

ACCESSING THE FACTOR ON THE INTENTION
TO STAY IN A WORKPLACE IN KUALA LUMPUR

ANG LENG QIN
LAI SZE SUEN
SOH YI JYE
SOON WAN SING

BACHELOR OF BUSINESS ADMINISTRATION
(HONOURS) RISK MANAGEMENT

UNIVERSITY TUNKU ABDUL RAHMAN

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DEPARTMENT OF BANKING AND RISK
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BY

ANG LENG QIN
LAI SZE SUEN
SOH YI JYE
SOON WAN SING

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

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DECLARATION

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- (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) Equal contribution has been made by each group member in completing the FYP.
- (4) The word count of this research report is 12810 words.

Name of Student	Student ID	Signature
1. Ang Leng Qin	22ABB02238	
2. Lai Sze Suen	21ABB03508	
3. Soh Yi Jye	22ABB02744	
4. Soon Wan Sing	21ABB02561	

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DEDICATION

Firstly, this research project is dedicated to our groupmate, Ang Leng Qin, Lai Sze Suen, Soh Yi Jye, Soon Wan Sing for contributing equally to accomplish this project. Every one of us support, provide feedback and encourage each other.

Furthermore, we would like to extend our deepest gratitude to our supervisor, Dr. Tan Suang Sin. Her guidance and scholarly mentorship throughout the project. Her expertise in risk management enhanced the finding from conceptualization to final analysis. The constructive feedback she provided has shaped this research. Without her guidance and feedback, this research might not be able to complete on time.

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Lastly, we would like to dedicate this project to the 384 working professionals in Kuala Lumpur for participating in our survey. We hope our findings contribute to improved workplace talent retention strategies.

PREFACE

In today competitive business environment, organizations face a critical challenge on retaining skilled talent. Companies invest resources in training employees and see them lured away by competitors by offering better opportunities. High employee turnover not only result in lower productivity but also affect organisational competitiveness and will also impact the competitive advantages.

Our title “Accessing the factor on the intention to stay in a workplace in Kuala Lumpur”, and this research is led by Dr. Tan Suang Sin, we embarked on this journey to identify the factor of employee retention in Kuala Lumpur’s dynamic job environment. Through the analysis, we analysis few factors include Extrinsic Rewards, Advancement Opportunities, Constituent Attachments, Lack of Alternative, Location, and Job Satisfaction.

We believe this research offer actionable insights for employers to retain top talent particularly millennials and Gen Z employees.

ABSTRACT

This study investigates the factors influencing employees' intention to stay in their workplaces in Kuala Lumpur, focusing on extrinsic rewards, advancement opportunities, constituent attachments, lack of alternatives, work location, and job satisfaction. The research applies Herzberg's Two-Factor Theory and the Theory of Organizational Equilibrium to explain the relationship between these variables and retention intention. A quantitative approach was adopted, with data collected from 384 employees across diverse industries in Kuala Lumpur using a structured questionnaire. The respondents were predominantly young (under 30), highly educated professionals with short tenure (below 2 years), suggesting a high-turnover demographic.

Data were analyzed using IBM SPSS Statistics version 29.0.0.0, employing descriptive analysis, normality test, reliability tests, Pearson's correlation, and multiple regression analysis. The normality test confirmed that all variables were within acceptable ranges. Reliability analysis (α : 0.677–0.886) indicated high internal consistency. Pearson's correlation revealed that job satisfaction, extrinsic rewards, and advancement opportunities had the strongest positive relationships with retention intention. Multiple regression analysis identified job satisfaction, extrinsic rewards, and advancement opportunities as the most significant predictors. In contrast, location and constituent attachments had minimal impact.

The study suggests that employers in Kuala Lumpur should prioritize career development, competitive compensation, and job satisfaction to reduce turnover. Limitations include a young, educated sample bias (majority under 30, short tenure) and a Kuala Lumpur-centric focus, suggesting future research should explore generational differences and regional variations.

Keywords: employee retention; intention to stay; extrinsic rewards; advancement opportunities; job satisfaction; constituent attachments; lack of alternatives; work location; talent management

Subject Area: HD4801-8943 Labor. Work. Working class

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LIST OF ABBREVIATIONS

EVP	Employee Value Proposition
WTW	Willis Towers Watson
Gen Z	Generation Z
COVID-19	Coronavirus Disease
Q1	Quarter 1
Q2	Quarter 2
LFPR	Labour Force and Labour Force Participation Rate
HR	Human Resource
STEM	Science, Technology, Engineering, and Mathematics
SPSS	Statistical Package for the Social Sciences
DOSM	Department of Statistics Malaysia
SRS	Simple Random Sampling
PhD	Doctor of Philosophy
IT	Information Technology
IE	Intention of The Employee to Stay in A Workplace
ER	Extrinsic Rewards
AO	Advancement Opportunities
CA	Constituent Attachments
LA	Lack of Alternative
L	Location
JS	Job Satisfaction
ANOVA	Analysis of Variance

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CHAPTER 1: RESEARCH OVERVIEW

1.0 Research Background

The attrition rate in Malaysia has experienced a notable increase, rising to 16.2% in 2023 from 14.9% in 2022. This escalation is largely attributed to the evolving talent strategies and the persistent imbalance between the supply and demand of skilled talent (Ha, 2024). According to Rahul Chawla, Partner and Head of Talent Solutions for Aon in Southeast Asia (2024), the volatility within the business environment has rendered salary increase planning increasingly challenging across the region. It shows the necessity for organizations to reassess their compensation strategies by leveraging the latest data and analytics to remain competitive in a rapidly changing economic landscape. In terms of compensation, the report highlights that new hire premiums are averaging between 5.6% and 13.3%. Companies are increasingly cautious with their compensation expenditures, focusing on budget streamlining, enhancing cost efficiency, and re-evaluating compensation strategies to better align with current market conditions.

The Employee Value Proposition is the value and offerings that a company provides in exchange for the skills, competencies, and experiences that an employee brings to the business. It is necessary for businesses to be strategic and rely on data when implementing a comprehensive employee value proposition (EVP). EVP is to positively influence talents by leveraging the company unique selling points (Marchetti, 2025). Moreover, creating a fitter and more resourceful workforce is essential, which necessitates rewarding employees for their hard work. The significance of utilizing strong market data to guide these decisions cannot be overstated. Strategies rooted in holistic market intelligence enable organizations to approach their workforce requirements proactively. This approach is a powerful way for businesses to remain competitive, creating an environment where employees feel valued and motivated even under evolving economic circumstances. The interconnection between economic trends and workforce management demands that leaders take a proactive perspective to anticipate the headwinds of a

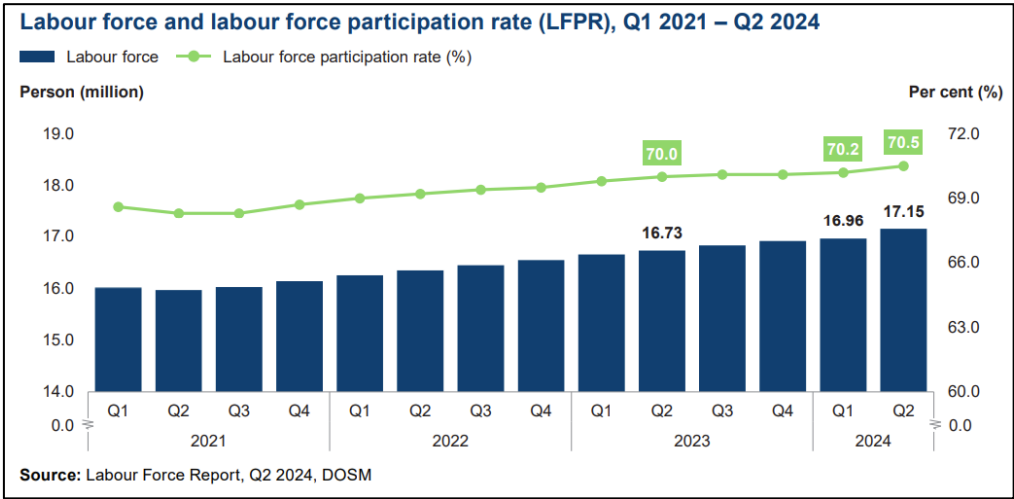
slower economy combined with increased living costs. Organizations that emphasize all aspects of the workforce are best prepared for long-term success and employee engagement (Kelvin, 2024).

The voluntary turnover and attrition rate is on the rise, increasing to 17.5% in the first quarter of 2023 from a stable 16.5% across all four quarters of the previous year. These trends are expected to persist until at least 2024, posing further challenges for organizations in attracting and retaining essential talent. According to WTW, it is crucial for firms to strike a balance between financial and non-financial rewards to remain competitive and address the evolving needs of their employees (Khan, 2024).

Furthermore, the WTW survey highlights a significant demographic shift, with sectors such as banking, insurance, technology, and media increasingly incorporating millennial and Gen Z employees. In Malaysia, the Gen Z workforce has grown by 50% year-on-year since 2020, and by 2025, millennials and Gen Z are projected to comprise over 70% of the country's workforce. This demographic shift presents challenges, including the potential for brain drain, disruptions to education due to the COVID-19 pandemic, and a tendency among younger generations toward job-hopping and seeking volatile sources of income through alternative career paths that offer flexibility, autonomy, or scalability—such as those available in the gig economy and passion projects (Mancini, 2024; Hisham, 2024). As Deloitte (n.d.) emphasises in their report 'Understanding Generation Z in the Workplace', companies must demonstrate their commitment to addressing critical societal issues, such as environmental sustainability, climate action, and food security, rather than merely expressing their values. Additionally, organisation agility is necessary to attract and retain Gen Z talent, as businesses must adjust at a pace that is consistent with the rapid pace of external change. This involves the implementation of structured professional development initiatives, with a particular focus on leadership training and measurable diversity, equity, and inclusion (DEI) strategies (Deloitte, n.d.).

According to the annual Salary Survey, 60% of companies in Malaysia may face challenges in retaining their most skilled employees. This is because 48% of professionals anticipate receiving salary increases to reflect the increasing cost of living. With the concerns about employee retention, this has resulted in 95% of employers expressing worry about a lack of skilled workers in their specific industries. Most of them have identified professionals’ high expectations of salary and benefits as the primary obstacle in recruiting talent especially (BusinessToday, 2023).

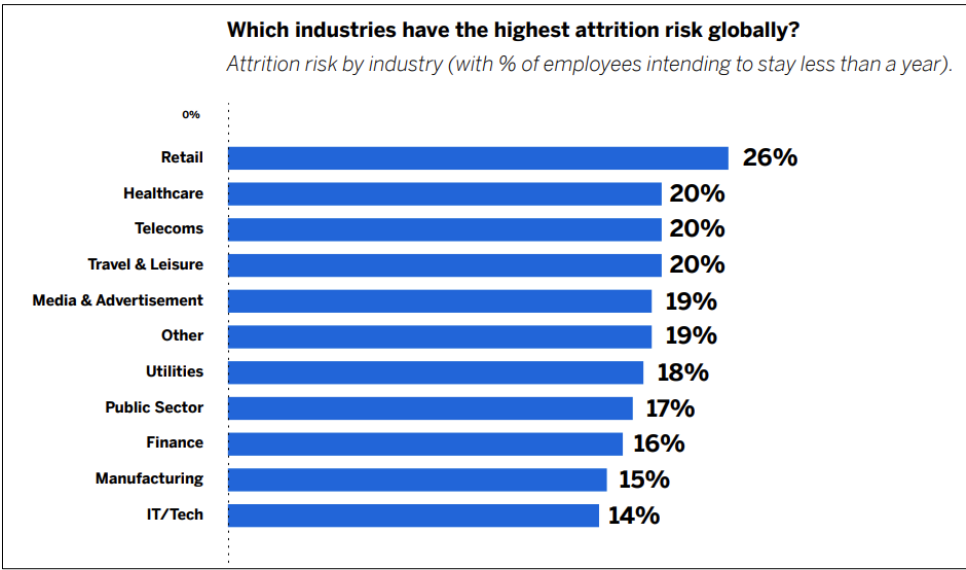
Figure 1.1: Labour force and labour force participation rate (LFPR)



According to Figure 1.1, the analysis of the labour force and labour force participation rate (LFPR) from Q1 2021 to Q2 2024 provides insights that are pertinent to understanding the broader context in which workplace retention factors, such as extrinsic rewards, advancement opportunities, constituent attachment, lack of alternatives, location, and job satisfaction, operate. The steady increase in both the labour force and the LFPR suggests a growing engagement in the labour market, potentially reflecting improved job satisfaction and retention strategies within organizations. As more individuals join and remain in the workforce, it underscores the importance of organizations focusing on factors that influence employees’ intentions to stay. The observed trends could be indicative of successful initiatives in providing extrinsic rewards and advancement opportunities, which in turn may contribute to higher job satisfaction and retention. Moreover, the rising participation rate may also reflect reduced perceptions of alternative job opportunities or

enhanced constituent attachment, further influencing employees’ decisions to remain with their current employers. The findings suggest that the increasing participation rate and labour force are likely linked to effective workplace practices that address the key factors of job satisfaction and retention. As the labour market continues to grow, organizations that prioritize these factors are more likely to succeed in retaining their workforce, thus enhancing overall organizational stability and performance (Department of Statistics Malaysia, 2024).

Figure 1.2: Attrition Risk by Industry



Source: Qualtrics (2020)

According to Figure 1.2, the risk of attrition at, or the rate at which employees leave an organization, varies significantly by industry, reflecting the challenges and strategies specific to each sector. The retail industry carries the highest risk, with a 26% chance that employees might leave, often due to low wages, limited promotion opportunities, and the demanding nature of retail work.

In contrast, industries such as media and advertisement, travel and leisure, telecoms, and healthcare have an attrition risk of 20%. These sectors may experience higher turnover due to the fast-paced, high-stress environments and the competitive job markets they operate within. The utilities sector shows an 18% attrition risk, which,

while lower, still represents a significant turnover challenge. This may be due to the stable yet potentially less dynamic work environments typical of this industry.

The public sector follows with a 17% attrition risk, possibly due to bureaucratic work environments and lower pay scales compared to the private sector. The finance industry shows a 16% attrition risk, reflecting the intense demands and competitive nature of this sector, characterized by stress and long working hours. Manufacturing has a slightly lower attrition risk at 15%, possibly due to the job security associated with specialized skills.

The IT/Tech sector has the lowest attrition risk at 14%, likely due to higher salaries and ample opportunities for professional development within this rapidly changing industry. These findings suggest that while some industries excel in retaining their workforce, others face significant challenges that require targeted retention strategies. Addressing the root causes of high turnover, such as job satisfaction, career development opportunities, and compensation, is essential for ensuring long-term employee retention across these sectors (Qualtrics, 2020).

1.1 Research Problem

Businesses nowadays face enormous competition, and since then, difficulties in finding and retaining talent have become both a challenge and a risk for companies across geographies and industries (Culp, 2022). Organizational performance will significantly be affected by the high employee turnover which result in lower productivity and affect organizational competitiveness, which will greatly impact companies' competitive advantages. Retaining talented employees will help companies financially sustain themselves and improve their business performance (Claus, 2019). It is also believed that retaining them helps companies survive in the market and gain a competitive advantage (Kurdi et al., 2020). Today, the greatest challenge is to find workers who have the right skills to perform the right job. In the short term, the company have attracted talent for the right job is the greatest asset. However, in the long-term talents can be attracted to move on the other

company. Thus, it is important for a company to identify, mitigate the risk to be able to attract, retain and develop (Aina & Atan, 2020).

Talent risk involves potential threats to an organization's ability to attract, retain, and develop key talent, which can significantly impact its strategic goals and overall performance. In today's competitive job market, retaining skilled employees poses a significant challenge for many organizations. Factors such as extrinsic rewards, opportunities for advancement, constituent attachments, lack of alternatives, work location, and job satisfaction play crucial roles in influencing an employee's decision to stay or leave. Understanding these factors is essential for organizations to develop effective strategies to mitigate talent risk and ensure long-term stability and performance.

A recent study indicates that Malaysians are now more likely to switch jobs not primarily for better pay but in search of more challenging roles. Based on the data from year 2023 to 2024, identifies the top three reasons for employee exits in 2024 as a craving for fresh challenges, dissatisfaction with salary packages, and limited career pathways. This marks a shift from previous years when low salary was the leading cause of turnover (Loheswar, 2024).

Furthermore, the location of the workplace and the availability of flexible work arrangements have emerged as crucial elements in retaining employees. Experts suggest that disregarding these aspects may result in higher rates of employee turnover. These outcomes have the potential to reduce the productivity, performance, and long-term sustainability of an organization. By contrast, companies that give priority to work-life balance are more inclined to attract and retain highly skilled individuals, so improving the long-term viability and competitiveness of their organization in the contemporary labour market (Rashidi, 2024).

1.2 Research Gap

Despite the extensive research on employee retention in the fields of organizational behaviour and human resource management, there are still numerous substantial gaps that have yet to be addressed. Existing studies primarily focus on individual factors affecting employee retention, such as salary (Terera & Ngirande, 2014) or job satisfaction (Orpina et al., 2022) without considering the combined effect of multiple factors. For example, extrinsic rewards may be influential, but they do not operate independently and may interact with factors such as job location or career advancement to affect employees' intentions to remain.

Additionally, the literature frequently generalizes its findings to all employee segments and overlooks specific subgroups, such as fresh graduates and early-career professionals, who represent a crucial segment of the labour market. Factors such as advancement opportunities, meaningful work, and flexible work arrangements are becoming more important to these groups (Waworuntu et al., 2022). The career expectations and mobility of fresh graduates differ, especially in the context of an evolving job market.

Furthermore, a substantial portion of the literature is outdated, as it is predicated on data and workplace dynamics that may no longer accurately reflect current trends, particularly in the post-pandemic era, where remote work, digital transformation, and changing employee expectations have altered retention drivers. This study aims to address these gaps by examining the combined influence of multiple factors on the duration of stay in the workplace, focusing on employee in Malaysia.

1.2.1 Theoretical Gap

Herzberg's Two Factor Theory does not fully account for how motivation and hygiene factors function in remote workplaces. For instance, flexibility and work-life balance now act as motivators, challenging Herzberg's original classifications.

The theory requires refinement to explain how motivation is sustained in non-traditional environments. The results of the study contradict Herzberg's prediction that only motivators rather than hygiene factors drive job satisfaction. Extrinsic rewards, a hygiene factor, showed strong influence on retention, suggesting the line between hygiene and motivators is blurred. A more flexible model is needed.

Organizational Equilibrium focuses on tangible inducements like pay and benefits. However, modern employees also value growth, flexibility, and value alignment, which are not adequately covered. The theory needs expansion to include psychological and individualized inducements.

1.3 Research Question

1.3.1 General Research Question

The general research question of this study is what are the factors that influence the employees tend to stay in a workplace.

1.3.2 Specific Research Question

1. Does extrinsic reward influence the intention of the employee to stay in a workplace?
2. Do advancement opportunities influence the intention of the employee to stay in a workplace?
3. Do constituent attachments influence the intention of the employee to stay in a workplace?
4. Does lack of alternatives influence the intention of the employee to stay in a workplace?
5. Does location influence the intention of the employee to stay in a workplace?
6. Does job satisfaction influence the intention of the employee to stay in a workplace?

1.4 Research Objectives

Our research objectives are as below:

1. To assess the influence of extrinsic reward on the intention to stay in the workplace of employee.
2. To assess the influence of advancement opportunities on the intention to stay in the workplace of employee.
3. To assess the influence of constituent attachments on the intention to stay in the workplace of employee.
4. To assess the influence of lack of alternatives on the intention to stay in the workplace of employee.
5. To assess the influence of location on the intention to stay in the workplace of employee.
6. To assess the influence of job satisfaction on the intention to stay in the workplace of employee.

1.5 Research Significance

This research holds significant implications across multiple dimensions. By elucidating the factors that influence employee retention, organizations can formulate targeted strategies to mitigate turnover rates and retain essential talent, thereby bolstering overall performance and stability. Understanding these dynamics allows firms to make informed decisions that enhance workforce continuity and productivity. The insights derived from this study can inform the development and refinement of HR policies and practices, fostering a work environment that enhances employee satisfaction. Effective policies grounded in empirical evidence can lead to improved job satisfaction, reduced turnover, and a more engaged workforce.

Moreover, this research addresses notable gaps in the existing literature by providing a comprehensive analysis of the interplay between various factors influencing employee retention. By focusing on working individuals, the study contributes to a deeper understanding of how the demographic groups perceive and react to different workplace attributes, thereby enriching the academic discourse on talent management. Additionally, the findings of this study offer actionable insights for organizations aiming to design more effective compensation packages, career development programs, and work environments that align with employee expectations. By aligning organizational practices with the preferences of their workforce, companies can significantly reduce talent risk and promote long-term organizational success.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

In this chapter, a comprehensive review of the literature regarding to the variables that affecting employee's intention to remain in a workplace will be introduced. This section will focus on the impact significance of independent variables (extrinsic rewards, advancement opportunities, constituent attachments, lack of alternatives, location, and job satisfaction) on the dependent variable (employee's intention to stay in a workplace). This chapter will also outline the conceptual framework and provide a graphical representation of the relationships between the independent variables and the dependent variable.

2.1 Underlying Theories

The theories to be mentioned are the Theory of Organizational Equilibrium (Barnard-Simon theory) and Herzberg's Two-Factor Theory (motivation-hygiene model). These theories offer important insights on the variables that affect worker intention to stay in a workplace. To keep an organization in balance, employees must maintain a balance between their relationships within the organization, career advancement, and extrinsic rewards. This is further discussed by Herzberg's two-factor theory, which divides the elements that promote satisfaction from the elements that prevent dissatisfaction. Together, these theories offer a basis for recognizing and studying employee retention practices.

2.1.1 Theory of Organizational Equilibrium (Barnard-Simon Theory)

March and Simon (1958) have introduced the theory of organizational equilibrium, which emphasises the balance between the incentives that an individual receives in exchange for their contributions to an organization. The primary factors that motivate employee retention, according to this theory, are the desirability of movement and the ease of movement (Lim & Parker, 2020). The desirability of movement is primarily determined by job satisfaction, while the ease of movement is influenced by the availability of employment alternatives in the external labour market (Bwowe, 2020). Dissatisfied workers are more inclined to quit, especially when there are appealing alternatives, but satisfied employees are more likely to stay in their current positions. Consequently, it is essential for companies to ensure that the incentives they offer, such as salary, opportunities for promotion, and job satisfaction, as well as evaluate the personal contribution, to maintain their intention to retain in the role.

Porter and Steers (1973) expanded on this foundation by highlighting extrinsic rewards and advancement opportunities as major aspects that have a significant effect on employee retention. Employers are more likely to retain their employees when they provide competitive extrinsic rewards as well as different career development opportunities (Mano, 1996). This approach mentioned that organizations have to outperform employees' expectations through external incentives, which maintain a balance between contribution and reward (Perkins & Jones, 2020).

Similar findings were made by Hausknecht et al. (2009) when they evaluated constituent attachments and the connections that workers have with their leaders and their coworkers. They discovered that low-quality management behaviour, such as failing to consider workers' needs or providing inadequate feedback and recognition, increases employee turnover. On the other hand, a positive work environment can encourage organizational attachment by making staff feel encouraged to stay in their current position (Zhong et al., 2023). Employee

commitment is crucial for retention, and it can be affected by support from colleagues and the organization's core values.

Furthermore, the difference between high and low performers is highlighted by the effect that a lack of alternatives plays in retention. Due to their superior skills, high talent typically has more opportunities outside of their organization and is more likely to leave when they are not satisfied (Son et al., 2018). In reverse, low talent who have fewer skills tend to continue in their position since there are fewer alternatives. This dynamic demonstrates how the Theory of Organizational Equilibrium's definition of ease of movement affects the probability of turnover (Hausknecht et al., 2009).

Also, location is one of the factors that take part in employee retention. The workplace location can have an impact on absenteeism and withdrawal behaviours, especially when related to the stress of long trips (Choy & Kamoche, 2020). Longer journeys may make it more difficult for workers to manage their work and personal commitments, which may lead them to look for jobs closer to their residence. Thus, geographic convenience should be considered for organizations to retain talent (Hausknecht et al., 2009).

2.1.2 Herzberg's Two-Factor Theory (Motivation-Hygiene Model)

Herzberg, Mausner and Snyderman (1959) have established a theory called Herzberg's Two-Factor Theory, which divided factors into two categories: motivators that related to the work itself, such as advancement, achievement, relationships with supervisors and appreciation; and hygiene factors, an external employment conditions like compensation, location, and other job alternatives.

According to Herzberg's theory, salary and other monetary incentives are considered extrinsic rewards, one of the hygiene factors. Their absence can lead to dissatisfaction. Remuneration is one of the most important hygienic variables, particularly for highly educated workers (Mabaso & Dlamini, 2017). They believe that low pay can cause the employee leaving. Sanjeev and Surya (2016) elaborated

on this further by suggesting that workers have a high degree of sensitivity to wages, which is consistent with Herzberg's categorization of pay as a hygiene factor that influences turnover when it is absent.

Herzberg's motivators include the advancement opportunities (Almaaitah et al., 2017). Employees who receive growth and recognition because of advancement and promotion reveal more willing to stay in their workplace. This is linked to Herzberg's emphasis on motivators, which suggest that offering employees opportunities for engagement and growth in their careers is essential to retain and motivate them to stay with the organization.

Herzberg addresses constituent attachments as one of the motivation variables, which is another important element. Maintaining good relationships with managers and colleagues is essential for employee to perceive commitment to the organization. According to Aprilia et al. (2021), constituent attachments create an environment of support that prevents discomfort. Positive interactions lower employee turnover and promote an atmosphere of belonging.

Additionally, job satisfaction that indicates the extent of employee enjoying their work will be influenced based on the quality of job content and sense of accomplishment gained by employees in their work (Clark, 2015). Herzberg, Mausner and Snyderman (1959) support that the most frequent variables that bring job satisfaction are achievement and quality performance. The motivators, such as task significance and autonomy, increase satisfaction level, which reduces employee turnover (Pham et al., 2021).

Ling et al. (2022) examined the significance of location within Herzberg's framework and observed that employee retention is influenced by geographic convenience. Herzberg's motivators do not specifically address location, but its impact on work-life balance and non-work obligations connects with hygiene considerations, which have an influence on employees' external work environment.

2.1.3 Application of Theories

The Theory of Organizational Equilibrium and Herzberg's Two-Factor Theory have helped to build the conceptual framework of this study. According to the Theory of Organizational Equilibrium, employees are more likely to remain in the organization when the inducements they receive are perceived to be equal to their contributions. This theory supports the inclusion of independent variables like extrinsic rewards, advancement opportunities, and constituent attachments in the framework. For Herzberg's Two-Factor Theory, it distinguishes between hygiene factors and motivators. The independent variables have contained both hygiene (extrinsic rewards, lack of alternatives, location) and motivational (job satisfaction, advancement opportunities, constituent attachments) elements, that also influence an individual's decision to stay. By applying these theories, the study constructs a comprehensive framework that connects the concept of theories with variables affecting employee retention.

2.2 Literature Review

2.2.1 Intention of The Employee to Stay in A Workplace

The intention to stay refers to the employees' consciousness and willingness to remain with the company in a predictable future. It represents the possibility that an employee decides whether to continue in their current position or not (Aboobaker et al., 2019). The intention tends to be driven by different psychological and contextual mechanisms through personal evaluations (Chang & Busser, 2019). Nancarrow et al. (2014) found that there are direct and indirect effects on an employee's turnover or stay intention. Some factors will directly enhance an employee's desire to stay, but external factors may contribute to an employee's decision to quit the current position. Both of them can coexist since an employee might enjoy certain aspects of their job but still consider leaving due to more attractive elements.

2.2.2 Extrinsic Rewards

Monetary rewards that employees receive from the organization are referred to as extrinsic rewards. Generally, extrinsic rewards include bonuses, commission, incentives, gifts, and other financial benefits (Mathis & Jackson, 2008). Organizations often use extrinsic rewards as a strategic tool to retain a committed and motivated workforce (Soares et al., 2009). Financial benefits are one of the most influential factors affecting an organization's ability to retain its employees (Yakubu et al., 2023). According to Afriyie, et al. (2020), extrinsic rewards can be seen as the extra pay that employees receive for their work or as a reward for a job well done. However, getting paid does not always indicate that employees have performed their work well. Extrinsic rewards may be an acknowledgement of the employees' skill, knowledge, and experience (Camuffo et al., 2009). The connection between extrinsic rewards and employee retention emphasized the fact that employees who receive adequate rewards are more likely to stay with their current workplace. However, employees who feel undervalued may seek new job opportunities elsewhere.

Munir (2016) found that there is a statistically significant relationship between extrinsic rewards and employee retention. In 2016, most employees aimed for better benefits packages during their employment due to the cost of living. The success of the retention strategy would depend on the organization's reward structure and offer a better benefit that is comparable to their competitors (Conley 2017). When organizations provide extrinsic rewards, employees feel more secure and valued. Hence, they are more likely to develop a positive attitude towards their workplace and even increase their willingness to stay in the workplace (Hassan & Govindhasamy, 2020).

For most employees, extrinsic rewards are not just financial motivators, it is also an exact recognition of their hard work and achievement. Given that extrinsic rewards are a measurable indicator of employees' value, they pay attention in the rewards they receive and make sure that it is fair and equal with their contribution to the

organization (Jabbar & Hussin, 2018). A fair and equal reward system will increase the motivation of working hard for the organization's success (Amadi et al., 2021).

Moreover, organizations promote a culture of trust by offering flexibility at work (Richardson & McKenna, 2013). Flexible working arrangements are regarded as family-friendly policies, because employees are allowed to determine when, where, and for how long they work. Flexible work shows that the organization care about employee well-being, which can attract more qualified and skilled employees (Kossek, 2016). Through flexible working arrangements, employees can easily fulfil both working and non-working roles. This balance reduces stress and helps employees perform well in both areas of their life. Wheatley (2012) found that this freedom helps employees balance their work and personal life better, resulting in the retention of employees. Furthermore, this also helps organizations reduce employee turnover rate and the cost of hiring and training new employees (Haddad et al., 2023).

In conclusion, it is proved that there is a significant relationship between extrinsic rewards and employees' decisions to stay in a workplace. By offering attractive extrinsic rewards, organizations can retain their talent for the long term (Afriyie et al., 2020). The positive relationship between extrinsic rewards and employee retention highlights the importance of extrinsic rewards in building a stable workforce, ultimately contributing to the overall success and sustainability of the organization.

H₀: There is no significant relationship between an employee's intention to stay in a workplace and extrinsic rewards.

H₁: There is a significant relationship between an employee's intention to stay in a workplace and extrinsic rewards.

2.2.3 Advancement Opportunities

According to Ferdiana et al. (2023), advancement opportunities can influence an employee's intention to stay in the workplace. Employees who perceive a clear career planning within the organization are more likely to stay, as they see potential for personal and professional growth (Aburumman et al., 2019). This clarity reduces uncertainty and helps employees set goals aligned with the organization's objectives, reinforcing their commitment to the company (Allui & Sahni, 2016). Clear advancement opportunities help organizations communicate effectively with employees and let them know that their future within the organization is secure and promising, thus reducing the likelihood of turnover. One effective strategy for retaining employees is providing development opportunities such as training and development programs, which enable employees to gain new skills and knowledge to enhance their performance (Suriati et al., 2024).

Based on Kyndt et al. (2009), provide regular training programs has a positive influence on employee retention. The training programs might include enhancing employees' skills and knowledge. Training not only enhances employees with the necessary competencies to perform their tasks but also indicates that the organization is invested in their professional growth. By investing in continuous learning and professional development, organizations enable their employees to stay confident in their field and adapt to new challenges. This investment is often seen as a reciprocal relationship. Employees enhance their contributions to the organization, and in return, they gain recognition, receive rewards, and access opportunities for further career growth. (Aleem et al., 2018). This cycle of development and recognition fosters a positive work environment where employees feel valued and motivated to stay (Madden et al., 2015). Training programs, workshops, conferences, and on-the-job learning experiences are essential components of this development cycle (Samuel et al., 2019). By continually enhancing employees' competencies, organizations not only improve performance but also strengthen employees' attachment to the company (Tarafdar et al., 2007).

Employees' decisions to stay with an organization is dependent on how employers respond to their growth and development needs. When employers actively support their employees' aspirations, provide feedback, and offer opportunities for

progression, employees feel that their future is valued. This positive dynamic encourages employees to invest their time and energy in the organization, knowing that their contributions are recognized and that there is chance for their growth (Allen et al., 2003). In contrast, a lack of support or recognition can lead to dissatisfaction, prompting employees to seek opportunities elsewhere. Therefore, it is crucial for organizations to maintain open communication about career development and provide constructive feedback to guide employees towards achieving their goals (Amadi et al., 2021).

In conclusion, the advancement opportunities are crucial strategies for improving employee retention. Through investing in the growth and development of employees, organizations can create a supportive environment that let employees feel valued and optimistic about their future within the organization. A focus on personal and professional development not only improves individual performance but also fosters long-term loyalty and commitment. Organizations that prioritize employee growth are better positioned to retain top talent and reduce turnover costs.

H₀: There is no significant relationship between an employee's intention to stay in a workplace and advancement opportunities.

H₂: There is a significant relationship between an employee's intention to stay in a workplace and advancement opportunities.

2.2.4 Constituent Attachments

According to George (2015), constituent attachment has significant positive correlations to employee retention. In a workplace setting, constituent attachment includes workplace relationships, working environment, and organization culture. Each of these elements contributes to an employee's sense of belonging and commitment to the organization, ultimately influencing their decision to stay with the workplace.

Effectively managing positive peer group relations is interconnected with employee retention. Constituent attachment results when employees develop a meaningful social tie with others at work (Maertz & Campion, 2004). Establishing and maintaining a good relationship with colleagues can improve overall workplace happiness. Sometimes, employees are unwilling to resign and even choose to remain in a job because they get along too well with their colleagues. Similarly, if their colleagues declare their intention to leave, it may become a motivating factor for the employee to leave the company (Maertz & Griffeth, 2004). The emotional connection may come from working toward a common goal, providing mutual assistance, and supporting one another professionally and personally. Over time, these interactions contribute to forming an informal but meaningful emotional support system within the workplace (Aleem et al., 2018).

Additionally, the tacit understanding of colleagues can reduce an employee's intention to leave the workplace, especially in an organization that emphasizes collaboration rather than competition. When teamwork is prioritized within an organization, employees may develop high levels of work group cohesion and perceive their colleagues as supportive. Even after leaving an organization, post-employment nostalgia for former colleagues highlights the long-term impact of high-quality workplace relationships. This nostalgia indirectly reflects the importance of a positive and supportive work environment in employee retention (Inda & Mishra, 2016).

However, the relationship between constituent attachments and employee's intention to remain with a company is not always positive. Some employees may view an excessive emotional support at work as a barrier or trouble rather than consoling (Tews et al., 2013). In competitive or high-performance work environments, dependence on others may be seen as a sign of weakness and incapacity (Lee, 2002). Besides, employees may become wary of the intentions of their colleagues. Colleagues may be seen as rivals, leading to mistrust and reduced collaboration (Iverson & Pullman, 2000). Nevertheless, poor working relationships do not always lead to the resignation of employees, which is due to the limited job opportunities (Rabbi et al., 2015).

In summary, many studies have verified that constituent attachments will have an impact on employee intentions to stay in the workplace. Therefore, planning employee retention strategies must consider the quality of the workplace environment, good colleague relationships, and a friendly corporate culture. Organizations that place a high priority on fostering a positive work environment have a better chance of keeping their talent and eventually achieving long-term success.

H₀: There is no significant relationship between an employee's intention to stay in a workplace and constituent attachments.

H₃: There is a significant relationship between an employee's intention to stay in a workplace and constituent attachments.

2.2.5 Lack of Alternative

Alternative job opportunities are options that employees can consider instead of their current jobs. These alternatives often seem more attractive when other companies offer better pay or benefits. Ramlawati et al. (2021) explain that employees are more likely to think about leaving when they notice appealing jobs in the market. This desire to leave grows stronger when job offers come suddenly and seem hard to refuse.

Lambert et al. (2001) highlight that the availability of alternative job opportunities has some impact on employee intentions to leave, regardless of their current job satisfaction. This suggests that even satisfied employees may choose to exist if they believe better opportunities exist elsewhere, indicating that perceptions of the external job market dynamically influence turnover intentions. To support this view, Peter (2019) conducted a global survey of 480 biopharmaceutical professionals and found that 56% would consider switching companies if given the chance.

On the other hand, job embeddedness theory gives a different point of view. Mitchell et al. (2001) suggest that employees who see fewer job options are more likely to stay. These employees may stay not because they love their jobs, but because they feel stuck. Additionally, limited job mobility, especially in specialized industries or during economic downturns, can lead to a retention effect where employees remain due to a lack of feasible options (Shah et al., 2024). Furthermore, Lee and Joo (2023) argue that decisions to stay are often driven more by perceived scarcity of alternatives than by actual market conditions, underscoring the influence of cognitive bias in turnover behavior.

In conclusion, numerous studies emphasize that alternatives job are one of the reasons in affecting employee retention. While the presence of attractive opportunities increases the likelihood of turnover, a perceived lack of alternatives can result in higher retention rates. Even dissatisfied employees may choose to remain with their current workplace if they perceive there is lack of viable options in the job market.

H₀: There is no significant relationship between an employee's intention to stay in a workplace and lack of alternatives.

H₄: There is a significant relationship between an employee's intention to stay in a workplace and lack of alternatives.

2.2.6 Location

Employee decisions to remain with their current organization can influence the organization's geographic location. According to Salgado et al. (2020), just 7.10% of participants in their study were influenced by work location, indicating no significant relationship between the work location and employee retention. However, compared to male employees, female employees seemed to be more affected by transit accessibility. Wheatley (2013) proposed that one of the factors influencing female employees' decision to remain with an organization is the work

location. According to Baruch and Holtom (2008), women's willingness and capacity to travel great distances for employment are influenced by their domestic responsibilities, including being a mother, partner, and housewife. According to Radford et al. (2015), 4.3% of their participants cited the workplace's closeness to their home as a key issue. Some respondents explicitly said that their decision to stay in their current workplace was influenced by the location's convenience, such as its proximity to their home or public transit.

Additionally, research shows that millennials are especially likely to favor urban settings over sub-urban or rural ones, including big cities, walkable neighborhoods, and rental apartments for better job opportunities and facilities. For businesses in rural areas looking to recruit top personnel, particularly in high-demand disciplines like Science, Technology, Engineering, and Mathematics (STEM), this change in tastes could pose difficulties (Chesto, 2016).

In conclusion, even though it might not be a major consideration for every employee, a workplace's location does affect employee retention, especially for specific demographics. Work location has an impact on retention that varies based on demographic characteristics. Organizations must so carefully take these elements into account when creating recruitment and retention strategies.

H₀: There is no significant relationship between an employee's intention to stay in a workplace and location.

H_s: There is a significant relationship between an employee's intention to stay in a workplace and location.

2.2.7 Job Satisfaction

Job satisfaction is one of the important factors that affects whether employees stay in an organization. It shows how much an employee likes their job, including how they feel about their work life and the kind of tasks they do (Clark, 2015). When employees are happy with their jobs, they are less likely to look for other jobs. As a result, the number of people who leave the company goes down (Abudaqa et al., 2022). Also, when employees are satisfied, they usually think more positively about the company. This makes them work harder and talk well about their workplace, which helps the company improve its service and keep customers happy (Gibbons, 2006). In addition, Berger (2004) says that companies that focus on job satisfaction have a better chance of keeping talent employees and doing well over time.

On the other hand, job satisfaction may go down when employees feel stuck or bored in their jobs. This may happen when their work becomes too easy or does not offer new challenges (Hurst et al., 2016). When people do the same tasks every day, they are more likely to think about quitting (Iverson, 1999; Chen et al., 2022). This is especially true for employees with higher education, because they often desire more variety, more interesting work, and chances to learn new things (Gibbons, 2006). The feeling of doing something meaningful and enjoyable at work helps people decide if they want to stay or leave. It also affects how well they do their job (Clark, 2015). Job satisfaction also helps employees feel more connected to their company, which can make them less likely to leave (Romadhoni et al., 2020).

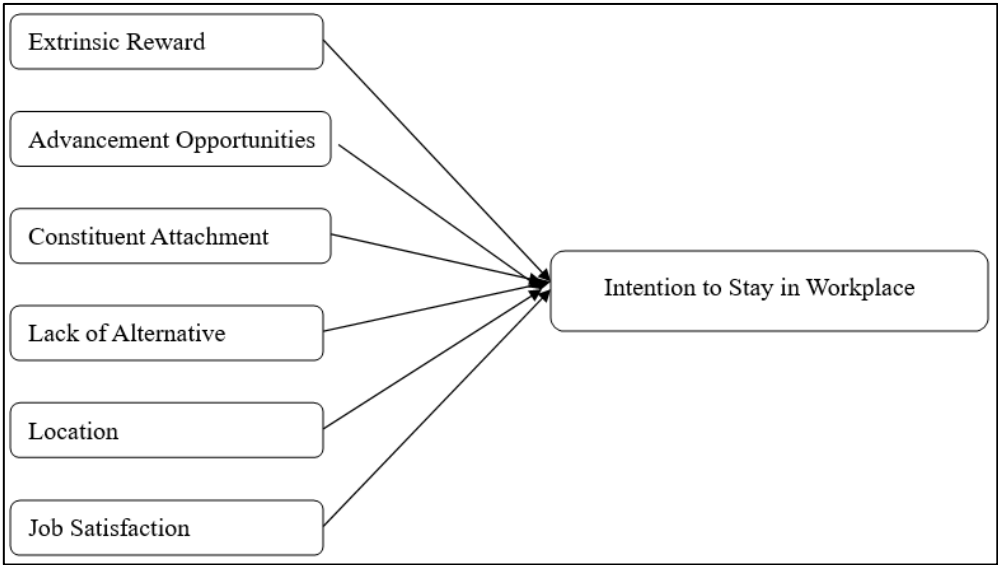
In short, job satisfaction is one of the important strategies to keep employees in the current organization. Companies that want to retain employees should ensure that the work is interesting and make employees feel a sense of belonging to the company. When employees feel supported and enjoy their jobs, they are more likely to stay with the organization.

H₀: There is no significant relationship between an employee's intention to stay in a workplace and job satisfaction.

H₆: There is a significant relationship between an employee’s intention to stay in a workplace and job satisfaction.

2.3 Conceptual Framework

Figure 2.1: Proposed Conceptual Framework



Source: Developed for study

The conceptual framework presents the direct relationship between the independent variables (extrinsic rewards, advancement opportunities, constituent attachments, lack of alternative, location, job satisfaction) and the dependent variable (employee’s intention to stay in a workplace). This framework is constructed based on the theory of organizational equilibrium and Herzberg’s two-factor theory.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Research Design

This research project aims to examine the influence of extrinsic rewards, advancement opportunities, constituent attachment, lack of alternatives, location, and job satisfaction on the intention to stay in the workplace. The hypothesis between each variable is tested using the quantitative method in this study. Questionnaires were implemented to accumulate the data. Our research is focused on working individuals who are based in Kuala Lumpur. Cronbach's alpha will be implemented to evaluate the measurement's reliability. Pearson Correlation Coefficient and Multiple Regression Analysis were implemented to investigate the correlation between the dependent and independent variables. In order to analyze the data, IBM SPSS software version 29.0.0.0 is used.

3.1 Sampling Technique

There are two categories of sampling techniques which are probability sampling and non-probability sampling. In probability sampling, every member of the population has a predetermined chance of being chosen for inclusion in the sample. When the population exhibits a high degree of homogeneity, the likelihood of any given member being selected is significantly increased. For example, if a bag is filled with rice, the probability of selecting each grain in a sample is quite high, making the sample representative of the entire contents of the bag. In the context of this study, the population is considered homogeneous because each member is a potential respondent for the research (Makwana et al., 2023).

According to Kumar (2011), non-probability sampling is a technique where the probability of each member of the population being selected for the sample is unknown. Unlike probability sampling methods, which ensure that every member

of the population has a known chance of being chosen, nonprobability sampling does not provide such guarantees. For example, when investigating the effects of child labor on minors, a researcher might use purposive sampling to specifically target and interview children who have been exposed to labor practices. This approach allows for detailed insights into the experiences of those directly affected, though it does not guarantee that the sample is representative of the broader population. Bhardwaj (2019) mentioned that probability sampling includes simple random sampling, stratified random sampling, systematic sampling, cluster sampling and multistage sampling. Meanwhile, nonprobability sampling includes purpose sampling, convenience sampling, snowball sampling and quota sampling.

We chose Kuala Lumpur for this study because it is Malaysia's capital and a major economic hub with a diverse and dynamic workforce. Its large and varied population offers a rich context for understanding employment trends and labor market dynamics. According to the latest update of Department of Statistics Malaysia (DOSM) on 30th August 2023, the population of Kuala Lumpur is approximately 1,982,112 people. The gender distribution is male (53.4%), female is 46.6%, and the number of working individuals is 73.5%.

To ensure high representativeness and reduce bias, we employ Simple Random Sampling (SRS). In SRS, every working individual in Kuala Lumpur has an equal chance of being selected. This method is straightforward and involves randomly selecting individuals from a complete list of the population. The simplicity of SRS makes it easy to implement, and its approach allows the results to be generalized to the entire population with a known level of confidence.

Bukhari (2021) proposed a table to determine the required sample size for a given population. According to Appendix 1, a population size exceeding 1,000,000 requires a sample size of 384. Since Kuala Lumpur has a population of 1,982,112, our research will require 384 respondents.

3.2 Data Collection Procedures

In this study, the influence towards intention to stay in the workplace of working individuals of Kuala Lumpur will be surveyed through the online questionnaire method, which would more convenience compared face-to-face approach. Therefore, by using the online questionnaire survey method, we can reduce both research design costs and time. This approach facilitates the collection of quantitative data in a standardized manner. Additionally, respondents' identities are kept anonymous, ensuring confidentiality. The survey will be carried out at Kuala Lumpur, Malaysia. Our total target group is 384 work labour respectively. We conducted the online survey by creating a Google Form with 7 sections of 33 questions in the questionnaire. The survey questions include demographic questions and dependent and independent variables. The questionnaire used in this study utilizes a five-point Likert scale, with responses ranging from 1 (strongly disagree) to 5 (strongly agree), including 2 (disagree), 3 (neutral), and 4 (agree)² (Nyutu et al., 2020). Referring to Appendix 2, the items measure extrinsic rewards, advancement opportunities, constituent attachments, lack of alternative, location and job satisfaction. The survey includes detailed information and items pertaining to these aspects, offering valuable insights for analysis.

3.3 Method of Analysis

In this study, the analysis method employs a variety of statistical approaches to thoroughly analyse the correlations between independent variables and dependent variable. These methods include descriptive statistics, correlation analysis, multiple regression analysis, and reliability testing. To properly address the study objectives, each statistical method has been carefully selected based on its capacity to offer insights into various elements of the data.

Descriptive statistics are statistical analyzes that organize, visible, and analyze data using graphical and numerical methods (Pulluru et al., 2024). It will be used to

summarize and explain the data gathered from respondents, resulting in a clear picture of the sample characteristics. According to Hinton et al. (2004), large datasets can be precisely described and summarized quickly and simply with the use of descriptive statistics. The measurements of central tendency (mean, median, and mode) and dispersion (range, standard deviation, and variance) are the most often used descriptive statistics (Cooksey, 2020). Since they serve as the foundation for comparing variables using inferential statistical tests, descriptive statistics are a crucial part of preliminary data analysis. To reduce the possibility of providing results that are misleading, it is vital that the most relevant descriptive statistics are presented using an organized technique (Kaur, Stoltzfus & Yellapu, 2018).

Based on Moore et al. (2020), the useful analysis strategy is applied with the expectation of reducing the participant data into a summary figure that will enable interpretation of the findings. For example, descriptive statistics will help in showing the overall trend of responses to each of the independent variables, which are extrinsic rewards, advancement opportunities, constituent attachments, lack of alternatives, location, and job satisfaction. The average values of each of these variables within the population being studied can be calculated through combining them together. It delivers a general idea of how these independent variables relate to employees' intention to stay in their current positions.

To investigate the connections between the independent and dependent variables, inferential statistical analysis will be used. This type of analysis enables the ability to generate inferences or forecasts about a population from sample data, which is necessary for testing research hypotheses (Cumming & Calin-Jageman, 2016). The study will utilise a range of inferential approaches, including multiple regression analysis and correlation analysis, to gain insight into the strength and direction of the relationships between the variables.

3.3.1 Normality Test

To measures the normality of our variables, skewness and kurtosis are used to assess the shape of the probability distribution. Skewness measures the degree of asymmetry in the distribution of a variable, while kurtosis evaluate the sharpness or flatness of the distribution in relation to a normal distribution.

An absolute skewness value of more than 2 or an absolute kurtosis value of more than 7 may be utilised as reference values to detect non-normality in our sample size of more than 300 (Kim, 2013).

3.3.2 Reliability Analysis

An instrument used to gather data must be consistent, stable, and repeatable for its measures produced from tests and questionnaires to be considered reliable. If an instrument is dependable, it will produce consistent results when used repeatedly or by two distinct investigators. Reliability’s internal consistency measures how closely each component of the assessment method measures the same concept (Hair et al., 2021).

3.3.2.1 Cronbach’s Alpha Test

According to Heo, Kim and Faith (2015), Cronbach alpha, also known as coefficient alpha, is commonly used in research to assess item consistency and reliability.

Table 3.1:

Rule of Thumb of Cronbach’s Alpha

Cronbach’s Alpha	Internal Consistency
$0.8 \leq \alpha$	High Reliability
$0.6 \leq \alpha < 0.8$	Moderate Reliability
$\alpha < 0.6$	Low Reliability

Source: Daud et al. (2018)

According to Table 3.1, Cronbach's alpha reliability coefficients normally range from 0 to 1. The scale's items become more internally consistent as the Cronbach's alpha coefficient gets closer to 1.0. An alpha of 0.8 is considered as realistic. The reliability coefficient Cronbach's alpha (α) represents internal consistency, a value of $0.8 \leq \alpha$ is the most recommended, which denotes high reliability; $0.6 \leq \alpha < 0.8$ indicates acceptable with moderate reliability; $\alpha < 0.6$ is considered as low reliability, which is unacceptable (Sigudla & Maritz, 2023). Cronbach's alpha assures that survey instruments used to evaluate variables are reliable and consistently evaluate the identical underlying concept. Additionally, it increases the validity of results by ensuring that any correlations between variables are not the consequence of inaccurate measurement. This improves the accuracy of the research instruments by assisting with determining whether components of a scale should be included or removed (Tavakol & Dennick, 2011).

3.3.3 Inferential Analysis

3.3.3.1 Pearson's Correlation Analysis

The Pearson correlation coefficient quantifies the strength and direction of a linear relationship between two variables. The coefficient is dimensionless, which means that it has no units, and it ranges from -1 to +1. An ideal positive linear relationship, in which an increase in one variable leads to a proportional increase in the other variable, is expressed as a value of +1. On the other hand, the value -1 represents a perfect negative linear relationship, where an increase in one variable is associated by a corresponding decrease in the other (Schober et al., 2018). The relationship's significance is stated using probability levels (p). The probability of a correlation (r) arising in the absence of a relationship in the population is determined by the p -value. A higher correlation indicates a stronger relationship, whereas a lower p -level suggests a more meaningful relationship. A coefficient of 0 suggests no linear relationship between the variables (Sedgwick, 2012).

Table 3.2:

Interpreting The Level of The Correlation Coefficient

Range of Correlation Coefficient	Level of Correlation	Range of Correlation Coefficient	Level of Correlation
0.80 to 1.00	Very Strong Positive	-1.00 to -0.80	Very Strong Negative
0.60 to 0.79	Strong Positive	-0.79 to -0.60	Strong Negative
0.40 to 0.59	Moderate Positive	-0.59 to -0.40	Moderate Negative
0.20 to 0.39	Weak Positive	-0.39 to -0.20	Weak Negative
0.00 to 0.19	Very Weak Positive	-0.19 to -0.01	Very Weak Negative

Source: Meghanathan and He (2016)

3.3.3.2 Multiple Regression Analysis

Multiple regression is a statistical method that employs multiple independent variables to predict the value of a dependent variable. Based on the simple linear regression idea that contains only one independent variable, many explanatory variables are added to the model (Trunfio et al., 2022). The objective of multiple regression is to predict the value of the dependent variable for new observations (Siegel, 2016). The multiple regression equation that was created below represents the relationship between the dependent variable, which is the intention of the employee to stay in a workplace, and the independent variables, which are extrinsic rewards, advancement opportunities, constituent attachments, lack of alternatives, location, and job satisfaction. The six independent variables in the standard model were examined for significance using multiple regression analysis.

The equation for a multiple regression is:

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + B_5X_5+B_6X_6$$

Where,

Y = Intention of the employee to stay in a workplace

B_0 = Intercept

X_1 = Extrinsic rewards

X_2 = Advancement opportunities

X_3 = Constituent attachments

X_4 = Lack of alternatives

X_5 = Location

X_6 = Job satisfaction

$B_1, B_2, B_3, B_4, B_5, B_6$ = Slope coefficient

3.3.4 Multicollinearity Test

When two or more independent variables in a multiple regression model have a substantial association with one another, this is known as multicollinearity. If the variance inflation factor is greater than 10, multicollinearity exists. However, the tolerance is the opposite of the VIF. The lower the value of tolerance, the more likely there is to be multicollinearity between variables (Shrestha, 2020). According to Kim (2019), only when the tolerance values less than 0.10 indicate multicollinearity.

CHAPTER 4: DATA ANALYSIS

4.0 Introduction

This chapter will conduct data analysis, including descriptive analysis, reliability analysis, inferential analysis, and multiple regression analysis, using responses from 384 respondents through IBM SPSS software version 29.0.0.0. Following the analysis, a hypothesis will be tested to determine whether it is accepted or rejected.

4.1 Descriptive Analysis

Table 4.1:

Frequency and Percentage of respondents (Gender)

Gender	Frequency	Percent (%)
Male	113	29.43%
Female	271	70.57%
Total	384	100%

Source: Developed for research

Based on the table, the majority respondents are female, making up 70.57% of the sample, while 29.43% are males. This indicated, there are a slight imbalance in the sample, which potential effect the results depending on the nature of the study.

Table 4.2:

Frequency and Percentage of respondents (Age)

Age	Frequency	Percent (%)
below 20	5	1.30%
20-30 years	307	79.95%
30-40 years	33	8.59%

40-50 years	20	5.21%
50 and above	19	4.95%
Total	384	100%

Source: Developed for research

Most respondents (79.95%) are aged between 20 and 30 years, comprising 307 individuals, suggesting that this study is primarily influenced by the behaviours of young individuals who are likely early-career professionals. The remaining respondents aged 30 to 40 comprise 33 individuals (8.59%), representing the mid-point of their careers. Among individuals aged 40 to 50 years, there are 20 respondents, while those aged 50 and above comprise 19 respondents. The smallest demographic of respondents consists of individuals under the age of 20, with only 5 participants (1.3%).

Table 4.3:

Frequency and Percentage of respondents (Education Level)

Education Level	Frequency	Percent (%)
Secondary School	11	2.86%
Diploma	42	10.94%
Bachelor’s Degree	300	78.13%
Master’s degree	26	6.77%
PhD	5	1.30%
Total	384	100%

Source: Developed for research

The majority of respondents (78.13%) possess a bachelor’s degree, followed by those with a diploma (10.94%). The master’s degree constitutes 6.77%, indicating that the respondents are predominantly highly educated.

Table 4.4:

Frequency and Percentage of respondents (Field of Work)

Field of Work	Frequency	Percent (%)
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Art	9	2.34%
Banking, accountancy, financial services & fintech	70	18.23%
Business management	89	23.18%
Digital marketing	36	9.38%
Education	8	2.08%
Engineering	25	6.51%
Food & Beverage	4	1.04%
Healthcare & medical professionals	24	6.25%
Logistics & Shipment	9	2.34%
Manufacturing	3	0.78%
Social Sciences	61	15.89%
Software engineers & IT	34	8.85%
Others	12	3.13%
Total	384	100%

Source: Developed for research

The field of work distribution among the respondents shows a strong representation of Business Management (23.18%). The second highest industry is Banking, accountancy, financial services, and fintech (18.23%) dominating the sample. Other major domains comprise Social Sciences (15.89%) and Digital Marketing (9.38%), whereas technical, creative, and service-oriented sectors such as Engineering (6.51%), Healthcare (6.25%), Art (2.34%), and Education (2.08%) are inadequately represented. For others field of work that consist of (3.13%), it includes media, journalism, mass communication, graphic design, and tourism.

Table 4.5:

Frequency and Percentage of respondents (Duration worked in the current organization)

Duration Worked	Frequency	Percent (%)
below 1 year	175	45.57%
1-2 years	82	21.35%
2-5 years	62	16.15%

5-7 years	17	4.43%
7-10 years	7	1.82%
10 years and above	41	10.68%
Total	384	100%

Source: Developed for research

Nearly half of the respondents (45.57%) have worked in their current organization for less than a year, indicating a high turnover rate or a sample dominated by newer employees. This could impact findings related to job satisfaction, loyalty, or organizational culture.

4.2 Normality Test

Table 4.6:

Result of Normality Test

Variables	Constructs	Skewness	Kurtosis
Dependent Variable	Intention of the employee to stay in a workplace (IE)	-0.333	-0.606
Independent Variable	Extrinsic Rewards (ER)	-0.831	0.998
	Advancement Opportunities (AO)	-0.829	0.675
	Constituent Attachments (CA)	-0.940	1.739
	Lack of Alternative (LA)	-0.102	-0.273
	Location (L)	-0.867	0.866
	Job Satisfaction (JS)	-0.879	0.941

Source: Developed for research

The normality test results indicate that the skewness for all variables range from -0.102 to -0.940, indicating moderate left skewness. The lack of alternative has the least skewness at -0.102, closest to symmetry. Constituent attachments have the highest skewness -0.940, indicating a longer left tail. Furthermore, the kurtosis of the variable ranges from -0.606 and +1.739. Both intention of the employee to stay

in a workplace and lack of alternative have flatter distributions with lighter tails which is -0.606 and -0.273. We can conclude that all skewness and kurtosis value fall within the acceptable range.

4.3 Reliability Analysis

Table 4.7:

Result of Reliability Test

Variables	Constructs	N of Items	Cronbach's alpha	Internal Consistency
Dependent Variable	Intention of the employee to stay in a workplace (IE)	4	0.854	High
Independent Variables	Extrinsic Rewards (ER)	10	0.886	High
	Advancement Opportunities (AO)	4	0.881	High
	Constituent Attachments (CA)	4	0.789	Moderate
	Lack of Alternative (LA)	3	0.677	Moderate
	Location (L)	4	0.867	High
	Job Satisfaction (JS)	4	0.879	High

Source: Developed for research

Table 4.7 shows the Cronbach's value of the variables calculated from the results of reliability test. According to the result of Cronbach's alpha, the highest score among the variables is extrinsic rewards (0.886), followed by advancement opportunities (0.881), job satisfaction (0.879), location (0.867), intention of the employee to stay in a workplace (0.854), constituent attachments (0.789), and lack of alternative (0.677). All variables are considered reliable because they achieve value 0.6 and above.

4.4 Inferential Analysis

4.4.1 Pearson's Correlation Analysis

Table 4.8:

Bivariate Correlation Result

		IE	ER	AO	CA	LA	L	JS
IE	Pearson	1	0.598**	0.587**	0.577**	0.378**	0.385**	0.610**
	Correlation							
	Sig. (2-tailed)	-	0.000	0.000	0.000	0.000	0.000	0.000
ER	Pearson	0.598**	1	0.611**	0.672**	0.395**	0.495**	0.629**
	Correlation							
	Sig. (2-tailed)	0.000	-	0.000	0.000	0.000	0.000	0.000
AO	Pearson	0.587**	0.611**	1	0.661**	0.305**	0.410**	0.682**
	Correlation							
	Sig. (2-tailed)	0.000	0.000	-	0.000	0.000	0.000	0.000
CA	Pearson	0.577**	0.672**	0.661**	1	0.336**	0.486**	0.690**
	Correlation							
	Sig. (2-tailed)	0.000	0.000	0.000	-	0.000	0.000	0.000
LA	Pearson	0.378**	0.395**	0.305**	0.336**	1	0.263**	0.316**
	Correlation							
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	-	0.000	0.000
L	Pearson	0.385**	0.495**	0.410**	0.486**	0.263**	1	0.457**
	Correlation							
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	-	0.000
JS	Pearson	0.610**	0.629**	0.682**	0.690**	0.316**	0.457**	1
	Correlation							

Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	-
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** . Correlation is significant at the 0.01 level (2-tailed).

Source: Developed for research

Correlation analysis of all variables of this research is significant at the two-tailed with 0.01 level. Based on Table 4.8, the result shows that job satisfaction (0.610) have a strongly correlation with the intention of the employee to stay in a workplace. Meanwhile, extrinsic rewards (0.598), advancement opportunities (0.587), and constituent attachments (0.577) have moderate positive relationship. However, lack of alternatives (0.378) and location (0.385) have a weak correlation. All variables have a significant value of 0.000 respectively. In summary, extrinsic rewards, advancement opportunities, constituent attachments, lack of alternatives, location, and job satisfaction have a positive correlation with the intention of the employee to stay in a workplace.

4.4.2 Multiple Regression Analysis

Table 4.9:

Model Summary

Model Summary	
R	0.700
R ²	0.490
Adjusted R ²	0.482
Std. Error of the Estimate	0.732

Predictors: (Constant), JS, LA, L, ER, AO, CA

Dependent Variable: IE

Source: Developed for research

The correlation coefficient between the dependent variable and the independent variables is displayed by the R value. Table 4.9 shows that R-square is 0.490,

indicate that 49% variance of the intention of the employee to stay in a workplace can be explained by extrinsic rewards, advancement opportunities, constituent attachments, lack of alternatives, location, and job satisfaction. Meanwhile, there are another 51% of variance will be explained by other factors.

Table 4.10:

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	194.322	6	32.387	60.370	0.000
Residual	202.251	377	0.536		
Total	395.572	383			

Dependent Variable: IE

Predictors: (Constant), JS, LA, L, ER, AO, CA

Source: Developed for research

Table 4.10 shows that the F-statistic is 60.370, indicates that the overall regression model is considered good fit. The p-value from the ANOVA is 0.000. Hence, we reject the null hypothesis and conclude that at least one of the independent variables has a significant impact on the intention of employees to stay in a workplace. Thus, the alternate hypothesis is supported by the independent variables strong ability to explain the variance in the dependent variables.

Table 4.11:

Coefficients

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t-stat.	p-value	Collinearity Statistics	
	<i>B</i>	Std. Error	Beta			Tolerance	VIF
Constant	-0.949	0.247		-3.835	0.000		
ER	0.295	0.077	0.213	3.829	0.000	0.439	2.278
AO	0.229	0.068	0.187	3.397	0.000	0.446	2.240

CA	0.147	0.086	0.100	1.702	0.090	0.391	2.557
LA	0.153	0.049	0.126	3.123	0.002	0.829	1.206
L	0.020	0.057	0.015	0.346	0.729	0.699	1.431
JS	0.304	0.075	0.233	4.045	0.000	0.409	2.445

Dependent Variable: Intention of the employee to stay in a workplace (IE)

Source: Developed for research

By refer to Table 4.11, the tolerance value for extrinsic rewards (0.439), advancement opportunities (0.446), constituent attachments (0.391), lack of alternatives (0.829), location (0.699), and job satisfaction (0.409) are all higher than 0.10. Besides, the variance inflation factor value for extrinsic rewards (2.278), advancement opportunities (2.240), constituent attachments (2.557), lack of alternatives (1.206), location (1.431), and job satisfaction (2.445) are all lower than 10. Hence, we may conclude that the multicollinearity problem does not occur among the six variables and the results of the regression analysis are reliable.

Referring to Table 4.11, the result can be interpreted as following:

$B_1 = 0.213$. When the extrinsic rewards become more positive by 1%, the employee' intention to stay in a workplace will increase by 21.3% ceteris paribus.

$B_2 = 0.187$. When the advancement opportunities become more positive by 1%, the employee' intention to stay in a workplace will increase by 18.7% ceteris paribus.

$B_3 = 0.100$. When the constituent attachments become more positive by 1%, the employee' intention to stay in a workplace will increase by 10% ceteris paribus.

$B_4 = 0.126$. When the lack of alternatives become more positive by 1%, the employee' intention to stay in a workplace will increase by 12.6% ceteris paribus.

$B_5 = 0.015$. When the location become more positive by 1%, the employee' intention to stay in a workplace will increase by 1.5% ceteris paribus.

$B_6 = 0.233$. When the job satisfaction become more positive by 1%, the employee's intention to stay in a workplace will increase by 23.3% *ceteris paribus*.

The finding of the research indicates that there is a significant and positive relationship between extrinsic rewards ($B = 0.295$, $p\text{-value} = 0.000$), advancement opportunities ($B = 0.229$, $p\text{-value} = 0.000$), lack of alternatives ($B = 0.153$, $p\text{-value} = 0.002$), job satisfaction ($B = 0.304$, $p\text{-value} = 0.000$) with employee's intention to stay in a workplace. Therefore, reject null hypothesis and accept alternative hypothesis. Conversely, the $p\text{-value}$ of constituent attachments and location is greater than 0.05 and found to be not significantly related on this intention.

CHAPTER 5: DISCUSSION, IMPLICATIONS, LIMITATIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter will present the discussion of the study's findings according to the outcomes in Chapter 4. Furthermore, the study's implications and recommendations for organizations to attract while retaining their talent will be provided, as well as the limitations.

5.1 Discussion on Major Findings

This study investigates the variables that influence workers' intention to stay in their workplaces in Kuala Lumpur, focusing on extrinsic rewards, opportunities for advancement, constituent attachments, lack of alternatives, location, and job satisfaction. The research found out that most of the survey participants are female and categorized as in the younger generation, below 30 years old. The majority of them are highly educated and have received tertiary education, like diplomas, bachelor's degrees, and even higher. The respondents' service year to work in the current organization is slightly below 2 years. It can be anticipated that most of them might be fresh graduates, or a high turnover exists. From the Pearson's correlation results, there is evidence to prove that all six of the independent variables (extrinsic rewards, advancement opportunities, constituent attachments, lack of alternatives, location, and job satisfaction) have a positive correlation with the dependent variable (employee's intention to stay in a workplace). According to regression results, the core factors that affect an employee's intention to stay in a workplace are job satisfaction, extrinsic rewards, advancement opportunities, followed by lack of alternatives.

The results align with many research, indicating that job satisfaction is one of the primary determinants of employee retention. Job satisfaction is a measurement of the extent that an employee enjoys their work, as well as the quality of their work life and the job content (Clark, 2015). According to Chan and Mai (2015), satisfied employees are less likely to leave their positions. Conversely, the satisfaction of employees will be reduced when they experience job plateaus, which leads to the feelings of boredom and disengagement in their job content (Hurst et al., 2016). The possibility to quit is higher for employees that are involved in repetitive jobs (Iverson, 1999; Chen et al., 2022). The employees expect to seek variety, interest, challenge, and growth in their daily tasks, especially for higher-educated workers (Gibbons, 2006). The sense of accomplishment and enjoyment gained by employees during work can determine their decisions of whether to continue or terminate the job in the future, as well as their performance in the job (Clark, 2015).

Apart from that, the findings further support the statement of Munir (2016) that extrinsic rewards like competitive salaries, bonuses, and benefits play a significant role in retaining employees. Since 'work' defines as a way to earn a livelihood while making a fullest life, individuals require tangible assets for living expenses. Extrinsic rewards offer by the organization are necessary to fulfil human needs. Workers tend to believe that their remuneration is important and to be gratifying. Their performance and intention to stay in work will depend on the compensation they received. Besides than material compensation, Haddad et al. (2023) found that the freedom provided by organization, like remote work options and flexible working hours is considered as an important extrinsic motivator. Workers tend to value flexible work arrangements as they seek to balance professional responsibilities with personal commitments. Such flexibility enables them to perform their duties more effectively while meeting their individual needs. However, the employers cannot expect that the increase of extrinsic rewards will totally retains the talents. While extrinsic rewards are vital, they should be complemented by other factors like job satisfaction to enhance workers retention.

This result aligns with Ferdiana et al. (2023)'s study, which shows that advancement opportunities have a significant relationship for retaining talents. Due to the world's

emerging, continuous learning and self-development are necessary for individuals to keep up with changes and maintain competitiveness in the labour market (Suriati et al., 2024; Tarafdar et al., 2007). The desire for continuous growth and skill development motivates employees to stay with employers who support their career aspirations. On the other hand, employees intend to be promoted based on their previous and present performance with aligning to the theory of organizational equilibrium, the employee expects to receive equal incentives when they have made contributions (Amadi et al., 2021). Also, employees particularly seek for recognition in their career paths, such as trust and appreciation. If talents perceive organizations fail to provide a transparent and fair advancement treatment, they may feel disengaged and undervalued, then leave for better opportunities elsewhere.

The regression model indicates that lack of alternatives is statistically significant, it is not as strong as that of extrinsic rewards, job satisfaction, and advancement opportunities, which all exhibit a higher level of statistical significance. Some employees may believe they have alternative job opportunities but still choose to stay due to better extrinsic rewards, career growth, or job satisfaction. A worker's job marketability and the availability of external opportunities depend on their own perceptions. Since the majority of the study's respondents consist of younger labour forces with lesser working experience, they may not fully evaluate their external opportunities or might be really confident in their ability to switch jobs. This variable is further impacted by the economy's condition and the availability of positions in certain fields (Lambert et al., 2001). Professionals in high-demand sectors like technology and finance may have more options, while those in specialised areas may feel limited. However, employees who stay due to a lack of alternatives may not be as engaged or satisfied, leading to weak retention (Mitchell et al., 2001). As supported by Ramlawati et al. (2021), those who perceive broader external alternatives are more likely to leave their job.

The study's outcomes indicate that constituent attachments do not affect employee retention in a statistically significant manner, which has different viewpoint with George (2015). According to Aburumman et al. (2019), employees prioritize personal fulfilment and career development over workplace relationships,

especially younger employees. In addition, some of the employees will remain in their current roles due to individual factors such as family obligations and financial responsibilities (Radford et al., 2015). Regardless of the workplace relationships, employees who perceive limited job alternatives may decide not to leave the current organization despite having a negative relationship at work (Rabbi et al., 2015). Nowadays, the employees tend to be independent and competent in work to perform their tasks autonomously. This is due to excessive emotional support at work being perceived as a lack of productivity (Tews et al., 2013). Similarly, Lee (2002) found that individuals may refuse to ask for help to avoid being incompetent or inferior. In uncertain work environments, employees may feel that coworkers are unreliable and might even compete rather than support each other (Iverson & Pullman, 2000). However, maintaining good relationships with colleagues, superiors, and clients remains necessary, it is often seen as a workplace obligation. Thus, while constituent attachments may influence workplace interactions, they do not strongly determine a worker's intention to remain in a position.

Based on this study, work location is the most insignificant factor among all the variables that impact employees' intention to stay, same as Kenia et al. (2020)'s findings. Nowadays, the technological advancements have revolutionized the workplace. This allows employees to work virtually at any place and reduces the need for employees to travel daily to the office. The rise of remote work and hybrid arrangements has decreased the impact of workplace location on retention decisions. Moreover, most of the employees are given the chance to plan their commutes efficiently to prevent the traffic jams, as many employers are offering flexible working hours (Haddad et al., 2023). Some organizations that aim to attract and retain talents from different areas may provide transit subsidies such as petrol, toll reimbursements, or even public transport allowances. In fact, employees are supposed to be aware of the company's location and decide their commuting ways before they accept a certain job offer. They should have a preliminary for the traffic condition and discover a convenient route to access the company from their home. However, there are possibilities for the working venue to relocate far away or for the internal transfer of employees to work in other subsidiaries. This might form an issue if employees have strong family ties and are unwilling to move (Holtom,

2008). Although work location is still slightly relevant, other factors, including career advancement, job satisfaction, and compensation, have a greater influence on retention.

The study suggests that the overall variables included have a significant impact on talent retention, especially extrinsic rewards, advancement opportunities, and job satisfaction. Other research has revealed that there are still a lot of factors that can affect an employee's voluntary turnover, which are not contained in this study (Iverson, 1999; Sishuwa & Phiri, 2020). For instance, personal factors like kinship responsibility and tenure; job-related variables like autonomy and job stress; and so on.

5.2 Implications of the Study

5.2.1 Managerial Implication and Theoretical Implication

This study has confirmed that all six factors (extrinsic rewards, advancement opportunities, constituent attachments, lack of alternatives, location, job satisfaction) hold positive relationships with the employees' willingness to stay in a workplace. However, only four out of six of the independent variables are highlighted to be significant to influence the dependent variable (employees' intention to stay in a workplace), which are extrinsic rewards, advancement opportunities, lack of alternatives and job satisfaction. The two independent variables that present weak supportation are constituent attachments and location. By referring to the research outcomes, it will be useful for the researchers, as they can prioritize the major elements in their future studies. Scholars are encouraged to investigate more elements impacting employees' intentions to stay in a workplace, as the world changes and new risks emerge.

The findings have been supported by other studies, that adequate remuneration, promotion and job satisfaction will increase the employees' willingness to stay in their job. Thus, organizations that intend to retain talents should understand and prioritize the factors such as fair compensation, clear career advancement, and a

positive work environment. Employers must ensure that their remuneration packages, including salaries, bonuses, and healthcare benefits for workers, are competitive and continuously enhanced because rewards are a crucial instrument for boosting employee commitment at work, which also improves workers' performance. It is important to provide an effective training and learning opportunities for staff. Organizations should take this into account since they may lose the talents if there are better offers provided by the competitors. Since employees who perceive growth opportunities are more likely to stay, organizations can provide clear career advancements like structured promotion systems, training programs, and mentorship. Nowadays, working in remote and hybrid modes is common. The employees can feel autonomy and increase job satisfaction when they are free to make decisions in their work. Hence, it is good for companies to practice flexible work arrangements, transport allowances, and hybrid work options that can attract and retain employees.

Besides that, managers and professionals play a crucial role in employee retention. Since each individual perceives different retention variables, the managers can personalize employee engagement measures. For instance, elder employees with more service years have greater investments like fringe benefits and skills, which keep workers in the company longer and less likely to leave, while younger employees prioritize career growth and learning opportunities more. As a good leader, a manager should assign meaningful and suitable tasks to each of his subordinates to avoid job plateaus and remain challenging job content. The management has to ensure fair and transparent promotion because employees who feel overlooked for promotions are more likely to seek external opportunities. To identify retention risks and develop appropriate strategies, employee satisfaction and retention trends can be monitored by conducting surveys and interviews regularly. Although constituent attachments do not significantly impact employee retention, it is still necessary for managers to encourage teamwork and connections to maintain a positive work environment and support employees' mental health in upholding stress from work.

This study applies Herzberg's Two-Factor Theory and the Theory of Organizational Equilibrium to examine employees' intention to stay in the workplace. According to Herzberg's Two-Factor Theory, extrinsic rewards, lack of alternatives, and work location are hygiene factors, while job satisfaction, advancement opportunities, and constituent attachments are classified as motivation factors. The findings reveal that location and constituent attachments are less influence than motivators like job satisfaction and advancement opportunities. This suggests that employees tend to drive by personal development and job fulfilment rather than external conditions. Therefore, the Herzberg's Two-Factor Theory is partially supported. Additionally, the results align with the Theory of Organizational Equilibrium, which posits that employees remain in an organization when they are satisfied due to perceiving the benefits they receive exceed their contributions.

5.3 Limitation of the Study

One limitation of our research is the time constraint. Due to the limited time available, we were not able to collect data from a wider and more diverse group of participants. This may have affected the depth and range of our findings. For example, the results show a larger number of young female respondents in business management, which means other important sociodemographic factors like age, gender balance, income levels, and other possible influences might not be fully covered.

In addition, since our study mainly focuses on Kuala Lumpur, the findings may not fully reflect the views or experiences of the working population in other parts of Malaysia. People living and working in different regions may face different challenges or have different perspectives. Because of this, there is a chance that certain groups are overrepresented or underrepresented, which may affect how well the findings apply to the broader population.

5.4 Recommendation for Future Research

In order to overcome the limitations of the time constraints, the study should allow a longer period for the researchers to carry out the study. The longer period will contribute to a larger and more diverse group to be cover and can ensure a wide range of the perspective is recorded. Moreover, a longer period of study allows the deeper exploration of the research questions, and this will contribute the accuracy of the data collected.

In addition, expanding the study to include participants from different regions outside of Kuala Lumpur would make the findings more representative of the overall working population in Malaysia. People from different areas may have different work experiences, job expectations, or challenges, and including them would help provide a more complete picture.

Future studies could also consider using multiple data collection methods, such as interviews or focus group discussions, to better understand the reasons behind people's responses. This would add more meaning to the results and help researchers get a clearer view of the topic.

By allowing more time and including a more varied group of participants from different locations, future research can improve the quality and usefulness of the findings.

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APPENDICES

Appendix 1: Krejcie and Morgan Table

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

Appendix 2: Survey Questionnaire

Dear respondents,

Greetings! We are final year student of the Bachelor of Business Administration (Honours) Risk Management programme at Universiti Tunku Abdul Rahman (UTAR). We are currently conducting a questionnaire for our final year research project.

Our research purpose is to study the "Influence of Extrinsic Rewards, Advancement Opportunities, Constituent Attachments, Lack of Alternatives, Location, and Job Satisfaction on the Intention to Stay in the Workplace in Kuala Lumpur."

We kindly invite you to complete this questionnaire which will take an estimate of 10-15 minutes.

Your cooperation is greatly appreciated. Thank you for your time and participation!

Don't hesitate to contact us if you have any inquiry.

1. Email *
-

PERSONAL DATA PROTECTION STATEMENT

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

Notice:

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

- For assessment of any application to UTAR
- For processing any benefits and services
- For communication purposes
- For advertorial and news
- For general administration and record purposes
- For enhancing the value of education
- For educational and related purposes consequential to UTAR
- For the purpose of our corporate governance
- For consideration as a guarantor for UTAR staff/student applying for his/her scholarship/study loan

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

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

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

Consent:

1. By submitting this form you hereby authorise and consent to us processing (including disclosing) your personal data and any updates of your information, for the purposes and/or for any other purposes related to the purpose.

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

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

Ang Leng Qin lengqin0617@utar.my

Lai Sze Suen 2103508@utar.my

Soh Yi Jye yijye14@utar.my

Soon Wan Sing wansing2003@utar.my

Acknowledgment of Notice

- ☐ I have been notified by you and that I hereby understood, consented and agreed per UTAR above notice.
- ☐ I disagree; my personal data will not be processed.

Demographic Section

Gender

- ☐ Male
- ☐ Female
- ☐ below 20

Age

- ☐ 20-30 years
- ☐ 30-40 years
- ☐ 40-50 years
- ☐ 50 and above

Education Level

- ☐ Secondary School
- ☐ Diploma
- ☐ Bachelor's Degree
- ☐ Master's degree
- ☐ PhD
- ☐ Other

Field of Work

- ☐ Banking, accountancy, financial services, and fintech
- ☐ Healthcare and medical professionals
- ☐ Software engineers and IT
- ☐ Digital marketing
- ☐ Engineering
- ☐ Social Sciences
- ☐ Business management
- ☐ Other

How long have you worked in your current organization?

- ☐ below 1 year
- ☐ 1-2 years
- ☐ 2-5 years
- ☐ 5-7years
- ☐ 7-10 years
- ☐ 10 years and above

Part 1: Dependent Variable: Intention to stay in a workplace

The following set of statements relates to your perception of determinants of intention to stay in a workplace. For each statement following, please circle a number based on a scale from:

1 = Strongly Disagree, 2= Disagree, 3 =Neutral, 4 = Agree, and 5 = Strongly Agree

1. I hope to continue working in this company for at least another three years
 - 1 Strongly Disagree
 - 2 Disagree
 - 3 Neutral
 - 4 Agree
 - 5 Strongly Agree
2. I do like to spend my whole career in this company
 - 1 Strongly Disagree
 - 2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

3. I do not see any reason to change the job I am in now

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

4. I would only leave this company if I were dismissed

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

Part 2: Extrinsic Rewards

The following statements are about how extrinsic rewards affect your decision to stay at your current job.

For each statement following, please circle a number based on a scale from:

1 = Strongly Disagree, 2= Disagree, 3 =Neutral, 4 = Agree, and 5 = Strongly Agree

5. The value of the salary I receive at this company is very important to me

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

6. I believe my remuneration (salary, benefits, variable remuneration) to be very gratifying

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

7. My status in the hierarchical structure is satisfactory for this stage of my career

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

8. The salary and benefits I receive encourage me to stay in this company

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

9. Flexible work arrangements

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

10. I have the opportunity to carry out my work from a distance

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

11. The company offers the possibility of flexible working hours

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

12. Whenever I have an important personal commitment, I am released from my professional activities

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

13. I have the freedom to take part in conferences during normal working hours.

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

14. The company offers me sufficient flexibility to reconcile my personal life with my job

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

Part 3: Advancement Opportunities

The following statements are about how advancement opportunities affect your decision to stay at your current job.

For each statement following, please circle a number based on a scale from:

1 = Strongly Disagree, 2= Disagree, 3 =Neutral, 4 = Agree, and 5 = Strongly Agree

15. At this company there are various opportunities to further my career

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

16. I am developing my career in this company

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

17. I am gaining better positions in the hierarchical structure

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

18. I have an opportunity to grow professionally in this company

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

Part 4: Constituent Attachments

The following statements are about how constituent attachment affect your decision to stay at your current job.

For each statement following, please circle a number based on a scale from:

1 = Strongly Disagree, 2= Disagree, 3 =Neutral, 4 = Agree, and 5 = Strongly Agree

19. I have a good relationship with the majority of my work colleagues

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

20. My boss is someone with whom I have a very good relationship

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

21. I get on well with the clients of this company

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

22. The relationships I maintain with my work colleagues, bosses and clients encourage me to remain in this company

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

Part 5: Lack of Alternatives

The following statements are about how lack of alternative affect your decision to stay at your current job.

For each statement following, please circle a number based on a scale from:

1 = Strongly Disagree, 2= Disagree, 3 =Neutral, 4 = Agree, and 5 = Strongly Agree

23. I would not be able to find another job easy if I left

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

24. There are few professional opportunities in the area where I work

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

25. I consider the job market too competitive to change jobs

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

Part 6: Location

The following statements are about how location affect your decision to stay at your current job.

For each statement following, please circle a number based on a scale from:

1 = Strongly Disagree, 2= Disagree, 3 =Neutral, 4 = Agree, and 5 = Strongly Agree

26. I live in a place that gives easy to access to the company where I work

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

27. It is easy for me to travel from my home to the company

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

28. The location of the company is in keeping with my personal interests

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

29. The time it takes me to drive to the company meets my expectation

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

Part 7: Job Satisfaction

The following statements are about how job satisfaction affect your decision to stay at your current job.

For each statement following, please circle a number based on a scale from:

1 = Strongly Disagree, 2= Disagree, 3 =Neutral, 4 = Agree, and 5 = Strongly Agree

30. I am satisfied with the work I do in this company

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

31. I feel happy working for this company

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

32. I find my work very interesting and challenging

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

33. I enjoy the work I do, it gives me incentive to continue working for this

- 1 Strongly Disagree
- 2 Disagree
- 3 Neutral
- 4 Agree
- 5 Strongly Agree

Thank you for participating in this questionnaire. We appreciate your time and insights!

Appendix 3: SPSS Results

Result of Reliability Test

Intention of The Employee to Stay In A Workplace (IE)

Reliability Statistics	
Cronbach's Alpha	N of Items
.854	4

Extrinsic Rewards (ER)

Reliability Statistics	
Cronbach's Alpha	N of Items
.886	10

Advancement Opportunities (AO)

Reliability Statistics	
Cronbach's Alpha	N of Items
.881	4

Constituent Attachments (CA)

Reliability Statistics	
Cronbach's Alpha	N of Items
.789	4

Lack of Alternative (LA)

Reliability Statistics	
Cronbach's Alpha	N of Items
.677	3

Location (L)

Reliability Statistics

Cronbach's Alpha	N of Items
.867	4

Job Satisfaction (JS)

Reliability Statistics

Cronbach's Alpha	N of Items
.879	4

Bivariate Correlation Result

		Correlations						
		IE	ER	AO	CA	LA	L	JS
IE	Pearson Correlation	1	.598**	.587**	.577**	.378**	.385**	.610**
	Sig. (2-tailed)		<.001	<.001	<.001	<.001	<.001	<.001
	N	384	384	384	384	384	384	384
ER	Pearson Correlation	.598**	1	.611**	.672**	.395**	.495**	.629**
	Sig. (2-tailed)	<.001		<.001	<.001	<.001	<.001	<.001
	N	384	384	384	384	384	384	384
AO	Pearson Correlation	.587**	.611**	1	.661**	.305**	.410**	.682**
	Sig. (2-tailed)	<.001	<.001		<.001	<.001	<.001	<.001
	N	384	384	384	384	384	384	384
CA	Pearson Correlation	.577**	.672**	.661**	1	.336**	.486**	.690**
	Sig. (2-tailed)	<.001	<.001	<.001		<.001	<.001	<.001
	N	384	384	384	384	384	384	384
LA	Pearson Correlation	.378**	.395**	.305**	.336**	1	.263**	.316**
	Sig. (2-tailed)	<.001	<.001	<.001	<.001		<.001	<.001
	N	384	384	384	384	384	384	384
L	Pearson Correlation	.385**	.495**	.410**	.486**	.263**	1	.457**
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001		<.001
	N	384	384	384	384	384	384	384
JS	Pearson Correlation	.610**	.629**	.682**	.690**	.316**	.457**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001	
	N	384	384	384	384	384	384	384

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

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF

1	(Constant)	-.949	.247		-3.835	<.001		
	ER	.295	.077	.213	3.829	<.001	.439	2.278
	AO	.229	.068	.187	3.397	<.001	.446	2.240
	CA	.147	.086	.100	1.702	.090	.391	2.557
	LA	.153	.049	.126	3.123	.002	.829	1.206
	L	.020	.057	.015	.346	.729	.699	1.431
	JS	.304	.075	.233	4.045	<.001	.409	2.445

a. Dependent Variable: IE

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	194.322	6	32.387	60.370	<.001 ^b
	Residual	202.251	377	.536		
	Total	396.572	383			

a. Dependent Variable: IE

b. Predictors: (Constant), JS, LA, L, ER, AO, CA

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.700 ^a	.490	.482	.73244	1.942

a. Predictors: (Constant), JS, LA, L, ER, AO, CA

b. Dependent Variable: IE