

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**THE CAUSES OF SALES STAFF TURNOVER AT PRIVATE NEWS AND
ADVERTISING MONITORING COMPANY**

BY

PUNKAVANAM A/P MAHALINGAM



**Project Submitted to
College of Business
Universiti Utara Malaysia,
In Partial Fulfillment of the requirement for the Master of Human Resource Management**



**Pusat Pengajian Pengurusan
Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PENYELIDIKAN
(Certification of Research Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
(I, the undersigned, certified that)
PUNKAVANAM A/P MAHALINGAM (828811)

Calon untuk Ijazah Sarjana
(Candidate for the degree of)
MASTER OF HUMAN RESOURCE MANAGEMENT

telah mengemukakan kertas penyelidikan yang bertajuk
(has presented his/her research paper of the following title)

**THE CAUSES OF SALES STAFF TURNOVER AT PRIVATE NEWS AND
ADVERTISING MONITORING COMPANY**

Universiti Utara Malaysia

Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan
(as it appears on the title page and front cover of the research paper)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.

(that the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the research paper).

Nama Penyelia : **DR. NOOR HAFIZA BT. ZAKARIYA**
(Name of Supervisor)

Tandatangan :
(Signature)

Tarikh : **17 APRIL 2024**
(Date)

PERMISSION TO USE

In presenting this dissertation/project paper in partial fulfilment of the requirements for a Post Graduate Degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this dissertation/project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Dean of SBM Graduate School of Business where I did my dissertation/project paper. It is understood that any copying or publication or use of this dissertation/project paper parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my dissertation/project paper. Request for permission to copy or to make other use of materials in this dissertation/project paper in whole or in part should be addressed to: Dean of College of Business Universiti Utara Malaysia



ABSTRAK

Tujuan kajian ini adalah untuk mengenal pasti faktor-faktor yang menyumbang kepada niat pusing ganti dalam kalangan pekerja bank di syarikat pemantauan berita dan pengiklanan persendirian. Niat pusing ganti boleh diukur dalam aspek keadaan kerja, bayar dan ganjaran, pengiktirafan dan peluang pertumbuhan. Kaedah tinjauan digunakan untuk mengumpul data melalui penggunaan soal selidik kepada pekerja di syarikat pemantauan berita dan pengiklanan swasta yang terletak di Petaling Jaya. Kajian ini menggunakan sampel 65 responden yang diambil daripada kakitangan jualan berita dan pengiklanan swasta daripada pelbagai jawatan dalam organisasi. Data dikumpul menggunakan soal selidik melalui pentadbiran sendiri. Versi terkini Statistical Package for the Social Sciences (SPSS) telah digunakan untuk melakukan analisis terhadap data. Berdasarkan dapatan kajian, tidak terdapat hubungan yang signifikan antara keadaan kerja, gaji dan ganjaran dan niat pusing ganti kakitangan. Manakala, terdapat hubungan yang signifikan antara pengiktirafan, peluang pertumbuhan dan niat pusing ganti kakitangan. Kajian ini mungkin mempunyai pelbagai implikasi praktikal seperti sumbangan kepada strategi untuk mencipta aset manusia dengan menggunakan pengurusan pampasan, serta cara lain untuk menambah nilai kepada aset manusia untuk mengurangkan kadar pusing ganti pekerja

Kata kunci: Niat pusing ganti; Keadaan kerja; Bayar dan ganjaran; Pengiktirafan; Peluang pertumbuhan.



ABSTRACT

This purpose of this study is to identify factors contributing towards turnover intention among the bank employee in Private news and advertising monitoring company. The turnover intention can be measured in the aspect of working conditions, pay and reward, recognition and growth opportunities. The survey method was used to collect primary data through the use of questionnaire to the employees attached at private news and advertising monitoring company located in Petaling Jaya. The study used a sample of 65 respondents drawn from the private news and advertising company Sales Staff from varying positions within the organization. The data was collected using questionnaires through self- administration. The latest version of the Statistical Package for the Social Sciences (SPSS) was used to perform analysis on the data. Based on the findings, there is no significant relationship between working conditions, pay and reward, and staff turnover intention. While, there is a significant relationship between recognition, growth opportunities and staff turnover intention. The study may have various practical implications such as the contribution to the strategies for creating human assets by using compensation management, as well as other ways to add value to human assets in order to reduce the employee's turnover rates.

Keywords: Turnover intention; Working conditions; Pay and reward; Recognition; Growth opportunities.



:

ACKNOWLEDGEMENT

I want to express my gratitude to Dr. Noor Hafiza Zakariya, my supervisor, for overseeing the study and offering me direction and advice. Without her ongoing assistance and care, this study endeavor could not have been completed. We are grateful for her trust and patience.

Additionally, I want to thank the University Utara Malaysia administration, staff, and my MHRM instructors for their assistance with this project. I extend my gratitude and blessing to everyone who helped me in any way during project's completion.

Finally, I want to express my sincere gratitude to my family members, who have supported and encouraged me greatly throughout this course and have been very understanding.



THE TABLE OF CONTENTS

PERMISSION TO USE	i
ABSTRAK	iii
ABSTRACT	v
ACKNOWLEDGEMENT	vi
CHAPTER 1: INTRODUCTION	1
1.1 Background of the Study	1
1.2 Problem Statement.....	3
1.3 Research Questions	5
1.4 Research Objectives	5
1.5 Scope and Limitations of the Study.....	6
1.6 Definition of Key Terms	6
1.6.1 Work conditions.....	6
1.6.2 Pay and reward.....	6
1.6.3 Recognition.....	6
1.6.4 Opportunities for growth	7
1.6.5 Sales staff turnover	7
1.7 Organization of the Thesis.....	7
CHAPTER 2: LITERATURE REVIEW	9
2.1 Employee Turnover	9
2.2. Working Condition and Staff Turnover	14
2.3 Pay & Reward and Staff Turnover	16
2.4 Recognition and Staff Turnover	19
2.4 Growth Opportunities and Staff Turnover.....	22
2.4 Theoretical Framework	24
2.4.1 Herzberg's Two-Factor Motivation-Hygiene Theory.....	24
CHAPTER 3: METHODOLOGY	27
3.0 Introduction	27
3.1 Research Framework.....	27
3.2. Hypotheses/Propositions Development.....	28
3.3 Research Design	31
3.4. Operational Definition.....	32
3.5. Measurement of Variables/Instrumentation	32
3.6. Data Collection.....	34
3.6.1. Source of data	34

3.6.2. Study Population.....	35
3.6.3. Sampling	35
3.6.4. Data Collection Procedure	37
3.7. Techniques of Data Analysis.....	37
CHAPTER 4: FINDINGS.....	40
4.1 Introduction	40
4.2 Demographic Profile	40
4.3 Descriptive Statistics	41
4.3.1 Working Condition	41
4.3.2 Pay and Reward	42
4.3.3 Recognition.....	43
4.3.4 Growth Opportunities	44
4.3.4 Level of Staff Turnover	45
4.4 Regression Analysis	45
CHAPTER 5: DISCUSSION, CONCLUSION, AND RECOMMENDATION	48
5.1 Introduction	48
5.2 Discussion	48
5.2.1 Relationship between Working Condition and Staff Turnover	48
5.2.2 Relationship between Pay and Reward and Staff Turnover	49
5.2.3 Relationship between Recognition and Staff Turnover.....	50
5.2.4 Relationship between Growth Opportunities and Staff Turnover	50
5.3 Recommendations	52
5.3.1 Recommendations for Practice	56
5.3.2 Recommendations for Future Research.....	57
5.4 Conclusion.....	59
REFERENCES:	60

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

The ratio of the number of workers who leave an organization over the course of a certain time to the total number of workers who are employed by that organization is referred to as the “employee turnover” in that organization (Belete, 2018). The term “employee turnover” refers to the ratio of the number of workers who leave an organization over the course of a specific time period to the total number of workers in that organization. Particularly in lower paying job categories, which have the highest employee turnover rate, staff turnover can be an expensive expense, which is a big worry for most businesses. There are several reasons that contribute to the staff turnover rate of any company, and these factors can originate from either the employer or the personnel. According to Kumar (2011) and Hassan (2014), turnover is a crucial issue for human resource department in every sector of the economy as it could affect the productivity and service quality.

For organisations to prevent groupthink, there must be some degree of staff turnover in order to maintain a healthy flow of fresh thoughts and ideas. Unfortunately, unwelcome staff turnover costs businesses money since it increases the expenses of hiring and onboarding new hires and reduces their output (Aminuddin, 2008).

Because staff turnover is such an expensive aspect of running a business, most companies devote a lot of attention and resources to reducing it. A firm will incur both direct and indirect costs when it has to hire a new worker to fill a vacancy. These expenses can total anywhere from 30 to 200 percent of a single employee's yearly wages or salary, depending on the industry and the job role that is being filled. They include advertising costs, headhunting fees, human resource costs, productivity losses,

new hire training, and customer retention (Dessler, 2009).

From the individual viewpoint, there is the possibility that turnover will have either beneficial or negative implications. For instance, the choice to resign from a post can be viewed favorably if it is connected to the realization of an individual's career goals or if it facilitates the individual's escape from a difficult circumstance. Alternately, there is the possibility that turnover will have unfavorable effects on the individual. For instance, the person may suffer a loss of non-vested gains and may cause a disruption in the social support system of their family. In addition, a great number of researchers, including scholars, academics, and managers, have focused on the intention of employees to leave their jobs as an important problem due to the demoralizing influence it has (Mamun & Hasan, 2017).

When seen from the standpoint of society, turnover is once again understood to have the ability to have either positive or negative outcomes. Migration and mobility are associated with turnover, which is important for economic growth since it fosters the establishment of new businesses and organisations. Bares (2017) reports that the global turnover rate for the services sector in 2016 was 16%, ranking it sixth out of all industries. According to Munir and Tobi (2020), employee turnover intention has grown to be a significant problem in emerging nations, such as Malaysia. Most businesses just keep an eye on their fundamental turnover rates every month or perhaps once a year.

The total number accounts for all departing employees, including those who were fired, made redundant, or retired from their jobs without their own volition. In addition to this, it does not differentiate between functional (that is, helpful) turnover and dysfunctional turnover in any way. All of the major employee turnover studies, such as the annual surveys conducted by the CIPD and also the CBI, make use of crude

turnover numbers because these figures may be required in order to meet successful benchmarking standards (Felstead et al., 2020). If staff turnover is not adequately managed, employee retirements may happen sooner than expected (Hassan et al., 2023). According to Jiaying and Muda (2023), 30% of Malaysians will have changed careers by June 2022, with compensation and benefits playing a significant role in this development. Romaiha et al. (2023) subsequently presented evidence in support of this claim. According to their salary survey, 60% of Malaysian companies would struggle to retain their top workers, which raises the possibility of an issue with employee turnover.

The current state of the global economy, together with other variables, contributes to the high employee turnover rate that is currently observed in a great number of firms. It is vital that businesses have the ability to comprehend the elements that are considered to affect employee turnover a great deal and manage them in a manner that is appropriate for them if they wish to avoid losing a significant amount of the human capital they have invested a lot of time and money in. The purpose of this study is to determine the key factors that contribute to the high staff turnover rate at Private news and advertising company, as well as the solutions that are available to address this problem.

1.2 Problem Statement

The causes and consequences of staff turnover have been given significant attention over the recent past (Al-Suraihi et al., 2021; Belete, 2018; Kurniawaty et al., 2019). In this regard, the amount of study on planning to quit has grown, but little is still known about the why employees resign from their jobs. Human resource managers may therefore more accurately predict employee turnover behaviors and take the

necessary action to possibly lower employee turnover rates by identifying the key causes that drive employee turnover intention.

Turnover intention rate has grown by 28% globally over the last decade for all positions (Al-Suraihi et al., 2021). Despite being a significant figure, for sales professionals, it is significantly higher, at 39% (Rajabi et al., 2021). The turnover of salespeople is critical to the success of businesses, individuals, and society. When seen from the perspective of an organization, sales staff turnover can represent a significant cost in the form of wasted investments in recruiting, training, and socialization; costs associated with interruption and the purchase of new employees; and several indirect costs. On the other hand, turnover in the sales force can have positive effects on an organization in the form of, for instance, the displacement of underperforming employees, the generation of fresh opportunities, and the introduction of new individuals along with novel ideas.

When considered from the perspective of an employee, turnover might have ramifications that are potentially favorable as well as those that are possibly detrimental. For instance, the decision to resign from a job might be seen in a good light if it is done in conjunction with the individual's pursuit of their career goals or with the individual's development away from a challenging environment. This is due to the fact that quitting a job enables the individual to have a greater degree of control over their life. Alternately, there is the risk that the individual will experience unfavorable impacts as a result of the high turnover rate. For instance, the individual stands the danger of losing benefits that have not yet vested, of interjecting himself into their family's social prop system, and of falling victim to the "grass is greener" mentality, all for the sake of feeling irater disappointment. In addition, the individual

runs the risk of losing benefits that have not yet vested in a pension or retirement plan. Additionally, the personnel who remain with the organization after a period of turnover may feel both positive and negative consequences as a result of the turnover. This is because the turnover caused the personnel to leave the organization.

Table 1.1. Turnover Rate at Private News and Advertising Company

Voluntary	Jan	Feb	Mar	April	May	June	Jul	Aug	Sept	Oct	Nov	Dec
No. leavers	6	3	2	1	3	2	1	1	2	1	3	7
HC average	295	295	295	295	295	295	295	295	295	295	295	295
Percent	2.0%	1.0%	0.7%	0.3%	1.0%	0.7%	0.3%	0.3%	0.7%	0.3%	1.0%	2.4%
Involuntary												
No. leavers	0	0	0	0	0	0	0	0	0	0	0	0
HC average	70	72	73	74	74	74	74	74	74	74	74	74
Percent	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total												
No. leavers	6	3	2	1	3	2	1	1	2	1	3	7
HC average	295	295	295	295	295	295	295	295	295	295	295	295
Percent	2.0%	1.0%	0.7%	0.3%	1.0%	0.7%	0.3%	0.3%	0.7	0.3%	1.0%	2.4%

Source: Jobstreet (2023)

1.3 Research Questions

RQ1: What is the relationship between working conditions and staff turnover at Private news and advertising monitoring company?

RQ2: What is the relationship between pay and reward and staff turnover at Private news and advertising monitoring company?

RQ3: What is the relationship between recognition and staff turnover at Private news and advertising monitoring company?

RQ4: What is the relationship between growth opportunities and staff turnover at

Private news and advertising monitoring company?

1.4 Research Objectives

RO1: To determine the relationship between working conditions and staff turnover at Private news and advertising monitoring company.

RO2: To determine the relationship between pay and reward and staff turnover at Private news and advertising monitoring company.

RO3: To determine the relationship between recognition and staff turnover at Private news and advertising monitoring company.

RO4: To determine the relationship between growth opportunities and staff turnover at Private news and advertising monitoring company.

1.5 Scope and Limitations of the Study

The main objective of the study is to examine the causes of turnover rate of sales employees at Private news and advertising monitoring company. Several causes such as working conditions, pay and rewards, recognition and growth opportunities at Private news and advertising monitoring company. There was a total of 65 respondents participating in this study.

1.6 Definition of Key Terms

1.6.1 Work conditions

Working condition refers to the physical attributes of the workplace, the surrounding environment, and any other elements that affect labour, such working hours, legal rights, and obligations (Mohan & Lone, 2022).

1.6.2 Pay and reward

Pay and reward encompasses all benefits that an organisation offers to its

employees, including monetary benefits like salaries, pensions, paid time off, and sick pay, as well as non-cash benefits like assessments, flexible work schedules, opportunities for professional development, and continuing education (Alterman et al., 2021).

1.6.3 Recognition

Employee recognition is the process of thanking employees and recognizing their contributions to the company that align with its vision, values, and goals (Tirta & Enrika, 2020). An employee can be recognized in a number of ways, such as through manager-led, peer-to-peer, or leadership-led approaches.

1.6.4 Growth Opportunities

The definition of a growth opportunity is the possibility of substantial growth, which may include the form of hobbies, personal improvement, or job advancement (Asaari et al., 2019). Seeking methods to enhance one's abilities and relevant information is the primary path to professional development. Workers can do this by looking for opportunities to take on new tasks and experiences.

1.6.5 Staff Turnover

According to Aliyu and Nyadzayo (2018), employee turnover is the total number of employees that leave an organisation within a specific period of time. Both voluntary and involuntary turnover, and workers leaving their jobs after being let go or fired, are included.

1.7 Organization of the Thesis

The dissertation is divided into five chapters, all of which are linked to one another to make the content easier to understand.

Chapter 1 presents the background of the study, problem statements, research

questions, research objectives, scope and limitation of terms, and the definition of key terms.

Chapter 2 presents the literature review and the underpinning theoretical framework. The literature is presented in terms of the employee turnover, working condition and staff turnover, pay and reward and staff turnover, growth opportunities and staff turnover, theoretical framework (Herzberg's Hygiene-Motivational Theory).

Chapter 3 presented the study methodology. This section outlined a through for responding to the main hypothesis and research questions of the study. The chapter objective is to provide detailed breakdown of each phase in the process. The study outline is included in this as additions to the populations and sample size, tools, techniques, planned, data analysis and conclusions.

Chapter 4 presents the analysis that was performed, as well as an interpretation of the data obtained from the questionnaires as they were filled out by the respondents. The findings will be presented via the prism of statistical methods to make for easier interpretation of the findings at a more in- depth level.

Chapter 5 presents the conclusions of the complete study, together with some suggestions for further research.

The researcher determine the most significant factors that contribute to staff turnover at Private news and advertising monitoring company, which operates in the fast-paced and extremely competitive market of today. After that, they will offer useful suggestions for the firm to apply to cut down on the amount of time spent recruiting and training new sales staff. These suggestions will help the company reduce the amount of time spent on both activities.

CHAPTER 2

LITERATURE REVIEW

2.1 Employee Turnover

Previous research focused on the causes of and strategies employed by employees leaving a company (Aliyu & Nyadzayo, 2018; Hakim & Sudarmiatin, 2018). According to Skelton et al. (2020), employees depart from their jobs or companies for a number of reasons. These include the perception that their position or place of work does not live up to their expectations and that there is a mismatch between the job description and the person. In addition, there are extremely few possibilities for improvement and progress, as well as very little advice and criticism. In addition, stress from excessive work and a rift between work and life cause workers to lose trust in leaders. Additionally, employees feel devalued and disrespected. Furthermore, the welfare and productivity of an organization's workers depend heavily on trust. According to Kurniawaty et al. (2019), one of the main obstacles preventing employees from sharing their expertise and experience with other members of the firm is a lack of trust. This may have a big impact on how well the business does. These factors individual causes for the desire to relocate, subpar HR practices, interpersonal issues with coworkers, significant earning possibilities, and professional advancement and growth (Belete, 2018). Additionally, as stated by Aliyu and Nyadzayo (2018), personnel turnover is a major concern for companies since it can negatively affect operations and result in large expenses.

Moreover, job-related problems are among the causes of employee turnover that the employer may be able to relatively directly control (Al-Suraihi et al., 2021). Job-related factors might include things like uneven pay, scheduling conflicts, poor

working conditions, and disputes over supervision. Employers are also able to determine the causes of employee attrition. The management may acknowledge and address the organization's issues (Chin, 2018). Furthermore, a multitude of circumstances, both internal and external, influence people's decisions to quit their occupations. Conversely, internal characteristics include things like administrative assistance, pay satisfaction, perceived organisational support, and organisational attractiveness. Examples of external influences include the balance between family responsibilities, the employment market, and macroeconomic issues (Lin & Huang, 2021). Additionally, Xiong and Wen (2020) state that dissatisfaction with one's existing position, a lack of employment possibilities, a desire to change careers, and alignment with managers or supervisors are the most frequent reasons why employees quit a company. Furthermore, Raza et al. (2018) have proposed that a negative assessment of one's present job might result in feelings of discontent with the workplace, thoughts of quitting, and an analysis of the advantages and disadvantages of looking for a new job.

Additionally, as per Rasheed et al. (2020), there are four potential elements that might contribute to employee retention or turnover: the company's career opportunities, employee mentorship programmes, organizational communication policies, and compensation and other perks. Furthermore, Yasin (2021) found that factors influencing employee turnover and absenteeism were workplace stress, diligence, and job satisfaction. Similarly, an employee's degree of hard work influences whether they choose to stay with a firm or quit (Salleh et al., 2020). Al-Ali et al. (2019) also looked at the causes of employee turnover in a variety of businesses. According to the findings, there are nine elements that influence an employee's decision to leave or remain with the company. These include a hostile work atmosphere, incompetent co-workers, inadequate management, an overwhelming

workload, pressure from family members, a low pay scale and unsuitable performance reviews, job security, and supervisors' and managers' stern and demanding attitude.

Wang and Wang (2020) argued that employee turnover can be explained by three categories of factors: workplace factors (wage, performance, job satisfaction, and organisational commitment); individual factors (tenure, age, education, and gender); and external factors (unemployment rate, employment perceptions, and trade union presence). Nevertheless, there are other factors that contribute to employee turnover outside of the workplace that are typically outside of the employer's control. These are personal matters affecting the worker's performance at work. Zhang and Li (2020) report that compared to non-work-related variables (29.4%), a significant portion of employee turnover may be attributed to work-related causes (37.4%).

Behaviour, attitudes, and beliefs of employees affect not just output but also general efficacy and efficiency. They value collaboration and the nature of work highly (Chiat & Panatik, 2019). Moreover, the firm is significantly impacted by staff churn. For instance, the company has to find, hire, and educate new employees as well as determine how long it will take them to perform well. Furthermore, the company considers employee turnover to be costly because it takes money to replace departing staff members (Malek et al., 2018). A turnover puts the company's ability to keep top people in jeopardy and requires a large investment of time and money in finding and on-boarding new hires, all of which eventually contribute to the company's demise (Chin, 2018). In addition, if workers keep leaving, businesses will have to spend time and money hiring and training new hires, which could eventually hurt their bottom line (Çelik, 2018). High turnover lowers the quantity of entry-level workers, impedes the development of skills, degrades productivity and competitiveness, and necessitates the employment of temporary workers (Xiong & Wen, 2020). According to Hakim and Sudarmiati (2018), employee turnover may also have a detrimental impact on

operating costs and the capacity to retain the skills necessary to maintain business operations and a competitive advantage. Employee incompetence can result in a management issue that lowers profitability, productivity, and the standard of products and services. According to the workers, excessive turnover rates may negatively impact relationships, morale, and safety (Skelton et al., 2020).

Organizations have focused a great deal of emphasis on employee turnover because of its substantial impacts (Silaban & Syah, 2018). Numerous studies have revealed that, if improperly handled, a high personnel turnover rate can have a detrimental effect on an organization's profitability (Lee et al., 2020c1; Yadewani & Wijaya, 2021). A company may have unfavourable financial and emotional effects from a high personnel turnover rate (Nurjaya et al., 2020). High expenses are also linked to personnel turnover, which benefits both the organisation and the individual. It doesn't really matter to an individual whether they quit their job willingly to look for one elsewhere or willingly because of peer pressure. Finding a way to guarantee that workers depart with the essential skills and information they acquired while employed there is the company's challenge (Santoni & Harahap, 2018). Employee turnover inside the company is also correlated with the costs of hiring, training, and other staff turnover-related expenses. When separation, onboarding, and training expenses are taken into account, an employee's total anticipated replacement costs should be 1.5–2.5 times their monthly pay (Zhang & Li, 2020). Similar to this, companies may have to spend between fifty and sixty percent of an employee's yearly compensation to cover the costs of hiring and training a replacement (Jano et al., 2019). A business may experience financial losses as a result of a high personnel turnover rate. Up to 25% of the company's yearly costs might be incurred in compensation for replacing lost talent (Ghasempour Ganji et al., 2021). Furthermore, firms will incur significant costs from staff turnover in the form of missed sales, wasted time, lost money, and other resources

(Zhang & Li, 2020). Employee turnover has a detrimental effect on an organization's operations, recruiting and selection expenses, training and development expenditures, and member demoralisation (Rawashdeh & Tamimi, 2020). The learning curve associated with working for and comprehending the organisation causes productivity to decrease every time a person departs, which affects the profitability of the company (Lee et al., 2021). In a similar vein, the departure of an employee may have an impact on the remaining staff members' capacity to do their jobs (Al-Suraihi et al., 2021). The company's human resources and liquidity position would steadily worsen due to the excessive staff turnover brought on by poor management (Meirina et al., 2018). However, the decision to leave an organisation has a big impact on them because of the following: intangible costs include hiring and selection, replacement, temporary employees, management time; indirect costs include morale, stress on current employees, learning costs, quality of product or service, organisational memory, and loss of social capital (Chin, 2018).

Nonetheless, some studies have shown how employee turnover is influenced by employee satisfaction and service quality (Al-Suraihi et al., 2021; Zhang & Li, 2020). Among the performance metrics used by the business is managing customer satisfaction (Basnyat & Clarence Lao, 2020). Furthermore, as noted by Basnyat and Clarence Lao (2020), customer satisfaction has become crucial due to the fierce competition in the retail industry. Gaining a competitive edge and ensuring an organization's success need providing incentives for users or acquisition of the service. Furthermore, Stamolampros et al. (2019) state that workers have a direct impact on a company's clients, which in turn has a significant impact on the business's performance. Customer and employee satisfaction have been linked in a number of studies, suggesting that happy workers provide better customer service (Ashton, 2018; Biason, 2020). Additionally, different research by Kurdi and Alshurideh (2020) found

a substantial inverse link between consumer and staff satisfaction. Customer satisfaction decreases when staff turnover rises. Similarly, unhappy workers would undoubtedly result in unhappy clients. Employees therefore have a part in the factor that drives client pleasure. One of the most crucial industries for any company to have direct employee-customer interaction is retail. Employee turnover may have a negative impact on an organization's efficiency since it can lead to a loss of human capital and a decline in the quality of services provided to clients (Kurdi & Alshurideh, 2020). Pekerşen and Tugay (2020) found a link between poor performance in terms of profit margin and customer service and a big retail chain's usual workforce turnover. Additionally, as a result of having to divide their time between onboarding new hires and completing routine activities, current employees may become less productive and efficient as a result of staff turnover (Ambrosius, 2018). Even if the organisation recruits someone who is proficient in their job, customer service will deteriorate since new hires lack the knowledge and experience that prior workers have, making them less aware of the company's and its clients' goals (Kurdi & Alshurideh, 2020).

According to a research by Li et al. (2022), for example, customer wait times in the fast-food business are a specific efficiency that acts as a mediator in the negative association between staff turnover and sales and profitability. Food waste increased in restaurants as a result of the high turnover rate. According to study by De Winne et al. (2019), employee turnover negatively impacts customer service and profit margin performance measures for low-turnover companies. These turnover rates apply not just on regular workers but also to assistant managers and supervisors. Frye et al. (2020) found an adverse relationship between customer satisfaction and turnover rates in the banking sector. According to Kurdi et al. (2020), staff members who possess expertise and have access to consumer data could go above and beyond what customers anticipate. A knowledgeable and well-trained staff member will guarantee that clients

remain with them for longer and with more loyalty. Support from upper management and employees is seen as an internal factor in customer retention and satisfaction (Ashton, 2018).

2.2. Working Condition and Staff Turnover

The most important external influencing factors on employees' desire to quit are the organization's planning, development, and maintenance of the environment in which job activities are completed (Kurniawaty et al., 2019). These settings are referred to as working conditions. It's certain that workers will leave their jobs if employers don't alter the unpleasant working conditions (Kurniawaty et al., 2019). The working conditions are the result of the interaction between internal and external factors. The political, economic, social, and technical environments outside of organisations are the main examples of the external ones, although the laws, regulations, and cultural climate are more controlled (Kurniawaty et al., 2019). Working conditions can have both positive and negative consequences on employees' results, including their inclinations to quit. Studies conducted on various working samples have indicated that an individual's desire to leave their job might be impacted by their opinion of their workplace (Ekhsan, 2019). Schaap and Olckers (2020) believe that voluntary turnover is influenced by psychological, social, and economic variables. Their explanatory model for voluntary turnover takes into account a number of elements, including as environmental factors, working conditions, and human attributes. According to the authors, employees' commitment to their work and job satisfaction will suffer if they believe the organisation is not meeting their expectations, and this might ultimately result in their choice to leave (Schaap & Olckers, 2020).

According to Stamolampros et al. (2019), the degree of satisfaction from the

viewpoints of the employer and the employee predicts the chance of a person staying. When someone adjusts, it implies that they are making a conscious effort to change the workplace. Individuals might also adjust their behaviour in response to the environment by changing it. When no further modifications are possible, the worker leaves their position. According to Al-Suraihi et al. (2021), there is a mediating role played by cognitive behavioural features in the relationship between employee satisfaction and turnover. The cognitive process through which a person's job dissatisfaction leads them to contemplate leaving, make plans to leave, actively look for other employment opportunities, and ultimately decide to leave in the event that an alluring job offer materialises is explained by this conceptual model (Al-Suraihi et al., 2021).

Ramlawati et al. (2021) distinguish between the intention to hunt for a new employment and the intention to leave. Unless there is an instance of spontaneous conduct, the former normally happens before the latter. Dissatisfaction at work might lead someone to search for alternatives. Age, position, work satisfaction, dedication, and job content are negatively correlated with turnover (Ramlawati et al., 2021). They call attention to the fact that less than 20% accounts for the turnover variance. Dwesini (2019) defined withdrawal intents using new techniques. See also incorporated factors like dedication and contentment, weighing the present against the future, and the occurrence of specific life events that influence the decision to stop. Numerous studies have shown how work satisfaction and organisational commitment affect withdrawal intentions (Dwesini, 2019). Many authors have underlined the slightly adverse link between job satisfaction and turnover as well as the negative relationship between commitment and turnover (Ramlawati et al., 2021).

A survey was done by Jaharuddin and Zainol (2019) to examine the correlation between stress levels, employee turnover rate, and work-life balance. Work-life

balance and turnover rate were shown to be strongly positively correlated. Independent of all demographic parameters including gender, marital status, and designation, Giaouque et al. (2019) also discovered a strong and positive association between work-life balance and employee turnover intention. Workplace and family issues cause challenges for employees, which affects their propensity to quit. According to Giaouque et al. (2019), long-hour workers frequently struggle to balance their personal and professional responsibilities. Therefore, they suggest that flexible work schedules may improve employees' dedication, job satisfaction, and desire to remain in their present role. Finding a balance between one's personal and professional lives is a hot subject in today's society. According to Rodríguez-Sánchez et al. (2020), satisfaction with work-life balance and desire to resign have a negative association. Moreover, work satisfaction and organisational commitment function as moderators in this relationship.

According to Jones and White (2021), policies and procedures should not be too stringent in order to encourage staff turnover because they are designed with the welfare of the workforce in mind. A business must have employee-friendly rules if it hopes to maintain employee engagement and reduce staff turnover. Management must take note of the actual problems that workers are encountering if they want to enhance the work environment. According to Jones and White (2021), one reason for a high staff turnover rate might be that employee-formulated rules and regulations should facilitate employee engagement and acknowledge their efforts, since this would ultimately result in employee happiness. Jones and White (2021) contend that for workers to feel comfortable in their jobs, the regulations governing them must be clear to them and simple to obey. According to Armstrong and Taylor (2023), an employee's workplace has an effect on their retention rate. According to him, employees will get unhappy and leave the firm in favour of another that may provide better working conditions if the ideal circumstances are not satisfied. A few aspects of the workplace

that affect workers are working space, illumination, and security. Employers need to implement positive reinforcement strategies while maintaining normal working conditions if they want to enhance employee satisfaction and get a high proportion of staff retention.

2.3 Pay and Reward and Staff Turnover

Pay is the sum of money earned in return for work performed within a predetermined time frame. It is often administered on a scheduled and well accepted basis; the frequency could be weekly, daily, or monthly (Alterman et al., 2021). Employee motivation is influenced by payment, which is the primary incentive and is frequently provided in the form of a pay or salary. Payment motivates workers to continue working (Rai et al., 2018). Scientific management theory states that managers believe money is a motivator (Rai et al., 2018). The term “reward” refers to an external agent that possesses regulating and informational features and is provided upon the accomplishment of a task or desired behaviour (Asaari et al., 2019). To do that, they need to inspire their staff to work towards the same objectives. An employee receives compensation for carrying out their duties and obligations.

The awards function as the centre of attention for professional connections inside the firm. Incentives, according to Amadi et al. (2021), are external variables that are within control when a job or work requires knowledge and oversight to guarantee that the activity is carried out accurately. They claim that incentives may have a beneficial or negative effect on work performance, depending on how processes and information manage reward-related data (Amadi et al., 2021).

In an organisation where labour conflicts, absenteeism, and strikes are few and labour turnover is low, employee performance will increase. On the other hand, low pay is linked to poor worker performance, absenteeism, labour conflicts, and low

productivity within an organization (Alterman et al., 2021). According to Nyasunda and Atambo (2020), compensation is one of the key elements in attracting and keeping talent in organizations. The basic idea is that employees' opinions are influenced by their conduct, which is impacted by their financial situation (Jones & White, 2021). Thus, compensation affects attracting and retaining talent (Jones & White, 2021). One of the most commonly discussed retention methods is offering a competitive wage plan. Apart from fulfilling material and financial requirements, awards confer social status and influence inside an organisation. Bonus schemes, according to Asif and Nisar (2022), are dependent on corporate productivity within departments, divisions, or groups.

They act as a transient incentive and are frequently paid at the end of the year. Because incentives are frequently given out depending on the company's productivity from the prior year, workers could be reluctant to work harder to boost output. Workers argue that such a pay plan only recognizes employees who have been with the firm for a long time and rightfully recognizes extraordinary performance.

Turnea and Prodan (2020) claim that awards function as a way to give employees a summary of the organization's values and help to match the organization's strategic goals with its workforce. Orajaka (2021) suggests that organizations incorporate non-monetary prizes into their rewards systems to protect workers' job interests and promote improved worker collaboration. A well-thought-out rewards scheme may also increase employees' passion for their work, which will encourage them and foster a positive mindset. The administration of rewards is important and has to be planned carefully. This is because businesses need to know exactly what workers expect from them in return for their efforts. Furthermore, an organization has to be clear about the expectations it has for its employees in relation to remuneration and

providing them with opportunities to strive towards career advancement (Orajaka, 2021).

According to Rabel (2018), extrinsic incentives like salary can increase demotivated people's motivation at work and make it fun for them to go in every day. Pay, in the opinion of Bhandari (2021), is a means by which employees communicate their worth to the organization. Asaari et al. (2019) assert that one of the most important aspects of the business is remuneration. This is because they might affect the relationship between the employee and the employer if they are unjust, excessive, and unconnected to performance. Asaari et al. (2019) state that safety and defense against vulnerabilities as well as physical and psychological dangers are essential components of security demands. Security issues, such as payroll guarantees that employers offer to their employees, are also quite important. Ghani et al. (2022) state that companies run the risk of exposing themselves up to potential physical and psychological disruption of their workforce if they do not meet the physiological and security needs of their employees. This is a result of the fact that employees are primarily motivated by their basic needs. The retention rate of a valued employee is higher than that of an undervalued employee. According to Froese et al. (2019), incentive programmes should be the main area of emphasis for employer innovation.

They contend that the increasing diversity of the workforce shows the need for more creative approaches to matching the right incentives to the right people. They came to the conclusion that recognizing and rewarding workers is only one part of a bigger effort to keep people on board or to put in place favorable workplace practices, both of which can increase employee retention. Employee appreciation programmes are an essential component of a worker retention plan. The relevance of these initiatives is supported by theories of positive reinforcement. By thanking employees

for a job well done or giving them a “pat on the shoulder” to show appreciation, an organization may reward optimum behavior and promote more of the activities that will make it successful (Froese et al., 2019).

Nyarko (2020) argues that employee awards are important because they have a long-lasting effect on employees and reinforce their sense of worth to the organisation they work for. Moreover, they contend that employees assess the caliber of their occupations according to the inherent satisfaction and advantages they personally derive from their work. All organisations have the ability to increase employee engagement and retention via the use of intrinsic rewards. In order to retain valuable employees, employers need to offer an enticing benefit package. According to Asif and Nisar (2022), compensation is the key element that demonstrates the value that workers receive for investing their time and energy in achieving organisational goals. Nyarko (2020) confirms once more how important it is for companies to comprehend the value that employees place on their incentive programmes and to create plans that address paying employees a fair and adequate wage. When appropriate compensation strategies are accepted and embedded in the culture, productive employees stick with the company (Nyarko, 2020).

2.4 Recognition and Staff Turnover

Employees receive recognition for their dedication and hard effort at work. According to Tirta and Enrika (2020), employee attitudes and performance are significantly improved by intrinsic incentives like recognition and appreciation. Employees think that getting recognition is a crucial part of a career. As a result, they now have higher morale and are more motivated to boost the organization's output. Appreciation is essential for every organisation as it fosters employee engagement and motivates them to perform better. This drive serves as a powerful motivation when it

is satiated (Tirta & Enrika, 2020).

Many companies think that higher employee turnover rates are a sign of unhappiness. They mainly employ fundamental recognition indicators to lower the turnover rate (Tirta & Enrika, 2020). According to Chênevert et al. (2022), recognition has a beneficial effect on worker performance. Recognition primarily relates to formal programmes like employee of the year. For employees who accomplish notable milestones, several nations provide employer-sponsored recognition programmes like loyalty or long service rewards. This type of activity increases employee retention in industries where staff turnover is high. In order to be recognized by the industry as the “best place to work,” modern businesses are increasingly implementing recognition programmes (Al-Suraihi et al., 2021). It goes on to say that a business may be able to get superior financial and cultural outcomes if it has a robust recognition program that aligns with corporate values. It also emphasizes how important a healthy workplace culture is to keeping top talent and reducing attrition.

Employee contributions and efforts are valued more highly than an individual's performance accomplishment (Kathina & Bula, 2021). As to the findings of Asaari et al. (2019), recognition stands as the most effective non-cash intrinsic benefit that an organisation can offer its employees to express gratitude for their contributions to the firm and to improve their performance. A study by Abbas and Iqbal (2020) on employees in the Pakistani private sector found that rewards and recognition increase employees' motivation for their work. In a similar line, a study by Rasool et al. (2018) discovers that acknowledgment has a major influence on employee motivation. For example, an employee is qualified for a pension at reaching a certain age and working for the firm for at least a year. This is a thank-you gift to staff members for their service with the firm up to their retirement.

Asaari et al. (2019) state that recognition encourages greater communication (employees are more likely to offer solutions and new ideas), better cooperation (employees are more likely to sacrifice and go above and beyond for their employers), and lower absenteeism and turnover (employees will demonstrate higher job satisfaction and loyalty). Ghafoor et al. (2021) found that supervisors may improve productivity and quality simply by increasing the frequency with which they provide contingent positive reinforcement. When supervisors and/or coworkers congratulate and recognise their efforts, employees gain from it.

Employees can be inspired and motivated by recognition, which can motivate them to perform more and show loyalty (Ghafoor et al., 2021). Suzabar et al. (2020) state that giving praise for a task well done is one of the finest strategies to boost morale. They continue by saying that expressing gratitude to employees on a regular basis is one of the easiest ways to keep them content and productive. Many people have a strong emotional connection between their job and their sense of worth.

Chênevert et al. (2022) found that workers who felt their employer recognised their accomplishments with specific acts, including notes on their work, vocal congratulations, or special recognition, were less likely to plan to quit. Additionally, studies have demonstrated that employees usually view an organization's performance management system as more effective when it incorporates non-cash forms of recognition (Chênevert et al., 2022). Employers highly regard the competencies, expertise, and experience of their personnel. According to Valéau et al. (2021), it is critical to maximize employee potential and recognise it as a unique source of competitive advantage. Highly skilled personnel need to be managed by supervisors who can also continually remind them of their importance to the organisation (Valéau et al., 2021). The business will retain its employees and prevent them from leaving by

taking this action (Valéau et al., 2021). Employers need to reward and acknowledge their staff in order to keep a pleasant work environment and balance the goals of the company and the employees (Chênevert et al., 2022). According to Santhanam et al. (2021), companies that want to improve employee retention should invest more time and money in creating a positive work environment and training employees for leadership positions.

Employee morale and motivation are kept strong by positive reinforcement. According to Manzoor et al. (2021), positive reinforcement is a form of appreciation that provides employees with encouragement. It promotes workplace satisfaction and strengthens bonds and self-esteem between managers, supervisors, and employees (Manzoor et al., 2021). When positive reinforcement is provided, employees often have a far more positive attitude towards their work, feel more satisfied and worthy of their jobs, and actively contribute to the company's success. A content employee gives his all each day and is transparent about what is expected of him by the company. One easy yet effective way to enhance employee health and well-being is to provide an example of basic grateful behaviour (Manzoor et al., 2021). Nor (2018) asserts that praise from superiors, teammates, co-workers, and customers increases loyalty.

2.5 Growth Opportunities and Staff Turnover

Promotion is the term used to describe an employee's rise in status or rank within a hierarchical organisation. As compared to before, this shows a growth in workers in a field to better positions (Asaari et al., 2019). Along with higher salary and other perks, a promotion also entails greater responsibility, success, and position, benefits, and demand proficiency. Giving employees more authority and responsibility is referred to as promotion. Simply expressed, a promotion is assigning a worker to a more senior position (Stamolampros et al., 2019). Success, eligibility, and loyalty are

a few indicators of a job promotion. Promotions are the main mechanism via which human mobility occurs within an organisation. According to Vuong et al. (2021), promotion is the advancement to a more senior role that comes with increased authority, status, and income. It is the advancement of an employee inside the company hierarchy. Promotions are intended to motivate and honour staff members for their increased productivity. Promotion is one of the extrinsic advantages. Promotions affect an employee's life and career, which may affect their motivation. The promotion will incentivize workers to perform with more expertise and productivity.

If workers feel there are better opportunities for growth elsewhere and that there are little to no chances for promotion at their current employer, they may think about quitting (Kurdi & Alshurideh, 2020). Therefore, an employee's evaluation of their chances of progressing inside the firm is one of the most important factors affecting their decision to stay or quit the organisation. This is because employees are more motivated to work for organisations that provide them the chance to grow into challenging new positions. However, since they lack motivation, employees who stay in one place for a long time are unlikely to continue in such unfulfilling employment (Rasheed et al., 2020). Employees who get promoted have better status, higher pay, and higher levels of self-esteem than those who remain in the same position, all of which increase work satisfaction. According to Ekabu et al. (2018), employees who see clear paths for professional growth are therefore less likely to want to quit a company than those whose careers are stalling and there are few or no opportunities for advancement. Belete (2018) found that career growth components were adversely correlated with turnover intentions in a research on career growth and its effects on organisational commitment and turnover intentions. She also found that effective occupational commitment served as a partial (mediation) on other connections.

Research indicates that organisations that provide a nurturing atmosphere for staff members to advance their careers by assisting them in achieving their objectives through skill and knowledge development, frequent advancements, and competitive salary will reap the benefits of having their workers feel more ethically committed to working hard for their businesses and, consequently, be less inclined to contemplate leaving or make plans to leave (Belete, 2018).

According to research by De Sousa Sabbagha et al. (2018), career progression significantly reduces workers' intentions to quit their existing positions. This is because employees are far less likely to leave their current jobs when they see opportunities for career growth inside their current company. Choi (2020) provides evidence to back this claim by stating that organisations were able to significantly reduce employee attrition rates by offering career progression and promotions to their employees. Research by Oladele and Adelugba (2021) indicates that many young employees place a higher importance on career progression and are more inclined to leave companies that don't offer growth possibilities in favour of those who do. Therefore, employees will positively impact the company's success and be less likely to plan to leave if they feel that their employer appreciates their professional growth through opportunities for staff training and promotion (Oladele & Adelugba, 2021).

Employee job satisfaction is impacted by opportunities for advancement and development. Belete (2018) asserts that there is a favourable correlation between possibilities for promotion and work happiness. Measures of advertising annoyance and opinions towards a company are negatively correlated (Aburumman et al., 2020). According to this, employees will be happier in their current role if they feel they have a chance or a path to advancement within the company. This is because the chance to advance will probably come with more responsibility and pay, which will lessen the

likelihood that they will leave (Aburumman et al., 2020). According to Stamolampros et al. (2019), opportunities for advancement inside an organisation provide workers a chance to advance, making them a powerful motivator that reduces employee turnover and boosts retention. According to Chukwu (2019), giving workers the opportunity to progress within the company promotes their personal development and raises their degree of engagement at work.

Nevertheless, their motivation to do so usually declines and they would almost certainly leave such unfulfilling employment when these individuals become stagnant in their current roles (Chukwu, 2019). This is because several studies have demonstrated that promotions are usually accompanied with increased income, prestige, and self-worth, all of which increase one's ability to exercise authority, assume greater responsibility, be independent, and be satisfied in one's work. Aburumman et al. (2020) agree that employee promotions draw in competent individuals, support cooperation, loyalty, and long service in a career, and encourage entrepreneurs and aspirations while lowering dissatisfaction and labour unrest.

Al-Suraihi et al. (2021) found in their study that there is a significant and positive correlation between promotions and work satisfaction, which helps with employee retention. Yousuf and Saqib's (2021) research indicates that an employee's ability to grow internally is often the best measure of their effective commitment. Ohunakin et al. (2018) contend that maintaining a competitive advantage requires recruiting outstanding personnel, and that employees seek out chances for career progression. These tactics include growth plans, internal promotions, and accurate career previews at the time of hiring. Wang et al. (2022) claim that workplace autonomy along with lucrative career and life opportunities is a key incentive for all employees.

2.6 Theoretical Framework

2.6.1 Herzberg's Hygiene-Motivational Theory

Many recent research have examined the industrial, personal, and economic elements that affect workers' reported job satisfaction or discontent in connection to Herzberg's Hygiene-Motivational Theory (Prasad Kotni, & Karumuri, 2018). Additionally, by offering comprehensive direction and strategic guidelines to support the development of a positive correlation between the Herzberg hygiene factors and perceived employee job satisfaction, these studies have expanded their research question regarding the significance of HRM in the workplace (Bevins, 2018). A research on the conduct of organisations was shown to be another important aspect concerning employees' extrinsic expectations (Alam, 2021). This suggests that even while employees in a certain industry often think highly of their managers, there's a chance that this might occasionally have a negative impact on job satisfaction. For example, companies with a high level of popularity and scale may share a set of environmental factors that function as a mediator in the positive relationship between these dimensions and employee work satisfaction (Bhatt et al., 2022).

After a closer look at these factors, it is said that when management or leadership within an organisation changes, it is crucial to acknowledge that the fundamental demands of the workforce will inevitably shift as well (Peramatzis & Galanakis, 2022). The needs and job satisfaction of the workforce will be greatly impacted by applying Herzberg's theory to major workplace changes, such as corporate layoffs or global recessions, for example (Bevins, 2018). Such sudden shifts in employment have been shown to dramatically reduce job mobility, even to the point of unemployment (Shaikh et al., 2019). Another component of hygiene that Herzberg states might lead to a loss of personal income is changing a person's work schedule,

which can upset their work-life balance (Bevins, 2018).

The key conclusions of Shaikh et al.'s (2019) study on the perspectives of resident librarians offer a compelling illustration of how both internal and extrinsic factors affect worker happiness. It was shown that residents who were already aware with and knowledgeable about the residency's guiding principles and operating processes had a decreased risk of resident dissatisfaction. When participants were given the opportunity to challenge themselves with creative work throughout the residency and when supervisors offered suitable and useful advice and comments, more enjoyment was also generated (Bevins, 2018). It seems that the primary reasons for job dissatisfaction are a general lack of mentorship, a failure to offer residents feedback, and a lack of communication (Tezel, 2023). Since all of these components fit into Herzberg's category of hygiene variables, it is evident that there is an effect on perceived employee satisfaction (Shaikh et al., 2019).

Herzberg's motivation-hygiene theory may also be utilised to predict and prevent employee turnover intentions. Research indicates that when an employee builds relationships with other employees, gets information about tasks related to their job, or has a say in some work-related decisions, for example, they are more likely to be satisfied and, consequently, committed to their employer (Dagher & El-Farr, 2023). The most astounding thing is that these employees shown incredible levels of loyalty and dedication, even though these attributes first appear to be linked to preserving and improving the employees' job happiness (Holston-Okae & Mushi, 2018). In fact, duty overload was the most common reason for resignation in a wide range of industries and professions (Holston-Okae & Mushi, 2018).

The Herzberg motivation-hygiene theory can also be applied in workplaces with supposedly voluntary employee turnover. The process in which an employee

decides to quit their employment contract with the organisation on their own initiative for a number of reasons is known as “voluntary turnover” (Munap et al., 2021). Because of the unsanitary and hazardous circumstances related to hygiene, it seems reasonable to anticipate that there is a significant possibility of voluntary turnover in occupations where the working environment is unfriendly, such as correctional officers (Joseph, 2023). Mansaray (2019) claims that these organisations, aside from strengthening their procedures, either failed or showed little interest in determining why employee turnover was such an issue. Naturally, this did not assist to resolve the problem, and the effect of voluntary turnover continued to have a detrimental influence on their strategic and day-to-day operations. Furthermore, according to Malik et al. (2023), incentives such as bonus pay and greater salaries were insufficient to persuade the employees to remain in their jobs, which is consistent with Herzberg's theory of motivation.

Therefore, based on the present study Herzberg's theory of motivation will be influenced by better working conditions, good pay and rewards, proper recognition strategies, and adequate growth opportunities offered to the employees. As a result, the provision of these motivation strategies will lead to low staff turnover rate.

CHAPTER 3

METHODOLOGY

3.0 Introduction

This chapter presents the study methodology. Specifically, the chapter presents research framework, hypotheses development, research design, operational definition, measurement of variables/instrumentation, data collection, and source of data, study population, sampling, data collection procedure, pre-test, pilot test, data collection, and the techniques of data analysis.

3.1 Research Framework

A research framework presents a process for looking at variables or concepts related to a phenomenon in order to investigate and solve a research subject (Tobi & Kampen, 2018). It establishes boundaries between different variables or concepts in a way that makes sense of or predicts a social phenomenon within a particular research issue (Leshem & Trafford, 2007). The structure below illustrates the link between a dependent variable (DV) and an independent variable (IV). In this regard, the DV is staff turnover, while the IVs are working conditions, pay and rewards, recognition, and growth opportunities, as demonstrated in Figure 3.1.

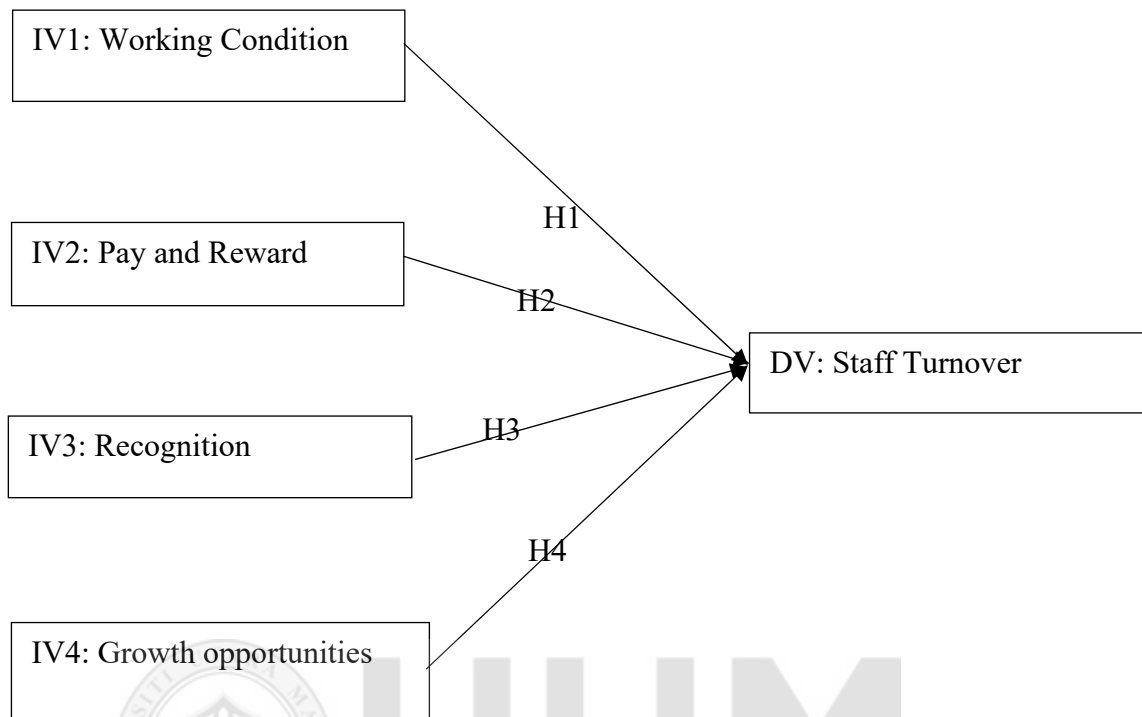


Figure 3.1. Research Framework

3.2. Hypotheses Development

There were four hypotheses that were generated in order to serve as a foundation for assessing the purpose of this study. These assumptions were tested to determine the relationship between working conditions, pay and reward, recognition, and growth opportunities on staff.

According to Yan (2020), a variety of factors, including lighting, air quality, and noise levels, may have an effect on staff turnover. These factors may have psychological consequences on workers, making them feel tense and distrustful. Staff turnover might also arise from the negative non-physical environment of the firm. The non-physical surroundings of the business are the interactions that take

place between employees and between employees and their bosses. A positive working relationship is the source of comfort for employees. On the other hand, a weak working relationship will result in uncomfortable disputes for employees, which might significantly influence staff turnover.

Similarly, according to Kebite (2018), a positive working environment is necessary for every employee to be able to retain workers. He argues that an organisation would be better served by investing in improved working conditions for its employees rather than shelling out cash for the recruiting of new hires when its current workforce burns out and departs, which drives up the organization's expenditure levels. According to Armstrong and Taylor (2023), performance management processes must be transparent, interactive, and consistent if they are to offer workers the sense that their performance is being properly assessed. An employee may leave if they believe that their performance management was handled unfairly (Armstrong & Taylor, 2023). Therefore, the following hypothesis can be stated:

H1: There is a significant relationship between working conditions and staff turnover.

Mendis (2017) discovered that there was a higher correlation between the desire to leave and the pay and reward component than there was with other factors like emotional commitment. According to this research, employees' intentions to quit the company and look for other employment possibilities are more influenced by their pay level. The author also noted that, in contrast to pay rise satisfaction, pay level satisfaction was the most important factor in the somewhat negative correlation between pay level and turnover intention dimension. This makes it clear that workers who are very content with their salary are the happiest and are less likely to look for

new employment opportunities or leave their current role. Silaban and Syah (2018) assert that a linear relationship exists between fringe benefits and the propensity to leave the hotel sector. Given that high employee turnover significantly affects the performance of the company as a whole, the authors suggested that it be decreased by introducing both monitored and non-monitored incentive programmes.

Alterman et al. (2021) suggest that the salary level element may be more strongly associated with the desire to resign than other qualities, such as emotional commitment. According to this research, employees' intentions to quit the company and look for other employment possibilities are more influenced by their pay level. Pay level and the turnover intention dimension had a somewhat negative association, with pay level satisfaction being more significant than pay raise satisfaction (Alterman et al., 2021). This clearly shows that workers who are very happy with their salary are the happiest and are less likely to look for new employment opportunities or leave their current position. Put another way, the study's findings show that turnover intention affects pay level satisfaction both directly and indirectly and that it may be decreased by raising the pay structure's level. Additionally, it was warned that an employee's decision to remain or leave the organisation would depend on how satisfied they are with their pay scale, which in their case is insufficient to support their current costs (Alterman et al., 2021). Jolly et al. (2021) discovered a significant inverse relationship between the desire to leave and the pay, indicating that an increase in turnover intention occurs when compensation decreases and vice versa. Therefore, the following hypothesis can be stated:

H2: There is a significant relationship between pay and reward and staff turnover.

Numerous studies have examined the impact of employee recognition, incentives, and compensation on attrition and retention (Wang et al., 2019). McDonald

et al. (2018) conducted a study on the effects of recognition programs on employee engagement and how multinational firms construct these programmes to achieve desired outcomes. The results demonstrated that employee engagement is currently the top issue for HR departments at many companies, and it is widely acknowledged that recognition plays a big part in fostering engagement. While acknowledgment is not new, initiatives that connect it to desired behaviors and business goals are now making it more strategic. The study discovered that worker stimulation and appreciation greatly improved staff retention.

Apart from payment, workers anticipate recognition from their managers. The outcome will be a rise in employee morale. Employee motivation will soar if management recognize their hard work (Nigusie & Getachew, 2019). To acknowledge someone is to take into account and value the job they make. Employee appreciation is a requirement for employers (Gilbert & Kelloway, 2018). Other studies show that rewarding employees is a better idea than providing incentives (Mouton & Bussin, 2019). Funded or unfunded employee appreciation programmes are possible (Basnyat & Clarence Lao, 2020). A few methods of showing recognition to employees include writing their names in the company newsletter, giving them extra time off, and getting letters of appreciation. This is a way to express ones' concern and appreciation for the employees. The non-monetary awards are more motivational than the monetary ones. Workers believe that this is how they are appreciated. Therefore, the following hypothesis can be stated:

H3: There is a significant relationship between recognition and staff turnover.

Employees place a high importance on growth potential. Numerous studies carried out in the workplace investigate the evident connection between high intentions

to leave and a lack of prospects for career advancement. It is far more likely for businesses with high employee turnover rates to underinvest in their personnel (Romzek, 2018). If workers see that there is a direct correlation between their output and the prizes they stand to win, they will be more inclined to work harder. This is the fundamental notion behind the system of incentives and recognition. Put another way, a pay system encourages employee effort and performance by tying individual workers' interests to those of teams and organizations. While financial incentives are frequently used in organizations, Basnyat and Clarence Lao (2020) argued that managers should not consistently utilize them to encourage employees to perform better. Because if this happens, the original goal of the award will be forgotten. Therefore, the following hypothesis can be stated:

H4: There is a significant relationship between growth opportunities and staff turnover.



3.3 Research Design

According to Wilson (2010), the deductive reasoning is concerned with establishing a hypothesis in accordance with current theory and then developing a research strategy to examine the hypothesis. An additional description of the deductive reasoning is provided by Monette et al. (2005), who explain it in terms of hypotheses that can be generated from the propositions of the theory.

Drawing inferences or coming to conclusions based on premises or propositions is what the deductive process entails when it is reduced to its most elemental form. While deduction starts with an expected structure that is verified against data, induction starts with observations and looks for patterns within them (Babbie, 2010). This is in line with Babbie's description of the distinctions between

the two schools of thought. Babbie clarified the differences between the two methods and said this to be the case.

One definition of “deductive reasoning” describes it as “reasoning that proceeds from the particular to the general”. It is possible that this claim is true most of the time if a certain theory or group of facts provide evidence that suggests the presence of a causal relationship or link. To determine if this relationship or link would hold under more typical conditions, a deductive design analysis may be used (Gulati, 2009). To put it another way, however, when the study was conducted using an inductive technique. Numerous hypotheses will be generated by the researcher, and each one will need to be tested. After that, using an appropriate approach, the research will determine if the created hypotheses are true or not. Consequently, the present study adopts a deductive reasoning since survey questionnaire through quantitative approach will be employed.

Descriptive research is defined as that which finds patterns or trends over a period of time. Descriptive research techniques like cross-sectional studies facilitate the generation of ideas that might potentially lead to further study. By comparing the illness prevalence rates of various groups, descriptive research may verify that there are variations in disease prevalence rates among groups based on variables like age, gender, and ethnic origin.

3.4. Operational Definition

Table 3.1. Operational Definition of Terms

Term	Operational Definition
Working Conditions	The working environment, the type of job, the work and rest schedules, and other factors all directly affect the health, functional ability, and state of well-being of the employee (Mohan & Lone, 2022).

Pay and Reward	Monetary or non-monetary items given to employees for exemplary performance (Alterman et al., 2021).
Recognition	The act of expressing gratitude to employees for their contributions to the company that align with its mission, vision, and guiding principles (Tirta & Enrika, 2020).
Growth Opportunities	The chance provided by the organization to grow significantly, whether through career, personal life, or hobbies (Asaari et al., 2019).
Staff turnover	The rate at the staff leave the organization during a given time period (Aliyu & Nyadzayo, 2018).

3.5. Measurement of Variables/Instrumentation

The study will adopt a structured questionnaire. The questionnaire is divided into 6 sections. The first section presents the demographic information of the respondents including gender, age, race, educational level, and working experience. The second section presents information on the working condition, measured with 8 items adopted from Mohan and Lone (2022). The third section presents information on pay and rewards, with 6 items adopted from Alterman et al. (2021). The fourth section presents information recognition, measured with 5 items adopted Mohan and Lone (2022). The fifth section presents information on growth opportunities, with 7 items adopted from Razak et al. (2016). The last section presents information on staff turnover, measured by 6 items adopted from Karlsson (2008). All items for the questionnaire are summarized as below:

Table 3.2. questionnaire items

Variable	S/N	Items	Adopt/ adapt	Source
Working Conditions	1	“Organization fosters values that are clear and understandable to all employees (e.g., coming to work on time, code of ethics, etc.)”	Adopt	Mohan & Lone (2022).
	2	“My supervisor effectively communicates with the co-workers.”		
	3	“My unit/department collaborates effectively with other units/departments within the Organization.”		
	4	“I am satisfied with the number of hours I work.”		
	5	“I have support at work to balance my work and personal life.”		
	6	“I am consistently treated with respect by my co-workers.”		
	7	“I can count on my co-workers to help me out when needed.”		
	8	“My supervisor deals effectively with poor performance.”		
Pay and Reward	1	“I am satisfied with my salary or hourly wage.”	Adopt	Danish & Usman (2010).
	2	“I am satisfied with my pension plan.”		
	3	“I am satisfied with my insurance benefits.”		
	4	“I understand how my salary or hourly wage is determined.”		
	5	“My earnings are fair when compared to the others doing the same type of work in other companies.”		
	6	“I am fairly paid for what I contribute to this company.”		
Recognition	1	“My contributions are valued by the members of my unit/department.”	Adopt	Mohan & Lone (2022).
	2	“I am satisfied with the received recognition or praise for doing good work.”		
	3	“In my unit/department, you always get appropriate recognition when you have done something extraordinary.”		
	4	“I receive constructive criticism about my work.”		
	5	“The employer makes me feel important.”		

Growth Opportunities	1	“My organization tries hard to help its employees be the best they can professionally.”	Adopt	Razak, Ma’amor, & Hassan (2016).
	2	“I have a role in supporting my work-related learning and development needs.”		
	3	“My supervisor points out the training or education that I need to grow in my job.”		
	4	“My unit/department offers the appropriate training or education that I need to prosper in my job.”		
	5	“Information about job vacancies within the Organization is readily available.”		
	6	“At my organization, everyone is encouraged to express his or her creativity.”		
	7	“The culture of my organization encourages employees to express creativity on the job and outside of their job.”		
Staff Turnover	1	“I have thought about leaving this company.”	Adopt	Karlsson (2008).
	2	“I intend to quit this company within the next 12 months.”		
	3	“I think about quitting all the time.”		
	4	“I don’t attach myself to this organization.”		
	5	“I plan to inquire vacancies of work intend to ask people about new vacancies.”		
	6	“I am looking for job openings outside of this company.”		

3.6. Data Collection

3.6.1. Source of data

The term “primary data” refers to information that the researcher has gathered first-hand for the variables of interest in accordance with the particular aim of the study. Primary data sources include people, focus groups, and panels of respondents that the researcher specifically organised and from whose opinions on certain topics can occasionally be sought (Sekaran, 2003). Other examples of primary data sources are

surveys and questionnaires. Therefore, this study used questionnaires as the main source of data.

3.6.2. Study Population

This refers to the entirety of the population of persons that are of interest to the researcher and whom he or she desires to explore (Sekaran, 2003). In the context of this investigation, the term “population” refers to the sales employees employed by Private news and advertising company. The total population of staff at News and advertising monitoring company is 280. Therefore, the study has its population, 280 employees.

3.6.3. Sampling Technique

This is the subgroup or subset of the population, and by analyzing the preferences, the researcher ought to be able to draw findings that need to be generalized to the population linked with the area of interest (Sekaran, 2003). When the stratification of the sample is carried out in such a way, one can gain a thorough representation of the sample from a variety of perspectives. In addition to this, this will make certain that the stratum is homogenous, whereas there will be a range of differences between the strata. When doing research, it is important to select samples in a way that allows for the collection of more information while simultaneously preserving the size of the sample pool during the investigation. According to Sekaran (2003), this sampling strategy is cost effective compared to other sampling techniques. This is since for the exact same size of the sample, each significant part of the population is better represented, and as a result, more valuable and differentiated information is received in relation to each group. In addition, the design of a stratified sampling does not consider the significance of the demographic subgroups that are being sampled.

Table 3.1:*Disproportionate stratified sampling*

Stratum	Population	Stratified sample ($nh = (Nh/N)*n$)
Marketing/Business Development Manager	6	6
Sales Consultant (Full time and Part Time)	265	50
Marketing Executive	9	9
Total	280	65

nh = sample size of the *h*th stratum

NH = population size for the *h*th stratum

N = Entire population size

n = entire sample size

During this inquiry, a sample size of 169 people has been decided upon. According to Sekaran (2003), a good rule of thumb to follow is that any sample size between 30 and 500 could be useful depending on the sort of sampling method that was adopted and the research concerns that were examined. In other words, the sample size could be valuable regardless of how large it is. According to Sekaran (2003), this sampling strategy is cost effective compared to other sampling techniques. This is since for the exact same size of the sample, each significant part of the population is better represented, and as a result, more valuable and differentiated information is received in relation to each group. In addition, the design of a stratified sampling does not consider the significance of the demographic subgroups that are being sampled. With a population of 280 employees, the sample of 169 was selected based on Krejcie & Morgan (1970) sampling table 3.1.

Table 3.1. The Krejcie & Morgan (1970) sampling 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

3.6.4. Data Collection Procedure

3.6.4.1. Pre-Test

The questionnaire were shared to the practitioners in academia for pre-test examination. They were then to confirm the validity of the questionnaire items in measuring the study variables. Based on their comments, the questionnaire design was amended accordingly.

3.6.4.2. Pilot Test

The first step in the data collection process was conducting a pilot test. Because the respondents are based in Petaling Jaya, the researcher took it upon themselves to hand over the questionnaires. The fact that all the surveys could be dropped off and collected in such a short amount of time is the primary benefit of utilizing self-

administered questionnaire. The questionnaire was piloted on 30 staff obtained from the sales departments under investigation, which is, marketing/business development manager, sales consultant (full time and part time), and marketing executive. Those who were recruited in the pilot test were excluded from the actual study to avoid biased outcomes. The outcome from the pilot test was used to test the reliability and validity of the study questionnaire.

3.6.4.3. Data Collection Methods

In the actual study, questionnaires were handed out to the respondents in order to obtain the necessary data from the staff at Private news and advertising company located in Petaling Jaya. The researcher was able to gain a deeper comprehension of the topic with the assistance of the literature study, which was of great benefit to the project. The researcher distributed 169 questionnaire to Private news and advertising company, which were self-administered.

3.7. Techniques of Data Analysis

Data was analysed using the Statistical Packages for Social Sciences (SPSS) software version 26. The data was analysed in terms of the descriptive and inferential statistics. The descriptive statistics was presented in form of means and standard deviations. Frequencies and percentages was used to analyse the demographic information of the respondents. Lastly, the inferential statistics included Pearson correlation analysis and multiple regression analysis.

CHAPTER 4

FINDINGS

4.1 Introduction

The current study examined the causes of staff turnover at Private news and advertising company. This chapter presents the study findings. This chapter presents the study findings that include demographic information, normality test, descriptive statistics, and multiple regression analysis. The chapter is concluded by presenting the summary of the hypothesis testing and the results thereof.

4.1.1 Response Rate

The study targeted 169, representing 100%. However, since the researcher had no control over the filling of the questionnaire, the returned completed questionnaires were 65, representing 38.4% of the respondents, as demonstrated in Table 4.1.

Table 4.1 Response Rate

Population Characteristics	Frequency	Percentage
Target sample	169	100
Positive response	65	38.4

4.2 Demographic Profile

The study findings on Table 4.2 show the demographic information of the respondents. In terms of the gender distribution of the respondents, a slight majority of the respondents were male (55.4%), while the remaining (44.6%) were female. The study also examined the gender distribution of the respondents and found that a slight majority were aged 31-40 years (41.5%), followed by 18-30 years (30.8%), 41-50 years (12.3%), and lastly, 51 and above years (15.4%). The study also examined the race of the participants in the study. From the study findings, it was demonstrated that a slight majority of the respondents (55.4%) were Malay, followed by the Chinese (23.1%), Indian (16.9%), and others (4.6%). The study also examined the education level of the respondents. According to the study findings, it was demonstrated that a

slight majority of the respondents (41.5%) had certificates/diplomas, which was closely followed by those with bachelor degrees (33.8%), and secondary school certificate (13.8%), as well as post-graduate (master/PhD) (10.8%). Finally, the present study examined the working experience of the respondents and found that a slight majority (41.5%) had a working experience of 11-15 years, followed by those with 16-20 years (21.5%), 6-10 years (18.5%), 21 years and above (10.8%), and lastly, less than 5 years (7.7%). These findings are summarized in Table 4.2.

Table 4.2 demographic information

Variables		Frequencies	Percentage
Gender	Male	36	55.4
	Female	29	44.6
Age	18-30 years	20	30.8
	31-40 years	27	41.5
	41-50 years	8	12.3
	51 and above years	10	15.4
Race	Malay	36	55.4
	Chinese	15	23.1
	Indian	11	16.9
	Others	3	4.6
Educational level	secondary school certificate	9	13.8
	certificate/diploma	27	41.5
	bachelor degree	22	33.8
	post-graduate (master/PhD)	7	10.8
Working Experience	less than 5 years	5	7.7
	6-10 years	12	18.5
	11-15 years	27	41.5
	16-20 years	14	21.5
	21 years and above	7	10.8

4.3 Normality of the Data

The study examined the normality test to determine if the data distribution was adequate to conduct the analysis and make generalizations. The residuals are generally normally distributed if they follow a relatively straight line at a 45-degree angle. The Q-Q figure demonstrated in Figure 4.1 shows how much the residuals tend to stray off the 45-degree line, particularly at the tail ends. This might be a sign that the residuals

are not normally distributed.

4.4 Descriptive Statistics

The study findings demonstrated in Table 4.3 shows the descriptive statistics. First, the study examined the relationship between working conditions and staff turnover at Private news and advertising company. Overall, the study findings demonstrated that a slight majority the respondents agreed that working condition significantly influenced the staff turnover rate at Private news and advertising company ($M = 2.89$; $SD = .78$). Similarly, the study examined the influence of pay and rewards on staff turnover at Private news and advertising company. The study findings demonstrated that a slight majority of the respondents agreed that pay and rewards significantly influenced the staff turnover rates ($M = 2.87$; $SD = .80$). Likewise, the study examined the influence of recognition on staff turnover rate at Private news and advertising company. According to the study findings, a slight majority of the respondents agreed that recognition significantly influenced the staff turnover rate at Private news and advertising company ($M = 2.74$; $SD = .89$). Similarly, the majority of the respondents agreed that growth opportunities significantly influenced the rate of the staff turnover at Private news and advertising company ($M = 3.06$; $SD = .84$). The study further examined the status of the staff turnover rate at Private news and advertising company. The study findings demonstrated that the majority of the respondents agreed that there was significantly high rate of staff turnover ($M = 4.09$; $SD = .66$). These findings are summarized in Table 4.3.

Table 4.3 Descriptive Statistics

Variables	N	M	SD
Working conditions	65	2.89	.78
Pay and rewards	65	2.87	.80
Recognition	65	2.76	.89
Growth opportunities	65	3.06	.84
Staff turnover	65	4.09	.66

4.5 Pearson Correlation

The study findings demonstrated in Table 4.4 show the Pearson correlation analysis among the study variables. Accordingly, working condition and staff turnover was positively correlated though the level of correlation was not statistically significant ($r = .187, p > 0.05$). Similarly, the study findings demonstrated that pay and reward and staff turnover had statistically significant correlation at private news and advertising company ($r = .104, p > 0.05$). However, according to the study findings demonstrated that recognition was positively and significantly correlated with staff turnover at private news and advertising company ($r = .281^*, p < 0.05$). In addition, growth opportunities was negatively and significantly correlated with staff turnover at private news and advertising company ($r = -.113^*, p < 0.05$).

Table 4.4. Pearson Correlations Analysis

		ST	WC	PR	RE	GO
ST	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	65				
WC	Pearson Correlation	.187	1			
	Sig. (2-tailed)	.137				
	N	65	65			
PR	Pearson Correlation	.104	.808**	1		
	Sig. (2-tailed)	.408	.000			
	N	65	65	65		
RE	Pearson Correlation	.281*	.028	-.040	1	
	Sig. (2-tailed)	.023	.824	.753		
	N	65	65	65	65	
GO	Pearson Correlation	-.113	.214	.360**	.403**	1
	Sig. (2-tailed)	.368	.086	.003	.001	
	N	65	65	65	65	65

*. Correlation is significant at the 0.05 level (2-tailed).

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

WC- working conditions

PR- pay and reward

RE- recognition

GO- growth opportunities

ST – staff turnover

4.6. Regression Analysis

Table 4.5 Multiple linear regression analysis between predictors and dependent variable

Independent variables (Predictors)	Staff Turnover Intention Standardized beta coefficients
Working Conditions (WC)	.139
Pay And Reward (PR)	.142
Recognition (RE)	.431*
Growth Opportunities (GO)	-.368*
R value	0.451
R ²	0.204
Adjusted R ²	0.151
F value	3.841
Sig. value	0.008
Durbin-Watson	1.434

Regression analysis was conducted to determine the level of prediction of predictor variables on the dependent variables. In this regard, the study examined how the working conditions, pay and reward, recognition, and growth opportunities predicted the staff turnover at private news and advertising company. According to the study findings, a unit change in working conditions, pay and reward, recognition, and growth opportunities led to 20.4% change in the staff turnover rate, as demonstrated in Table 4.5. The model was also found to be statistically significant with p-value being below the critical value of 0.05, F-value was also significant (3.841). Similarly, the Durbin-Watson test was 1.434, which was between 1.5 and 2.5 and therefore the data is not autocorrelated.

Table 4.6 shows how the predictor variables predicted the dependent variables. According to the study findings working condition did not significantly predict staff turnover at Private news and advertising company ($\beta = .139$, $t = .690$, $p > 0.05$). Similarly, the study findings demonstrated that pay and reward did not statistically predict staff turnover at Private news and advertising company ($\beta = .142$,

$t = .661, p > 0.05$). However, according to the study findings demonstrated that recognition positively predicted staff turnover at private news and advertising company ($\beta = .431, t = 3.289, p < 0.05$). In addition, growth opportunities significantly predicted the staff turnover at Private news and advertising company ($\beta = -.368, t = -2.608, p < 0.05$). These findings are demonstrated in Table 4.6.

Table 4.6. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	3.418	.396		8.636
	WC	.115	.167	.139	.690
	PR	.117	.177	.142	.511
	RE	.319	.097	.431	3.289
	GO	-.287	.110	-.368	-2.608

a. Dependent Variable: ST

4.7 Summary of Hypothesis Testing

Table 4.6 summarizes the findings from the hypothesis testing through multiple regression analysis. According to the study findings, the hypothesis 1, “*there is a significant relationship between working conditions and staff turnover*”, was rejected. Similarly, the second hypothesis that “*there is a significant relationship between pay and reward and staff turnover*”, was rejected. However, the third hypothesis that “*there is a significant relationship between recognition and staff turnover*” was accepted. Similarly, the fourth hypothesis that “*there is a significant relationship between growth opportunities and staff turnover*”, was accepted.

Table 4.7. Hypothesis Summary

S/N	Hypothesis	Conclusion
1	There is a significant relationship between working conditions and staff turnover.	Not supported
2	There is a significant relationship between pay and reward and staff turnover.	Not supported
3	There is a significant relationship between recognition and staff turnover.	Supported

4 There is a significant relationship between growth opportunities and staff turnover. Supported



CHAPTER 5

DISCUSSION, CONCLUSION, AND RECOMMENDATION

5.1 Introduction

This chapter presents the discussion, conclusion, and recommendations. In chapter 5, the difficulties encountered in the research process are discussed, and suggestions for improving the calibre of future study are provided. As mentioned in the literature review section, the chapter's insights from earlier studies, along with the data gathered, provide as a basis and confirmation for its suggestions, findings, and debates. The study's future direction is also taken into consideration in order to offer advice and recommendations for future researchers who may be engaged in comparable research projects.

5.2 Discussion

5.2.1 Relationship between Working Condition and Staff Turnover

The study examined the relationship between working conditions and staff turnover at Private news and advertising company. According to the study findings working condition did not significantly predict staff turnover at Private news and advertising company. The majority of respondents disputed that the organization upheld values that were clear to see and understood by all employees, such as having a code of ethics and being at work on time. Similarly, the majority felt that their bosses did not communicate with their colleagues in a productive way. Also, the majority contested the idea that their departments or units collaborated successfully with other departments or units within the organization. Furthermore, the results indicated that most participants did not consider their degree of satisfaction with the number of hours worked to be satisfactory. Furthermore, the results of the study showed that most participants were unsure of whether their employers helped them balance their personal

and professional lives. Moreover, not every responder believed that their colleagues respected them all the time. Similarly, the majority said they were neither in agreement nor disagreement with the statement that they could count on their colleagues to support them when they needed it.

These findings were contrast with other findings from the literature review. For instance, Jaharuddin and Zainol (2019) conducted a survey to look at the relationship between working environment and employee turnover rate. They found a strong positive correlation between work-life balance and the rate of turnover. In addition, Giaque et al. (2019) state that long-hour workers frequently struggle to strike a balance between their personal and professional responsibilities. Therefore, they suggest that flexible work schedules may improve employees' dedication, job satisfaction, and desire to remain in their present role. Similarly, Kebite (2018) found that a positive working environment is necessary for every employee to be able to retain workers. He argues that an organization would be better served by investing in improved working conditions for its employees rather than shelling out cash for the recruiting of new hires when its current workforce burns out and departs, which drives up the organization's expenditure levels.

5.2.2 Relationship between Pay and Reward and Staff Turnover

The current study further examined the relationship between pay and reward and staff turnover at Private news and advertising company. The study findings demonstrated that pay and reward did not statistically predict staff turnover at Private news and advertising company. The study's findings showed that most respondents disagreed that they were happy with their salary or hourly rate. Likewise, not every individual conveyed contentment with their retirement scheme. Likewise, not everyone was happy with the insurance they had. Moreover, the majority did not think they understood how their pay or hourly rate was determined. Nonetheless, the majority of

respondents were unsure about whether their compensation was appropriate in comparison to people who worked in comparable roles for other businesses. On the question of whether they received fair compensation for the work they performed for the organization, the majority was likewise undecided.

Unlike the findings from the present study, the existing literature have demonstrated a significant relationship between pay and rewards and staff turnover rate. The literature review have documented either a positive or a negative relationship between pay and reward and staff turnover. For instance, Alterman et al. (2021) suggest that the salary level element may be more strongly associated with the desire to resign than other qualities, such as emotional commitment. According to this research, employees' intentions to quit the company and look for other employment possibilities are more influenced by their pay level. On the other hand, Alterman et al. (2021) demonstrated that pay level and the turnover intention dimension had a somewhat negative association, with pay level satisfaction being more significant than pay raise satisfaction. Similarly, Jolly et al. (2021) discovered a significant inverse relationship between the desire to leave and the pay, indicating that an increase in turnover intention occurs when compensation decreases and vice versa.

5.2.3 Relationship between Recognition and Staff Turnover

The study findings also examined the relationship between recognition and staff turnover at Private news and advertising company. The study findings demonstrated that recognition positively predicted staff turnover at Private news and advertising company. The majority of respondents, according to the survey's results, did not think that the members of their unit or department respected their work. Similarly, the majority of respondents didn't feel that the praise or recognition they received for their efforts was enough. The majority also disagreed that they always got the right recognition in their departments or groups for extraordinary achievements. It was also

shown that the majority of respondents did not believe they had gotten constructive criticism for their work. Finally, the majority did not think that their job made them feel important.

These findings are in line with the existing literature review. For instance, according to Chênevert et al. (2022), recognition has a beneficial effect on worker performance. Asaari et al. (2019) found that recognition stands as the most effective non-cash intrinsic benefit that an organization can offer its employees to express gratitude for their contributions to the firm and to improve their performance. Rasool et al. (2018) discovers that acknowledgment has a major influence on employee motivation. Asaari et al. (2019) state that recognition encourages greater communication (employees are more likely to offer solutions and new ideas), better cooperation (employees are more likely to sacrifice and go above and beyond for their employers), and lower absenteeism and turnover (employees will demonstrate higher job satisfaction and loyalty).

5.2.4 Relationship between Growth Opportunities and Staff Turnover

The current study also examined the relationship between growth opportunities and staff turnover at Private news and advertising company. Growth opportunities positively predicted the staff turnover at Private news and advertising company. The majority of respondents, according to the study's findings, did not believe that their employer made a deliberate effort to help its employees become the most effective professionals conceivable. Additionally, the majority of respondents were unsure about how involved they would be in fulfilling their expectations for professional growth and learning. Similarly, the majority did not agree or disagree that their superiors had suggested the courses of study or training needed for them to advance in their roles. It was also demonstrated that the majority of respondents were neither in favor nor against their departments' or units' offering of the education or training required for

them to succeed in their jobs. The majority did not, however, think that learning about available employment inside the organization was simple. The study's findings also revealed that the majority of participants were unclear about whether they believed that everyone at their organization was encouraged to express their creativity. Similarly, the majority of respondents did not know if the culture of their organization encouraged employees to use creativity both at work and outside of it.

These findings are in line with the existing literature review. For instance, Kurdi and Alshurideh (2020) found if workers feel there are better opportunities for growth elsewhere and that there are little to no chances for promotion at their current employer, they may think about quitting. Similarly, Ekabu et al. (2018) found that employees' intentions to leave organizations with obvious professional development pathways are lower than those with stagnating careers and little or no prospects for promotion. However, Belete (2018) discovered that career growth elements were negatively connected with turnover intentions, and that effective occupational commitment acted as a partial (mediation) on other connections.

5.3 Recommendations

5.3.1 Recommendations for Practice

The study concluded that working condition positively predicted staff turnover at Private news and advertising company . Therefore, it is recommended that the company should enhance the working conditions of its employees in order to reduce the staff turnover rate. This can be done through upholding values that are clear to see and understood by all employees, such as having a code of ethics and being at work on time, productive communication and collaboration, as well as enhanced work life balance.

The study that recognition positively predicted staff turnover at Private news and

advertising company. The company should therefore enhance the use of employee recognition in order to reduce high staff turnover rate. This can be done through valuing employee contribution, praising work well-done, as well as implementation of constructive criticism in the company.

The study concluded that growth opportunities positively predicted the staff turnover at Private news and advertising company. The company should implement growth opportunities for the existing employees to reduce turnover rate. This can be done through supporting work-related learning and development needs of the employees.

5.3.2 Recommendations for Future Research

The study presents various recommendations for future research. First, these findings might not be generalized to the organization since it was solely conducted at Private news and advertising company. Therefore, future studies might be conducted in other organizations to obtain comparative outcomes. Secondly, similar studies might consider widening the scope by targeting large sample size. Lastly, future studies might consider incorporating qualitative approach in order to obtain the respondents' emotions and feelings on the study constructs.

5.4 Conclusion

Team members at Private News and Advertising Monitoring company are expected to work long hours or overtime, or they feel obligated to do so. It causes burnout and physical or mental exhaustion in workers. Productivity has decreased as a result, while unhappiness has grown; circumstances including extended work hours, a poor work-life balance, and an abundance of obligations that cause overwork. In a similar vein, the organisation doesn't provide many chances for professional growth. Providing team members with opportunity to acquire new or advanced skills, seek higher education, attend industry conferences, obtain professional certifications, or finish

role-specific training is all part of professional development. If the private company does not offer these sorts of chances, team members run the danger of stagnating in their progress, falling behind on new technologies or best practices, and losing efficiency and productivity. The company's primary issue is low productivity, which has caused a large decline in sales as a result of many salespeople quitting after receiving their bonuses or commissions. Thus, there may be a positive correlation between Private news and advertising monitoring company working conditions, compensation and benefits, recognition, growth potential, and employee turnover.

In the first research question, the study examined the relationship between working conditions and staff turnover at Private news and advertising company. The study concluded that working condition did not significantly predict staff turnover at Private news and advertising company.

In the second research question, the study examined the relationship between pay and reward and staff turnover at Private news and advertising company. In this regard, the study findings demonstrated that pay and reward did not statistically predict staff turnover at Private news and advertising company. Private news and advertising companies have been ratified this gap by adjusted the employee salary base on market average salary this has been reduce employee turnover and prevent the current employee joining competitors business.

In the third research question, the study examined the relationship between recognition and staff turnover at Private news and advertising company. The study that recognition positively predicted staff turnover at Private news and advertising company.

The last research question examined the relationship between growth opportunities and staff turnover at Private news and advertising company. The study concluded that growth opportunities positively predicted the staff turnover at the

Private news and advertising company.



REFERENCES

- Abbas, M., & Iqbal, R. (2020). Impact of Job Satisfaction on Employee Turnover Intents: Evidence from Private Universities in Karachi, Pakistan. *RADS Journal of Business Management*, 2(1), 48-58.
- Aburumman, O., Salleh, A., Omar, K., & Abadi, M. (2020). The impact of human resource management practices and career satisfaction on employee's turnover intention. *Management Science Letters*, 10(3), 641-652.
- Al-Ali, W., Ameen, A., Isaac, O., Khalifa, G. S., & Shibami, A. H. (2019). The mediating effect of job happiness on the relationship between job satisfaction and employee performance and turnover intentions: A case study on the oil and gas industry in the United Arab Emirates. *Journal of Business and Retail Management Research*, 13(4).
- Alam, S. I. (2021). Herzberg Motivation-Hygiene Fallacy in Measuring Levels of Job Satisfaction and Dissatisfaction. *Research and Review: Human Resource and Labour Management*, 2(2), 34-43.
- Aliyu, O. A., & Nyadzayo, M. W. (2018). Reducing employee turnover intention: A customer relationship management perspective. *Journal of Strategic Marketing*, 26(3), 241-257.
- Al-Suraihi, W. A., Samikon, S. A., & Ibrahim, I. (2021). Employee Turnover Causes, Importance and Retention Strategies. *European Journal of Business and Management Research (EJBMR)*.
- Alterman, V., Bamberger, P. A., Wang, M., Koopmann, J., Belogolovsky, E., & Shi, J. (2021). Best not to know: Pay secrecy, employee voluntary turnover, and the conditioning effect of distributive justice. *Academy of Management Journal*, 64(2), 482-508.
- Amadi, O., Zeb-Obipi, I., Lebura, S., & Poi, G. (2021). Reward system: A tool for employee retention as observed from the banking sector in Port Harcourt. *Journal of Human Resource Management*, 9(2), 50-57.
- Ambrosius, J. (2018). Strategic talent management in emerging markets and its impact on employee retention: Evidence from Brazilian MNCs. *Thunderbird International Business Review*, 60(1), 53-68.

- Armstrong, M., & Taylor, S. (2023). *Armstrong's Handbook of Human Resource Management Practice: A Guide to the Theory and Practice of People Management*. Kogan Page Publishers.
- Asaari, M. H. A. H., Desa, N. M., & Subramaniam, L. (2019). Influence of salary, promotion, and recognition toward work motivation among government trade agency employees. *International Journal of Business and Management*, 14(4), 48-59.
- Ashton, A. S. (2018). How human resources management best practice influence employee satisfaction and job retention in the Thai hotel industry. *Journal of Human Resources in Hospitality & Tourism*, 17(2), 175-199.
- Asif, R., & Nisar, S. (2022). Policies, rewards and opportunities: Antecedents of employee retention. *Indian Journal of Commerce and Management Studies*, 13(1), 18- 26.
- Basnyat, S., & Clarence Lao, C. S. (2020). Employees' perceptions on the relationship between human resource management practices and employee turnover: A qualitative study. *Employee Relations: The International Journal*, 42(2), 453-470.
- Basnyat, S., & Clarence Lao, C. S. (2020). Employees' perceptions on the relationship between human resource management practices and employee turnover: A qualitative study. *Employee Relations: The International Journal*, 42(2), 453-470.
- Belete, A. K. (2018). Turnover intention influencing factors of employees: An empirical work review. *Journal of Entrepreneurship & Organization Management*, 7(3), 1-7.
- Bevins, D. T. (2018). Herzberg's two factor theory of motivation: A generational study.
- Bhandari, M. K. (2021). Impact of non-financial rewards on employees' motivation and their turnover intention in the context of Nepalese development banks.
- Bhatt, N., Chitranshi, J., & Mehta, M. (2022). Testing Herzberg's two factor theory on millennials. *Cardiometry*, (22), 231-236.
- Biason, R. S. (2020). The effect of job satisfaction on employee retention. *International Journal of Economics, Commerce and Management*, 8(3), 405-

- Çelik, M. (2018). The effect of psychological capital level of employees on workplace stress and employee turnover intention. *Innovar*, 28(68), 67-75.
- Chênevert, D., Hill, K., & Kilroy, S. (2022). Employees perceptions of non-monetary recognition practice and turnover: Does recognition source alignment and contrast matter?. *Human Resource Management Journal*, 32(1), 40-57.
- Chiat, L. C., & Panatik, S. A. (2019). Perceptions of employee turnover intention by Herzberg's motivation-hygiene theory: A systematic literature review. *Journal of Research in Psychology*, 1(2), 10-15.
- Chin, C. L. (2018). The influence of job satisfaction on employee turnover intention in the manufacturing industry of Malaysia. *Journal of Arts & Social Sciences*, 1(2), 53-63.
- Choi, S. (2020). Flexible work arrangements and employee retention: A longitudinal analysis of the federal workforces. *Public Personnel Management*, 49(3), 470-495.
- Chukwu, B. A. (2019). The influence of staff promotion on employee turnover intention in food and beverage industry in Nigeria. *Journal of Asian Business Strategy*, 9(2), 66.
- Dagher, G., & El-Farr, H. (2023). Herzberg Motivation Hygiene Theory.
- Danish, R. Q., & Usman, A. (2010). Impact of reward and recognition on job satisfaction and motivation: An empirical study from Pakistan. *International journal of business and management*, 5(2), 159.
- De Sousa Sabbagha, M., Ledimo, O., & Martins, N. (2018). Predicting staff retention from employee motivation and job satisfaction. *Journal of Psychology in Africa*, 28(2), 136-140.
- De Winne, S., Marescaux, E., Sels, L., Van Beveren, I., & Vanormelingen, S. (2019). The impact of employee turnover and turnover volatility on labor productivity: a flexible non-linear approach. *The International Journal of Human Resource Management*, 30(21), 3049-3079.
- Dwesini, N. F. (2019). Causes and prevention of high employee turnover within the

- hospitality industry: A literature review. *African Journal of Hospitality, Tourism and Leisure*, 8(3), 1-15.
- Ekabu, P. K., Nyagah, G., & Kalai, J. M. (2018). Influence of promotional prospects on turnover intentions of public secondary school teachers in Meru County. *European Scientific Journal*, 14(25), 27-36.
- Ekhsan, M. (2019). The influence job satisfaction and organizational commitment on employee turnover intention. *Journal of Business, Management, & Accounting*, 1(1).
- Felstead, A., Duncan, G., Green, F., & Henseke, G. (2020). Unlocking potential: ways of tapping into employees' ideas to enhance productivity.
- Froese, F. J., Peltokorpi, V., Varma, A., & Hitotsuyanagi-Hansel, A. (2019). Merit-based rewards, job satisfaction and voluntary turnover: moderating effects of employee demographic characteristics. *British Journal of Management*, 30(3), 610- 623.
- Frye, W. D., Kang, S., Huh, C., & Lee, M. J. M. (2020). What factors influence Generation Y's employee retention in the hospitality industry?: An internal marketing approach. *International Journal of Hospitality Management*, 85, 102352.
- Ghafoor, S., Ansari, D. N., & Moazzam, D. A. (2021). The effect of financial compensation and perceived career progression on employee turnover intentions with self-actualization as a mediator. *Governance and Management Review*, 1(2).
- Ghani, B., Zada, M., Memon, K. R., Ullah, R., Khattak, A., Han, H., ... & Araya-Castillo, L. (2022). Challenges and strategies for employee retention in the hospitality industry: A review. *Sustainability*, 14(5), 2885.
- Ghasempour Ganji, S. F., Johnson, L. W., Babazadeh Sorkhan, V., & Banejad, B. (2021). The effect of employee empowerment, organizational support, and ethical climate on turnover intention: The mediating role of job satisfaction. *Iranian Journal of Management Studies*, 14(2), 311-329.
- Giauque, D., Anderfuhren-Biget, S., & Varone, F. (2019). Stress and turnover intents in international organizations: social support and work–life balance as

- resources. *The International Journal of Human Resource Management*, 30(5), 879-901.
- Gilbert, S. L., & Kelloway, E. K. (2018). Leadership, recognition and well-being: A moderated mediational model. *Canadian Journal of Administrative Sciences/Revue canadienne des sciences de l'administration*, 35(4), 523-534.
- Hakim, A. L., & Sudarmiatin, S. (2018). The Effect of Work Stress on Turnover Intention with Work Satisfaction and Commitment as Intervening Variable (Study at PT Infomedia Solusi Humanika in Malang). *European Journal of Business and Management*, 10(12), 85-95.
- Hassan, N., Halif, M. M., Ariffin, N., Aminudin, A. S., & Sumardi, N. A. (2023). Burnout as Predictor towards Employee Turnover Intention: The Moderating Roles of Emotional Intelligence. *Journal of Survey in Fisheries Sciences*, 2168-2177.
- Jaharuddin, N. S., & Zainol, L. N. (2019). The impact of work-life balance on job engagement and turnover intention. *The South East Asian Journal of Management*.
- Jano, R., Satardien, M., & Mahembe, B. (2019). The relationship between perceived organisational support, organisational commitment and turnover intention among employees in a selected organisation in the aviation industry. *SA Journal of Human Resource Management*, 17(1), 1-8.
- Jiaying, A. G., & Muda, A. L. (2023). The Effect of Career Growth on Employee Turnover Intention in Sarawak Construction Industry. *Journal of Cognitive Sciences and Human Development*, 9(2), 133-150.
- Jolly, P. M., McDowell, C., Dawson, M., & Abbott, J. (2021). Pay and benefit satisfaction, perceived organizational support, and turnover intentions: The moderating role of job variety. *International Journal of Hospitality Management*, 95, 102921.
- Jones, S., & White, G. (2021). Reward strategy and managing performance. *Strategic Human Resource Management: An International Perspective*, 217.
- Joseph, A. (2023). Employee Behavior and Job Satisfaction in an Organization Using Herzberg's Two-Factor Model: A Theoretical Study. *Jurnal Multidisiplin*

Madani, 3(10), 2087-2090.

- Karlsson, J. (2008). Should I stay or should I go?: Turnover among young engineers.
- Kathina, C., & Bula, H. (2021). Effects of Recognition and Job Promotion on Employee Performance of Commercial Banks in Kenya. *European Journal of Business and Management*, 13(8), 47-53.
- Kebite, U. M. E. R. (2018). Determinant factors of turnover intention of employees; the case of FDRE ministry of education. *Unpublished Masters of Arts in Human Resource Management Thesis. Addis Ababa University.*
- Kurdi, B., & Alshurideh, M. (2020). Employee retention and organizational performance: Evidence from banking industry. *Management Science Letters*, 10(16), 3981-3990.
- Kurniawaty, K., Ramly, M., & Ramlawati, R. (2019). The effect of work environment, stress, and job satisfaction on employee turnover intention. *Management science letters*, 9(6), 877-886.
- Kurt, D. (2021). Herzberg's motivation-hygiene theory: Two-factor. *Education Library*. <https://educationlibrary.org/herzbergmotivation-hygiene-theory-two-factor>.
- Lee, G. R., Fernandez, S., & Lee, S. (2021). An overlooked cost of contracting out: Evidence from employee turnover intention in US Federal Agencies. *Public Personnel Management*, 50(3), 381-407.
- Leshem, S., & Trafford, V. (2007). Overlooking the conceptual framework. *Innovations in education and Teaching International*, 44(1), 93-105.
- Li, Q., Lourie, B., Nekrasov, A., & Shevlin, T. (2022). Employee turnover and firm performance: Large-sample archival evidence. *Management Science*, 68(8), 5667- 5683.
- Lin, C. Y., & Huang, C. K. (2021). Employee turnover intentions and job performance from a planned change: the effects of an organizational learning culture and job satisfaction. *International Journal of Manpower*, 42(3), 409-423.
- Malek, K., Kline, S. F., & DiPietro, R. (2018). The impact of manager training on employee turnover intentions. *Journal of Hospitality and Tourism Insights*,

1(3), 203- 219.

- Malik, I. A., Shabu, S. A., Saleh, A. M., & Shabila, N. P. (2023). Health employees' perceptions of their working conditions. *Asia Pacific Journal of Health Management, 18*(1), 216-223.
- Mansaray, H. E. (2019). The role of human resource management in employee motivation and performance-An overview. *Budapest International Research and Critics Institute (BIRCI) Journal, 2*(3), 183-194.
- Manzoor, F., Wei, L., & Asif, M. (2021). Intrinsic rewards and employee's performance with the mediating mechanism of employee's motivation. *Frontiers in psychology, 12*, 563070.
- McDonald, P., Thorpe, K., & Irvine, S. (2018). Low pay but still we stay: Retention in early childhood education and care. *Journal of Industrial Relations, 60*(5), 647-668.
- Meirina, I., Ferdian, F., Pasaribu, P., & Suyuthie, H. (2018). The influence of work environment towards turnover intention of employee of 4 star hotels in Padang City. *Journal of Business on Hospitality and Tourism, 4*(2), 97.
- Mendis, M. V. S. (2017). The impact of reward system on employee turnover intention: A study on logistics industry of Sri Lanka. *International journal of scientific & technology research, 6*(9), 67-72.
- Mohan, H., & Lone, Z. A. (2022). Reliability and Validity of the Perceived Work Environment Scale. *International Journal of Health Sciences, 6*.
- Mouton, H., & Bussin, M. (2019). Effectiveness of employer branding on staff retention and compensation expectations. *South African Journal of Economic and Management Sciences, 22*(1), 1-8.
- Munap, R., Hashim, M., Zain, M., & Amin, R. (2021). Examining the Relationship of Herzberg Two-Factor Theory towards Job Performance in Royal Malaysian Navy. *Turkish Online Journal of Qualitative Inquiry, 12*(3).
- Nigusie, G. T., & Getachew, H. (2019). The effect of reward system on employee creativity. *Journal of Higher Education Service Science and Management (JoHESSM), 2*(1).

- Nor, A. I. (2018). How to keep top talented employees on board: A review of literature. *Global Journal of Human Resource Management*, 6(2), 52-59.
- Nurfitriani, N., & Arwin, A. (2020). The Effect of Work Stress on Employee Turnover Intention in Pt Bank Rakyat Indonesia Makassar Branch Ahmad Yani. *Journal of Applied Business Administration*, 4(2), 227-234.
- Nurjaya, N., Erlangga, H., Hong, L. Z., & Wijayanti, K. D. (2020). The Effect of Work Stress and Work Conflict on Employees Turnover Intention in Middle Small Micro Enterprises (MSMEs) In South Tangerang Region. *International Journal of Educational Administration, Management, and Leadership*, 51-62.
- Nyarko, C. B. (2020). *Effect of Reward on Employee Retention at Takoradi Technical University* (Doctoral dissertation, University of Cape Coast).
- Nyasunda, O. F., & Atambo, W. N. (2020). Influence of reward management on employee turnover in microfinance institutions in Kisii County, Kenya. *International Journal of Social Sciences and Information Technology*, 1, 1-8.
- Ohunakin, F., Adeniji, A., & Oludayo, O. (2018). Perception of frontline employees towards career growth opportunities: Implications on turnover intention. *Business: Theory and Practice*, 19, 278-287.
- Oladele, P. O., & Adelugba, I. A. (2021). Effects of organisational career growth on occupational commitment of employees of tertiary institutions in Southwest Nigeria. *FUOYE JOURNAL OF FINANCE AND CONTEMPORARY ISSUES*, 1(1), 1- 15.
- Orajaka, U. P. (2021). Reward of Management Practices for Employee Retention and Variable Payment to Public Institutions. *Sciences*, 11(3), 212-225.
- Pekerşen, Y., & Tugay, O. (2020). Professional satisfaction as a key factor in employee retention: A case of the service sector. *Journal of Tourism and Services*, 11(20), 1-27.
- Peramatzis, G., & Galanakis, M. (2022). Herzberg's Motivation Theory in Workplace. *Psychology*, 12(12), 971-978.
- Prasad Kotni, V. V., & Karumuri, V. (2018). Application of Herzberg Two-Factor Theory Model for Motivating Retail Salesforce. *IUP Journal of Organizational Behavior*, 17(1).

- Rabel, C. J. (2018). *A Qualitative Study on Perceptions of the Communication, Intrinsic and Extrinsic Motivational Factors on the Job Satisfaction of Employees* (Doctoral dissertation, Northcentral University).
- Rai, A., Ghosh, P., Chauhan, R., & Singh, R. (2018). Improving in-role and extra-role performances with rewards and recognition: does engagement mediate the process?. *Management Research Review*, *41*(8), 902-919.
- Rajabi, R., Boles, J., Alejandro, T. G. B., & Sarin, S. (2021). Revisiting and replicating the dominant logic on salesperson job satisfaction, organizational commitment, and turnover. *Journal of Business Research*, *126*, 524-532.
- Ramlawati, R., Trisnawati, E., Yasin, N., & Kurniawaty, K. (2021). External alternatives, job stress on job satisfaction and employee turnover intention. *Management Science Letters*, *11*(2), 511-518.
- Rasheed, M. I., Okumus, F., Weng, Q., Hameed, Z., & Nawaz, M. S. (2020). Career adaptability and employee turnover intentions: The role of perceived career opportunities and orientation to happiness in the hospitality industry. *Journal of hospitality and tourism management*, *44*, 98-107.
- Rasool, S. F., Zhao, Y., Samma, M., & Memon, M. A. M. (2018). An Empirical Investigation of Reward, Recognition and Its Impact on Job Satisfaction and Motivation: Evidences from Banking Sector of China. *Journal of the Punjab University Historical Society*, *31*(1).
- Rawashdeh, A. M., & Tamimi, S. A. (2020). The impact of employee perceptions of training on organizational commitment and turnover intention: An empirical study of nurses in Jordanian hospitals. *European Journal of Training and Development*, *44*(2/3), 191-207.
- Raza, M. A., Khan, M. M., & Mujtaba, B. G. (2018). The impact of organizational change on employee turnover intention: does stress play a mediating role?. *Public Organization Review*, *18*, 313-327.
- Razak, N. A., Ma'amor, H., & Hassan, N. (2016). Measuring reliability and validity instruments of work environment towards quality work life. *Procedia Economics and Finance*, *37*, 520-528.
- Rodríguez-Sánchez, J. L., González-Torres, T., Montero-Navarro, A., & Gallego-

- Losada, R. (2020). Investing time and resources for work–life balance: The effect on talent retention. *International journal of environmental research and public health*, 17(6), 1920.
- Romaiha, N. R., Othman, R., Alias, N. E., Mizi, S. A. N., Roseli, N. H. M., & Karim, Z. H. A. (2023). Employees' Turnover Intention in Malaysian Manufacturing Company. *Information Management and Business Review*, 15(4 (SI) I), 258-263.
- Romzek, B. S. (2018). The effects of public service recognition, job security, and staff reductions on organizational involvement. In *Public Service* (pp. 215-234). Routledge.
- Salleh, A. M. M., Omar, K., Aburumman, O. J., Mat, N. H. N., & Almhairat, M. A. (2020). The impact of career planning and career satisfaction on employee's turnover intention. *Entrepreneurship and Sustainability Issues*, 8(1), 218.
- Santhanam, N., Kumar, J. R., Kumar, V., & Saha, R. (2021). Employee turnover intention in the milieu of human resource management practices: Moderating role of work-life balance. *International Journal of Business Innovation and Research*, 24(1), 57-75.
- Santoni, A., & Harahap, M. N. (2018). The model of turnover intentions of employees. *International Review of Management and Marketing*, 8(6), 93.
- Schaap, P., & Olckers, C. (2020). Relationships between employee retention factors and attitudinal antecedents of voluntary turnover: An extended structural equation modelling approach.
- Shaikh, S. H., Shaikh, H., & Shaikh, S. (2019). Using Herzberg theory to develop the employees' performance of Rafhan maize industry. *International Journal of Management*, 10(3).
- Silaban, N., & Syah, T. Y. R. (2018). The influence of compensation and organizational commitment on employees' turnover intention. *IOSR Journal of Business and Management*, 20(3), 1-6.
- Skelton, A. R., Nattress, D., & Dwyer, R. J. (2020). Predicting manufacturing employee turnover intentions. *Journal of Economics, Finance and Administrative Science*, 25(49), 101-117.

- Stamolampros, P., Korfiatis, N., Chalvatzis, K., & Buhalis, D. (2019). Job satisfaction and employee turnover determinants in high contact services: Insights from Employees' Online reviews. *Tourism Management*, 75, 130-147.
- Suzabar, D. F., Soelton, M., Umar, M., & Triwulan, J. (2020, February). Recognizing how the time demands of work influences the turnover intention in banking industry. In *4th International Conference on Management, Economics and Business (ICMEB 2019)* (pp. 40-45). Atlantis Press.
- Tezel, M. S. (2023). *Herzberg's Two-Factor Theory, and knowledge workers' motivation and job satisfaction: a study on academicians at foundation universities* (Master's thesis, Işık Üniversitesi).
- Tirta, A. H., & Erika, A. (2020). Understanding the impact of reward and recognition, work life balance, on employee retention with job satisfaction as mediating variable on millennials in Indonesia. *Journal of Business and Retail Management Research*, 14(3), 88-98.
- Tobi, H., & Kampen, J. K. (2018). Research design: the methodology for interdisciplinary research framework. *Quality & quantity*, 52, 1209-1225.
- Turnea, E. S., & Prodan, A. (2020). The Relative Influence of Total Reward on Retention of Human Resources. *Revista de Cercetare si Interventie Sociala*, 69.
- Valéau, P., Paille, P., Dubrulle, C., & Guenin, H. (2021). The mediating effects of professional and organizational commitment on the relationship between HRM practices and professional employees' intention to stay. *The International Journal of Human Resource Management*, 32(8), 1828-1864.
- Vuong, B., Tung, D., Tushar, H., Quan, T., & Giao, H. (2021). Determinates of factors influencing job satisfaction and organizational loyalty. *Management Science Letters*, 11(1), 203-212.
- Wang, E., Hu, H., Mao, S., & Liu, H. (2019). Intrinsic motivation and turnover intention among geriatric nurses employed in nursing homes: The roles of job burnout and pay satisfaction. *Contemporary nurse*, 55(2-3), 195-210.
- Wang, Q., & Wang, C. (2020). Reducing turnover intention: perceived organizational support for frontline employees. *Frontiers of Business Research in China*,

14(1), 1-16.

Wang, Q., Gan, K. P., Wei, H. Y., Sun, A. Q., Wang, Y. C., & Zhou, X. M. (2022).

Public service motivation and public employees' turnover intention: the role of job satisfaction and career growth opportunity. *Personnel Review*.

Xiong, R., & Wen, Y. (2020). Employees' turnover intention and behavioral outcomes: The role of work engagement. *Social Behavior and Personality: an international journal*, 48(1), 1-7.

Yadewani, D., & Wijaya, R. (2021). The Effect of Compensation and Career Development on Employee Turnover Intention in the Culinary Sector. *ADPEBI International Journal of Business and Social Science*, 1(1), 37-44.

Yan, R. (2020). The influence of working conditions on principal turnover in K-12 public schools. *Educational Administration Quarterly*, 56(1), 89-122.

Yasin, R. (2021). Responsible leadership and employees' turnover intention. Explore the mediating roles of ethical climate and corporate image. *Journal of Knowledge Management*, 25(7), 1760-1781.

Yousuf, M., & Saqib, M. (2021). Impact of job satisfaction on employee turnover intention at bank Al-Habib. *Journal of Entrepreneurship, Management, and Innovation*, 3(1), 1-26.

Zhang, T., & Li, B. (2020). Job crafting and turnover intention: The mediating role of work engagement and job satisfaction. *Social Behaviour and Personality: an international journal*, 48(2), 1-9.

APPENDICES

Appendix 1: Research Questionnaire

Section A: Demographic Information

1. Gender

- I. male
- II. female

2. Age

- I. 18-30 years
- II. 31-40 years
- III. 41-50 years
- IV. 51 and above years

3. Race

- I. Malay
- II. Chinese
- III. Indian
- IV. Others



4. Educational level

- I. secondary school certificate
- II. certificate/diploma
- III. bachelor degree
- IV. post-graduate (master/PhD)

5. Working experience

- I. less than 5 years
- II. 6-10 years
- III. 11-15 years
- IV. 16-20 years
- V. 21 years and above

Section B: Working Conditions

How do you agree or disagree with the following statements. Use the 5-point likert scale to respond to the following statements:

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

Items	1	2	3	4	5	Source
1. "Organization fosters values that are clear and understandable to all employees (e.g., coming to work on time, code of ethics, etc.)"						Mohan & Lone (2022).
2. " My supervisor effectively communicates with the co-workers."						
3. " My unit/department collaborates effectively with other units/departments within the Organization."						
4. " I am satisfied with the number of hours I work."						
5. " I have support at work to balance my work and personal life."						
6. " I am consistently treated with respect by myco-workers."						
7. " I can count on my co-workers to help me out when needed."						
8. " My supervisor deals effectively with poor performance."						

Section C: Pay and Reward

How do you agree or disagree with the following statements. Use the 5-point likert scale to respond to the following statements:

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

5- Strongly agree

Items	1	2	3	4	5	Source
1. "I am satisfied with my salary or hourly wage".						Danish & Usman (2010).
2. "I am satisfied with my pension plan."						
3. "I am satisfied with my insurance benefits."						
4. "I understand how my salary or hourly wage is determined."						
5. "My earnings are fair when compared to the others doing the same type of work in other companies."						
6. "I am fairly paid for what I contribute to this Company."						

Section D: Recognition

How do you agree or disagree with the following statements. Use the 5-point likert scale to respond to the following statements:

1- Strongly disagree

2- Disagree

3- Neutral

4- Agree

5- Strongly agree



Items	1	2	3	4	5	Source
1. "My contributions are valued by the members of my unit/department."						Mohan & Lone (2022).
2. "I am satisfied with the received recognition or praise for doing good work."						
3. "In my unit/department, you always get appropriate recognition when you have done something extraordinary."						
4. "I receive constructive criticism about my work."						
5. "The employer makes me feel important."						

Section E: Growth Opportunities

How do you agree or disagree with the following statements. Use the 5-point Likert scale to respond to the following statements:

1- Strongly disagree

2- Disagree

3- Neutral

4- Agree

5- Strongly agree

Items	1	2	3	4	5	Source
1. "My organization tries hard to help its employees be the best they can professionally."						Razak, Ma'amor, & Hassan (2016).
2. "I have a role in supporting my work-related learning and development needs."						
3. "My supervisor points out the training or education that I need to grow in my job".						
4. "My unit/department offers the appropriate training or education that I need to prosper in my job."						
5. "Information about job vacancies within the Organization is readily available."						
6. "At my organization, everyone is encouraged to express his or her creativity."						
7. "The culture of my organization encourages employees to express creativity on the job and outside of their job."						

Section F: Staff Turnover

How do you agree or disagree with the following statements. Use the 5-point likert scale to respond to the following statements:

1- Strongly disagree

2- Disagree

3- Neutral

4- Agree

5- Strongly agree

Items	1	2	3	4	5	Source
1. "I have thought about leaving this company."						Karlsson (2008).
2. " I intend to quit this company within the next 12 months."						
3. "I think about quitting all the time."						
4. "I don't attach myself to this organization."						
5. " I plan to inquire vacancies of work intend to ask people about new vacancies."						
6. "I am looking for job openings outside of this company."						

Figure : Normality Test

