensions and question design are statistically reliable and stable.

Table 4.8 shows that all structural measures in this study are reliable, as their Cronbach's Alpha values are all over 0.7. Among all structural measures, job stress has the lowest value of 0.770. In contrast, compensation structure shows the highest Cronbach's Alpha value of 0.938. The reliability of other structural measures is as

follows: career development is 0.840, workload is 0.823, work environment is 0.893, and employee turnover rate is also 0.814.

4.3 Inferential Analysis

4.3.1 Multiple Regression Analysis

Table 4.9: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.872 ^a	0.760	0.754	3.35835

Source: Developed for Research

- a. Predictors: (Constant), Work Environment, Job Stress, Compensation, Workload, Career Development

By analysing the data in the table 4.9, we can see that the R-squared value is 0.760. This result shows that 76% of the changes in the dependent variable can be explained by the identified predictors, which clearly shows the important influence of these independent variables on the dependent variable. However, there are still 24% of the variations that are not controlled or explained by these predictors, which means that this part of the influence may come from other potential factors that have not been included in the model analysis. Based on this, it can be inferred that there are still some unidentified key factors behind the employee turnover rate.

The Factors That Influence Employee Turnover Rate Among the Fresh Graduate Employees

Table 4.10: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7332.086	5	1466.417	130.02	<.001 ^b
	Residual	2312.094	205	11.279		
	Total	9644.18	210			

Source: Developed for Research

- a. Dependent Variable: Employee Turnover Rate
- b. Predictors: (Constant), Work Environment, Job Stress, Compensation, Workload, Career Development

The ANOVA table clearly shows that the relevant p- value is < 0.001 , smaller than the $\alpha = 0.05$. This reveals that the statistical evidence is adequate to prove that the multiple regression model is satisfactory at an alpha value of 0.05. The F test result is significant at the F- value = 130.02.

Table 4.11: Coefficients

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.811	0.735		2.463	0.015
	Career Development	0.075	0.064	0.070	1.164	0.246
	Compensation	0.333	0.047	0.393	7.113	< 0.001
	Job Stress	0.229	0.058	0.211	3.936	< 0.001
	Workload	-0.124	0.059	-0.122	-2.108	0.036
	Work Environment	0.363	0.043	0.462	8.535	< 0.001

Source: Developed for Research

- a. Dependent Variable: Employee Turnover Rate
- b. Predictors: (Constant), Work Environment, Job Stress, Compensation, Workload, Career Development

The model of multiple regression equation is formed as below:

$$Y = a + \beta_1(X_1) + \beta_2(X_2) + \beta_3(X_3) + \beta_4(X_4) + \beta_5(X_5)$$

Y = Employee Turnover Rate

α = Constant value, the value of Y when X becomes zero

β_1 = Slope coefficient of Career Development

X1 = Career Development

β_2 = Slope coefficient of Compensation

X2 = Compensation

β_3 = Slope coefficient of Job Stress

X3 = Job Stress

β_4 = Slope coefficient of Workload

X4 = Workload

β_5 = Slope coefficient of Work Environment

X5 = Work Environment

Therefore, the equation of multiple regression is formed as:

$$\text{Employee Turnover Rate} = 1.811 + 0.075(\text{Career Development}) + 0.333(\text{Compensation}) + 0.229(\text{Job Stress}) + (-0.124)(\text{Workload}) + 0.363(\text{Work Environment})$$

4.3.2 Test of Significant

According to the general rule of thumb, H_0 is rejected under the circumstance when p-value is below the alpha value. In this context, researcher should reject H_0 if $p\text{-value} < \alpha = 0.05$.

H1: There is a significant relationship between career development and employee turnover rate.

The table of coefficients stated that the p- value of subjective norms is 0.246, greater than $\alpha = 0.05$. This result can be concluded as career development has no significant relationship with employee turnover rate.

H2: There is a significant relationship between compensation and employee turnover rate.

The table above shows the p- value of entrepreneurship education is < 0.001 . Thus, the null hypothesis is accepted. It can be concluded that compensation plays a critical role influencing employee turnover rate.

H3: There is a significant relationship between job stress and employee turnover rate.

The table above shows the p- value of entrepreneurship education is < 0.001 . Thus, the null hypothesis is accepted. It can be concluded that job stress plays a critical role influencing employee turnover rate.

H4: There is a significant relationship between workload and employee turnover rate.

Table 4.8 shows that the variable entrepreneurial self-efficacy has a p- value of 0.036, thus the alternative hypothesis is accepted. Through this, it can be workload determines employee turnover rate.

H5: There is a significant relationship between work environment and employee turnover rate.

The table above shows the p- value of entrepreneurship education is < 0.001 . Thus, the null hypothesis is accepted. Hence, it indicates that the work environment is a significant linkage towards employee turnover rate.

4.4 Conclusion

In addition, statistical and inferential analysis was performed on 211 samples after repairing the joints under the age of 18. The results showed that all the proposed hypotheses were verified.

CHAPTER 5: DISCUSSION, CONCLUSION, AND IMPLICATIONS

5.0 Introduction

Chapter 5 provides a clearer glance of the result of data analysis in the chapter 4. In this chapter, it includes a more detailed interpretation with support from evidence from previous researchers. The limitation of this study is being identified and provided with recommendations for further research in this topic.

5.1 Summary of Statistical Analysis

Table 5.1 summarizes the results of the statistical analysis done in chapter 4 in a way that ease understanding of the research findings.

Table 5.1: Summary of the Result of Hypothesis Testing

Hypothesis	P - Value	Determination
H1: There is a significant relationship between Career Development and employee turnover rate.	P = 0.246 P > 0.05	Rejected
H2: There is a significant relationship between Compensation and employee turnover rate.	P < 0.001 P < 0.05	Supported
H3: There is a significant relationship between Job Stress and employee turnover rate.	P < 0.001 P < 0.05	Supported
H4: There is a significant relationship between Workload and employee turnover rate.	P = 0.036 P < 0.05	Supported

H5: There is a significant relationship between Work Environment and employee turnover rate.	P < 0.001 P < 0.05	Supported
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Source: Develop for Research

5.2 Discussion of Major Findings

5.2.1 Relationship between career development and employee turnover rate.

H1: Career development has no significant effect on employee turnover rate.

From the table 4.11, the statistical analysis has shown that the H1 has a p value greater than 0.05, which is 0.246. This data indicates that career development does not have significant relation with employee turnover rate. When most graduates first enter the workplace, they tend to focus on immediate practical needs, such as earning a stable income and gaining valuable work experience, and rarely consider long-term career planning. This choice is not difficult to understand. Combined with Maslow's hierarchy of needs theory, economic security and security are always the basic needs that people are most eager to meet, while promotion space or personal growth is often placed later (Mauluddiyah et al., 2021). In Malaysia, the promotion mechanism of many companies is relatively traditional and seniority-dependent, usually based on the length of time employees have served in the company. Fresh graduates may find themselves encountering a bottleneck in their career development - high-level positions are often occupied by experienced senior employees, and their development trajectory rarely breaks through quickly (Uchiyama et al., 2022). Faced with this situation, many newcomers in the workplace choose not to wait any longer. They are more inclined to look to companies that are actively recruiting senior positions in order to find a platform that can provide growth opportunities more quickly, rather than silently waiting for

unpredictable promotion cycles in their current companies. This also explains why many graduates tend to frequently change jobs at the beginning of their work, with a clear purpose - to pursue career advancement channels faster and thus move towards a broader development space (Allal-Chérif et al., 2021).

5.2.2 Relationship between compensation and employee turnover rate.

H2: Compensation has a significant effect on employee turnover rate.

According to the table 4.11, compensation has a significant impact on the turnover intention rate of fresh graduate employees. This conclusion is based on a p-value of <0.001 and a significance level of 0.05. Compensation is generally considered to be an important motivator (Ghafoor et al., 2021, Ali and Anwar, 2021, and Tumi et al., 2022), compensation strategies are generally seen as an effective means of attracting and retaining employees (Kumar, 2022). Compensation not only improves employee retention, but also enhances their work motivation (Vizano et al., 2021). Bamberger (2021) pointed out that if the compensation is far below the market average, employees may feel unappreciated and dissatisfied and believe that the company's rewards are not enough to meet their needs. According to Perkasa et al. (2021), if employees feel that their salary has been stagnant or declining for a long time, their intention to leave will increase. These employees may believe that changing jobs will bring better compensation and benefits, even if the change requires adapting to a new environment. Research by Moon et al. (2022) shows that if wages are not paid on time, employees may question the company's financial stability and worry about job security. In addition, when there is a significant pay gap between employees, especially when new employees are paid more than senior employees, overall satisfaction will decrease. If senior employees choose to leave due to perceived injustice, this will further affect employee turnover (Alterman et al., 2021).

5.2.3 Relationship between job stress and employee turnover rate.

H3: Job stress has a significant effect on employee turnover rate.

Based on table 4.11, job stress has a significant impact on turnover intention rate among fresh graduate employees because the p-value of <0.001 is less than the alpha value 0.05. Research shows that as stress levels rise, employees are more likely to quit (Salama et al., 2022). Many employees choose to leave due to excessive work stress, which can have a negative impact on their health (Anees et al., 2021). According to Anees et al. (2021), workplace stress affect employee satisfaction to varying degrees. Excessive work pressure often makes employees feel tired and frustrated in the office because they constantly think about work-related problems. When employees feel uncomfortable at work, they usually become lazy and perform poorly (Suryawan et al., 2021). Work stress has a strong correlation with employees' thoughts and behaviours, involving decision-making and psychological processes. When employees find that the actual situation in the workplace is inconsistent with their expectations, they will feel dissatisfied or negative, which will lead to increased stress (Muhammad et al., 2021).

5.2.4 Relationship between workload and employee turnover rate.

H4: Workload has a significant effect on employee turnover rate.

Depending on the statistical analysis results, H3 has reported a p- value of 0.036, which is below $\alpha = 0.05$. Hence, it can be concluded workload is directly connected with employee turnover rate. According to Ningrum et al (2021), excessive workloads can lead to a lack of sleep and personal time. Frequent message notifications interrupt work, and new demands emerge in an endless stream, which seriously distracts attention. As a result, employees tend to spend a lot of time on

trivial matters, which in turn affects core tasks. According to Pahlawan and Wahyuni (2022), employees' physical and mental strength levels directly affect how they handle tasks. Many young professionals who have just graduated can only receive low wages in a high-intensity environment, which further reduces their work enthusiasm and willingness to stay. This has a negative impact on the reputation, competitiveness, and profitability of the organization, ultimately hindering its long-term stability and the possibility of achieving its goals.

5.2.5 Relationship between work environment and employee turnover rate.

H5: Work environment has a significant effect on employee turnover rate.

The data analysis in the previous chapter shows that the p-value of H5 is less than 0.001 and is also lower than the α value of 0.05, thus proving that Work environment is the basis for employee turnover rate. Purwanto (2022) pointed out that the work environment can significantly affect employee performance. In an environment lacking a positive atmosphere, employees often feel insecure, especially when they lack the trust and support of their colleagues and superiors, which prevents them from performing at their best. In addition, some employees may lack an understanding of their responsibilities or find it difficult to fully commit and take control of their work. (Basalamah, 2021). Employee emotions are deeply affected by the work environment. Including the relationships that employees establish with colleagues and superiors are considered part of the workplace environment (Quadri, 2022). If employees are excluded and lack the resources to cope with job requirements, they often cannot perform well at work. This imbalance between job demands and resources can make them feel powerless and trigger the desire to find a new job to restore lost resources. Another important factor that affects employee performance is the work environment. Research by Iis

et al. (2022) shows that workplace environment and motivation are important elements that affect employee performance. When employees feel unclear about their supervisor's expectations, they tend to increase their tendency to leave.

5.3 Implications of this research

This study is of great significance both in theory and practice. It not only provides a key supplement to the existing research on employee turnover, but also brings practical suggestions for corporate management and policy making. On the theoretical level, this study systematically and in-depth explores employee turnover, especially the mobility behavior of junior employees (such as fresh graduates) in the early stages of their careers. The results show that factors such as career development opportunities, salary and benefits, work pressure, workload, and work environment have a significant effect on employee turnover. These influencing factors have been given a more comprehensive explanatory power by introducing new perspectives based on the existing theoretical framework. For example, the study further confirms the applicability of Maslow's hierarchy of needs theory and Herzberg's two-factor theory, and strongly illustrates the important role of internal and external incentive mechanisms in reducing employee turnover. In particular, when employees perceive career development space, reasonable salary, and an ideal working environment, their job stability will be significantly improved.

In addition, the study also designed an employee turnover impact model that fits a specific cultural and economic context, providing a valuable reference for future academic research. By analysing Malaysia specific socioeconomic environment, the study not only expands the boundaries of theoretical exploration, but also provides a reference tool framework for other countries with similar cultural backgrounds. This model also lays a solid foundation for subsequent cross-cultural

and cross-border comparative studies, thereby promoting the further development and improvement of research on employee mobility issues worldwide.

At the practical level, this study provides important guidance for corporate managers and policymakers. For companies, targeted management strategies can be implemented based on research findings to reduce employee turnover. For example, by formulating competitive salary plans, clarifying career development paths, and optimizing the working environment, employee satisfaction can be effectively improved, thereby reducing the risk of leaving. Especially for new employees, companies need to focus on building a complete training system and career support mechanism to help them quickly adapt to the work environment, enhance their confidence and sense of belonging, and reduce early mobility intentions. In addition, the reasonable allocation of work tasks and the reduction of employee stress are also key measures that cannot be ignored. Studies have shown that high-intensity stress and unbalanced work arrangements will significantly increase the risk of leaving, while paying attention to the mental and physical health of employees and taking effective measures to alleviate the burden can continuously improve employee retention and enhance organizational cohesion.

On the other hand, for policymakers, this study provides a scientific basis for designing policies to support the career development and stable employment of junior employees. Based on this, policymakers can launch more targeted and effective vocational training programs, especially at the critical stage of college graduates' transition from campus to the workplace, to provide them with more complete adaptation support and capacity improvement opportunities to enhance job stability. At the same time, the government can help new employees reduce uncertainty by encouraging enterprises to implement flexible working models or optimize human resource management, thereby improving the overall stability and efficiency of the labour market.

Lastly, the higher education institutions can also gain important inspiration from this study. By optimizing the existing curriculum system and incorporating entrepreneurship education, career planning, and psychological adaptation into the teaching process, students can be better prepared for their careers in advance. This series of improvements can not only cultivate students' more mature and long-term employment concepts, but also reduce the unnecessary possibility of their resignation due to poor adaptation.

5.4 Limitations

5.4.1 Insufficient sample size

In this study, we only surveyed 211 participants, which is a relatively small sample size and may not fully represent the entire target group. For example, if the participants have a relatively single occupation type, the research results may be limited to a certain small group of people. In addition, the small sample size will increase statistical errors and affect the accuracy of the research conclusions. This situation may limit the applicability of our results in a wider range of scenarios.

5.4.2 Short research period

Our study was completed in 2024, and the time span is relatively short, making it difficult to capture long-term trend changes. For example, employees' job satisfaction or intention to leave may be affected by dynamic changes in economic conditions, policy adjustments, or corporate culture transformation. Due to time constraints, this study can only reflect the situation at a specific point in time and cannot deeply analyse how these factors work over a longer period of time.

5.4.3 Limitations of the questionnaire method

This study uses questionnaires to collect data. Although this method is efficient, it inevitably faces certain limitations. Specifically, the respondents' answers may be subject to subjective factors, such as judgments based on their own memories of past events or current feelings, which usually do not fully represent accurate facts. At the same time, for some sensitive issues, such as negative feedback about the company, respondents may tend to provide "public-facing" answers rather than their true thoughts. This may affect the authenticity of the data, which may have a certain negative impact on the reliability of the research results.

5.4.4 Limited research area

This study was only conducted in the Klang Valley area, so the results have certain limitations and may not be applicable to other areas, such as small and medium-sized cities or rural areas. People in different regions may show completely different behaviour patterns or attitudes due to differences in cultural background, economic conditions and living environment. Therefore, the conclusions drawn this time are not widely applicable. If they are to be applied to other regions or countries, further research and verification are needed.

5.5 Recommendations

5.5.1 Diversify and expand samples to make data more convincing

Future research will be more likely to improve the representativeness and credibility of research if it can expand the sample coverage. In order to deeply explore the value of various types of data, the collection scope should not be limited

to specific groups, but should include as many occupations, industries, age groups and people from different regions as possible. Diversified samples can effectively reduce bias and make the conclusions more realistic. At the same time, the use of more scientific sampling methods such as stratified sampling can more evenly reflect the characteristics of people from different backgrounds and ensure that all voices have the opportunity to be presented.

5.5.2 Longitudinal research to depict the trajectory of change

Although short-term research can provide certain insights, it is difficult to fully present the dynamic changes of variables. Therefore, it is recommended that future research be appropriately extended in the time dimension and use longitudinal research methods for in-depth observation. Collecting data at different time stages can not only track the relationship between variables as the environment or time changes, but also help explore long-term effects. For example, when studying complex topics such as employee satisfaction and turnover tendency, this long-term perspective can reveal more global trends and laws.

5.5.3 Upgrade data collection methods

Solely relying on questionnaire surveys is prone to subjective bias. In order to make the research more objective and reliable, more diverse data collection methods can be introduced in the future. Through in-depth interviews, more detailed information can be obtained, combined with corporate operating data or official statistics, to more comprehensively reflect the actual situation. At the same time, in order to alleviate the psychological burden of respondents when answering sensitive questions, anonymous questionnaires can be designed to improve the authenticity of the answers. In addition, before formally conducting large-scale questionnaire

surveys, small-scale testing is an important step that cannot be ignored. It can not only calibrate the accuracy of the question statement, but also optimize the logic of the questionnaire to make it more operational.

5.5.4 Expand the research perspective in more contexts

Current research may be subject to certain constraints due to its limited scope, and the conclusions may not be completely universal. In the future, expanding the coverage of the research area will be a direction worth considering, such as going deep into small and medium-sized cities or rural areas to examine the similarities and differences of variables under different development environments. If resources permit, cross-national research will inject new perspectives into existing insights, and by comparing data from different cultural backgrounds and economic levels, research issues can be understood more comprehensively and diversely. Under this global perspective, research results will also have higher academic value and social significance.

5.6 Conclusions

In today's competitive and fast-paced business environment, a large number of new employees are entering the workplace every year. However, the high turnover rate of new employees has become an important challenge that companies cannot ignore. This study focuses on analyzing the core reasons behind the frequent resignation of new graduates and developing targeted solutions for companies to optimize recruitment results and improve the job stability of new employees. For newcomers to the workplace, they are looking for more than just a job, but also a sustainable career path. Research shows that the lack of career development opportunities is one of the main driving factors for new employees to leave. This shows that

companies must adopt a more strategic talent management approach to provide employees with a clear growth direction and necessary support. A specific career plan with a clear path to implementation can not only stimulate employees' potential, but also significantly enhance their loyalty and sense of belonging to the company.

In addition, remuneration and working environment also play a key role in retaining talent. Salary is not only a tool to meet life needs, but also a means to reflect employee value and promote team cohesion. A positive and comfortable working environment directly affects employees' job satisfaction and is an important consideration for them to decide whether to stay for a long time. Therefore, creating a competitive salary system and a high-quality working environment will become a powerful measure for companies to attract and retain talents. It is worth mentioning that new graduates are particularly sensitive to work pressure and task burden. Excessive pressure and unreasonable task allocation are likely to become catalysts for them to choose to leave. In view of this, companies should focus on improving the task allocation mechanism, pay attention to the mental health of employees, and create a scientific, balanced, and caring workplace atmosphere. In this way, it can not only reduce the loss of talent caused by stress, but also help young people develop a positive professional mentality, thereby laying a healthy foundation for their careers. Based on the unique needs of new graduates, the study recommends that companies develop more personalized support plans in recruitment and talent training. For new employees with weak workplace adaptability, providing systematic training courses, establishing mentor programs, and organizing psychological support activities can effectively help them quickly integrate into the corporate culture. These measures can not only improve their job satisfaction, but also enhance their sense of identity and belonging to the company, fundamentally improve retention rates, and build a stable talent reserve system for the company.

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APPENDICES

Appendix A: Questionnaire



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FACULTY OF ACCOUNTANCY & MANAGEMENT (FAM)

UKMZ3016 Research Project (IN) Questionnaire

Title: The Factors that Influencing the Employee Turnover Rate Among the Fresh
Graduate Employees

Name	Student ID	Programme
LEONG WENG KENT	2200590	IN

LEONG WENG KENT

Faculty of Accountancy and Management (FAM)

Universiti Tunku Abdul Rahman

Dear Participant,

I hope this message finds you well. My name is Leong Weng Kent, and I am currently pursuing Bachelor of International Business (Honours) at Universiti Tunku Abdul Rahman (UTAR). As part of my research, I am conducting a study on "Factors Affecting the Employment Turnover Rate Among Highly Educated Employees."

The purpose of this study is to identify and analyze the factors that influence the turnover rate among employees with advanced educational qualifications. Specifically, the study focuses on five key independent variables: Working Environment, Job Satisfaction, Compensation, Growth and Development, and Career Progression. The dependent variable of this study is the Employment Turnover Rate.

Your participation in this survey is highly valuable, as it will provide critical insights into the various factors influencing employee turnover, which could be used to improve organizational strategies and employee retention efforts. The survey consists of two sections:

- **Section A:** Demographic information (e.g., age, gender, education level).
- **Section B:** Questions related to the independent variables, where you will be asked to express your level of agreement or disagreement on a scale from "Strongly Agree" to "Strongly Disagree."

Please note that your responses will be kept strictly confidential and will only be used for academic purposes. The survey should take approximately 10-15 minutes to complete.

By participating in this survey, you are contributing to research that may lead to significant improvements in workplace environments and employment practices. If you have any questions or concerns regarding this survey, please feel free to contact me at wengkent3080@utar.my or my supervisor, Ms Kalaivani a/p Jayaraman at kalaivani@utar.edu.my. Thank you for your time and participation.

The Factors That Influence Employee Turnover Rate Among the Fresh Graduate
Employees

Sincerely,

Leong Weng Kent

wengkent3080@lutar.my

Section A: Demographic information

In this section, we would like to gather some basic demographic information. Please select the option that best describes you for each question. Your responses will be kept confidential and will only be used for academic purposes.

1. Gender

- Male
- Female

2. Marital Status

- Married
- Not Married
- Divorced

3. Age

- Less than 18
- 18 – 25
- 26 – 30
- 31 - 40
- 41 – 50
- 51 and above

4. Race

- Malay
- Chinese
- Indian
- Other, please specific: _____

5. Education Level

- High School
- Diploma
- Bachelor's degree
- Postgraduate
- Other, please specific: _____

6. Industry Experience

- 1 – 3 Months
- 3 – 6 Months
- 6 – 12 Months
- 1 -2 Years
- 2 – 3 Years
- 3 Years Above

7. Income

- Below RM 2000
- RM 2000 – RM 3500
- RM 3500 – RM 6000
- RM 6000 – RM 10000
- RM 10000 – RM 15000
- RM 15000 Above

Section B: Variable Question

Based on your opinion, please indicate the most appropriate response according to the statements with the scale given below:

1. SD = Strongly Disagree
2. D = Disagree
3. N = Neutral
4. A = Agree
5. SA= Strongly Agree

Career development

Career development refers to the process of learning and improving your skills so that you can do your job better and progress to better jobs.

Below are the questions to access the employee career development. Please answer the following questions by indicating to what extent you agree or disagree with each statement.

(SD =Strongly Disagree; D= Disagree; N = Neutral; A = Agree; SA = Strongly Agree)

Career development impact on employee turnover rate

No	Questions	SD	D	N	A	SA
1	As long as I do a good job, I will have promotion prospects.					
2	I can improve my ability during the training process of the company.					
3	I feel satisfied with my promotion opportunity.					
4	I can constantly get new knowledge and experience from my work.					
5	I am willing to accept difficult work and challenges					

The Factors That Influence Employee Turnover Rate Among the Fresh Graduate Employees

Compensation

Compensation refers to money that is paid to someone in exchange for something that has been lost or damaged or for some problem.

Below are the questions to access the employee compensation. Please answer the following questions by indicating to what extent you agree or disagree with each statement.

(SD =Strongly Disagree; D= Disagree; N = Neutral; A = Agree; SA = Strongly Agree)

Compensation impact on employee turnover rate

No	Questions	SD	D	N	A	SA
1	I feel satisfied about the salary of the company in the same industry.					
2	I feel my work has been duly rewarded					
3	The moment I think about the salary the organization pays me; I feel I am not adequately valued					
4	The salary system of the company can stimulate me to work hard.					
5	I feel satisfied about my opportunity for a pay rise.					

The Factors That Influence Employee Turnover Rate Among the Fresh Graduate Employees

Job Stress

Job Stress refer to a feeling of worry and unhappiness because you have too much work or too many problems to deal with.

Below are the questions to access the employee job stress. Please answer the following questions by indicating to what extent you agree or disagree with each statement.

(SD =Strongly Disagree; D= Disagree; N = Neutral; A = Agree; SA = Strongly Agree)

Job Stress impact on employee turnover rate

No	Questions	SD	D	N	A	SA
1	I often feel stress at work.					
2	The job difficulty usually brings me sleeplessness.					
3	My job makes me nervous.					
4	I feel exhausted after daily work.					
5	It's helpful for my health if I change my job.					

The Factors That Influence Employee Turnover Rate Among the Fresh Graduate Employees

Workloads

Workloads refer to the amount of work to be done, especially by a particular person or machine in a period of time.

Below are the questions to access the employee workload. Please answer the following questions by indicating to what extent you agree or disagree with each statement.

(SD =Strongly Disagree; D= Disagree; N = Neutral; A = Agree; SA = Strongly Agree)

Workload impact on employee turnover rate

No	Questions	SD	D	N	A	SA
1	I experience excessive work pressure.					
2	I work for long hours, on overtime and even on holidays.					
3	I am unable to meet out the demands of my job.					
4	I spend so long at work that my outside relationships are suffering.					
5	I'm so busy I find it increasingly difficult to concentrate on the job in front of me.					

The Factors That Influence Employee Turnover Rate Among the Fresh Graduate Employees

Work Environment

The work environment refers to those factors that make up the environment in which employees work and that have a direct impact on them.

Below are the questions to access the employee work environment. Please answer the following questions by indicating to what extent you agree or disagree with each statement.

(SD =Strongly Disagree; D= Disagree; N = Neutral; A = Agree; SA = Strongly Agree)

Work environment impact on employee turnover rate

No	Questions	SD	D	N	A	SA
1	I feel comfortable to work with latest technologies in the organization.					
2	I feel insecure in the working environment					
3	I experience unwelcome verbal and physical conduct from my male employees					
4	I am able to receive support from my boss, colleagues and juniors.					
5	My relationship with colleagues and peers is smooth and cordial.					
6	Working environment of team is good for career growth.					

The Factors That Influence Employee Turnover Rate Among the Fresh Graduate Employees

Employee turnover rate

Employee turnover is the percentage of employees that leave organization during a given time period.

Below are the questions to access the employee turnover rate. Please answer the following questions by indicating to what extent you agree or disagree with each statement.

(SD =Strongly Disagree; D= Disagree; N = Neutral; A = Agree; SA = Strongly Agree)

Employee turnover rate

No	Questions	SD	D	N	A	SA
1	I like to resign myself from the current job.					
2	I would like to work for some other company but in the same sector that I am currently working in.					
3	I like to switch to other business or sector					
4	I have looked for other jobs since I entered my current company.					
5	I would like to continue in the organization for an extended period.					