

DRIVERS OF EMPLOYEE RETENTION: A CASE  
STUDY IN THE HEALTH AND BEAUTY INDUSTRY

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DRIVERS OF EMPLOYEE RETENTION: A CASE  
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BY

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

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DECLARATION

I hereby declare that:

- (1) This undergraduate FYP is the end result of my own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.
- (2) No portion of this FYP has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.
- (3) Sole contribution has been made by me in completing the FYP.
- (4) The word count of this research report is 10,853 words.

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## DEDICATION

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LIST OF ABBREVIATION

SME	Small-and-Medium Enterprise
SET	Social Exchange Theory

## **PREFACE**

The issue of employee retention is of utmost importance for organizations operating in many industries and sectors. In a time marked by swift technological progress, shifting dynamics within the workplace, and intensified rivalry for competent individuals, the retention of talented and motivated individuals has emerged as a crucial element in upholding organizational achievement and securing a competitive advantage. The existence of elevated turnover rates within an organization not only leads to substantial financial costs, but also impedes the seamless flow of tasks, decreases overall efficiency, and diminishes the collective knowledge and skills within the organization. As a result, there has been a significant emphasis on studying the core elements that influence the ability of organizations to retain their employees. This has garnered considerable attention from both scholars conducting research in this area and managers implementing strategies to address this issue in practice.

Based on the findings, the primary motivating factors to employee retention in this research, "Drivers of Employee Retention: A Case Study in the Health and Beauty Industry" comprise of people and culture, opportunities for growth, compensation and benefits, as well as direction and guidance.

## **ABSTRACT**

The goal of this study is to explore the critical drivers of employee retention in Company A which operates in the Malaysia's health and beauty sector.

An interview has conducted with several employees in Company A regardless of their gender, department servicing, and length of service in the company. To gain a thorough view, a total of 40 qualitative survey were distributed to employees subsequently. The data and responses collected through the interviews and questionnaire was then being analysed to identify the keywords. Subsequently, the keywords are being classified into four main themes, reflecting the major drivers of employee retention in Company A.

In the chapters conclusion, the researcher acknowledged and addressed the limitations that were encountered during the study. To provide guidance for future research, several recommendations were suggested. These recommendations are not only insightful but also highlight potential areas of interest that could be explored further.

## **CHAPTER 1: RESEARCH OVERVIEW**

### **1.0 Introduction**

The current chapter encompasses a total of seven distinct sections, including the research background, research problem, research objectives, research questions, research significance, overview of the chapter layout, and conclusion of the chapter.

### **1.1 Background of the Research**

Human capital is widely recognized as a highly dynamic and valuable asset that plays a crucial role in fostering the growth and advancements of organizations as the intellectual capital and specialized knowledge possessed by employees are the economic competitiveness of the organization (Chakraborty & Biswas, 2020). It plays a critical role in enhancing the usefulness and value of other assets within an organization, thereby leading to the generation of optimal returns for the organization. In the analysis of a particular industry, the distinguishing factor that sets one company apart from its competitors, even when they have access to the same raw materials and technologies, is the human capital (Anastasiu, Gavris & Maier, 2020). This human capital enables a company to attain a competitive advantage. The importance of employees in achieving organizational goals and mission, as well as ensuring long-term business health and profitability, has been widely recognized in the literature (Kurdi and Alshurideh, 2020; Rattu and Tielung, 2018). Consequently, it is imperative for companies to gain a comprehensive understanding of the factors that influence employee retention and turnover (Bibi et al., 2018).



Turnover intention pertains to an employees tendency to voluntarily leave from their present organization. Employees may choose to leave an organization due to various reasons, including low motivation, limited growth opportunities, and poor performance (Kaur & Randhawa, 2020). These circumstances may cause employees to become disengaged and ultimately decide to quit their jobs. Identifying the right person for a particular job has been challenging. However, HR professionals face a significant challenge in retaining these individuals (Kamalaveni et al., 2019). Voluntary and involuntary turnover are two types of turnover that differ based on who ends the employment relationship. Voluntary turnover occurs when employees decide to leave the organization, while involuntary turnover happens when the employer makes the decision (Zheng et al., 2021). According to Birrunthas (2019) research, a substantial portion of voluntary turnover, specifically 6.5%, happens within the first six months of the year across different industries. The consumer goods industry in Malaysia has a high voluntary turnover rate of 8.4%. The labour market in Malaysia is experiencing steady growth, as shown by high turnover rates that reflect challenges in retaining employees (Kadiresan et al., 2019). Furthermore, according to media sources in Malaysia, the phenomenon of employee retention is evidenced by a substantial turnover ratio, whereby as many as 150,000 individuals have been rendered unemployed during the epidemic due to the financial crisis and subsequent lockdown measures (Ibrahim et al., 2021).

These further pressures the companies in investing heavily in human resource development and retention program. This is due to the fact that they understand as more and more employees are leaving the company, it will lead to several negative impacts. According to Hadj (2020), a high rate of employee turnover has detrimental effects on employees commitment and fosters bad impressions of businesses. Skelton et al. (2019) provided that the expenses associated with employee turnover can exceed 100% of an individual employees annual wages, thereby having a detrimental impact on a businesss productivity and profitability. The phenomenon of high employee turnover can have significant implications for

various aspects of the community, including tax collections, social programs, and the well-being of individuals in terms of their physical and mental health (Skelton et al., 2019). Henceforth, more and more organizations are struggling to retain their talent workforces, and would like to understand the factors driving the employee retention rate.

## **1.2 Research Problem**

Employee retention is not an uncommon topic being researched. Numerous scholars and academics have undertaken extensive investigations and examinations pertaining to the critical issue of employee retention. These scholarly initiatives have encompassed a wide range of research contexts, including the examination of employee retention as a general phenomenon (Shakeel, 2015). Furthermore, researchers have delved into the specific context of employee retention within a particular country, such as Pakistan, shedding light on the unique factors and patterns at play in this specific national context (Khalid & Nawab, 2018). Moreover, scholars have directed their attention towards exploring employee retention within distinct sectors, such as the banking and pharmaceutical industries, thereby deepening our understanding of the intricacies and challenges associated with retaining employees in these specific organizational domains (Diah et al., 2020; Kurdi & Alshurideh, 2020).

This research is conducted to investigate the motivators of employee staying in the company in the context of Malaysia's health and beauty industry. Due to the limited amount of research conducted on this context, it remains relatively understudied and lacks comprehensive investigation. To highlight, this study concentrates on a small-and-medium-sized enterprise (SME) distribution company (Company A) operating within the health and beauty sector, as the researcher noticed a significant proportion of long-term employees within the company. Therefore, the researcher

aims to discover the primary motivating variables that contribute to employee retention inside the Company A. After conducting a comprehensive analysis of a collection of journal articles, a number of common topics were identified. These include compensation and benefits (Siddiqui, 2018; Singh, 2019), organizational culture and employee relations (Naz et al., 2020), opportunities for both career and personal growth (Ghani et al., 2022; Warraich et al., 2019), and the importance of maintaining work-life balance (Nasir & Mahmood, 2018; Zainal et al., 2022).

### **1.3 Background of Company A**

Company A is a leading distributor in Southeast Asia that values environmentally friendly solutions. The company has grown to over 40 employees and is committed to ethical business practices that promote a healthier world. It also supports charitable activities, such as donating to MAEPS Serdang Quarantine Center and orphanages and refuge centers. Recently, it has developed to suit the needs of the local marketplace by finding secure, innovative, and high-quality items in the health, beauty, and lifestyle sectors. With over 20 distinct brands and 300 SKUs, it has become a well-known importer and distributor known for its tight sourcing policies, commitment to sustainability, and high standards of integrity. They distribute mainly brands from Japan, while maintaining the interests of their brand owners and retailers. They even launched an online store in later years to provide high-quality health and beauty products to customers both in-store and online. This added advantage allows them to reach customers not only physically but also to create brand awareness.

Looking into the internal side, the company separates sales and marketing functions into two independent departments, specializing in each area. Other departments include the Creative department, Warehousing and Logistics department, Finance department, and Operations department. Despite being considered a small-medium

enterprise, Company A has all its vital organs, including the Operations department, which assists with product registration and checks on brand regulations, and the Marketing and Sales department, which promotes the brand and reaches customers at retail outlets like Watsons, Guardian, Sephora, and Sasa. As a result, Company A serves as a comprehensive hub for businesses looking to enter the Malaysian market.

Apart from that, Company A implemented multiple retention programs to retain its employees. It has dedicated significant effort to support its employees, ranging from addressing workplace harassment to providing training on new products and fostering a positive work environment through monthly company activities. They will specifically create a calendar specifically for themselves, with different themes assigned to each month as a pre-plan for activities. For example, they held a Labor Day Dinner in conjunction with the Labor Day festival and organized a Movie x Dinner event in July, aligning with the theme of Movie Day in July last year. Furthermore, product training will also be given to all employees when there is a new product being distributed. One point to be mentioned is that its HR department is focusing heavily on employee wellness. They will not only provide sexual harassment talk to employees, but also invite or collaborate with third parties such as Yoga and Pilates classes, as well as badminton court renting for employees to promote healthy workstyle. Moreover, it also offers benefits such as birthday leave, paternity leave, medical claim, company trip, insurance allowance, new housewarming gift, wedding gift, newborn baby gift, and childcare allowance.

From the surface, it seems that Company A demonstrates a strong commitment to employee retention through the implementation of numerous retention initiatives. To be specific, the researcher would like to understand what the main reasons would be fostering the high retention rate.

## **1.4 Research Objectives**

The observation of high employee servicing rate in Company A has piqued the interest of the researcher, prompting an investigation into the factors contributing to the longevity of employment within Company A.

### **1.4.1 General Objective**

In general, this research aims held a case study to investigate the key motivating factors that significantly influence employee retention within Company A. Additionally, this research seeks to provide practical strategies that might successfully prevent the issue of employee turnover.

### **1.4.2 Specific Objectives**

Specifically, this research aims to:

1. Explore the critical drivers of employee retention in Company A;
2. Determine the possible cultural reasons which cause the employees in Company A to leave; and
3. Explore additional expectations of employees towards Company A if they continue serve the company.

## **1.5 Research Questions**

In order to accomplish the aims and objectives of the study, the subsequent research question will be addressed:

- i. What are the primary drivers that influence employee retention in Company A?
- ii. What would be the cultural reasons that causes employee turnover?
- iii. What kind of expectations do the employees would like Company A to offer, i.e. retention activities or programs?

## **1.6 Significance of Research**

The rapid development of technological advancements has led to a pervasive reliance on technology throughout most of the organizations. Nevertheless, this scenario does not diminish the significance of employees inside an organization as the operation of technology necessitates the involvement of human resource (Kossivi et al., 2016). What is more, companies are facing challenges in retaining employees due to reasons such as stiff competition from competitors, migration of skill labour from own country to another country which offers better opportunities, and inability to predict the future requirements of employees and thus unable to take corrective action (Singh, 2019). Also, one of the main challenges of retaining employees in Malaysia is the changing of workforce. According to PIDM (2022), the millennial workforce in Malaysia, which aged between 25 to 40, is anticipated

to have a 75% increment by the year 2025. This indicates that the millennials will soon become the largest workforce which takeover the workplace. Yet, according to Sim (2019), there appears to be a lack of enthusiasm among millennials in being employed within SMEs. In fact, they exhibit a preference for pursuing employment within multinational companies or abroad which offers them a more favourable career opportunities and extensive benefits. This circumstance has resulted a short of skilled qualified employees or talents in Malaysian SMEs. This pressing issue of utmost importance for human resource specialists in most of the businesses has drawn significant attention.

Retention plays a crucial role in the process of human resource planning within and organization. Human resource planning is a process that involves forecasting the future workforce needs of an organization by assessing the difference between the desired number of employees and the available supply of workforce (Kamalaveni et al., 2019). Moreover, by conducting this research, Company A can gain valuable insight on the reasons contributing to employee staying within the company, as well as those that may lead to employee attrition. Eventually, Company A could generate impactful retention strategies through the process of identification of key determinants that influence employee retention, enabling it to avoid detrimental consequences, such as high turnover cost, sustain company knowledge, reduce turnover rate, and uphold operational effectiveness (Gorde, 2019). It is believed that through a comprehensive analysis of relevant data and information, this study is able to contribute valuable insights and knowledge that will assist with future strategies and decision-making within the Malaysian health and beauty sector.

## **1.7 Conclusion**

In conclusion, this chapter serves as an introduction to the research by providing readers with an in-depth overview of the research background, problem statement,

and significance of the study. The following chapter will present a more comprehensive literature review, further elaborating on the previously discussed subject of the study. Additionally, this research consists of 5 chapters which are listed below:

### **Chapter 1: Introduction**

The first chapter provides a thorough introduction, covering the research background, problem statement, research objectives, research questions, significance of research and chapter layout. While the conclusion provides a brief summary that connects the introduction of research to the main focus of the study.

### **Chapter 2: Literature Review**

Chapter two presents a thorough review of relevant literature and sources that contribute to understanding the research problem being investigated. It begins with an introduction and followed by the overview of employee retention, analysis of relevant theoretical models, presentation of a proposed conceptual framework, and formulation of hypotheses. It then concludes with a conclusion of the chapter.

### **Chapter 3: Methodology**

The third chapter demonstrates the summary of the research procedure and methodology, which includes an introduction, research design, data collection methods, sampling design, research instrument, construct measurements, data processing, data analysis, and conclusion.

### **Chapter 4: Data Analysis**

The fourth chapter analyzes and interprets the collected data using visual aids such as charts, figures, and tables to enhance the presentation and understanding of the data. This chapter begins with an introductory section, followed by a detailed



analysis that includes descriptive analysis, measurements scale, and inferential analysis, which then ended with a conclusion consisting of the findings.

### **Chapter 5: Discussions, Conclusion, and Implications**

The fifth and last chapter commence with the introductory section and ended with a conclusion of chapter. In between the chapter encompasses the presentation of the discussion of major findings, implications of study, limitations of study, recommendation for future research.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.0 Introduction**

This chapter consists of several parts, including the underlying theories, the review of theoretical framework, discussions on independent variable and dependent variables, development of hypotheses, and a summary of the chapter.

### **2.1 Underlying Theory**

This study seeks to examine the potential relationship between the influence of people and culture, opportunities for personal and career development, compensations and benefits, as well as work-life balance, on employee retention. To further discuss and understand the relationships of these presumed causes towards the presumed effect, the study will be conducted underlying with the Social Exchange Theory.

#### **2.1.1 Social Exchange Theory**

Social Exchange Theory (SET) is a theory focusing on how people engage with one another in social settings based on costs and rewards (Alnajim, 2021). The foundation of social exchange theory is the notion that social behaviour is the outcome of an exchange process with the goal of optimizing

benefits and bringing down costs. Costs encompass various undesirable aspects, including the money, time, and resources in maintaining an association (Cherry, 2023). While benefits are the advantages or positive outcomes that individuals derive from a relationship, such as happiness, friendship, companionship, and social assistance (Cherry, 2023). This idea holds that people balance both the positive and negative aspects of their social connections. According to SET, the choice individuals make to maintain relationships with others is based on how individuals weigh the costs and advantages of each relationship (Alnajim, 2021). Additionally, when benefiting from organizational policies, there is a potential to generate feelings of reciprocity among employees, which in turn can influence their loyalty and motivate them to remain with the organisation (Pham et al., 2023).

From the standpoint of the SET, employers can promote employee retention through the provision of personal and career development opportunities which is offered by the companies through training and development (Xuecheng, 2022). These opportunities foster mutual advantages and establish reciprocal obligations between employers and employees. This phenomenon arises due to the participation of individuals and organizations in reciprocal relationships. Employees feel obligated to repay their employers for creating a favourable work environment. The repayment may take place in various ways, such as fostering increased loyalty, deepened commitment, and prolonged tenure (Xuecheng, 2022).

Drawing on the basis of SET, employees are desiring equitable rewards for comparable efforts and costs. Companies may neutralize the gap of costs and benefits by creating a culture that provides fair compensation, offers opportunities for personal and professional development, and fosters a work-and-personal life balance. According to this principle, employees are more inclined to associate themselves with a company which offer a conducive working environment and a positive organizational culture and

satisfy their various needs and aspirations (Ahmed et al., 2018). Additionally, a supportive and engaging workplace fosters positive relationships among the complex relationships of organizations, leaders, and subordinates (Pham et al., 2023). Furthermore, it is worth noting that the attainment of work-life balance can be facilitated by fostering positive workplace relationships and cultivating a supportive organizational culture. This is because such conducive work environments have been found to significantly contribute to the overall productivity of a company (Sarigül et al., 2023). These activities play a crucial role in enhancing employee commitment to the organization. In return for this, employees may experience a sense of commitment that motivates them to remain loyal to the organization.

## **2.2 Review of Literature**

### **2.2.1 Dependent Variable**

A dependent variable, also known as an outcome variable, is the consequence of the relationship between one or more independent factors (Salkind, 2010). It can also refer to any result variable related to a measure, such as a survey.

#### **2.2.1.1 Employee Retention**

Employee retention is a critical aspect of organizational management, encompassing the organization's capacity to retain its workforce over a sustained period. In order for an organization to

operate effectively and attain the ultimate objective of competitive advantage, it is imperative to have a workforce that is both efficient and stable (Swaroop & Sudhir, 2019). While to maintain workforce stability, it is recommended that the top management should embrace new initiatives and evaluate their current retention strategies by consistently monitoring and comparing the retention strategies of their competitors. By taking a proactive approach, organizations could implement innovative and appealing strategies to minimize employee turnover.

According to Terence et al. (2001), there exist numerous factors that contribute to an employees decision to leave a job of their own (as cited in Kamalaveni et al., 2019). The reasons for certain decisions can vary, with some being influenced by personal factors and others influenced by organizational factors. There are various personal factors that may influence an individuals decision, including their family situation, opportunities for career advancement, and appealing job offers (Kamalaveni et al., 2019). Organizational factors encompass various elements such as limited promotional prospects, inequitable treatment among staff members, and a misalignment between personal and organizational values, among others (Kamalaveni et al., 2019). The issue of overall turnover poses significant challenges for both organizations and individuals alike. In addition to the monetary implications associated with employee turnover, organizations must develop and execute a comprehensive succession plan due to the impending retirement of a significant number of baby boomers (Jayathilake et al., 2021). This is because the workforce is experiencing a generational shift, and the impact of the pandemic on employment is becoming increasingly evident. Hence, it is crucial for organizations to recognize the need for strategies to retain their employees (Jayathilake et al., 2021).

Organizations have recognized the significance of employee retention and are now focusing on various initiatives to retain employees. For instance, many companies are increasingly prioritizing corporate social initiatives as a means to retain employees and appeal to the preferences of the younger generation (Turner, 2019). In addition, companies are currently investing significant resources in comprehending generational preferences and leveraging them as a strategic approach to attract and retain talented individuals (Singh, 2019). Apart from that, numerous companies also engaged in the practice of treating their employees as valued customers and fostering robust relationships with them, with the primary goal of enhancing employee retention (Benraiss-Noailles & Viot, 2021). Different companies may implement diverse strategies in order to improve employee retention. Companies should have a comprehensive understanding and fulfil the expectations held by their current workforce to enhance employee retention.

## **2.2.2 Independent Variable**

Independent variables are variables that has the potential to influence other variables, which could stand alone by itself and will not be affected by other factors that are trying to measure (Andrade, 2021).

### **2.2.2.1 People and Culture**

The term “People” refers to “workplace relationship” or “employee relation”. It is an act of sharing of information between individuals

and groups who are working together to achieve their objectives. Establishing and maintaining positive workplace relationships is essential for individuals to cultivate favourable connections with their colleagues within their workplace. These relationships encompass the exchange of information and the attainment of goals, which can enhance the performance of both individuals and organizations (Tran et al., 2018). Employees who possess a comprehensive understanding of their objectives and demonstrate enhanced decision-making abilities are more inclined to experience satisfaction within their work environment. Establishing strong relationships with their immediate supervisors also contributes to increased job satisfaction, a crucial factor in cultivating a strong bond between employees and the organizations mission ( Hampton Jr, 2019). According to Murtiningsih (2020), it is critical that workers have support from managers or supervisors, be treated fairly or without discrimination, and get along well with their coworkers. By doing so, employees are more inclined to demonstrate loyalty, resulting in a decrease in employee turnover.

On top of that, the practice of effective communication, decision making abilities, and job satisfaction, which led by the effective exchange of information, are a part of organizational culture. Organizational culture is defined as a set of shared patterns of behaviour that facilitate learning within a group of individuals belonging to an organization. These patterns can be passed down from one generation of organizational members to the subsequent generation. Shared values within an organization have a significant impact on the behaviour of its members. These values serve as a guiding force for decision-making and behaviour, ultimately affecting the overall effectiveness of the organization (Meng & Berger, 2019). The influence of culture on employees decisions to remain with or depart from a company is significant and pervasive. Murtiningsih (2020) makes reference to the organizational culture

measurement study conducted by Denison and Misra (2007). The mission, consistency, flexibility, and involvement were the four signs they discovered. Mission pertains to the strategic planning of a company, consistency denotes the capacity to accomplish tasks in spite of challenges, adaptability signifies the employees effectiveness in responding to changes in leadership, and involvement entails active engagement of individuals at all levels of hierarchy in decision-making and problem-solving initiatives.

### **2.2.2.2 Opportunities for Personal and Career Growth**

Career development is a continuous and structured initiative undertaken by a company to enhance and cultivate its human resources, taking into account both the employees' personal and the organization's needs. Huo (2021) claimed that it is worth noting that the presence of career growth opportunities plays a significant role in enhancing the employability security of individuals. According to Blustein and Guarino (2020), the COVID-19 crisis has significantly impacted employees, particularly in terms of their perception of employment security and the increased vulnerability they face in terms of potential job losses. Employers are hardly capable to guarantee job security, but they may assist employees in developing the skills necessary to be competitive in the job market. In order to enhance employee retention and the relationship between companies and employees, it is crucial for companies to allocate resources towards the growth and advancement of its employees (Khan, 2020).

According to Nor (2018), personal and professional growth plays a crucial role in employee retention. This is due to the fact that employees require career opportunities to enhance their skills,



abilities, knowledge, and experience. The acquisition of these abilities and competencies is crucial for individuals in managerial roles and for their professional advancement (Xuecheng, 2022). This is because their abilities affect the promotion opportunities and rate of remuneration increase, which are the significant indicators that enhance employee commitment to remain with the organization (Vande Griek, 2020). Besides, employees may engage to strategically plan their future career paths within a company, allowing them to seek the best for their personal growth. Apart from that, organizations with skilled employees are able to maintain a sustainable competitive advantage due to the fact that a skilled workforce with improved performance is capable to develop optimal outcomes for the company. It can be concluded that the process of career development is mutually beneficial because it yields important outcomes for both parties involved since it is a strategic approach employed by organizations to enhance and sustain employee productivity, while also equipping them for future career progression.

### **2.2.2.3 Compensation and Benefits**

Compensation encompasses all the external rewards that employees receive as remuneration for their labour and contributions within an organization. In most cases, it typically contains the combination of the fundamental wage or salary, additional incentives or bonuses, and various benefits that an individual receives as part of their job perks package (Nor, 2018). The base wage or salary refers to the compensation that employees receive for their work, which can be calculated on an hourly, weekly, or monthly basis. Incentives refer to additional rewards that are provided alongside the base wage or salary, and these rewards are directly linked to an individuals

performance. The aforementioned components are a type of financial compensation, which are the extrinsic monetary fundamental form of external monetary rewards that fulfils essential income requirements for survival, provides a sense of stability and consistency by ensuring job security, and serves as a form of recognition (Uwimpuhwe, 2018). While the last components, which is benefits, are the advantageous rewards that employees receive as a direct outcome of their employment and the specific role they hold within the organization. It is a form of non-financial compensation, which is what the current employees are additionally looking for when searching for an employment (Uwimpuhwe, 2018). Rono (2017) revealed that organizations with higher percentages of total labour costs allocated to benefits, as well as those with greater quality benefits offerings, tend to have lower rates of employee attrition. It is believed that this could be due to employees satisfaction with the benefits they receive or the fact that the rewards and benefits they receive create a sense of commitment to their careers.

Yet, critics argue that it can have adverse consequences. According to, by offering certain benefits and pays, these include heightened conflicts among employees, a focus on individual objectives rather than organizational goals, and the potential for free riders in group-based contingent pay structures (Msengeti & Obwogi, 2015). These individuals may receive rewards despite their lack of effort or unacceptable performance, similar to their more dedicated colleagues. Tessema et al. (2013) also argued that providing employees with recognition is more motivating than providing financial rewards. While there may be some truth to this statement, the financial compensations indicates that the company values and appreciates its employees. It serves as the one of the most important motivators of retention (Das & Baruah, 2013). Also, the benefits are designed to provide additional value and support to

employees beyond their regular salary or wages (Sudiardhita, 2018). Notably, the monetary and non-monetary compensation is a significant factor influencing employees' behaviour. In conclusion, a competitive, well-designed, and effectively implemented compensation and benefits system is the primary determinant of the employee's intention to remain in an organization.

#### **2.2.2.4 Work-Life Balance**

Work-life balance refers to the ongoing effort of individuals to achieve a harmonious equilibrium between their professional responsibilities and personal life with the intention to prevent any conflict or overlapping situations, while also experiencing a sense of contentment in terms of work dedication and familial relationships (Rani & Desiana, 2019). In the present era, workers prefer flexible work schedules that enable them to balance their personal and professional commitments. The concept of work-life balance encompasses various factors that contribute to the overall well-being of employees. These factors include employee well-being, opportunities for taking time off, modifications in the working schedule, and the availability of flexible hours, which are provided by the organization.

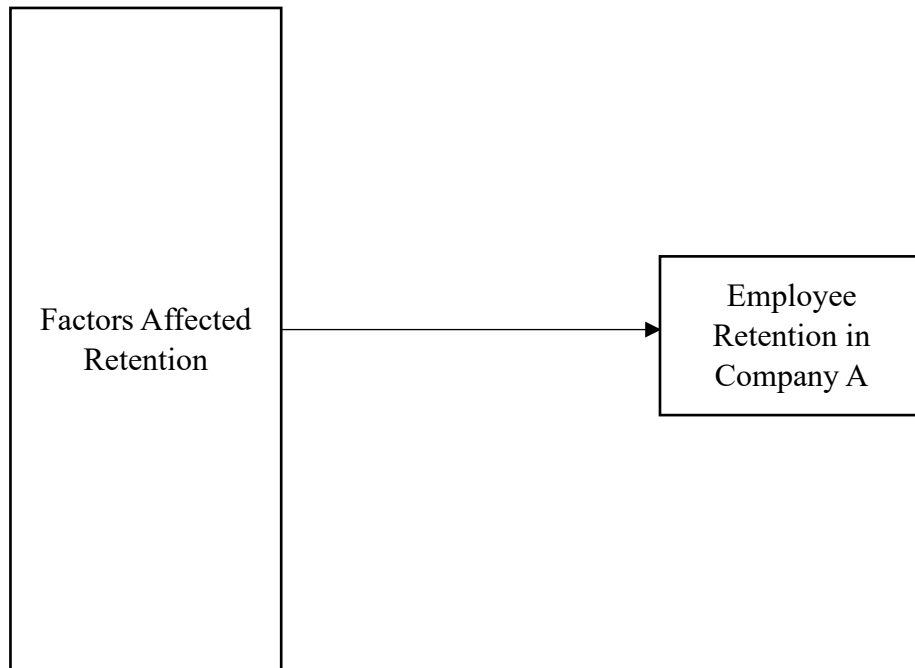
Rodríguez-Sánchez et al. (2020) argued that developing a standardized set of work-life balance measures is challenging due to the complex nature of human capital. Also, Kelliher et al. (2019) believed that the concept of work-life balance has primarily focused on a limited understanding of both "work" and "life", without considering recent advancements in lifestyles, work arrangements, and employment relationships. Nevertheless, the achievement of a balance between personal life and work still has received significant attention from both

organizations and employees. According to Talukder et al. (2018), the demand of work-life balance is increasing among the employees due to the growing prevalence of dual-career couples, family or dependent responsibilities, and a desire to allocate more time for socializing or engaging leisure activities. This indicates that the increasing importance of work-life balance is influencing employees choices to remain with or depart from an organization. It is, therefore, important for organizations, regardless of the size, to ensure that employees are given sufficient time to balance their family and work responsibilities (Susanto et al., 2022). An accommodating workplace enables employees to effectively manage both their professional and personal lives simultaneously. Employees who are able to maintain a healthy balance between their work and personal lives often exert their utmost efforts for the organization as a token of appreciation, leading to greater loyalty and enhanced job performance.

## **2.3 Conceptual Framework**

This study aims to explore the factors that impacting the employee retention in Company A. Therefore, the proposed conceptual framework of this study is as follows:

Figure 2.3: Proposed Conceptual Framework



Source: Developed for the research.

## **2.4 Conclusion**

The current chapter has effectively performed a literature review on the suggested framework that connects four variables to employee retention. Furthermore, the four hypotheses have been strongly supported through a comprehensive examination and assessment of multiple journal articles. The chapter has provided a clear and organized summary of findings from various sources, which helps to develop a thorough understanding in the research field. The following chapter will present the research method used to conduct the study.

## **CHAPTER 3: RESEARCH METHODOLOGY**

### **3.0 Introduction**

Generally, there are three methods to conduct research, which are qualitative, quantitative, and mixed method. These methods are utilized based on the researchers' needs in achieving their research objectives. Qualitative method is used to understand about individuals experiences, perceptions, and behaviour (Tenny et al., 2022)

### **3.1 Research Design**

Research design is the framework use to conduct a study with the aim of answering the research question by using empirical data. This study adopted the case study method. Case study research entails a thorough and in-depth examination of a specific event, scenario, organization, or social unit. A case usually has a specified spatial and temporal scope. A case study involves a thorough examination of a current occurrence within its actual setting. By adopting this method, the researcher is able to gain an in-depth understanding on what are the factors contributing employee retention in Malaysia's health and beauty industry.

Determining the relevant research construct was the first step toward developing the conceptual framework. To identify the latent constructs and possible gaps for this research, a thorough evaluation of the literature focusing on employee retention-related topics was carried out. Additionally, interview sessions have also

been conducted with the employees in Company A to explore the critical drivers of employee retention. In order to gain a comprehensive view on the factors affecting employee retention in Company A, a qualitative survey, which also known as the questionnaire was constructed and distributed to the employees. To construct the questionnaire, a thorough review of literature on employee retention was undertaken.

### **3.1.1 Qualitative Research**

Qualitative research is a form of research that delves into and offer deeper understanding of real-world issues. It focuses on generating hypotheses and gaining an in-depth comprehension of quantitative data by collecting information about participants' experiences, perceptions, and behaviour. It provides explanations for the processes and reasons behind things, rather than focusing on quantities or measurements, enables researchers to explain those difficult-quantified phenomena such as the patterns of human behaviour (Tenny et al., 2022). In this study, the qualitative studys data were gathered through a one-on-one interview and qualitative survey (questionnaire).

### **3.1.2 Trustworthiness in Qualitative Research**

Ensuring that the qualitative research accurately capture the participant's reality is a crucial aspect of academic research. This explains the significance of trustworthiness on the qualitative research. According to Ahmed (2024), the primary criteria for trustworthiness in qualitative research comprise of 4 components. These metrics collectively enhanced the

credibility of the research, assuring strong qualitative validity. The 4 measures proposed by Ahmed (2024) comprises of:

- (1) **Credibility.** It is achieved through the extended involvement of the research with participants to observe their experiences, behaviours, and beliefs, as well as triangulation, which refers to employing multiple sources or methods to cross-verify findings.
- (2) **Transferability.** This is achieved through providing a comprehensive contextual information for readers to assess the transferability of the findings to similar settings outside the study context.
- (3) **Dependability.** It is achieved through a detailed documentation to ensure transparency and creation of an audit trail to ensure traceability and dependability of the research.
- (4) **Confirmability.** This is achieved through seeking feedback from peers to validate interpretations, verifying the viewpoints and experiences with participants, and journaling the reflections during the research process.

## **3.2 Data Collection Method**

Commonly, qualitative researchers often use methods like one-on-one interviews, focus groups, and observations to collect data (Tenny et al., 2022). However, researchers in social sciences are increasingly advocating for qualitative online surveys, which are administered online (Pitura, 2023). Terry and Braun (2017) provide a categorization of surveys that ranges from those with a greater emphasis on qualitative aspects to those with a lesser emphasis. This includes a "fully" qualitative surveys, which solely consist of qualitative questions, mixed surveys



that include some quantitative questions, fully mixed surveys that have an equal balance of qualitative and quantitative questions, and mixed surveys that are predominantly quantitative. This study aims to gather data on the drivers of employee retention in Company A through an interview session and a mixed qualitative survey designed in Google Forms. The data collected which will be used in research, analysis, and decision-making is known as the primary data.

### **3.2.1 Primary Data**

Primary data are original and unique data that the researcher gathers for the first time from a source, such as observations, questionnaires, surveys, case studies, and interviews, in accordance with his or her needs (Tseole, 2022). It is a factual and real-time data that is being collected with the intention of finding a solution to the current issues. Although gathering primary data requires high involvement, the results are more accurate and reliable than those obtained from secondary sources (Ajayi, 2023).

An interview has first been conducted with several randomly selected employees to gather the factors of employee retention, possible cultural reasons which cause employee turnover, and the expectations of employees. By incorporating workers of various levels and tenure, the researcher will be able to capture a variety of viewpoints on the elements affecting employee retention. Besides, this study also utilized the qualitative survey, aiming to provide answers to the study questions and determine whether the factors influencing employee retention in Company A thoroughly. Concerning this, the participants were informed and provided with the research objective and purpose. This qualitative survey was distributed to all employees from different departments and managerial levels of Company A.

## **3.3 Sampling Designs**

### **3.3.1 Target Population**

This study is aimed at Malaysia's health and beauty sector employees. Typically, employees in Company A were specifically being chosen. This is due to the fact that Company A was considered as a SME, having a total of 43 employees. According to Abraham et al. (2023), SMEs face additional challenges in recruiting and keeping exceptional, unique, and passionate human capital due to their small size. Additionally, SMEs tend to hold a casual attitude in their recruiting and selection process, making them difficult to recruit talents. Yet, Company A is observed to have a high retention rate, which is different from what is mentioned in Abraham et al.'s (2023) study. Henceforth, this research targeted the employees of Company A to gain better understanding on factors influencing employee retention.

### **3.3.2 Sampling Location**

Sampling location refers to the physical location or place where a sample is collected for research purposes. The sampling location for this study would be located at Company A, since the interview was conducted at the premises of Company A which was consented by the Managing Director. Nevertheless, the questionnaire was distributed through email, understanding that not all employees are available to respond to the questionnaire on the spot. Also, email was being utilized as the channel to

approach the participants since it allows the elimination of geographical barriers and is hassle free as participants could response any time when they are available (Nayak & Narayan, 2019). Since the qualitative survey was created through Google Form, it was convenience for distribution through online, such as through email.

### **3.3.3 Sampling Element**

The unit or individual that is being selected for inclusion in a sample is referred to as a sampling element. It serves as the basic unit of analysis in a sample and is selected to reflect the broader population from which it is derived. The sampling component of this research consists of employees who are working in Company A, regardless of their gender, age, department, and length of service in the company. This allows the researcher to gain viewpoints from different perspectives, which would at last contribute to a larger picture of drivers of employee retention in Company A.

### **3.3.4 Sampling Technique**

When conducting academic research, it is essential to have a clear and logical approach to selecting participants. This study adopted the census method as the target population is all the employees working in Company A. According to Testbook (2023), a census involves gathering information and data from every member of a population to ensure a comprehensive and precise representation of the entire population. It is often being used when the population is relatively homogeneous which shares a common characteristic. By using census, it allows researchers to obtain a more accurate and dependable picture of the representing population since it

includes every individual in the data collection process (“Samples and censuses,” n.d.).

### **3.3.5 Sampling Size**

According to Gill (2020), qualitative researchers need to establish the sample size for their study in advance. Although there are no definitive guidelines for establishing sample size, researchers must gather a sufficient amount of high-quality data to address the research question and achieve data saturation. Since this research is a case study which focusing only on a specific population, the total number of employees of Company A, which is 43 according to the name list shared by the HR department of Company A, would be the total sample size required for this study.

## **3.4 Research Instrument**

A mixed-qualitative survey created through Google Form were used to collect primary data from employees in Company A. It consists of both closed-ended with anticipated response and open-ended questions that allows deeper and personalized responses and is designed to help qualitative researchers gain a deeper understanding of the phenomena they are studying (Pitura, 2023). Additionally, each participant has the freedom to make their own judgement regarding the appropriate response. This enables the collection of more precise data while also advancing the research objectives. Moreover, an interview session was conducted to understand the findings behind the factors.

### **3.4.1 Interview**

Conducting an interview with a personal approach enhances the respondents ability to provide detailed and insightful responses. These interviews can be conducted in person, over the phone, or online. The semi-structured interview is widely utilized as a prominent method for gaining comprehensive insights into social phenomena. This approach involves the researcher compiling a set of themes and questions that can differ among interviewers, resulting in greater flexibility compared to alternative strategies (Alam, 2021). Furthermore, this approach enables participants to express their viewpoints based on their expertise and personal encounters. Understanding the benefits of semi-structured interview, the researcher adopted a semi-structured interview in this study. The interview guide was prepared based on the research questions, aiming to achieve the research objectives of this study.

### **3.4.2 Interview Questions Guideline and Pilot Test**

To be mentioned, the interview questions was first previewed by the Managing Director of Company A during the discussion session with him. During this session, the Managing Director provided valuable insights on refining the interview questions, revising the questions to be more relevant to the area on understanding the underlying motivations influencing employees' decision to remain within the company, possible cultural reasons that causes employees to leave, as well as the expectations from employees. Thanks to the valuable input and guidance provided by the Managing Director, the interview was conducted with a high level of confidence and professionalism. The questions suggested were relevant and effective in

eliciting the desired information, demonstrating a collaborative effort to ensure the best possible outcome.

### **3.4.3 Design of Questionnaire**

The qualitative survey design includes a concise overview of the research objectives, which aimed to capture the thorough viewpoints from employees in Company A regarding their opinions. Besides, the researcher also aimed to identify if the interview data was aligned with the whole company's view. Looking into the structure of questionnaire, it is organised into two sections. The first section covers demographic information, while the second section explores the constructs of the research, such as the factors that influence employee retention, the cultural reasons for employees leaving, and the expectations of employees for Company A.

The demographic information in a questionnaire includes a set of questions that collect data on the respondents' personal backgrounds and characteristics. This can include their age, gender, religion, race, department, and length of time in their current job. For the second section of the questionnaire consists of 3 different questions, with open-ended options provided each. The first question is regarding the factors that contribute to the long-term commitment of employees in Company A. It consists of 10 different options which are gathered through a thorough review on quality journal and articles, such as Elsevier, Emerald, and Taylor and Francis. The second question pertains to the cultural factors that contribute to employees leaving the company, which the options were also gathered through various journals. The final question pertains to the expectations of employees for Company A to offer in order to encourage them to stay with the company.

## **3.5 Proposed Data Analysis Tool**

Data analysis comprises multiple stages: description, interpretation, conclusion formulation, and significance determination (Schoch, 2020). Specific techniques will differ depending on the nature of the study and its objectives, with researchers frequently crafting their unique methods and methodologies.

### **3.5.1 Case Study Analysis**

According to Schoch (2020), the analysis of case study data commonly includes the following steps:

- (i) Describing. This entails comprehending the key aspects of the situation being studied is essential. Additionally, reviewing and analysing the data involves multiple readings and evaluations of all the data gathered.
- (ii) Emergence of findings. By engaging with and delving into the raw data, patterns, themes, or categories naturally appear, representing the core of qualitative data analysis through an inductive approach. In the beginning of this analysis, the focus is on open coding, which involves identifying patterns that arise from the data instead of analysing the data based on a pre-existing framework, as typically done in deductive analysis with quantitative data.
- (iii) Comparing. It may involve comparing the distinct themes identified in the data. It is crucial to grasp that these processes may not occur in an orderly way, but rather in a cycle. Sometimes it might also require the researchers to revisit and gather additional data. Gathering additional

data to enhance the understanding of themes is a typical practice in qualitative research.

### **3.6 Conclusion**

In summary, this chapter outlined the research methodologies utilised. The components encompassed research design, data collection methodologies, sample selection, research instruments, and data analysis procedures. The data analysis will be detailed and elaborated in the subsequent chapter.



## **CHAPTER 4: DATA ANALYSIS**

### **4.0 Introduction**

This chapter begins by summarizing and classifying the interview data gathered. Following this are the descriptive analysis of the demographic information of the respondents and summary of the qualitative content analysis on the qualitative survey.

### **4.1 Summarized Interview Data**

This section summarizes the interview responses gathered from the employees. It consists of 3 sections, which includes the summary on reasons for employees staying with Company A, the cultural aspects which possibly cause them to leave, and the employee's desires which they wish Company A to offer. Several themes were then being identified based on the interview data.

#### **4.1.1 Reasons for Staying in Company A**

Table 4.1.1 outlines the key factors and explanations provided by employees regarding their decision to remain with Company A. These factors encompass various aspects, including the people and companys culture,

opportunities for employee development, compensation and benefits, and the balance between work and personal life.

Table 4.1.1: Reasons for Staying in Company A

Reasons for Staying in Company A	Key Word
...makes me feel comfortable... reduces the conflict... promotes freedom to share our thoughts...	<ul style="list-style-type: none"> <li>• People and organizational culture</li> </ul>
...because of the supportive environment and shared values. It fosters a sense of belonging and collaboration...	
... make me feel comfortable and build confidence... good culture can increase employees confidence and trust...	
...provide training for us... equip ourselves with more skills to suit our position better...	<ul style="list-style-type: none"> <li>• Employee development</li> </ul>
... gain experience... help me to learn... grow for my future career... develop my ability and strength...	
...gain more knowledge and skills that required in my position... increase my value in the workplace...	
... it not only supports my career needs, but also provide additional support on my personal life...motivates me...	<ul style="list-style-type: none"> <li>• Pay and benefits</li> </ul>
... equal pay and benefits... feel that company appreciates and values our effort... unequal compensation and benefits make us feel unfair...	
... motivate me to stay... demonstrate that the company recognizes my contributions and provide me financial stability...	
.... offers flexible working hour...	<ul style="list-style-type: none"> <li>• Work-life balance</li> </ul>
... wont make me feel like my life has only work left... make my life more meaningful and healthier...	
... allows me to properly manage my responsibilities... still having time for personal pursuits... increase my job satisfaction...	

Source: Developed for the research.

### 4.1.2 Possible Cultural Reasons for Leaving Company A

During the interview process, employees voiced several cultural factors that could potentially elevate their turnover intentions, as illustrated in Table 4.1.2. These factors encompassed themes including the absence of recognition and appreciation, deficient levels of trust and transparency, imbalances in work-life equilibrium, and strained interpersonal relationships.

Table 4.1.2: Possible Cultural Reasons for Leaving Company A

Possible Cultural Reasons for Leaving Company A	Key Word
... a motivator to complete our tasks... unrecognize makes me feel meaningless for my contributed efforts... no acknowledgement...	<ul style="list-style-type: none"> <li>Lack of recognition and appreciation</li> </ul>
... main motivation is from recognition... feel like my contribution means nothing... company is not appreciating my effort...	
... feel disengaged and demotivated... makes me feel that I am not being valued...	
... facilitates effective communication and avoid misunderstanding or conflict... Having trust means a lot for me... ensures fairness and equally treatment among all the employees...	<ul style="list-style-type: none"> <li>Lack of trust and transparency</li> </ul>
... communications and collaboration among the teams will suffer... there will be micromanaging...	
... makes me feel frustrated... have no time to improve myself...	<ul style="list-style-type: none"> <li>Work-life imbalance</li> </ul>
... health is our most precious asset...	
... although job is important, but life too...	
... exploit or suppress... makes me feel pressured... sense of belonging is important for me...	<ul style="list-style-type: none"> <li>Poor relationships</li> </ul>
... cause constant conflicts and tension among colleagues... create a toxic environment...will be lack of support...	
... feel isolated or alienated... hard to stay motivated and engaged...	

Source: Developed for the research.

### 4.1.3 Employees’ Desires for Company A

Table 4.1.3 delineated the expectations articulated by employees towards Company A as they continue their tenure with the company. These expectations coalesce around several key themes, including the competitive compensation and benefits, opportunities for professional development, and the cultivation of a positive work environment.

Table 4.1.3: Employees’ Desires for Company A

Employees’ Desires for Company A	Key Word
...expenses are large... salary does not cover the servicing expenses on my car... need more to cover...	<ul style="list-style-type: none"> <li>• Competitive pay and benefits</li> </ul>
...living expenses is rising... suggest to have own canteen to subsidize us... reduce our financial burden...	
...attract newcomers, or maybe retaining talents...	
... know what direction the company is moving towards... goal for us to achieve... won't be lost or distracted...	<ul style="list-style-type: none"> <li>• Clear expectations and guidance</li> </ul>
... understand we are going to aim for... what we should do to meet the expectations... guide me on the right track...	
... provide me constructive feedback based on my performance... develop an open communication culture...	
... gain more new experience... become valuable and getting better at planning for myself...	<ul style="list-style-type: none"> <li>• Opportunities for development</li> </ul>
... demonstrated the companys investment in my development... learn new skills... take on greater responsibilities...	
... to grow more to better serve the company...	
...the company has a great environment... more engaged and enjoyed...	<ul style="list-style-type: none"> <li>• Positive work environment</li> </ul>
... motivate me to complete my tasks... will enhance work efficiency...	
... means a comfortable, supportive, and friendly environment to me...	

Source: Developed for the research.

## **4.2 Descriptive Analysis**

Qualitative descriptive research is frequently favoured for its capacity to offer unambiguous depictions of experiences and perspectives (Doyle et al., 2020). To provide a clearer picture on the respondents demographic profile, the researcher presented the descriptive analysis in simple visual aids such as pie charts and bar charts.

### **4.2.1 Respondent Demographic Profile**

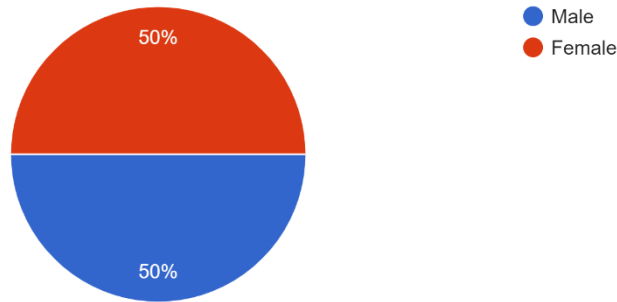
The demographic profile provided for this study included the respondents gender, age, contact number, department, and years of service in the company.

#### **4.2.1.1 Respondents' Gender**

Figure 4.2.1.1 display the gender of the respondents. Both females and males each accounted for 50% of the total of N = 40.

Figure 4.2.1.1: Gender

1. Gender  
40 responses



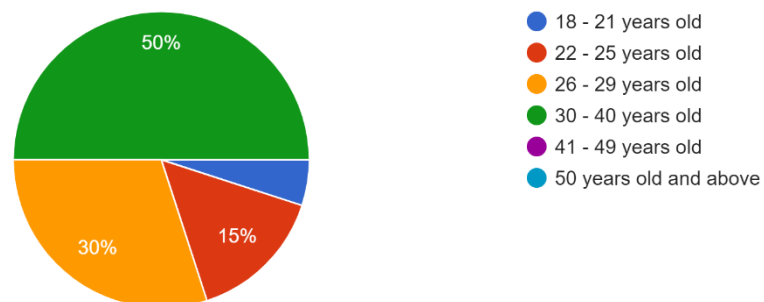
Source: Developed for the research.

### 4.2.1.2 Respondents' Age

Data regarding the ages of the respondents may be found in Figure 4.2.1.2. 50% of the responses are between 30 and 40 years old. The age group of 26 to 29 years old followed next, comprising 12 respondents, which is 30% of the total 40 respondents. 6 responses (15%) are between the ages of 22 and 25. Furthermore, 2 responders are aged between 18 and 21 years old. No responses are aged 41 and above.

Figure 4.2.1.2: Age

2. Age  
40 responses



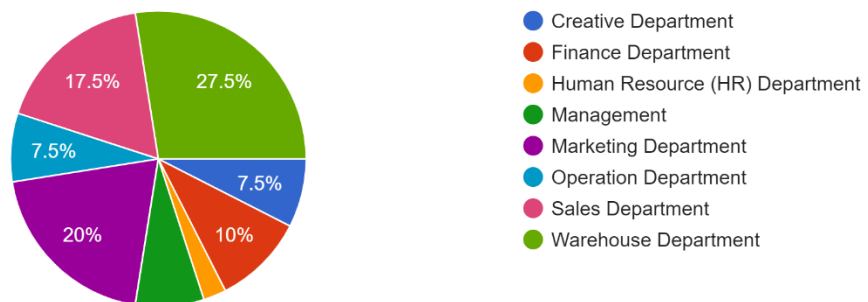
Source: Developed for the research.

### 4.2.1.3 Respondents' Working Department

Figure 4.2.1.3 show the departments of the respondents at Company A. Out of 40 respondents, the Warehouse department employs 11 individuals, making up 27.5% of the total. 8 respondents, which represents 20% of the responses, are employed in the Marketing department. Additionally, 7 participants, representing 17.5% of the total, worked in the Sales department. The Finance department comprises 10% of the responses, with 4 respondents. Each of the Management, Creative, and Operation Departments had 3 responses, accounting for 7.5% of the total respondents. The Human Resource department received responses from only 1 participant, representing 2.5% of the total respondents.

Figure 4.2.1.3: Department

4. Department  
40 responses



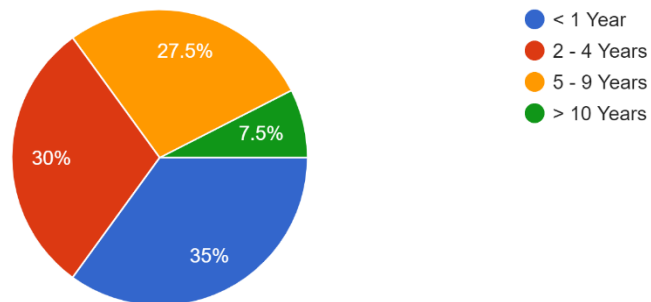
Source: Developed for the research.

### 4.2.1.4 Respondents Years of Service

Figure 4.2.1.4 depicts the current employment duration. Out of the respondents, 14 individuals (35%) have worked in their current position for less than 1 year. 12 respondents (30%) have job lengths of 2 to 4 years, 11 respondents (27.5%) have job durations of 5 to 9 years, and the remaining 7.5% (3 respondents) have job durations of more than 10 years.

Figure 4.2.1.4: Years of Service

4. Years of service in the company  
40 responses



Source: Developed for the research.

## 4.3 Results of Qualitative Content Analysis

The data was gathered from the qualitative survey distributed to the employees of Company A. According to the name list provided by the HR assistant manager from Company A, there should be a total of 43 responses to be collected. Yet, only a total of 40 responses were collected through the distribution channel of email and hence, the analysis will be based on the available 40 responses. Additionally, respondents



were provided with flexibility to pick the options which they believe its relevant to them and are allowed to include any of their own opinions.

### **4.3.1 Summary of Factors Contributing to Employee Retention**

Table 4.3.1 and Figure 4.3.1 summarises factors leading to employee retention in Company A based on 40 responses. The people and culture component has the largest frequency of occurrences, with 30 counts, compared to the others. The compensation and benefits factor and opportunities for personal and career growth factor were next, with 29 counts and 28 counts, respectively. The work-life balance component is assigned 24 counts, whereas the employee involvement and empowerment element is assigned 23 counts. The following is employee engagement factor, with a total of 21 counts. There was a total of 20 counts related to job security, autonomy, and satisfaction factor. Furthermore, effective and transparent communication has a total of 13 counts, while the leadership style component contains 11 counts. HRM practice has the lowest count of 7. One valuable aspect is that a respondent expressed his or her personal motive for remaining with Company A as the desire to continually challenge oneself.

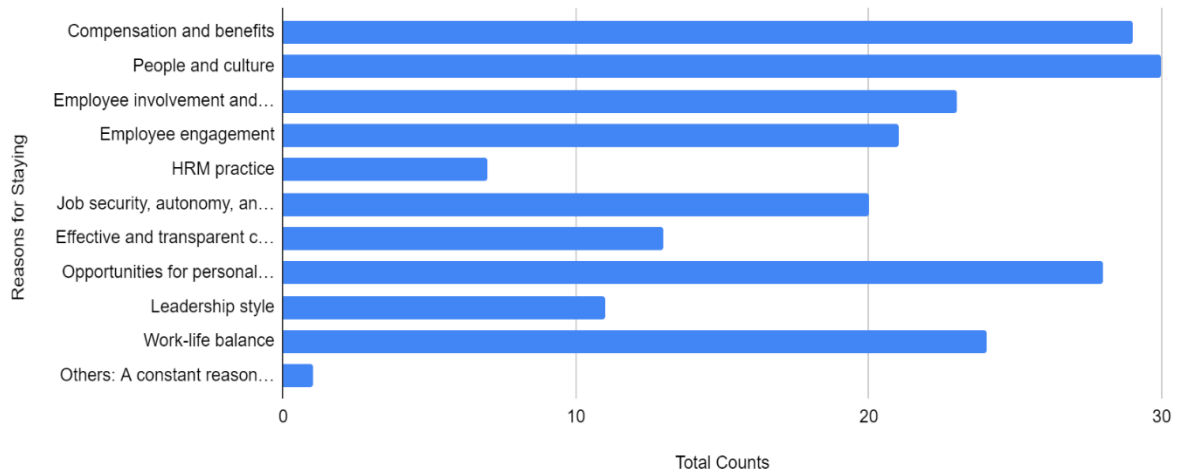
Table 4.3.1: Contributors of Employee Retention

Contributors of Employee Retention	Total Counts
Compensation and benefits	29
People and culture	30
Employee involvement and empowerment	23
Employee engagement	21
HRM practice	7
Job security, autonomy, and satisfaction	20
Effective and transparent communication	13
Opportunities for personal and career growth	28
Leadership style	11
Work-life balance	24
Others: A constant reason to challenge myself	1

Source: Data collected for the research.

Figure 4.3.1: Contributors of Employee Retention

Total Counts vs. Reasons for Staying



Source: Data collected for the research.

### 4.3.2 Summary of Cultural Reasons for Employee Turnover

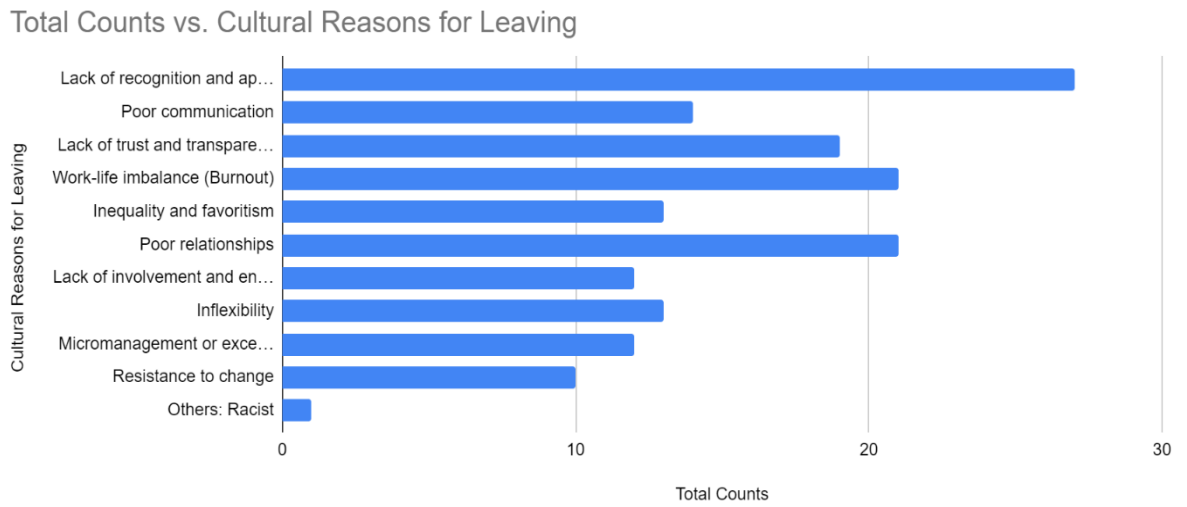
Table 4.3.2 and Figure 4.3.2 demonstrate the outcomes of cultural factors that could result in employees resigning from Company A. The primary reason that may lead employees to leave company A is the lack of recognition and appreciation from management or supervisors, with 27 instances indicated. The factors of work-life imbalance, or burnouts, and poor relationships each had a count of 21. Another reason employees may leave Company A is the prevalent culture of lack of trust and transparency, which is evidenced by 19 counts. Poor communication, with 14 counts, is another cultural factor causing employees to quit. Both inequality and favoritism in the workplace, together with inflexibility, contribute to employees leaving, each with a tally of 13 counts. The culture of lack of involvement and engagement as well as micromanagement and excessive control are factors that contribute to employees leaving Company A. The last cultural factor that contributes to employees leaving Company A is a culture that resists change. One respondent's opinion contributing to employee turnover is the presence of a discriminatory, or racist culture.

Table 4.3.2: Cultural Reasons for Employee Turnover

<b>Cultural Reasons for Employee Turnover</b>	<b>Total Counts</b>
Lack of recognition and appreciation	27
Poor communication	14
Lack of trust and transparency	19
Work-life imbalance (Burnout)	21
Inequality and favoritism	13
Poor relationships	21
Lack of involvement and engagement	12
Inflexibility	13
Micromanagement or excessive control	12
Resistance to change	10
Others: Racist	1

Source: Data collected for the research.

**Figure 4.3.2: Cultural Reasons for Employee Turnover**



Source: Data collected for the research.

### 4.3.3 Summary of Expectation of Employees for Company A

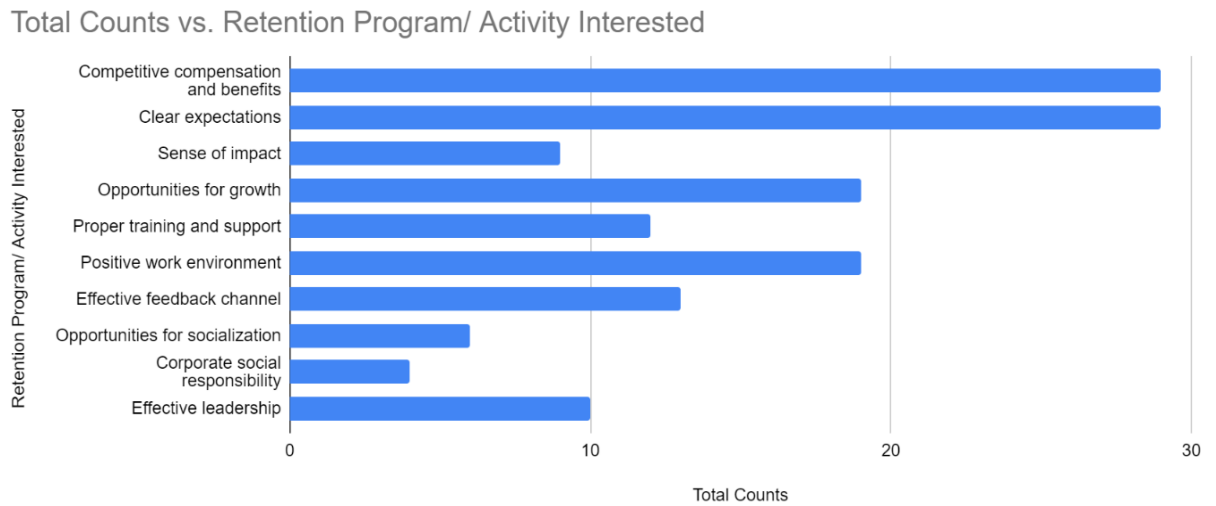
Table 4.3.3 and Figure 4.3.3 illustrate the retention programs or activities that employees demand at Company A. Most employees at Company A are seeking competitive compensation, benefits, and clear expectations, totaling 29 counts each. In addition, they desire opportunities for growth and a positive work environment, with a total of 19 counts each. They are also interested having an effective feedback channel at Company A, with 13 counts outlined. Subsequently, they also demand for receiving proper training and support, and effective leadership, with 12 and 10 counts reflecting their distinct interests. The following retention programs and activities that employees are interested in, including sense of impact, opportunities for socialization, and corporate social responsibility (CSR), with 9, 6, and 4 counts respectively.

**Table 4.3.3: Expectations of Employees for Company A**

<b>Expectations of Employees for Company A</b>	<b>Total Counts</b>
Competitive compensation and benefits	29
Clear expectations	29
Sense of impact	9
Opportunities for growth	19
Proper training and support	12
Positive work environment	19
Effective feedback channel	13
Opportunities for socialization	6
Corporate social responsibility	4
Effective leadership	10

Source: Data collected for the research.

**Figure 4.3.3: Expectations of Employees for Company A**



Source: Data collected for the research.

## 4.4 Outcome of Qualitative Findings

Based on the key words explored from the interview responses and survey data, there are four principal themes or factors being identified as the key drivers of employee retention in Company A, as outlined in Table 4.4. These drivers encompass a multifaceted perspective, including people and culture, opportunities for growth, compensation and benefits, as well as direction and guidance. These pillars collectively underscore Company’s A commitment to nurturing a supportive work environment conducive to employee retention.

Table 4.4: Drivers of Employee Retention in Company A

<b>Drivers of Employee Retention</b>			
<b>People and Culture</b>	<b>Opportunities for Growth</b>	<b>Compensation and Benefits</b>	<b>Direction and Guidance</b>
People and organizational culture	Employee development	Pay and benefits	Clear expectations and guidance
Work-life balance			
Lack of recognition and appreciation			
Work-life imbalance	Opportunities for development	Competitive pay and benefits	Lack of trust and transparency
Poor relationships			
Positive work environment			

Source: Data collected for the research.

## 4.5 Conclusion

This chapter successfully conducted data analysis by demonstrating relevant patterns in the results and analyzes that address all study questions and objectives. The next chapter will explore the outcomes and the implications in a greater depth.

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

### **5.0 Introduction**

This chapter will primarily focus on the key findings of the study, which will be followed by an analysis of its consequences. Subsequently, the study's constraints will be analyzed, succeeded by recommendations for future investigation.

### **5.1 Discussion of Major Findings**

Based on all the obtained data and identifies themes, the researcher determined the 4 main drivers contributing to employees long tenure in Company A. These comprise of people and culture, opportunities for growth, compensation and benefits, as well as direction and guidance.

#### **5.1.1 People and Culture**

Employee retention in Company A is primarily influenced by the company's people and culture. Employees prefer individuals who share their interests or working styles, which minimizes the adjustment phase and promotes a supportive and collaborative environment. Without favourable relationships, employees may experience feelings of isolation and a lack of support, creating

a negative or toxic workplace environment. Besides, the work-life balance culture demonstrated in Company A is also important, as employees prefer personal leisure after long work periods to alleviate pressure, maintain productivity, and enhance job satisfaction. They should avoid extending the working hours which may cause employees to be exhausted, in terms of their physical and emotion, and increase the risk of health issues, such as anxiety and depression. While Company A should consider finding ways in showing their recognition and appreciation towards employees to avoid the generation of a sense of undervalued and unappreciated among employees, which will lead to a reduction in loyalty towards the company. Moreover, the positive work environment in Company A is also reflected in the high retention rate in Company A. This is because employees are highly motivated to complete tasks when working in a positive environment, enhancing their engagement and happiness within the company. Some respondents suggest that the company could provide additional benefits, such as allowing employees to bring their pets to work, to further enhance its work environment.

Research from USHAKOV and SHATILA (2021) as well as Lin and Huang (2021) supported this study's finding on people and culture as one of the reasons contributing to employee retention. They provided that the workplace culture and interpersonal relationships with colleagues significantly impact job satisfaction, which in turn affects employee retention. The significance of cultivating a positive and inclusive work environment that encourages collaboration, open communication, and mutual respect is emphasized by Naz et al. (2020). Additionally, organizations that prioritize work-life balance by implementing flexible work arrangements or promoting time management strategies demonstrate their commitment to employee welfare will result in greater loyalty (Tirta & Enrika, 2020). In summary, comprehending the interaction between individuals and culture is essential in order to create successful strategies for retaining employees.



### **5.1.2 Opportunities for Growth**

Employees at Company A are motivated to stay with the company due to opportunities for personal and career advancement. The company frequently offers training programs to help employees develop their professional skills, enabling them to take on more responsibilities and increase their value in the workplace. They also believed that offering growth opportunities indicates that the company values its employees and encourages them to stay with the company. However, employees also express interest in opportunities for growth, as they believe there are chances for self-development. While the company offers product and management training, employees desire more training on self-development to prepare them for more responsibilities and serve the company better.

While this factor was supported by the research from Ghani et al. (2022) and Warraich et al. (2019), whereby their studies' findings highlight the significance of providing employees with avenues for professional development, such as training programmes, mentorship opportunities, and clear career advancement paths. Moreover, the Social Exchange Theory also highlights the importance of employees feeling a sense of obligation to reciprocate support and benefits received from the organization through positive behaviours and commitment, ultimately influencing their likelihood of staying with the organization. Eventually, employees who seize opportunities for personal and career development will reciprocate by exerting diligent effort to help the organization achieve its objectives.

### **5.1.3 Compensation and Benefits**

On the other hand, compensation and benefits play a significant role in employee retention. According to the employees, they are more likely to stay with the company when they feel adequately compensated for their

efforts and are provided with attractive benefits. The further mentioned that in a rapidly changing economic landscape where the cost of living continues to rise, offering a competitive compensation becomes more crucial. This is due to the fact that they want to maintain their desired standard of living without financial constraints. If they do not receive such, they may be tempted to seek opportunities elsewhere where they feel their financial needs are better met. It also serves as a demonstration of the company in valuing their efforts, which were emphasized by some of the employees. While benefits such as healthcare, retirement plans, and flexible work arrangements are also the additional welfare that the employees are seeking into. These additional perks not only contribute to their overall well-being but also demonstrate the companys commitment to supporting its workforce in the long term. Ultimately, a comprehensive compensation and benefits package can foster loyalty and job satisfaction among employees, leading to higher retention rates and a more stable workforce for the company.

This is supported by the study of Murtiningsih (2020). He provided that one effective strategy that organizations can employ to enhance employee retention rates is by implementing a comprehensive compensation system that aligns with employees needs and expectations. While Singh (2019) and Siddiqui (2018) have highlighted the significance of fair and competitive compensation packages in attracting and retaining talented individuals. Offering attractive remuneration packages attracts top talent and motivates and retains employees. Adequate remuneration not only serves as a motivator but also demonstrates the organizations recognition of employees contributions.

#### **5.1.4 Direction and Guidance**

Last but not least, direction and guidance are the last drivers of long tenure among employees in Company A. Employees provided that a clear expectation act as a direction and guidance that lead them to the right goals.

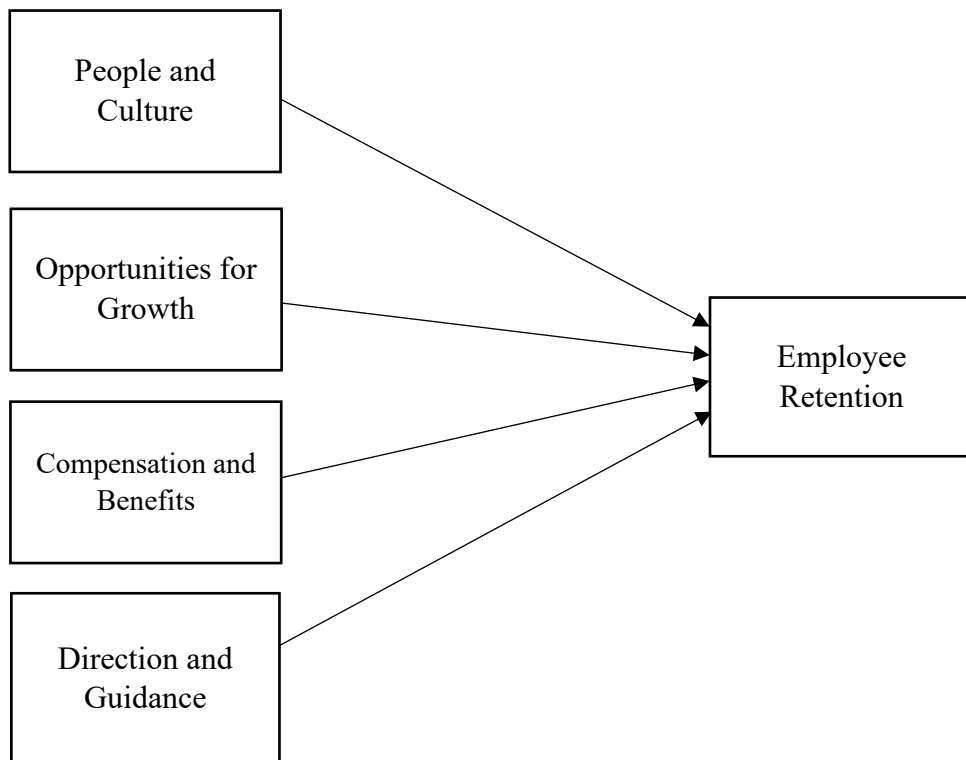
Besides, by having clear expectations, employees will understand what are expected from them, especially on their roles, duties, or performance. This is because they will not have struggles in prioritizing their tasks and measure their own success. Additionally, when expectations are effectively communicated, they will feel appreciated, and motivated to achieve success. While trust and transparency also play a significant role in influencing employee retention since this will enhance the communication and collaboration within the company, reducing misunderstandings and challenges. Employees stated in the interview that they need to feel that they can rely on the company to provide them with accurate information and involve them in the decision-making process. When trust is lacking, employees may feel uncertain about the company's direction and their role within it, ultimately leading to disengagement and attrition. Therefore, in order to provide a clear direction for employees, Company A should make things transparent to the employees. As a result, this will foster employee loyalty which leading to organizational success.

Research from Rahmit 2019 supported on this contributor. He provided that, in order to offer a clear direction and guidance, especially on the responsibilities and duties expected of an employee, a well-defined job description is required. By having a clear job description, it allows employees to understand their tasks and responsibilities, enabling them to effectively achieve success in their roles and meet the organization's performance expectations (Ramhit, 2019). When employees face role ambiguity, it will hinder their ability to accomplish their personal goals since they lack clear direction, information. According to Raub et al. (2021), this role ambiguity is referred as a hindrance stressor, which is an external obstacle that are beyond the control of employees and cannot be overcome. It will eventually lead to a detrimental impact on job satisfaction and the ability to meet performance goals (Hai & Park, 2024; Raub et al., 2021). In short, a concise and clear job description, which minimizes confusions, will assists employees to perform their duties effectively through the offering of clear guidelines and directions (Ramhit, 2019, Raub et al., 2021).

## 5.2 Final Conceptual Framework

Based on the summarized and identified drivers of employee retention, the finalized or concluded conceptual framework is as follows:

Figure 5.2: Final Conceptual Framework



Source: Developed for the research.

## **5.2 Implications of the Study**

Overall, this study focuses on understanding the main contributors of employee retention in the in the case of Company A, including people and culture, opportunities for growth, compensation and benefits, as well as direction and guidance. Through this research, Company A may concentrate on implementing strategies that effectively retain its employees. This could foster a supportive culture, develop a well-equipped and skilled workforce, establish a clear workforce direction, and attract and retain talented individuals.

Moreover, the findings of this study also contributed to policy makers in health and beauty industry to enhance employee retention. Policymakers may create retention strategies such as offering a more competitive pay or additional benefits for their workers to enhance employees' loyalty. This would, as a result, increase employee satisfaction, and long-term performance in the health and beauty sector through the comprehension of these important drivers and implementing a thorough strategy that takes into account each one of these elements.

Lastly, from the perspective of Malaysia's government, it may take into consideration the findings of this research to implement effective retention strategies to reduce the turnover rate. Based on the findings, it is recommended that the government authorities implement or increase the minimum wages to reduce the employees' financial burden. These recommendations are supported by article that shows that a higher minimum wage can increase labour efficiency, reduce employee turnover, and have a positive impact on the local labour market (The Sun, 2024). Additionally, the implementation of a hybrid working mode or reduced working days allow employees to maintain a better work-life balance, leading to increased job satisfaction and retention.

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

The first limitation of this study is the influence of external environment factors on the employee retention rate, which was not fully taken into consideration in the study. This includes global events, industry trends, and economic situations. External variables are frequently unmanageable and have chances to alter quickly for both businesses and researchers which may influence the research accuracy.

Moreover, there may be other more popular independent variables that are considered to have an impact on their retention. Though not considered in this study, there might be additional unidentified factors that have an impact on employees' retention.

Furthermore, the research is also limited from the reluctant of employees in providing own opinions. This is due to the fact that they may have certain concerns which cause them to refuse or unwilling to share and express their own opinions.

### **5.4 Recommendation**

Firstly, the sample should be representative of the larger population of those working in the targeted industry. This could enhance overall dependability as it could represents the targeted industry, providing more valuable primary data for quantitative researchers who are conducting research in relevant topics.

Moreover, future research may include questions, such as how the external factors affect their decisions in staying with the company, to take into account on the effects

of external environment factors. This could improve the overall reliability of the study since it was conducted through thorough examination of each finding.

Lastly, the current study only refers to the 10 most popular independent variables that impacting the employee retention and hence, there is a chance where other popular variables would also cause an impact to the retention rate in the health and beauty industry. Henceforth, it is recommended to include more variables that potentially influencing employee retention in future study to enhance the overall findings.

## **5.5 Conclusion**

Overall, the findings indicated the 4 major driven factors, including people and culture, opportunities for growth, compensation and benefits, as well as direction and guidance, significantly affects the Company As ability to retain its workforce. It is important to acknowledge the studys limitations, which should be considered for future research aimed at gaining a deeper understanding of the topic.

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## APPENDICES

### Appendix A:

#### **Interview Questions:**

1. What motivated you to stay with this company, and can you share some of the factors that contribute to your job satisfaction here?
2. If you were to consider leaving the company, what cultural aspects do you think might contribute to your decision? Can you also provide some examples of what you value in a positive work culture?
3. What are your expectations for the company in terms of the retention strategies?

Appendix B:

# Drivers of Employee Retention: A Case Study in Health and Beauty Industry

Greetings to everyone. I am Tan Chi Ying, a Year 3 Semester 2 student pursuing Bachelor's Degree of International Business (Hons) in Universiti Tunku Abdul Rahman (UTAR). I am currently conducting a research project with the topic of "**Drivers of Employee Retention: A Case Study in Health and Beauty Industry**"

You are invited to participate in this research by filling up this questionnaire. This questionnaire aims to investigate the factors affecting one's intention to stay or leave a company. It contains 2 Sections: **Section A** (Demographic Information) and **Section B** (Factors Affecting Employee Retention). I sincerely hope that you could do me a favor and fill up this questionnaire which will take approximately 5 minutes to answer.

Your cooperation and honest responses are highly appreciated for the success of my research. If you have any recommendations for my survey, please do not hesitate to contact me via email at: [rachel0214@1utar.my](mailto:rachel0214@1utar.my) or via phone number: **010-2788276**.

**\*\*Note: The collected information will be aggregated without revealing any personal information for academic purposes.**

## SECTION A: DEMOGRAPHIC QUESTIONS

1. Gender

- Male
- Female

2. Age

- 18 – 21 years old
- 22 – 25 years old
- 26 – 29 years old
- 30 – 40 years old
- 41 – 49 years old
- 50 years old and above

3. Contact Number

- \_\_\_\_\_

4. Department

- Creative Department

- Finance Department
- Human Resource (HR) Department
- Management
- Marketing Department
- Operation Department
- Sales Department
- Warehouse Department

5. Years of service in the company

- < 1 Year
- 2 – 4 Years
- 5 – 9 Years
- > 10 Years

**SECTION B: SURVEY QUESTIONNAIRE**

1. What makes you to stay with the company? (Please tick more than 4 options)

- Compensation and benefits (Exp: Retention programs, rewards, acknowledgement and recognition)
- People and culture (Exp: Supportive management, peer relationships, diversity and inclusion)
- Employee involvement and empowerment (Exp: Allow involvement in decision making process)
- Employee engagement (Exp: Involve in company activities, align with company goals))
- HRM practice (Exp: Effective onboarding process and feedback channel, strive for employee wellbeing)
- Job security, autonomy, and satisfaction
- Effective and transparent communication
- Opportunities for personal and career growth
- Leadership style
- Work-life balance
- Other: \_\_\_\_\_

2. By any chance, what will be the cultural reason for you to leave the company?

(Please tick those which are relevant)

- Lack of recognition and appreciation
- Poor communication
- Lack of trust and transparency
- Work-life imbalance (Burnout)
- Inequality and favoritism
- Poor relationships
- Lack of involvement and engagement
- Inflexibility
- Micromanagement or excessive control
- Resistance to change
- Other: \_\_\_\_\_

3. What kind of retention program/ activities would you suggest to the company to provide if you intended to stay with the company? (Please tick those which are relevant)

- Competitive compensation and benefits
- Clear expectations (Exp: Job responsibilities, performance goals, and company values)
- Sense of impact (Understand how you contributed to the company's success)
- Opportunities for growth
- Proper training and support
- Positive work environment
- Effective feedback channel
- Opportunities for socialization
- Corporate social responsibility
- Effective leadership
- Other: \_\_\_\_\_

Re: U/SERC/78-212/2024

13 January 2024

Dr Fitriya Binti Abdul Rahim  
Head, Department of International Business  
Faculty of Accountancy and Management  
Universiti Tunku Abdul Rahman  
Jalan Sungai Long  
Bandar Sungai Long  
43000 Kajang, Selangor

Dear Dr Fitriya,

**Ethical Approval For Research Project/Protocol**

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

The details of the research projects are as follows:

No.	Research Title	Student's Name	Supervisor's Name	Approval Validity
1.	The Motivation for Purchasing Souvenirs Among the Domestic Tourists	Wan Shiuan Ling	Ms Annie Yong Ing Ing	13 January 2024 – 12 January 2025
2.	Factor Affecting Healthy Food Purchase Behaviours of Generation Z	Pe Kai Wen		
3.	Factors Affecting Customer Satisfaction Among Online Shoppers	Dion Teh Jee Wei		
4.	The Factors Influences on Customer Satisfaction and Loyalty in Business Performance	Tang Wei Ping		
5.	The Impact of Social Media Influencer on Youth Online Buying Behaviour in Klang Valley	Goh Pieh Ling	Ms Chin Wai Yin	
6.	A Study on E-commerce Factors that Influence Post-purchase Behaviour of Young Adults in Malaysia	Chan Chiew Kong	Dr Corrinne Lee Mei Jyin	
7.	Factors and Barriers to Attaining Mental Health Services	Chan Pei Xin		
8.	Factors Influencing the Customer Intention in Adopting Autonomous Vehicles (AVs)	Chye Chi Ern		
9.	Applying the Fraud Triangle Theory to Examine Fraudulent Cases from the Perspective of Working Adults	Alex Lau Chin Yeh	Dr Eaw Hooi Cheng	
10.	Examining the Influential Factors of Financial Fraud on Social Media from the Perspective of University Students	Bryan Wee Xin Jie		
11.	Factors Affecting Financial Fraud Awareness Among University Students	Liew Yoon Ler		
12.	The Impact of ChatGPT on E-commerce: The Case of Platform-based Business	Lee Siu Ying	Pn Ezatul Emilia Binti Muhammad Arif	

No.	Research Title	Student's Name	Supervisor's Name	Approval Validity
13.	Adoption Rate of Digital Channel among MSMEs Entrepreneurs. (A Comparison Between Social Commerce and E-Commerce Platforms)	Law Yung Khan	Pn Ezatul Emilia Binti Muhammad Arif	13 January 2024 – 12 January 2025
14.	Factor Affecting Consumers Behavioral Intention to Share Digital Footprints on Social Media	Jenny Leong Siew Yee	Pn Farida Bhanu Binti Mohamed Yousoof	
15.	Factors Affecting the Unemployment Crisis Among Fresh Graduate in Malaysia	Lim Say Siang		
16.	The Buying Behaviour on Green Products - From A Consumer Perspective	Lim Xiao Xuan	Dr Foo Meow Yee	
17.	Factor Affecting Consumer Brand Loyalty on Personal Care Product	Ooi Xin Yi		
18.	Drivers of Employee Retention: A Case Study in Health and Beauty Industry	Tan Chi Ying		
19.	Factors of Remote Work Influencing Remote Work Productivity of Employees in Malaysia	Lee YanZheng	Ms Hooi Pik Hua @ Rae Hooi	
20.	Exploring University Students' Readiness for the Industrial Revolution 4.0: A Conceptualised Framework	Poh Joe Yee	Dr Jayamalathi a/p Jayabalan	
21.	The Role of Artificial Intelligence on the Overall Success of SMEs in the E-Commerce Sector	Low Wai Ying	Ms K Shamini a/p T Kandasamy	
22.	Understanding the Impact of Short Video Advertising on Youth Consumer Behavior	Celine Tia Hui Lin	En Khairul Anuar Bin Rusli	
23.	Influence of Corporate Social Responsibility (CSR) on Consumer Purchase Intention	Yeo Ai Ping		
24.	The Impact of Green Marketing of Food and Beverages on Consumers' Purchase Intention	Yong Xin En		
25.	Factors that Influence the Acceptance of QR Payment Among Customers in Malaysia	Lee Hai Wen	Dr Komathi a/p Munusamy	
26.	To Study the Influences of Compensation, Work Environment, Motivation on Employee Satisfaction Among Industrial Trainees	Sam Li Ixing		
27.	The Influence of Celebrity Endorsements on Consumers' Purchase Intention Toward Sports Equipment	Chong Wei Ni		
28.	Investigating the factors of online payment technology in influencing consumer purchase behavior	Chua Jun Quan		
29.	The Impact of Utilizing ChatGPT in Higher Education	Lee Zi Wei	Dr Law Kian Aun	
30.	The Effectiveness of Duolingo's AI-Powered Language Learning Platform in Improving Second Language Acquisition Among Malaysia's Tertiary Students	Oh Fang Yan		
31.	The Effects of AI Tools on Undergraduates' Academic Writing Proficiency	Ng Shi Zhe		
32.	Consumer's Coping Strategies Toward Packaging Waste in Food Delivery Service	Tan Shin Rhu	Mr Lee Yoon Heng	
33.	Securing User Trust: A Study on Social Media Privacy, Information Protection, User Education, and Platform Reliability	Lim Jing	Ms Logeswary a/p Maheswaran	
34.	User Acceptance of Neobanks in Malaysia	Tang Sze Jun	Ms Loh Yin Xia	
35.	The Interplay of Digital Financial Literacy, Capability, Autonomy in the Financial Decision-making in Today's Digital Age	Wong Zheng Wah	Dr Low Mei Peng	
36.	Effects of In-store Factors Influencing Consumer Impulse Buying Behavior in Shopping Mall	Soh Xin Jie	Dr Malathi Nair a/p G Narayana Nair	
37.	Examining the Impact of Generation Z's Attitude Towards Counterfeit Footwear in Malaysia	Lim Su Kim		
38.	Young Adults' Intention to Use Mobile Payment in Malaysia	Alvin Chow Mun Sing		
39.	Consumer Motivation to Repurchase Organic Personal Care Products	Crystal Chow Weng Yann		

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**Website:** www.utar.edu.my



No.	Research Title	Student's Name	Supervisor's Name	Approval Validity
40.	The Impact of Worklife Balance on Employee Performance in Private Universities in Malaysia	Yeo Jing Wen	Dr Omar Hamdan Mohammad Alkharabsheh	13 January 2024 – 12 January 2025
41.	Determinants of Student's Satisfaction on AI Usage in Education	Chang Charng Jie	Ms Puvaneswari a/p Velloo	
42.	How Artificial Intelligence (AI) is Transforming Tourism Industry	Boon Yi Jean	Pn Raja Nurul Aini Binti Raja Aziz	
43.	Factors Affecting the Consumption Pattern of Fast Fashion Products Among Generation Z	Evelyn Chow Sum Yee	Dr Sia Bee Chuan	
44.	Antecedents and Consequences of Beauty and Cosmetic Products Impulse Purchase on TikTok	Kong Chi Kei	Dr Tang Kin Leong	
45.	Examining the Antecedents of Perceived Enjoyment and Flow Experience in Impulsive Buying Behaviour: A Study from the Perspective of TikTok User	Tan Hong Qing		
46.	Understanding the Determinants of Online Hotel Booking Intentions	Sharon Lian Sin Yee	Dr Tiong Kui Ming	
47.	A Study of Eco-Conscious Consumer Behavior on Green Products	Tan Sze Ting		
48.	Brand Loyalty Among Generation Z Towards Samsung Products in Malaysia	Chey Xin Hui	Dr Yeong Wai Mun	
49.	Factors Influencing the Adoption of Touch 'n Go eWallet Among Consumers in Malaysia	Lim Si Ting		

The conduct of this research is subject to the following:

- (1) The participants' informed consent be obtained prior to the commencement of the research;
- (2) Confidentiality of participants' personal data must be maintained; and
- (3) Compliance with procedures set out in related policies of UTAR such as the UTAR Research Ethics and Code of Conduct, Code of Practice for Research Involving Humans and other related policies/guidelines.
- (4) Written consent be obtained from the institution(s)/company(ies) in which the physical or/and online survey will be carried out, prior to the commencement of the research.

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

Thank you.

Yours sincerely,



**Professor Ts Dr Faidz bin Abd Rahman**

Chairman

UTAR Scientific and Ethical Review Committee

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

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TAN CHI YING &lt;rachel0214@1utar.my&gt;

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**[Action Required] Consent to Conduct FYP Research**2 messages

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**TAN CHI YING** <rachel0214@1utar.my>

Thu, Nov 9, 2023 at 11:35 AM

To: jason@cason.com.my

Cc: giney@cason.com.my

Hi Jason,

It's such a pleasure to have a discussion with you just then. To recap, we agreed on the research response collection method (interviewing and distributing questionnaire to Cason's employees). Also, an extra option should be added in the the turnover intention question (regarding the departmental culture issue). Moreover, any documents ideas, or information required to be collected or shared will be discussed in the future. Lastly, a copy of final response shall share with you for your record.

To highlight, I will not reveal any company information, such as the company name, in my research report. It will be replaced as 'Company A.'

With your consent replied to this email, I will start interviewing and distributing the questionnaire to the Cason's employees after finalizing it.

Should you have any questions or concerns, please do not hesitate to reach me out.

Thank you

Best Regards,  
Rachel

---

**jason@cason.com.my** <jason@cason.com.my>

Thu, Nov 9, 2023 at 11:38 AM

To: TAN CHI YING &lt;rachel0214@1utar.my&gt;

Cc: giney@cason.com.my

Hi Rachel

Ok, u may proceed. Thanks and all the best

Jason

[Quoted text hidden]