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**A STUDY ON IMPACT OF REMUNERATION, JOB
ADVANCEMENT, AND WORK-LIFE BALANCE ON
EMPLOYEE RETENTION AMONG FRONT LINERS IN THE
AUTOMOTIVE INDUSTRY**



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WORK-LIFE BALANCE ON EMPLOYEE RETENTION AMONG FRONT
LINERS IN THE AUTOMOTIVE INDUSTRY**



**BY
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**Thesis Submitted to
College of Business,
Universiti Utara Malaysia,
in Fulfilment of the Requirement for the Master of Science**



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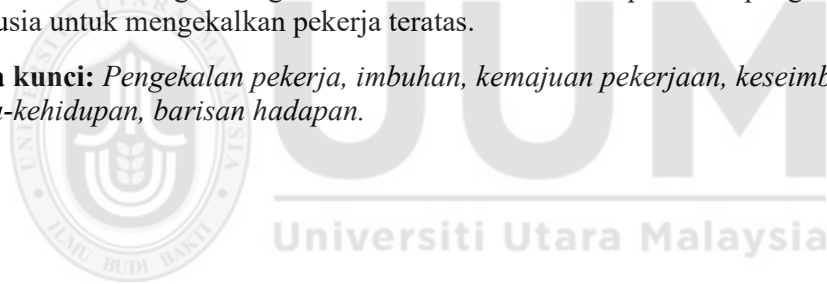
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Abstrak

Tesis ini mengkaji bagaimana gaji, peluang untuk kemajuan kerjaya, dan keseimbangan kerja-kehidupan mempengaruhi pekerja barisan hadapan dalam industri automotif pada kadar pengekalan pekerja. Industri automotif menjadi semakin kompetitif, menjadikannya penting bagi organisasi untuk mengekalkan pekerja yang berkecayaan untuk mencapai kejayaan. Menggunakan teknik sampel rawak berstrata, kajian ini menggunakan metodologi penyelidikan kuantitatif untuk menjamin perwakilan menyeluruh merentas pelbagai jabatan dan peranan pekerjaan. Soal selidik berstruktur digunakan untuk mengumpulkan data tentang perasaan pekerja tentang pampasan mereka, kemungkinan untuk pertumbuhan peribadi, dan cara mengurus kedua-dua kehidupan profesional dan peribadi mereka. Penyelidikan, yang menggunakan teknik statistik seperti regresi, menunjukkan bahawa keseimbangan kerja-kehidupan, peluang untuk kemajuan kerjaya, dan pampasan semuanya mempunyai kesan yang ketara terhadap sama ada pekerja memutuskan untuk kekal dengan organisasi atau tidak. Khususnya, telah didapati bahawa program keseimbangan kerja-kehidupan, gaji yang menarik, dan laluan kemajuan kerjaya yang jelas semuanya mempunyai kesan yang baik terhadap pengekalan pekerja. Hasilnya mempunyai implikasi yang ketara untuk industri automotif, menunjukkan bahawa peningkatan strategik dalam domain ini boleh meningkatkan kepuasan dan kesetiaan pekerja. Kajian ini menambah pengetahuan kami tentang perubahan arah aliran pengekalan pekerja dalam industri automotif dan memberikan cadangan berguna untuk menambah baik prosedur pengurusan sumber manusia untuk mengekalkan pekerja teratas.

Kata kunci: *Pengekalan pekerja, imbuhan, kemajuan pekerjaan, keseimbangan kerja-kehidupan, barisan hadapan.*



Abstract

This thesis examines how pay, opportunities for job advancement, and work-life balance affect the front-line workers in the automotive industry's employee retention rate. The automotive industry is becoming more and more competitive, making it imperative for organizations to retain qualified workers in order to achieve success. Using a stratified random sample technique, the study employs a quantitative research methodology to guarantee thorough representation across various departments and job roles. Structured questionnaires are used to gather data on how employees feel about their remuneration, possibilities for personal growth, and how to manage both their professional and private lives. The research, which used statistical techniques like regression, shows that work-life balance, chances for job advancement, and remuneration all have significant effects on whether or not employees decide to stay with the organization. Particularly, it has been discovered that work-life balance programs, attractive wages, and clear career growth routes all have a good effect on employee retention. The results have significant implications for the automotive industry, demonstrating that strategic enhancements in these domains can augment employee contentment and allegiance. This study adds to our knowledge of the changing trends of employee retention in the automotive industry and provides useful suggestions for improving human resource management procedures to hold on to top employees.

Keywords: *Employee retention, remuneration, job advancement, work-life balance, frontliners.*



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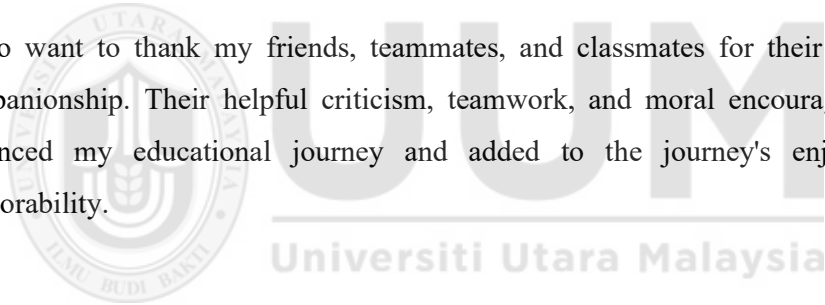


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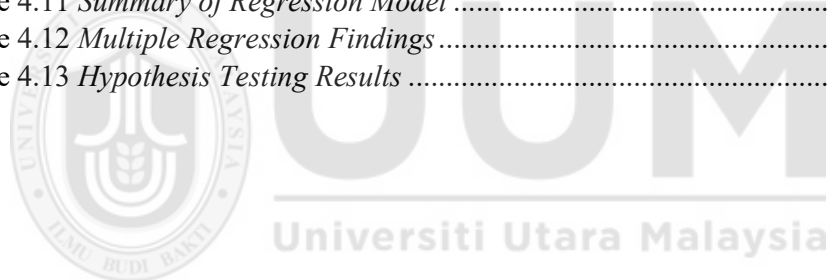
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List of Abbreviations

SET	Social Exchange Theory
DV	Dependent Variable
IV	Independent Variable
HRM	Human Resource



CHAPTER ONE

INTRODUCTION

The research's emphasis on employee retention amongst automotive industry's front-line workforce is introduced in Chapter 1, which also examines the effects of remuneration, possibilities for job advancement in their fields, and work-life balance. It describes the importance of these components in relation to customer happiness and organizational success in the automobile sector. This chapter establishes the framework for the other chapters by identifying the study objectives and important research topics.

1.1 Background of the Study

In today's businesses, employee retention is a significant obstacle, especially in customer-focused fields like automotive industry, where front-line staff members have a direct impact on customer happiness and loyalty to the brand (Waqanimaravu & Arasanmi, 2020). Marufu et al. (2021) also points out that employee retention is a key factor affecting company culture and performance. A stable workforce boosts morale, creates a more favourable work atmosphere, and makes collaboration and innovation more likely. Building solid, cohesive teams that collaborate effectively to achieve organizational objectives is also simpler for businesses with high retention rates.

Fan & Iqbal (2022) indicates that as a major contributor to a nation's Gross Domestic Product (GDP), the automotive industry is essential to its economic growth. It significantly affects national income as one of the biggest industrial sectors, generating cash through the production, exporting, and selling of automotive. In addition to production, the industry supports a number of other industries that assist economic stability and growth, such as supply chains, the manufacturing of raw

materials, dealerships, and after-sales services. A strong automotive sector improves a nation's trade balance by boosting exports and decreasing dependency on imports, in addition to enhancing domestic production. The functioning of the sector is therefore directly related to the general economic expansion and financial stability of a country.

Helmold (2021) emphasizes that the automotive industry not only contributes significantly to the economy but also creates millions of jobs for people of all skill levels, from engineers and assembly line workers to salespeople and service technicians. In a very dynamic business, a company's capacity to retain talented workers is essential to preserving productivity, creativity, and competitiveness. Reduced customer satisfaction and product quality, higher hiring expenses, and operational disruptions can all result from high staff turnover. Employee retention is crucial to maintaining the sector's economic impact since a stable workforce promotes technological developments, guarantees consistency in output, and supports long-term industrial growth.

Higher employee attrition among front-line personnel could result in escalated hiring expenses, knowledge loss, and disturbances in the provision of services (Li et al., 2023). In order to preserve service quality and remain competitive, the Malaysian automotive sector which includes companies like BMW Malaysia, Mercedes-Benz Malaysia, Toyota Malaysia, and Honda Malaysia heavily depends on keeping front-line employees. Having knowledgeable technicians, salespeople, and customer support agents is essential to providing top-notch service.

While mass-market firms like Toyota and Honda prioritize operational efficiency and customer happiness, luxury brands like Mercedes-Benz and BMW place more emphasis on specialized training for cutting-edge technologies (Chen, 2023). In both

segments, retaining skilled employees is key to customer loyalty and long-term success in a competitive market. Analyses highlight the importance of remuneration structures, possibilities for job advancement, and work-life balance in relation to staff retention and productivity at work (Alshaikhmubarak et al., 2020). In highly competitive businesses, compensation which includes salary, incentives, and benefits is a key determinant of talent attraction and retention (Liu et al., 2022). Employee retention is higher, and turnover is lower when workers believe they are being fairly compensated for their work, and it's discovered that an employee's decision to remain is significantly influenced by the income and benefits offered by the company (Jang et al., 2023). Furthermore, the total compensation package, which includes bonuses and incentives, has a significant impact on employee retention in addition to wages (Amadi et al., 2021).

Employee engagement as well as job fulfilment are highly dependent on opportunities for career growth, such as educational opportunities and promotion chances (Nwibere, 2024). In the automotive sector, providing clear job advancement pathways is crucial for keeping front-line employees engaged and committed, helping to retain talent and enhance job satisfaction. Ndatshe et al. (2024) suggests that a lack of growth opportunities can lead to disengagement and higher turnover. Workers who have trouble juggling work and personal obligations are more likely to experience stress and burnout, which has a detrimental impact on their retention and job satisfaction (Viegas & Henriques, 2020). Employers who provide paid time off, flexible scheduling, and work-life balance programs foster a pleasant work environment that increases dedication, productivity, and employee happiness. Employees who have a better work-life balance are more likely to be satisfied with their jobs and to stick with their employers (Shouman et al., 2022).

Additionally, striking an appropriate equilibrium between work and private life improves worker satisfaction and lowers the possibility of turnover (Herliana et al., 2021). The automotive industry faces challenges in balancing key factors like remuneration, job advancement, and work-life balance for front-line employees (Kadiresan et al., 2019). While existing research on employee retention has grown, little has specifically addressed how these factors impact retention in the automotive sector. This study aims to fill that gap, providing insights into what motivates employees to stay. The findings will help automotive companies improve retention strategies, reduce recruitment costs, and create a more committed workforce. Additionally, this research will contribute to the broader field of human resource management by offering practical recommendations for high-turnover industries.

1.2 Problem Statement

Employee retention is a crucial issue in the automotive industry, especially for front-line employees who directly interact with customers (Khwaja & Yang, 2022). These employees play a pivotal role in shaping customer satisfaction and loyalty, which are key drivers of success in the highly competitive and fast-paced automotive sector. Employee retention has been a major issue for the automotive sector in recent years, especially for frontline workers (Chen et al., 2019). The growing need for flexibility and competitive pay has led to a notable increase in turnover rates in a number of industries, including the automobile sector. Automotive sector has had trouble keeping talent in important customer-facing positions, as many workers have left for positions that offer more flexibility in their work schedules or better pay packages (Karumban et al., 2022).

Furthermore, recent polls have demonstrated that career growth and job advancement are important factors in lowering turnover intentions (Alam & Asim, 2019). Many frontline automotive workers are dissatisfied with their work-life balance, a situation that has been exacerbated by the COVID-19 influenza pandemic (Creese et al., 2021). Expectations are changing as a result of the move toward flexible work schedules and a greater emphasis on mental health, particularly in sectors like automobile retail and service. Inflation and growing living expenses have also caused workers to reassess their expectations for pay; many are now looking for companies that offer incentives, benefits, and competitive pay. Businesses that fall short of these standards have increased employee attrition and trouble luring in skilled workers.

The persistence of high turnover rates poses problems for the company's hospitality and effectiveness, despite attempts to recruit and retain employees (Ghani et al., 2022). A key determinant of keeping staff members is the appropriateness and equality of their wages and benefits. According to researchers, offering competitive pay not only draws in qualified workers but also lowers the likelihood that they would leave the company by enhancing job fulfilment and organizational engagement (Naidu et al., 2023). However different employees may have different opinions about how fair their pay is, which could affect their morale and desire to stick with the company (Benítez-Núñez et al., 2024). Opportunities for career growth are also essential for keeping talented workers on staff. Research indicates that companies that provide unambiguous opportunities for professional development and career progression witness less employee attrition (Rubel et al., 2023). Workers who feel they have no opportunity to advance in their careers may look for work elsewhere, which increases turnover. Therefore, in order to support front-line employees' goals and provide a feeling of future

sustainability and advancement inside the company, automotive industries must improve their job advancement programs.

Achieving a work-life balance has also been established as a crucial factor that affects employee retention. Workers who are able to manage their personal and professional obligations are more likely to be content with their jobs and are considering less desire to quit (Kossek & Kelliher, 2022). To improve employee retention and overcome challenges, automotive industries should implement comprehensive plans that include competitive pay, ample opportunities for professional growth, and work-life balance programs, as these policies enhance overall health and reduce stress (Chaudhuri et al., 2020). Furthermore, frontline staff in automotive retail and service departments have been more vocal about their discontent with work-life balance as the main reason for their job dissatisfaction and considering other options (Nilsson & Backman, 2024). This problem has been made worse by the epidemic and the move toward more flexible work schedules, as workers increasingly want a greater balance between their home and professional lives among automotive industry front liners (Rožman et al., 2021).

In conclusion, the increasing concerns over remuneration, job advancement, and work-life balance in the automotive industry underscore the importance of this research, as these factors are crucial to employee retention. Addressing these issues is essential for fostering a stable and committed workforce. This research provides a comprehensive framework for developing effective retention strategies tailored to the unique dynamics of the automotive industry.

1.3 Research Questions

The researcher constructed a few research questions for this study to achieve the objectives. The purpose of this project is to address the research questions as follows:

- i. Is there a relationship between remuneration and employee retention among front-line employees in the automotive industry?
- ii. Is there a relationship between job advancement and employee retention among front liners in the automotive industry?
- iii. Is there a relationship between work life balance and employee retention among front liners in the automotive industry?

1.4 Research Objectives

This study intends to offer an understanding of the factors that have a major impact on employee retention in the automotive industry and determine strategic actions that can successfully enhance the retention rate among front-line employees. The findings will help to improve reliability, satisfaction among workers, and performance in general in the competitive automobile business. Therefore, the following are the aims of this study:

- i. To investigate the relationship between remuneration and employee retention among front liners in the automotive industry.
- ii. To investigate the relationship between job advancement and employee retention among front liners in the automotive industry.
- iii. To investigate the relationship between work life balance and employee retention among front liners in the automotive industry.

1.5 Significance of the Study

This study is significant for a number of reasons, most notably its applicability to front-line workers in the automotive sector and its wider effects on staff retention tactics. Employee retention is still a major problem, particularly for front-line staff who are essential to the success of the company and the satisfaction of its customers. In the automobile industry, high turnover rates lead to higher hiring expenses, knowledge loss, and service quality interruptions, all of which have an effect on company performance. This study aims to examine the impact of remuneration, job advancement, and work-life balance on employee retention. By analyzing these factors, the research seeks to provide valuable insights for both scholars and industry professionals, contributing to effective employee retention strategies in the automotive sector.

This study offers useful practical information for the automotive industry, especially companies that depend on front liners like salespeople, customer support agents, and service technicians. As the initial point of contact with consumers, these staff members have an impact on customer loyalty and brand perception. Sustaining a competitive edge and preserving service quality depend on employee retention. By examining the effects of remuneration, job advancement, and work-life balance, this study provides practical suggestions that can assist companies in creating more successful retention strategies. A well-designed remuneration plan, including competitive pay, incentives, and benefits, can increase employee satisfaction, lower attrition, and foster long-term loyalty. Job advancement opportunities, such as training courses and clear promotion routes, keep employees motivated and engaged, reducing the likelihood of seeking work elsewhere. Implementing work-life balance strategies, like wellness programs and flexible schedules, also boosts employee loyalty. Understanding these factors can help the automotive industry create HR guidelines that

meet workers' needs, increase employee retention rates, and reduce recruiting and training costs.

This study fills a research gap on employee retention in the automotive industry, contributing to the body of knowledge already available on human resource management. Although earlier research has examined general characteristics that affect employee retention, front liners in the automotive industry have received little attention, despite their crucial role in the success of the company. This study offers empirical evidence that advances our knowledge of the ways in which remuneration, job advancement, and work-life balance all affect employee retention in this sector. Additionally, to examine employee retention dynamics in the automotive industry, this study incorporates important ideas of motivation, organizational commitment, and job satisfaction. The results will give scholars, decision-makers, and human resources professionals a localized viewpoint on labor management in Malaysia's automotive industry. The study's findings can also be used as a standard for further research, allowing for comparisons between various sectors and geographical areas with comparable employee retention issues.

In conclusion, this study is important because it can offer useful suggestions for enhancing employee retention in the automotive industry and add to the body of knowledge in human resource management. By identifying critical elements that impact front liners' retention, this study provides insightful information that can inform strategic choices in academia and industry. The results could influence HR practices, improve employee satisfaction, and enhance organizational effectiveness, all of which would contribute to creating a more competitive and sustainable automotive industry.

1.6 Scope of the Study

The researcher uses a quantitative approach to evaluate the correlations between remuneration, job advancement opportunities, work-life balance, and employee retention among front-line employees in the automotive industry, specifically in Ara Damansara, Selangor based front liners. When it comes to geographical scope, it is limited to the automotive industry in Ara Damansara, but the organizational scope encompasses front-line positions such as retail employees, customer service representatives, and service technicians. The chosen headquarters in Ara Damansara is ideally situated for this study since it acts as a key hub for several automotive manufacturers that operate in Malaysia. The study's generalizability is improved by this strategic positioning, which enables the research to record a variety of employment circumstances and retention patterns across several auto brands. The results of the analysis of data from a multi-brand headquarters can offer insights that are relevant to Malaysia's larger automotive sector front liners.

The main tool for gathering data is a structured questionnaire that collects quantitative data on the independent factors of remuneration (including salary, bonuses, and benefits), job advancement (career development initiatives, promotion opportunities), and work-life balance (flexible schedules, organizational support). All of these factors are examined in relation to the dependent variable, employee retention, which will be assessed using employee turnover and retention intentions. The research's methodological scope ensures rigorous collection and analysis of data within a recent time frame, with the ultimate goal of providing the automotive industry with empirical findings and evidence-based recommendations for developing effective strategies to improve employee retention and organizational stability within the competitive automotive sector context.

1.7 Limitations of the Study

A focus on a specific group of automotive industry front liners, with a relatively small sample of 300 staff members based in Ara Damansara, Selangor is one of the study's limitations regarding staff retention in the automotive sector. The study's conclusions might not apply to other groups and might not accurately reflect the differences in retention dynamics among other organizations. It's also critical to consider the validity and reliability of the measurement instruments used to evaluate factors like pay, career advancement, and work-life balance. By addressing these constraints with thorough data analysis, transparent reporting, and rigorous sampling, the research's reliability and usefulness will be increased.

1.8 Definition of Key Terms

This section intends to deliver clear definitions for terms with various interpretations in order to uniformly define the meanings of key ideas used in the study. It measures creating common terms between researchers and readers by making sure that all terms are used consistently throughout the thesis. This enables more analysis by helping to define the study's focus and scope.

i. Remuneration

The term "remuneration" describes the entire bundle of perks, incentives, bonuses, and salaries that are given to employees. Current studies demonstrate the significance of competitive pay for employee retention and happiness. It's indicated that paying employees fairly increases employee engagement and lowers the likelihood that they will leave, emphasizing the significance of matching wage rates to market norms and employee expectations (Rahman & Syahrizal, 2019). Moreover, it's demonstrated that the substantial influence of

monetary incentives and acknowledgement on worker motivation and involvement, which in turn supports retention initiatives (Dewi & Nurhayati, 2021).

ii. Work-Life Balance

The concept of "work-life balance" highlights the policies and procedures of an organization that assist staff members in balancing their obligations to their families and friends with their responsibilities as professionals. Work-life balance programs have a favorable effect on employee retention and well-being, according to recent studies. For instance, flexible work schedules and a positive company culture are linked to increased job satisfaction and decreased turnover rates (Tran et al., 2021). In a similar vein, it's found that work-life balance initiatives, including wellness programs and telecommuting, strengthen employee morale and lower burnout, which in turn increases retention (Susanto et al., 2022).

iii. Job Advancement

Opportunity for professional growth and development inside a company, such as promotions, skill development, and clear career paths, are commonly referred to the keyword "job advancement". According to recent research, well-designed professional growth initiatives boost worker satisfaction and lower attrition. For example, it's found that individuals' job satisfaction and commitment are increased when they have clear development pathways, which improves their likelihood of staying in the company (Heimerl et al., 2020). Furthermore, it also indicated that career advancement programs might result in positive retention outcomes by highlighting the importance of possibilities for growth in developing teamwork and organizational commitment (Otoo, 2022).

iv. Front Liners

Employees who interact directly with individuals or clients are referred to as front-liners, and their contributions are essential when it comes to the way clients and customers perceive a business. The value of front-line positions for customer satisfaction and organizational effectiveness has been highlighted by a recent study. For instance, it's found that through their interpersonal skills and service delivery, employees on the front lines greatly impact customer perceptions and loyalty (Lin et al., 2021). This finding emphasizes the significance of supporting front-line staff in improving the customer experience. Furthermore, front-line workers play the critical role in the success of organizations and recommended training and empowerment programs to maximize front-line retention and performance (Cafferkey et al., 2021).

v. Employees Retention

The ability of an organization to maintain its employees over time is determined by employee retention, which demonstrates the efficacy of organizational culture and HR policies. Current research highlights the variety of factors that affect retention, such as pay, opportunity for career progression, and work-life balance. For example, Saks (2019) study evaluated how organizational support affects employees' preferences to leave, emphasizing the value of comprehensive retention strategies that take into account rewards that are monetary as well as non-monetary. The study by Jo and Ellingson (2019) further supported the idea that complete retention strategies that incorporate work-life balance, advancement in their careers, and compensation lead to more satisfied staff members and lower turnover.

1.9 The Organisation of the Study

The study is divided into six primary sections, such as Chapter 1 (introduction), Chapter 2 (literature review), chapter 3 (research methodology), Chapter 4 (results) and Chapter 5 (discussion). The research's topic and objectives are described in the introduction. The literature study outlines a variety of information regarding salaries, career progression, work-life balance, and staff retention. The approach as well as the methods of the investigation are explained in the research methodology. Results give empirical findings, which are then interpreted in the discussion. The main conclusions are outlined in the conclusion, along with suggestions for further study and useful applications. This study's introduction addresses the research concern of employee retention among automotive industry front liners, emphasizing the importance of front-line employees for both organizational performance and customer satisfaction. It describes the study question of figuring out how pay, chances for career progression, and work-life balance affect employee retention. Important terminology is defined, including pay, job advancement, work-life balance, and front-liners. Each of the following chapters provides an overview of the study's substance, and the overall framework is also discussed.

The literature study looks at studies on compensation, promotion, balancing work and life, and staff retention in the automobile sector. It focuses attention to the effects of competitive pay on retention and job fulfilment, the value of career development programs in lowering attrition, and the contribution of work-life balance policies that promote satisfaction among workers. The assessment urges for more research and points out gaps in the present understanding. The methodology part of the paper describes the quantitative research strategy used for examining the relationship between salary, career promotion, balanced work and life, and retained staff members among

automotive industry front-line workers. One component of the methodology is a questionnaire intended for evaluating employee perceptions of fair compensation, their level of happiness with prospects for career growth, their level of contentment with work-life balance, and their intention to stay with the company. Methods for collecting information and analysing it, as well as ethical issues, are also covered. The results section includes an analysis of data findings, including both inferential and descriptive statistics, which investigate the connection between salary, career progression, work-life balance, and retention of employees. It finds significant relationships and offers factual data to back up or disprove the study's theories.

The results of this research on employee retention among front liners from automotive industry are reviewed in the discussion, with specific focus paid to the effects of pay, career development, and work-life balance. It provides practical insights for enhancing retention by highlighting the consequences for human resources strategies and approaches. The study's advantages and disadvantages are assessed critically, and recommendations are made for further research to fill in the knowledge gaps and improve the field of study. The study's conclusion underlines the necessity of good human resources procedures in increasing the retention of employees in the automotive industry among front liners. It offers practical recommendations for enhancing work-life balance initiatives, career growth prospects, and remuneration rules. These suggestions, which are grounded in actual data, are meant to foster a positive work culture. The study's benefits to human resources management are further emphasized in the conclusion, which additionally provides broader recommendations for future research and practice.

1.10 Summary of the chapter

This chapter introduces topic of the research, outlining its background, significance, and objectives. It also highlights the problem statement and research questions that guide the study. Additionally, the chapter provides an overview of the study's scope, limitations, and expected contributions. In addition, key terms are defined to establish a clear understanding of the research framework.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The research literature on the effects of remuneration, job advancement opportunities, and work-life balance upon employee retention among automotive industry front liners will be thoroughly critically examined in this chapter. In-depth summaries of conceptual frameworks, empirical research, and useful insights pertaining to the research issue are thus provided. The review's goal is to create a body of knowledge that guides the approach used in the research and advances awareness of the intricate dynamics affecting employee retention in the context of the automotive industry by compiling and evaluating this body of literature. A particular focus will be on investigating the interactions between these aspects and how they affect the creation of retention strategies that are efficient and meet the goals of the automotive industry as an organization.

2.2 Employee Retention

The study's dependent variable, employee retention, is an organization's capacity to hold onto staff for an extended period of time. It is commonly gauged using measures like average tenure, retention rates, and turnover rates. It represents the degree to which workers decide to stay with a company instead of looking for work elsewhere. Employee retention is defined by Zacchaeus (2021) as "the percentage of workers who retain with the same company throughout a defined period." This definition emphasizes the useful consequences of keeping knowledgeable and experienced staff members on board, which is essential for preserving organizational stability and lowering turnover-

related expenses. The study by Wagner and Hollenbeck (2020) places a strong emphasis on measurement, arguing that turnover rates offer quantitative information about how well businesses manage to maintain their workers.

Theories like the Herzberg Two-Factor Theory, which were addressed by Ashraf (2020), highlight how corporate culture and work satisfaction influence retention outcomes. These frameworks offer a theoretical foundation for comprehending the motivating elements that influence workers' choices to remain with or depart from a company. Furthermore, sector-specific research, such as that by Rodríguez-Sánchez et al. (2020), shows how job features along with sector norms affect retention strategies that are customized for specific organizational contexts. Therefore, in order to lay a strong foundation for comprehending employee retention's complex dimensions and ramifications in the context of organizations, a detailed investigation of the topic in a literature review is required. Since it influences organizational stability and competitiveness, employee retention in the automotive sector is a subject of ongoing research.

Research covers a wide range of topics, including industry-specific issues, job market dynamics, and turnover rates. For example, studies conducted by specialists such as Furnari et al. (2021) look at the larger background of turnover in industrial sectors, including the automobile industry. These studies highlight the challenges of keeping qualified workers in the face of global competition and technological improvements. Furthermore, research conducted by Collins (2022) sheds light on variables affecting turnover and retention patterns and offers a perspective on workforce dynamics unique to the automotive sector. Studies showed that job analysis and compensation had a positive effect on employee retention, as did realistic information about jobs, work-life balance, and career opportunities, as well as supervisor support

and compensation (Sumanarathna & Samarakoon, 2019). In this study, Hom et al. (2019) investigated how numerous circumstances determine an employee's decision to stay or leave. Employee engagement includes elements like dedication and discretionary effort, according to Ewing et al. (2019). Employee attachment to and intention to stay with an organization is referred to as commitment.

The willingness of workers to depart is referred to as discretionary effort. It is pointed out that these are two important factors to take into account. In his explanation of turnover, Hashimi et al. (2021) noted that push and pull variables need to be considered. Positive appeal to alternative work opportunities is a pull factor; even when employees are content and pleased, they may still look for different employment options. To retain talent in this situation, it is imperative that employers and management recognize the true worth of their workforce and determine why candidates are looking for other opportunities or the goals they hope to accomplish in their present position. The second significant component is pushing factors, which refer to unsatisfactory conditions that exist in the current organization and cause a person to depart in order to improve their quality of life at work. Understanding the complex relationships between the many variables that affect employees' choices to stay or leave the company is crucial for staff retention in the automotive industry. Numerous studies have shown that opportunities for career progression and upholding a positive work-life balance are just as important for employee retention as pay. Research by Ghani et al. (2022) highlights that opportunities for professional development and advancement are frequently provided in addition to competitive pay, which is essential for attracting and keeping talent.

On the other hand, a lack of job engagement and job advancement may result in increased turnover rates. Long-term workforce stability and employee retention are

improved by companies that encourage remuneration growth and cultivate a positive work environment. Companies that invest in employee skill development and offer clear career promotion pathways tend to increase employee loyalty and job satisfaction (Wang et al., 2020). Furthermore, it has been demonstrated that promoting a healthy balance between work and personal life through convenient hours and all-inclusive wellness initiatives raises employee satisfaction and lowers attrition rates (Farivar et al., 2023). Based on the findings above, the researcher identifies the three main variables more often related to employee retention among automotive industry front liners: remuneration, job advancement, and work-life balance.

2.3 Independent Variables

Independent variables are the factors that are categorized to observe their effect on the dependent variable. In this study, the key independent variables include remuneration, job advancement, and work-life balance. These variables are hypothesized to influence employee retention among front-line workers in the automotive industry.

2.3.1 Remuneration

The full range of monetary and non-monetary benefits that companies provide to workers in return for their labour and services is known as remuneration. These benefits include base pay, commissions, bonuses, revenue sharing, options on shares, incentives medical coverage, paid time off, retirement contributions, and assistance with education. With front liners playing a variety of jobs, such as assembly line workers, service technicians, and sales advisors, remuneration packages in the automotive industry are especially diversified (Conroy & Morton, 2024). To keep

workers motivated and dedicated, several automakers adopt tiered pay schemes that combine basic pay with productivity-based bonuses, shift allowances, and overtime incentives (Barnes, 2021). It is because competitive pay guarantees work-life balance and lowers the possibility of turnover among competent individuals who may otherwise look for better possibilities in other organizations, the structure of remuneration has a direct impact on employee retention and job advancement (Kryscynski, 2020). Researchers investigate how it affects employee drive, contentment in the workplace, dedication to the organization, and output. Kang and Lee (2021), for example, address the strategic significance of pay schemes in coordinating worker efforts with company objectives. They stress that good compensation strategies not only attract talented people but also motivate them to make valuable contributions to the success of the company. Furthermore, Kim and Jang (2020) look at how varied pay plans affect workers' attitudes and actions in a range of businesses. Their study emphasizes the value of performance-based incentives and fair pay systems in raising worker productivity and engagement.

Performance-based incentives are essential for employee retention in the automotive industry, especially for front liners in sales and service roles. For example, automobile dealerships usually give their salespeople commission-based pay, which enables them to earn more according to the quantity of cars they sell (Ramcharan & Yao, 2021). Similarly, service professionals at auto shops frequently receive bonuses and skill-based pay raises for meeting high customer satisfaction standards, which boosts employee retention and productivity (Jaiswal et al., 2023). These remuneration schemes encourage sustained dedication by aligning worker efforts with corporate goals. Additionally, studies show that workers who see a clear financial return for their

efforts are less likely to look for other employment alternatives, enhancing their work-life balance and commitment to the company (Liu & Liu, 2022).

These studies highlight the crucial connection between compensation and organizational outcomes, highlighting the necessity for businesses to have equitable and open compensation policies in order to retain a dedicated and driven workforce. Milkovich & Newman (2018) analysis of current talks in compensation management delves into developing patterns, including the incorporation of comprehensive rewards frameworks. Transparent pay structures are essential to maintaining employee retention in the automotive industry. The turnover rates of trained technicians and assembly-line front liners are frequently lower in companies that provide well-defined salary ranges, regular wage increases, and bonuses linked to production efficiency (Chettri, 2022). Global automakers like Ford and Toyota have also implemented structured incentive programs that enhance job advancement by rewarding employees according to their skill level and length of service (Vij et al., 2024). Maintaining operational efficiency, cutting training expenses, and avoiding downtime brought on by a lack of workers all depend on the production industry's ability to retain experienced workers through competitive remuneration and improved work-life balance.

In order to recruit, retain, and motivate workers in competitive labour markets, these frameworks combine financial and non-financial benefits to offer a comprehensive approach to compensation. Businesses looking to maximize employee engagement and accomplish long-term organizational success must comprehend the particulars and significance of compensation policies. Geographic pay disparities are a crucial aspect of remuneration in the automotive industry. Companies frequently modify compensation based on regional variations in the cost of living because car production and sales take place across various areas. For example, because living

expenditures and customer traffic differ between urban and rural dealerships, front liners in the former may earn more base pay than those in the latter (Wheatley, 2020). In order to ensure equitable remuneration across various regions, employees who operate in remote or high-risk places are also granted hardship allowances. By avoiding discontent among employees who might otherwise feel underpaid for their geographic location, these pay disparities help to improve employee retention and lower attrition.

In companies that provide long-term incentive schemes, the relationship between remuneration and employee retention in the automotive industry is very clear. To entice front liners to stay with the company for extended periods of time, many businesses implement profit-sharing plans, retention bonuses, and stock options (Cappelli et al., 2019). It's because they expect to benefit from their ongoing employment in the long run, employees who have a financial stake in the company's success are less inclined to quit. Such remuneration practices encourage a more engaged and dedicated team in addition to lowering attrition.

2.3.2 Job Advancement

In the corporate sector, "job advancement" refers to a person's development and development within a company, usually shown by a move into managerial roles or responsibilities with more authority and responsibility. Job advancement is an approach by which an employee works independently to accomplish a career plan, with assistance from the employer. Career needs, corporate moral and financial support, training, advancement, transformation, matching workers to jobs that suit them, workforce development, treating them fairly in their careers, and career information are some of the important career indicators. It is an essential component of professional growth,

representing both individual accomplishment and corporate appreciation of a worker's potential and ability.

Job promotion is influenced by a number of elements, such as outstanding performance, managerial skills, developing skills, and smart internal networking. In the study by Akkermans et al. (2021), career development is explained as a person's pursuit of personal growth in order to realize a unique professional strategy. Drawing from a few of the definitions, it can be inferred that job advancement is an initiative designed to raise an individual's standing or skill within an organization over an extended length of time. Moreover, Dachner et al. (2021) state that there are some advantages of career advancement, such as motivating employees to grow personally and professionally, increasing the organization's level of concern, preventing individuals who weren't given attention from becoming uneasy, reducing the number of staff members who quit the company, filling any openings brought up by staff changes or promotions, and making the best possible use of workers' knowledge, skills, and capacities in light of their potential.

In terms of human resources, job advancement primarily tries to enhance and boost work efficacy so that one can contribute as much as possible to the achievement of the company's or business objectives. Job advancement, which provides clear career progression options, is essential to keeping talented front liners in the automotive industry. Turnover rates are often lower for automotive businesses that invest in leadership development programs, certification incentives, and organized training programs. For example, workers in manufacturing and service positions are more likely to stick with a company that offers mentorship programs, skill-based pay increases, and clear promotion criteria (Kang & Lee, 2021). Additionally, because people believe that

their performance directly affects their future prospects, job advancement opportunities boost employee engagement (Riyanto et al., 2021).

According to research, leadership development programs, cross-functional work rotations, and access to ongoing education greatly increase employee retention and engagement in the automotive industry (Kumar, 2021). Businesses may make sure that front liners stay motivated and relevant in their positions by coordinating job advancement initiatives with technology developments like automation and the production of electric vehicles. High attrition rates are frequently seen by organizations that do not offer prospects for job advancement and upward mobility, especially among highly qualified technicians and engineers (Warren & Gibson, 2023).

Li (2014) examined the impact of career growth on employee commitment which highlights the significance of job advancement chances in keeping front-liners on board. Employee retention and job satisfaction are higher when they perceive clear job advancement, skill development programs, and promoting prospects, according to the research. On the other hand, disengagement and higher turnover may result from a lack of opportunities for job advancement. According to the findings, companies that fund organized career development programs cultivate a more devoted and driven workforce, which eventually improves organizational success and long-term employee retention.

Job advancement prospects in the automotive industry have been further revolutionized by the incorporation of digital tools for career development, such as virtual training modules and AI-driven competency assessments (Cretu et al., 2024). Businesses that implement these innovations are better positioned to draw in and keep top talent, thereby promoting the notion that job advancement benefits individuals and

enhances organizational competitiveness as a whole. Job advancement is beneficial for both an individual's professional standing and the organization as a whole (Lysova et al., 2019). It does this by creating an abundance of highly qualified managers and leaders who can drive change and accomplish organizational goals. As such, it continues to be a crucial objective for companies and staff alike, cultivating a mutually beneficial connection that encourages long-term success and expansion in the workplace.

2.3.3 Work-life Balance

In the corporate world, "work-life balance" refers to the peace people try to attain between their obligations as professionals and their personal lives beyond their jobs. It includes the capacity to efficiently allocate time and resources in order to fulfil the demands of one's job as well as those of one's family, health, interests, and social life. Maintaining general wellbeing, lowering stress levels, and increasing worker efficiency and fulfilment all depend on achieving work-life balance. Achieving work-life balance in a business environment can be complicated because of heavy workloads, tense deadlines, and the need to constantly be reachable. To avoid burnout and attrition, companies are realizing more and more how crucial it is to assist staff in striking this balance.

This covers programs and regulations like paid days off for private issues, wellness centres, remote work choices, and flexible work schedules. Work-life balance in the business sector is greatly impacted by flexible work arrangements, including remote work and flexible scheduling (Ghali-Zinoubi et al., 2021). Through the successful accommodation of personal responsibilities and greater authority over work hours and settings, they improve satisfaction with work, efficiency, and retention. This

control has an adverse impact on lowering work-family friction and enhancing the general wellness of the individual (Ross et al., 2019). However, the industry, job requirements, and personal preferences all play a role in how successful a truncated work week is as a flexible work arrangement (FWA) in retaining employees. It also claims that a healthy work-life balance benefits people personally and also help the company succeed by raising employee retention, lowering absenteeism, and raising morale (Shanmugavelu & Arumugam, 2020).

Furthermore, research reveals that work-life balance efforts, such as employer-sponsored daycare, flexible scheduling, and lower overtime expectations, dramatically reduce stress among front liners (Adu-Gyamfi et al., 2021). These steps guarantee that workers have time to relax and recover while also assisting them in remaining productive. Businesses that ignore work-life balance issues risk higher absenteeism, lower employee engagement, and decreased productivity (Al-Khateeb & Al-Louzi, 2020). The automotive industry's increasing automation and digitization present a chance for businesses to reorganize work paradigms in order to foster more work-life balance. Employees can balance their personal and professional lives by using technology to enhance workflow efficiency and create hybrid work environments. Automotive industry organizations that prioritize work-life balance will not only improve employee retention but also boost overall job satisfaction and organizational commitment (Hai & Othman, 2022).

Studies reveal that front liners who are unable to psychologically separate from job-related stress during their off-hours report higher levels of burnout and reduced job satisfaction (Rasulova & Tanova, 2025). Organizations can support employees by establishing a culture that respects personal time, restricting after-hours communications, and encouraging participation in wellness programs. Businesses can

increase long-term employee retention and promote general well-being by creating an atmosphere where workers can completely detach from their work obligations outside of their shifts (Davis et al., 2024). Setting up dedicated break areas, promoting physical activity, and integrating mindfulness practices into the workplace can further enhance psychological detachment. These initiatives not only improve employees' mental health but also contribute to higher productivity and job satisfaction (Li & Wang, 2021).

2.4 Hypotheses Development

Developing hypothesis that can be tested on a connection between the independent variable (IV) and dependent variable (DV) is known as hypothesis development. The element that is expected to affect the dependent variable is known as the independent variable, and the outcome being assessed is known as the dependent variable. In this study, developing hypotheses involves determining how employee retention, the dependent variable (DV), is affected by the independent variables (IVs) of remuneration, job advancement and work-life balance. For guidance on empirical research, the hypotheses would outline anticipated correlations among these IVs and the DV.

2.4.1 Remuneration and employee retention

The relationship between retention and remuneration has been the subject of numerous studies. Tremblay et al. (2006) found that performance-related remuneration has a significant role in influencing retention. It was demonstrated that salary increases negatively impact turnover. The term "remuneration" refers to a mutually agreed up and constant payment for employment. It can be distributed in any way but is typically paid on a monthly basis. From an organizational standpoint, it can also be referred to as

commission, bonus, sharing profits, wages, incentives and so forth. Although every firm pays top employees, relatively few use this information wisely to boost employee morale, lower attrition, and accomplish organizational goals (Subramaniam et al., 2024).

Furthermore, compensation is seen as both an employee retention strategy and financial consideration is regarded as one of the most crucial and noteworthy retention elements out of all incentive kinds (Fulmer et al., 2023). In a study, it's found that when employees feel they are paid fairly, they are more likely to stick with their employers since their requirements and wants are being satisfied financially, which lessens the motivation to look for work elsewhere (Kochan et al., 2018). This emphasizes how important compensation is in influencing employees' views and behaviours regarding sticking with an organization.

According to Urme (2023), although remuneration was not the main variable controlling non-management employee turnover, it can play a significant role in lowering managerial turnover and boosting feeling of belonging and retention. McKinsey & Company (2020) emphasizes that, although competitive pay is important, remuneration packages' structure and disclosure are equally important in promoting employee retention. Workers appreciate fairness and transparency in their pay system because it fosters a culture of trust and job satisfaction. This openness boosts performance and general morale at work, along with contributing to retention. In an objective analysis, good pay is a financial benefit that staff members would anticipate; as a result, the kind and amount of this benefit have an impact on employee retention (Kryscynski et al., 2020).

Organizations define employee retention as the duration of an employee's stay with the company, which is also indirectly referred to as the employee's attitude toward the company. According to research by Chowdhury & Schulz (2020), it found that an employer can affect a worker's mindset toward the organization and its employees by offering a competitive wage. Considering retention opportunities, some researchers argue that high remuneration attracts occupants to any work., as a result, retention is anticipated to be improved by such an attractiveness (Bussin & Brigman, 2019). While compensation is unquestionably a significant component in determining employee retention, non-cash incentives and an encouraging workplace also have a positive impact on the effectiveness of compensation.

Heneman & Schwab's (1985) examined the relationship between remuneration and employee satisfaction in their study by highlighting that competitive and fair remuneration increases job satisfaction and lowers turnover intentions, making it a critical component of employee retention. According to the research, pay satisfaction is multifaceted and includes elements like pay scale, perks, increases, and administration/structure. While unhappiness with remuneration can result in lower motivation and increased turnover rates, employees who believe their remuneration is fair and commensurate with their efforts are more likely to stay with their companies. Although every business pays top personnel, only a few companies use it strategically.

The statement put out was that "the organization's benefits and compensation policies have not been utilized strategically to enhance motivation, decrease turnover, and accomplish objectives within an organization." Remuneration provides a direct impact on front-line employees' well-being and job happiness, which in turn influences employee retention. Competitive wages and perks can increase workers' dedication and motivation, which will reduce attrition. Pay that is fair and sufficient guarantees that

workers feel comfortable and appreciated, which is essential for keeping talent in front-line positions. Therefore, this research aims to examine the relationship between remuneration and employee retention among front-liners in the automotive industry. Therefore, the first hypothesis was developed.

***H₁:** There is a positive significant relationship between remuneration and employee retention among front liners in the automotive industry.*

2.4.2 Job advancement and employee retention

In a research study it's discovered that there's a solid and beneficial connection between job satisfaction and promotions, which in turn aids in employee retention (Sainju et al., 2021). Job advancement is a multifaceted concept that includes possibilities for advancement, skill development, and job-accomplishing objectives (Goswami, 2021). Job advancement and career progression have been conceptualized simultaneously. Career development is an ongoing endeavour wherein workers prepare for, make, and continue to make decisions among a variety of professions that will become available during their lives (Arora & Dhole, 2019). Job advancement is commonly described as a personal evaluation of a person's professional development throughout the time they were working across organizations (Bagdadli & Gianecchini, 2019).

A person's career development encompasses all aspects of their life, not simply their line of work (Nagy et al., 2019). Instead of referring to career progress over the course of an employee's whole working life, job advancement should be defined as development within the employee's present organization (Akdere & Egan, 2020). The relationship between employee dedication and willingness to stay and job advancement can be explained by the Social Exchange Theory. This theory states that as time goes

on, employees' commitment to the company will increase in return for all the perks and amenities they receive (Agus & Selvaraj, 2020).

Job advancement and job retention have a clear positive relationship, according to several research. It's revealed that professional growth can raise an employee's desire to remain with their current company (Ali & Anwar, 2021). Job advancement chances are seen as beneficial by employees and one of the elements that contributed to employee retention (Kurdi et al., 2020). Job advancement was positively correlated with job satisfaction and negatively correlated with employees' intentions to leave their jobs (Alam & Asim, 2019). Therefore, possibilities for career development within organizations are the reason for the rise in employee retention. Employees are likely to stick with their current company if there is a significant opportunity cost associated with leaving (Stamolampros et al., 2019).

It also indicated that employee's successful dedication is frequently best predicted by their own internal career advancement. Employers need skilled workers to preserve a competitive edge, while workers demand opportunities for professional advancement in order to advance in their careers. These strategies consist of internal promotions, growth plans, and precise career projections at the moment of hire. Apart from that, vital motivator for all workers is employment flexibility combined with profitable career and life possibilities (Davidescu et al., 2020). Hence, this research aims to examine the relationship between job advancement and employee retention among front-liners in the automotive industry. Therefore, the second hypothesis was developed.

H₂: There is a positive significant relationship between job advancement and employee retention among front liners in the automotive industry.

2.4.3 Work-life balance and employee retention

Work-life balance has an impact on retention and is growing more crucial for engagement. According to Spagnoli & Molinaro (2020), employees experienced increased stress and emotional tiredness when job responsibilities interacted with their private lives. Work-life balance affects job fulfilment and general well-being, which has a major effect on employee retention. Employees are more likely to stick with their current company if they believe that their jobs accommodate their personal lives (Van Der Heijden et al., 2020). Employees' stress and burnout are the two primary variables in turnover that are reduced when workers are able to balance both their professional and personal lives. Work-life balance is defined as reducing disagreements regarding obligations at work and at home (Palumbo et al., 2020). There are two ways to look at this idea: from an organizational and an employee one.

From an organizational standpoint, it entails giving employees a job and a schedule that accommodates their family obligations. Employees view it as about striking a balance in their lives among their responsibilities as family members and employees. It also found that the challenge that employees have in juggling work and family duties is known as work-life balance (Boakye et al., 2021). Long hours, high-pressure settings, and excessive workloads have a detrimental impact on work-life balance, resulting in burnout and poor performance. A healthier and more effective workforce is fostered by companies that adopt supportive policies, flexible work schedules, and stress management programs, ultimately enhancing employee retention (Banu, 2014).

Work-life balance, as seen from an organizational standpoint, is the process of developing an environment where workers can manage their personal obligations and concentrate on their work while at work. In a study it's demonstrated that a balance

between work and personal life has emerged as a critical predictor when addressing difficulties associated with employee retention (Wood et al., 2020). This suggests that coping with work-life balance has grown into one of the most important concerns for employees as well as companies in the current environment. Companies that provide flexible work schedules and other work-life policies can successfully lower employee turnover rates and related expenses (Sánchez-Hernández et al., 2019). Workers are more inclined to stick with organizations that provide equal weight to their personal and professional duties, such as those related to their families and hobbies. Employee satisfaction and productivity are increased when there is a stronger sense of value and respect in the workplace, which is fostered by this alignment. Consequently, funding work-life balance programs increases employee retention as well as the general calibre of the workforce, setting up businesses for long-term success and market competitiveness.

Work-life balance enhances job fulfilment and has a favourable effect on employee retention by lowering anxiety and fatigue. Employee retention is higher for those who can successfully balance their personal and work lives. Most of the companies that offered telework options said they had several advantages, including better employee flexibility and work-life balance, lower costs and increased business productivity, and higher employee participation (Ivasciuc et al., 2022). Hence, this research aims to examine the relationship between work-life balance and employee retention among front-liners in the automotive industry. Therefore, the second hypothesis was developed.

H₃: There is a positive significant relationship between work-life balance and employee retention among front liners in the automotive industry.

2.4.4 Summary of hypothesis

The following hypothesis was generated using the conceptual framework mentioned above and previous studies.

Table 2.1

Overview of Hypothesis

Hypothesis	Description
H_1	There is a positive significant relationship between remuneration and employee retention among front liners in the automotive industry.
H_2	There is a positive significant relationship between job advancement and employee retention among front liners in the automotive industry.
H_3	There is a positive significant relationship between work-life balance and employee retention among front liners in the automotive industry.

2.5 Research Conceptual Framework

The conceptual framework illustrates the various manners in which remuneration chances for job advancement and work-life balance are believed to impact employee retention (Varpio et al., 2019). The study's major focus is on employee retention, or a dependent variable (DV), which measures how long front-line employees stay in the automotive industry over a given time frame. The study's independent variables (IVs) comprise remuneration, which comprises direct forms of compensation such as salary and bonuses, as well as indirect forms such as benefits and perks; advancement opportunities; and work-life balance, addressing front-line employees' capacity to balance work-related obligations with personal and family obligations. Through the articulation of these connections, the conceptual framework offers a path forward for examining the ways in which these elements interact and support employee retention in the setting of automotive industry front liners. The development of hypotheses is

guided by this framework, which also helps choose the best research techniques to investigate these linkages empirically and advance knowledge of the dynamics of staff retention in the automotive sector.

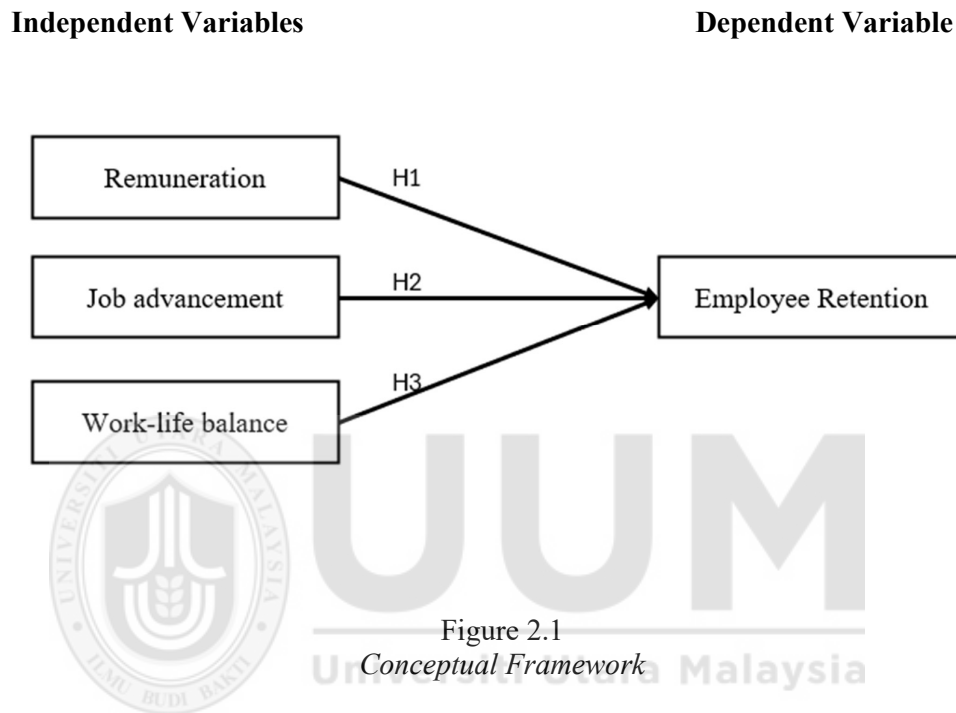


Figure 2.1
Conceptual Framework

2.6 Theory Related to Study – Social Exchange Theory (SET)

Retaining employees has become essential to an organization's long-term success in the modern workplace. This is especially important in sectors like auto manufacturing, where front-line employees are essential to efficient operations. Among the many elements that affect employee retention, remuneration, job advancement, and work-life balance are particularly important. Homans (1958) the founder of Social Exchange Theory (SET) mentioned that it offers a useful framework for comprehending how these elements affect employee retention. Based on the idea of reciprocal relationships, Social Exchange Theory provides insightful viewpoints on how workers

view their contacts with employers and how these views affect their choices to remain with or go from a company.

According to the Social Exchange Theory, people enter into relationships with the hope that they will benefit both parties, with the assumption that they would be rewarded for their contributions (Cross & Dundon, 2019). Employees contribute labour, talents, and time in the workplace, and employers provide advantages including remuneration, job advancement opportunities, and a healthy work-life balance. According to the hypothesis, people conduct cost-benefit analyses before making decisions, balancing the benefits of a choice against the expenses. The employee is likely to stay with the company if the benefits outweigh the expenses.

Competitive pay is important because it makes sure workers feel like they are getting paid enough for their work, which lowers the possibility that they would become dissatisfied over money (Galanakis & Peramatzis, 2022). According to research, adequate pay not only keeps workers happy but also improves overall satisfaction with work, especially when it matches industry norms and recognizes their achievements (Bhardwaj et al., 2021). By lowering intentions of employee turnover, these components together establish a baseline of happiness that can favourably impact employee retention (Bhaskar & Mishra, 2019).

Research has indicated that motivational elements are essential for raising job satisfaction and retaining staff. For instance, it shows that opportunities for obvious job advancement might encourage long-term staff retention by giving people something to aim for and an expectation of success in their employment (Davidescu et al., 2020). Social Exchange Theory offers a comprehensive understanding of employee retention in the automotive sector, particularly for front-line staff. It emphasizes the importance

of mutually beneficial relationships between employers and employees, where both parties receive and give benefits (Huo et al., 2018). Factors such as remuneration, job advancement, and work-life balance influence employee loyalty and commitment. Implementing Social Exchange Theory can help organizations increase employee retention and make the workplace more fulfilling for front-line employees (Pham et al., 2023).

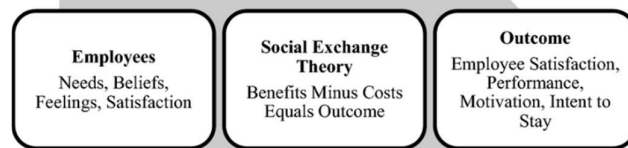


Figure 2.2
Social Exchange Theory

2.7 Summary of the Chapter

The research that has been done on the variables affecting employee retention is thoroughly synthesized in this chapter. The definition of employee retention and its importance for organizational stability is covered first, followed by an examination of theoretical frameworks like Social Exchange Theory, which explores the reciprocal relationships between employees and employers, focusing on factors such as job advancement opportunities, recognition, remuneration, and work conditions. The study focuses on empirical research that looks at the connections between competitive pay, chances for job advancement, work-life policies that promote balance, and employee retention. The chapter closes by pointing out deficiencies in the research and laying the

groundwork for the thesis's comprehension of and improvement of the automotive industry's employee retention strategy.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter functions as an outline, explaining the strategy and methods applied to the objectives or research questions and fundamental justification for the applied quantitative methodology. It provides an overview of the methodical procedure used to gather data, including surveys and experiments, and it justifies the study's selection of quantitative methodologies. The variables and measures utilized in the research design are addressed in this part, along with the sampling strategies used to guarantee representative data. It provides context for comprehending the validity and dependability of the results by describing the methods used to successfully answer the research questions or hypotheses using data analysis procedures.

3.2 Research Design

The strategy or framework for carrying out a research study that defines the steps involved in gathering and analysing data is called the research design. It outlines how research topics should be addressed, including how to choose people, tools, and methods for collecting and analysing data. A research design that is well-structured guarantees the accuracy, dependability, and generalization of the study's conclusions. A quantitative methodology using Likert scales will be the approach to be used in this study. As part of the research design, an organized questionnaire will be created and distributed to participants, who will have the opportunity to score their perceptions of compensation, prospects for advancement, and work-life balance using Likert scales.

With the use of this technique, numerical data can be systematically gathered and then statistically evaluated to find trends and connections between these variables and

employee retention. For this thesis, which takes a descriptive research technique, details regarding employees' opinions of remuneration career progress, and balance between work and personal life among the front-liners in the automotive industry will be gathered through Likert scale surveys. Without changing any of the factors, this method will examine these perceptions in order to characterize trends and connections with employee retention. The intention is to present a comprehensive overview of the current effects these elements have on front-line employee retention.

3.2.1 Research Framework

Varpio et al. (2019) emphasize the importance of establishing a clear research framework to effectively connect theory with empirical investigation. The framework directs the methodological approach and provides a comprehensive understanding of the theoretical framework used to examine research issues and justify chosen techniques. In the context of this research study, which employs a quantitative research design, the framework ensures the structured collection and analysis of numerical data, enabling objective measurement and statistical validation of findings. The organized summary ensures congruence between theoretical and practical components, placing the research strategy in context. This introduction is crucial for laying the groundwork for a comprehensive methodology and ensuring a strong theoretical foundation. The figure below demonstrates the research framework:

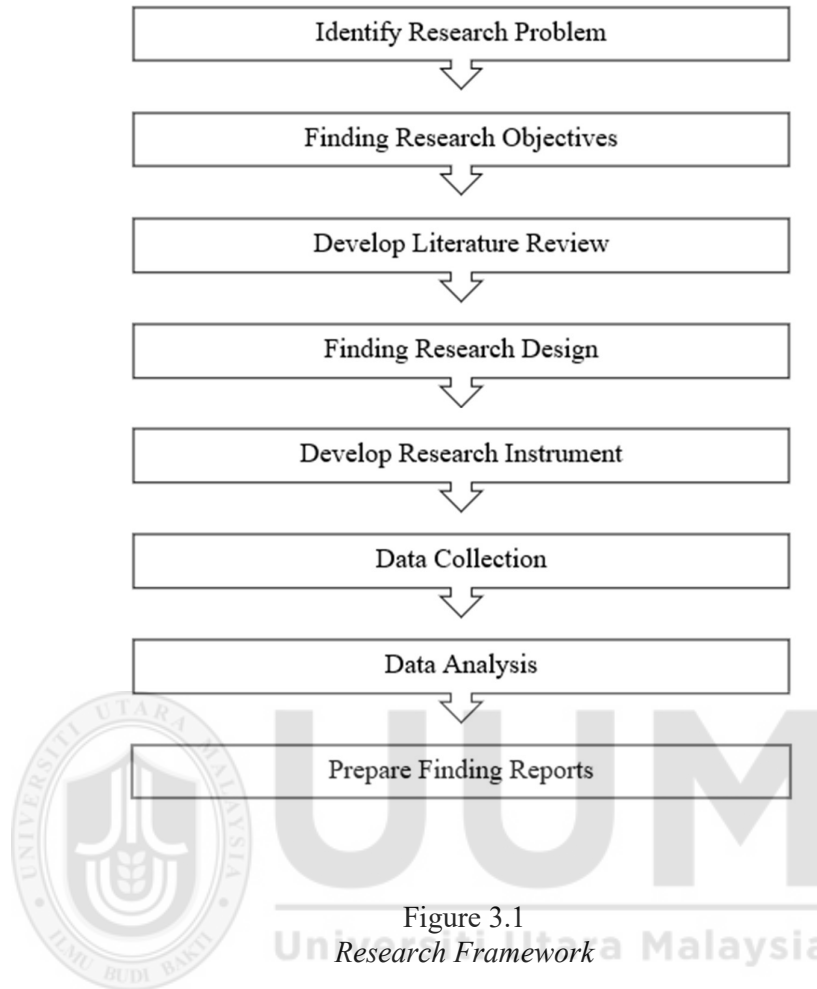


Figure 3.1
Research Framework

3.3 Population and sampling size

Developing hypothesis that can be tested on a connection between the independent variable (IV) and dependent variable (DV) is known as hypothesis development. The element that is expected to affect the dependent variable is known as the independent variable, and the outcome being assessed is known as the dependent variable. In this study, developing hypotheses involves determining how employee retention, the dependent variable (DV), is affected by the independent variables (IVs) of remuneration, job advancement and work-life balance. For guidance on empirical research, the hypotheses would outline anticipated correlations among these IVs and the DV.

3.3.1 Population size

Population refers to the complete set of individuals, events, or items that the researcher is interested in studying and making inferences about (Bougie & Sekaran, 2019). In this research, the population refers to the front-line staff members of one automotive industry headquarters located in Ara Damansara, which will be referred to as Company A in this study due to ethical considerations. The total population comprises 300 staff members engaged in various front-line operational roles within the company. These employees play a crucial role in ensuring smooth business operations, customer interactions, and overall service efficiency. Given the manageable size of 300, this population allows for a well-defined sampling approach to obtain accurate and representative data for the analysis of this study.

3.3.2 Sampling size

Sample size refers to the portion of a population selected to provide enough data for making accurate conclusions (Bougie & Sekaran, 2019). In this study, the sample size was determined using the Krejcie & Morgan (1970) sample size, which is a widely recognized method for determining an appropriate sample size based on population size. For a population of 300 front-line staff members from one of the automotive industry headquarters located in Ara Damansara, which will be referred to as Company A in this study due to ethical considerations, the required sample size is **N=169**. This selection ensures that the study obtains reliable and representative data for analysis.

Table 3.1

Krejcie & Morgan (1970)

<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	1000000	384

(Source: Krejcie & Morgan, 1970)

3.4 Operational Definition

3.4.1 Remuneration

The term "remuneration" describes the total amount of money that workers are paid for their labor, including both direct financial rewards like salaries, wages, and bonuses as well as indirect advantages like retirement plans, health insurance, and other perks (Onyekwelu et al., 2020). For firms to recruit and retain talent, effective compensation methods are essential.

3.4.2 Job advancement

Job advancement, sometimes referred to as career development, is the process by which an employee's career advances through chances for promotion, skill

improvement, and more responsibility (Weer & Greenhaus, 2017). It consists of structured procedures designed to satisfy personal career goals while coordinating with company goals, which promotes employee loyalty and lowers turnover intentions. Opportunities for internal career growth might increase workers' affective engagement to the company and reduce their desire to leave.

3.4.3 Work-life balance

The equilibrium between one's personal and professional lives, wherein the demands of one's employment do not adversely affect one's family and personal obligations, is known as work-life balance (Besagas & Branzuela, 2023). It entails having the capacity to balance work and non-work commitments in a way that promotes general wellbeing and job satisfaction. Employers can improve psychological attachment and decrease turnover intentions by enacting supportive work-life balance policies.

3.4.4 Employee retention

The ability of a business to retain its workforce over time by putting policies in place that motivate workers to stay with the company is known as employee retention (Kyndt et al., 2009). Practices that promote professional advancement, competitive pay, and work-life balance, all of which enhance job satisfaction and organizational commitment, are frequently the key to high retention rates. Research has indicated that elements like opportunities for professional growth, equitable pay, and work-life balance rules have a big impact on employee retention.

3.5 Measurement of Variables/Instrumentation

The instruments and procedures used to gather, quantify, and evaluate data for a research project are known as research instruments in instrument development. The purpose is to guarantee the systematic, dependable, and legitimate collecting of data. Hence, A questionnaire is essential for methodically gathering and evaluating participant data. By using structured questions, it enables researchers to convert theoretical ideas into quantifiable variables, enabling consistent and trustworthy data collecting. A questionnaire facilitates effective and comparative quantitative analysis by utilizing standard inquiries and response alternatives, which helps to uncover trends and insights pertinent to the study's goals. Kyndt et al. (2009) examine employee retention from both organizational and individual viewpoints, stressing that elements like job satisfaction, opportunities for job advancement, and work-life balance have an impact on employee retention. According to the report, front-liners are more inclined to stick with a company if they believe there are prospects for job advancement, encouraging leadership, and a nice work environment.

The questionnaire for the survey purpose of this study will consist of 3 sections. Part A of the study is dedicated to collecting demographic information such as their age, gender, level of education, and occupation. By giving context and ensuring that the results are relevant and applicable across multiple segments, this data aids in the categorization and analysis of responses based on multiple demographic groupings. Part B refers to the dependent variable (DV) of employee retention. Part C consists of questions for independent variables (IV): remuneration, job advancement and work-life balance. Overall, this study questionnaire has three parts and a total of 49 questions. A 5-points Likert scale prepared to measure perception or opinion for Part B and C and to evaluate how each element is seen by employees as influencing their choice to remain

with the organization. The five choices for responses on the Likert scale are 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree and 5 for strongly agree. This scale allows for the verification of their opinions and enables an organized method for examining the ways in which these factors affect employee retention. This allows for the discovery of patterns and conclusions that can guide the development of retention plans for front-line employees.

3.5.1 Employee Retention (Dependent variable)

Employee retention is the dependent variable covered in Part B of this questionnaire. Eleven specially designed questions are included in this part to evaluate a range of employee retention factors, including dedication, job satisfaction, and intention to stick with the organization. The questions for this section have been adopted from the study conducted by Kyndt et al. (2009). The purpose of these inquiries is to gather specific information about front-line staff members' perceptions of retention factors in the automotive industry. The outline as per below.

Table 3.2
Questionnaire items for employee retention

Dependent Variable	Items	Source
Employee retention	1. I plan to work for another company within the next three years.	Kyndt et al. (2009)
	2. My current job within this company provides me with a sense of fulfilment.	
	3. If I wanted a different role or position, I would first explore opportunities within this company.	
	4. I envision a future for myself in this company.	
	5. Whether I work for this company or another, having a job is what matters most to me.	
	6. If I had the choice, I would continue working here for the next five years.	
	7. If I could go back and start again, I would choose to work for a different company.	
	8. If a tempting job offer came from another company, I will consider taking it.	

-
9. The work I do is very meaningful to me.
 10. I truly enjoy working for this company.
 11. I have previously investigated a job opportunity at another company.
-

3.5.2 Independent variables (Remuneration, job advancement and work-life balance)

The questionnaire's Part C, which consists of 38 questions, gives attention to the independent variables of remuneration, job advancement, and work-life balance. This section uses existing scales to analyse these factors: The remuneration questionnaire comprising eighteen items was adopted from a study by Heneman & Schwab (1985) to assess the participants' satisfaction with their remuneration. For the assessment of job advancement, nine questions were adopted from a study by Li (2014), which evaluate the participants' perceptions of their opportunities for career growth and development within the organization. Additionally, to evaluate work-life balance, eleven questions were taken from Banu (2014), aimed at understanding employees' experiences and satisfaction with the balance between their work responsibilities and personal life. These scales together provide a comprehensive understanding of factors influencing employee satisfaction and well-being in the workplace. These verified tools guarantee a thorough and accurate evaluation of the ways in which every independent variable affects front-line employees' retention in the automotive industry.

Table 3.3

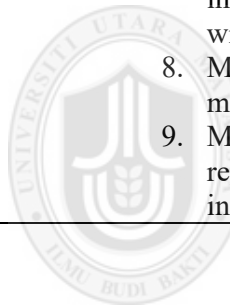
Questionnaire items for remuneration

Independent Variable	Items	Source
Remuneration	1. I am satisfied with my take-home pay. 2. I am content with my benefits package. 3. I am pleased with my most recent salary increases. 4. I am satisfied with the influence my supervisor has on my pay. 5. I am content with my current salary. 6. I am satisfied with the amount the company contributes towards my benefits. 7. I am happy with the raises I have received in the past. 8. I am content with the company's pay structure. 9. I am satisfied with the information provided by the company about pay-related concerns. 10. I am pleased with my overall level of compensation. 11. I am satisfied with the value of my benefits. 12. I am happy with the pay for other jobs within the company. 13. I am content with the consistency of the company's pay policies. 14. I am satisfied with the size of my current salary. 15. I am pleased with the number of benefits I receive. 16. I am content with how my raises are determined. 17. I am satisfied with the pay differences between jobs within the company. 18. I am happy with how the company manages employee pay.	Heneman & Schwab (1985)

Table 3.4

Questionnaire items for job advancement

Independent Variable	Items	Source
Job advancement	1. My organization trains employees in skills that prepare them for future jobs and career growth.	Li (2014)
	2. My organization offers career counselling and planning support for employees.	
	3. My organization allows employees the time to acquire new skills that prepare them for future roles.	
	4. My organization provides support for employees seeking continuous training.	
	5. My organization is open to employees' requests for lateral transfers (moving to another department).	
	6. My organization ensures confidentiality when employees seek advice from staff.	
	7. My organization provides employees with information about available job openings within the company.	
	8. My organization fully supports a career management program for employees.	
	9. My organization offers a structured program to regularly evaluate employees' skills and interests.	



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Table 3.5

Questionnaire items for work-life balance

Independent Variable	Items	Source
Work-life balance	1) I work in an environment that supports my family and personal commitments. 2) My organization allows me to work remotely when necessary. 3) I have sufficient technological support (laptops, internet access, VPN, etc.) to work from home. 4) My organization values maintaining healthy work-life balance practices. 5) My organization encourages employees to take annual vacations or time off. 6) My management believes in fostering a positive and happy workplace environment. 7) My manager cares about the well-being of their team members. 8) My manager never denies me my entitled leave. 9) I receive substantial support from my manager in maintaining a healthy work-life balance. 10) My colleagues and team members would encourage me to take advantage of work-life balance initiatives when needed. 11) Due to the cooperative nature of my coworkers, I do not face challenges in managing my personal life.	Banu (2014)

3.6 Data Collection

To quantify front-line employees' impressions of their compensation, work-life balance, and opportunities for career progression, a carefully crafted structured questionnaire will be used to collect data. A variety of questions utilizing Likert scales will be included in the questionnaire to gauge respondents' satisfaction levels and opinions regarding these crucial elements. Participants' informed consent is obtained through methods that guarantee they are aware of the study's objectives and entitlements, including confidentiality and anonymity. Ethical concerns are of the utmost importance. To ensure accuracy and privacy, data will be meticulously managed

through strict recording procedures and input into statistical analysis software. The goal of this thorough data collection procedure is to offer solid insights into the ways in which these factors impact staff retention among the front liners in the automotive industry.

3.6.1 Sampling Technique

To evaluate the validity of the employee retention research, a total of 169 respondents are required, according to the sample size calculation suggested by Krejcie and Morgan (1970) sample size. In order to guarantee that the findings are both theoretically significant as well as representative of the 300 staff members in the population, this sample size was determined. A Simple Random Sampling (SRS) technique was applied to ensure that every employee in the population had an equal probability of selection.

The sampling process involved obtaining a complete list of all 300 front-line employees from the internal HR team. Each employee was assigned a unique identification number, and 169 individuals were randomly selected using a computerized random number generator (Microsoft Excel). The selected employees were then invited to participate in the survey, which was distributed via WhatsApp. This approach ensured that the sample was both unbiased and representative of the entire front-line workforce in Company A.

3.6.2 Data Collection Method

This study focuses on automotive industry front-line employees. In order to collect data, a quantitative questionnaire with a Likert scale is used methodically to capture employee perceptions. To ensure maximum accessibility and ease, the primary

data will be collected through an online questionnaire disseminated via Google Forms. The target demographic, the employees on the front lines in the automotive industry, will receive the survey exclusively through WhatsApp, ensuring a direct and efficient distribution method. One week is allotted for data collection, giving participants a focused window of time to finish the survey and enable fast data analysis.

A Probability Sampling technique, specifically Simple Random Sampling (SRS), was applied to ensure that the sample is representative of the entire front-line workforce. First, a complete list of all 300 front-line employees was obtained from the internal HR team. Each employee was assigned a unique identification number. Using a computerized random number generator (Microsoft Excel), 169 employees were randomly selected based on the Krejcie & Morgan (1970) sample size determination table. Then the survey link was shared exclusively with these selected employees through WhatsApp, ensuring that every individual had an equal probability of being included in the study.

The survey will include important topics like remuneration, job advancement and work-life balance, all of which are thought to have a significant impact on employee retention. By employing Probability Sampling through Simple Random Sampling, this study minimizes selection bias and enhances the generalizability of findings across the entire front-line workforce. Secondary data will be obtained from scholarly publications and pertinent web resources in addition to the primary data in order to provide a theoretical framework and contextual understanding, hence enhancing the examination and comprehension of the main data. This two-pronged strategy, which combines primary and secondary data, will guarantee a thorough analysis of the ways in which these variables affect employee retention in the setting of the automotive industry.

3.7 Data Analysis Method

The methodical design of the data analysis process will enable the meaningful extraction of insights from the gathered data. The essential aspects of the dataset, which will give an overview of respondents' perspectives regarding compensation, job advancement, and work-life balance, will first be summarized and described using descriptive statistics. The main analytical tool for processing and interpreting the data in a methodical manner will be SPSS software version 27.

3.7.1 Descriptive Statistics

To condense and illustrate the fundamental characteristics of the dataset, descriptive statistics are going to be produced using SPSS. This will involve computing metrics for variation (standard deviation, range) and central tendencies (mean, median, and mode). These data will help create an understanding of the sample group and offer a basic knowledge of the respondents' views on compensation, possibilities for professional progression, and work-life balance.

3.7.2 Normality Test

Skewness and kurtosis were employed in this study as metrics to evaluate the normality of the data. Kurtosis quantifies the "tailedness" of the distribution, whereas skewness describes the asymmetry of the data distribution. Both skewness and kurtosis readings should ideally be near zero for data to be deemed properly distributed. Blanca et al. (2012) state that when the skewness and kurtosis values are between -1.96 and +1.96, the data can be categorized as normal. If the measurements do not significantly surpass their standard errors, the lack of a difference is not very significant.

3.7.3 Correlation analysis

To examine the relationship and strength between remuneration, career development, work-life balance, and employee retention, correlation coefficients (such as Pearson's correlation analysis) will be calculated using SPSS. This analysis will help identify the presence and degree of any connections between these variables, providing insights into potential trends and associations.

Table 3.6

Interpretation of Strength of Correlation

Correlation value, r	Strength of Relationship
0.7 Above	Very strong
0.50 to 0.69	Strong
0.30 to 0.49	Moderate
0.10 to 0.29	Low/ weak

Source: Schober et al. (2018)

3.7.4 Multiple Regression Analysis

To identify which of the three independent variables most effectively explains job performance, a regression analysis will be conducted. Nicewander (1988) stated that the correlation coefficient, denoted as R , measures the strength of the relationship between two variables and how much of the variance in the dependent variable can be explained when multiple independent variables are simultaneously considered. Additionally, the R -squared value indicates how well the predictor variables account for the variation in the dependent variable. This process is known as multiple regression. The results can be interpreted by examining the significance level, R -squared value, and the F statistic.

3.8 Pilot Study

Before the full-scale survey, a pilot study will be carried out to evaluate the questionnaire's efficacy and clarity. Thirty respondents, chosen from the same population as the primary study but excluded from the final sample, will participate in this small-scale investigation. To ensure they represent the target responders, the participants will be front-line employees in the automotive sector. The pilot study's goal is to find any problems with the phrasing, structure, or clarity of the questions that might compromise the data's quality. It will assist in improving the questionnaire by pointing out places that require modification. The survey's length and flow will also be evaluated in the pilot study to make sure it is manageable and doesn't take too long to finish. The necessary changes will be made based on participant feedback, enhancing the survey instrument's overall design. To make sure the questions accurately measure the desired variables, the gathered data will be examined. Before the full-scale survey is conducted, the questionnaire will be modified in light of the results.

3.8.1 Reliability Analysis (Cronbach's Alpha) approach

Applying Cronbach's Alpha reliability analysis, SPSS will be utilised for confirming the internal coherence of the survey. This statistical test determines the degree of group relatedness among a set of questions, thereby verifying the reliability of scales that measure compensation, career progression, and work-life balance. When the items on each scale consistently measure the same construct, a Cronbach's Alpha score of 0.70 or greater is regarded as satisfactory.

Table 3.7

Pilot study Reliability Test Findings

Variables	N	Item	Cronbach Alpha
Employee retention	30	11	0.703
Remuneration	30	18	0.966
Job advancement	30	9	0.957
Work-life balance	30	11	0.942

3.9 Summary of the Chapter

Research methodology's purpose is for analysing the effects of pay, prospects for growth, and work-life balance on front-line staff retention in the automotive industry. In order to guarantee varied representation, the study takes a quantitative approach and uses a stratified random selection procedure. Structured surveys are utilized to gather data on compensation, career progression, and work-life equilibrium. Regression analysis is employed to examine the correlations between these variables and employee retention. While certain limits like the number of samples and responses that are prejudiced are addressed, ethical considerations, such as confidentiality and informed consent are highlighted.

CHAPTER FOUR

RESULTS AND FINDINGS

4.1 Introduction

This chapter outlines the findings of the study derived from data collected via a questionnaire. It provides an overview of response rates, respondent demographics, descriptive statistics, and the reliability of each variable. Furthermore, normality tests were conducted, and Pearson's correlation analysis, along with multiple regression analysis, was employed to examine the study's hypotheses.

4.2 Response Rate

In this study, 169 questionnaires were distributed to front-line staff members at a headquarters of an automotive company located in Ara Damansara, with a total population of 300 employees. Using the sample size calculation provided by Krejcie and Morgan (1970), a sample size of 169 was determined to be necessary to ensure the validity of the research. After a two-weeks period, the researcher successfully collected 169 completed questionnaires, resulting in a 100% response rate.

The target population's high degree of collaboration and participation is reflected in this extraordinarily high response rate, which greatly improves the accuracy of the data gathered. Additionally, the 100% response rate guarantees that the research's conclusions are extremely indicative of the viewpoints and attitudes of the front-line employees at this car dealership in Ara Damansara. Because they are based on a thorough and accurate depiction of the opinions of the targeted respondents, the study's conclusions can therefore be treated with a high degree of confidence. A summary of the response rate in this study is shown in Table 4.1 below.

Table 4.1

Summary of Response Rate

Description	Total	Percentage (%)
Distributed Questionnaires	169	100
Collected Questionnaires	169	100

4.3 Reliability Test

This section examines the reliability of the questionnaire employed in the study. The reliability of the questionnaire items was assessed using the SPSS version 27 reliability test. Cronbach's alpha (α) is a measure of internal consistency, and according to Sharma (2016), the following interpretations are used for Cronbach's alpha values:

Table 4.2

Cronbach's Alpha Ranges and Interpretation

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

Source: Sharma (2016)

To evaluate the internal consistency of the questionnaire's items, the researcher used the Cronbach's alpha coefficient. The study's variables had different Cronbach's alpha values, indicating different levels of internal consistency, according to the findings. The Employee Retention variable had a Cronbach's alpha of 0.649, which falls within the "Questionable" range ($0.7 > \alpha \geq 0.6$). This indicates moderate internal consistency, which is still acceptable for exploratory research. On the other hand, the Remuneration, Job Advancement, and Work-Life Balance variables had Cronbach's alpha values of 0.971, 0.957, and 0.964, respectively. These values fall within the "Excellent" range ($\alpha \geq 0.9$), suggesting very high internal consistency and reliability. These results imply that most of the study's variables showed high levels of internal consistency. Despite having a somewhat lower alpha value, Employee Retention is still within an acceptable range for exploratory study, giving researchers confidence in the data's dependability. Overall, the findings of the reliability test show that the measurement tools employed in this study are appropriate and trustworthy for evaluating the components of the research.

Table 4.3
Reliability Test Findings

Variables	N	Item	Cronbach Alpha
Employee Retention	169	11	0.649
Remuneration	169	18	0.971
Job Advancement	169	9	0.957
Work-Life Balance	169	11	0.964

Based on the analysis of Table 4.3, the employee retention variable had a Cronbach's alpha of 0.649, which falls within the "Questionable" range ($0.7 > \alpha \geq 0.6$).

This indicates moderate internal consistency, which is generally considered adequate for exploratory research, particularly when dealing with new or complex constructs. Sekaran and Bougie (2016) suggests that exploratory studies often involve constructs that are either new or not well-defined, meaning that a Cronbach's alpha value of 0.6 to 0.7 can still be considered acceptable for such studies. Similarly, Cortina (1993) highlights that when developing new scales or when dealing with complex or multifaceted constructs, an alpha in the questionable range should not be seen as a significant problem, especially in early-stage research. On the other hand, the Cronbach's alpha values for the Work-Life Balance, Job Advancement, and Remuneration variables were 0.964, 0.957, and 0.971, respectively. These results indicate very good internal consistency and reliability because they fall inside the "Excellent" category ($\alpha \geq 0.9$). These findings suggest that the majority of the variables in the study demonstrated strong internal consistency. While Employee Retention showed a slightly lower alpha value, it still falls within the questionable range which is still deemed adequate for exploratory research purposes, particularly when dealing with new or complex constructs (Cortina, 1993).

4.4 Normality Test

In this study, normality was checked using skewness and kurtosis, which are standard measures for assessing the shape of data distributions. Skewness shows how asymmetric the data is, and kurtosis indicates how peaked the distribution is compared to a normal distribution. According to Hair et al. (2022), skewness values between -1 and +1 are excellent, and values between -2 and +2 are acceptable. Similarly, kurtosis values between -2 and +2 are also considered acceptable. Values outside these ranges suggest that the data significantly deviates from normality. The skewness and kurtosis results for the study variables are shown in Table 4.3 below.

Table 4.4

Normality Test Findings

Variable	Skewness	Kurtosis	Hair's Skewness & Kurtosis Range	Distribution Type
Employee Retention	0.8999	2.336	Skewness: -1 to +1 (Excellent) Kurtosis: -2 to +2 (Acceptable)	More peaked than normal
Remuneration	1.274	2.191	Skewness: -1 to +1 (Excellent) Kurtosis: -2 to +2 (Acceptable)	More peaked than normal
Job Advancement	1.177	1.498	Skewness: -1 to +1 (Excellent) Kurtosis: -2 to +2 (Acceptable)	Normal
Work-Life Balance	1.045	1.071	Skewness: -1 to +1 (Excellent) Kurtosis: -2 to +2 (Acceptable)	Normal

Based on the data shown in Table 4.4, the skewness values for all variables fall within the acceptable range of -2 to +2, as suggested by Hair et al. (2022), showing that the distributions are fairly symmetrical. Employee Retention (0.8999), Remuneration (1.274), Job Advancement (1.177), and Work-Life Balance (1.045) all have moderate positive skewness, meaning the values are slightly more concentrated on the right side of the mean. Since these values are below +2, they are acceptable for further analysis. However, the kurtosis values show some deviations from normality. Employee Retention and Remuneration both have kurtosis values of 2.336 and 2.191, exceeding the +2 threshold. Hair et al. (2022) suggest that values above +2 indicate a more peaked distribution, with higher concentrations around the mean and more extreme values. However, Cortina (1993) argues that small kurtosis deviations, especially with larger samples (like the current sample of 169), are not a significant issue and don't affect result reliability. These minor deviations are unlikely to impact the overall analysis. The

kurtosis values for Job Advancement (1.498) and Work-Life Balance (1.071) are within the acceptable range, indicating normal distribution.

In conclusion, although the kurtosis values for Employee Retention and Remuneration slightly exceed the +2 threshold, this is not considered a significant concern due to the large sample size of 169. According to the Central Limit Theorem, minor deviations from normality are unlikely to substantially impact the analysis. Additionally, Cortina (1993) suggests that small deviations in kurtosis are generally acceptable when working with large sample sizes. Overall, the skewness and kurtosis results indicate that the data meet the normality assumptions, permitting further analysis without substantial concerns regarding the distribution.

4.5 Demographic Analysis

In this study, the demographic profile of the respondents was assessed to better understand the characteristics of the participants involved in the survey. The respondents' gender, age, marital status, education level, and employment period were considered as key demographic factors. A total of 169 respondents participated in the study, providing a comprehensive overview of the sample's diversity.

Regarding gender distribution, the majority of respondents were male, accounting for 98 individuals, or 58% of the total sample. Female respondents made up 42% of the sample, with 71 participants. This indicates a higher proportion of male respondents in the study compared to female respondents. With respect to age distribution, the most significant age group was those aged between 40 to 49 years, comprising 85 participants, or 50.3% of the sample. The second largest group was those in the 30 to 39 years age range, which accounted for 41 respondents (24.3%). The third age group, consisting of individuals aged 20 to 29 years, represented 13.6% of the

respondents, with 23 participants. The smallest group was those aged 50 years and above, comprising 20 respondents, or 11.8% of the total sample. This suggests that the majority of the respondents were middle-aged individuals.

Regarding the education level of the respondents, the largest group held a Bachelor's degree, with 88 participants (52.1%). The second-largest group, comprising 43 respondents (25.4%), held an STPM or Diploma as their highest level of education. Additionally, 28 respondents (16.6%) had obtained a Master's degree or higher qualification, while 10 respondents (5.9%) had completed their SPM as their highest level of education. This indicates a highly educated sample, with the majority possessing a degree or higher level of education.

As for marital status, the majority of respondents were married, comprising 123 participants (72.8%). A smaller proportion, 39 respondents (23.1%), identified as single, while 7 respondents (4.1%) selected the "Other" option, which may include individuals who are divorced, separated, or widowed. Lastly, when considering the respondents' employment period, a significant majority, 130 respondents (76.9%), had been employed for more than 11 years. The second largest group, consisting of 26 respondents (15.4%), had 6 to 10 years of work experience. A smaller group, comprising 10 respondents (5.9%), had 1 to 5 years of service, and only 3 respondents (1.8%) had less than 1 year of service. This indicates that the sample was largely comprised of individuals with substantial work experience.

In summary, the demographic profile of the respondents reveals a varied group, with a notable proportion of middle-aged, highly educated, married males who have considerable work experience. This diverse demographic background offers valuable insights for the analysis and interpretation of the study's results. The detailed demographic information gathered through the questionnaire is shown in Table 4.4.

Table 4.5
Demographic Analysis

	Dimension	Frequency	Percentage
Gender	Male	98	58
	Female	71	42
Age	20-29 Years Old	23	13.6
	30-39 Years Old	41	24.3
	40-49 Years Old	85	50.3
	50 Years Old and above	20	11.8
Education Level	SPM	10	5.9
	STPM/Diploma	43	25.4
	Bachelor's Degree	88	52.1
	Master and above	28	16.6
Marital Status	Single	39	23.1
	Married	123	72.8
	Others	7	4.1
Employment	Less than 1 Year	3	1.8
Period	1-5 Years	10	5.9
	6-10 Years	26	15.4
	11 Years and Above	130	76.9

4.6 Descriptive Analysis

4.6.1 Employee Retention

Employee Retention is the dependent variable, and its descriptive statistics are presented in Table 4.6. The item "If a tempting job offer came from another company, I will consider taking it" had the highest mean score (4.56), indicating that employees

are highly likely to consider external job opportunities. The second-highest mean score was for the item "I have previously investigated a job opportunity at another company," which had a mean of 4.53, suggesting that many employees have actively looked for alternative positions. On the other hand, the item "My current job within this company provides me with a sense of fulfilment" had the lowest mean score (1.77), showing a general lack of job satisfaction among respondents. The mean scores for the dependent variable ranged from 1.77 to 4.56. The overall mean score across all items was 2.85, which indicates that employees tend to express a moderate level of dissatisfaction with their current roles, coupled with a stronger inclination to explore opportunities outside the company. The average standard deviation for all items was 1.01, reflecting moderate variation in the responses. This suggests that while some respondents feel strongly about their intentions to stay or leave, others have different opinions, especially concerning job fulfilment and their future within the company.

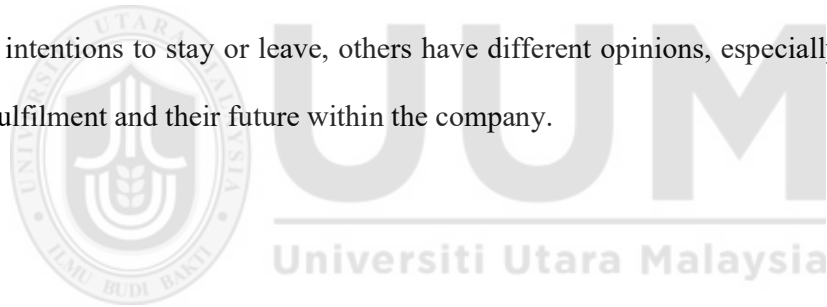


Table 4.6

Descriptive Analysis for Employee Retention

Descriptive Statistics					
Items	N	Min	Max	Mean	Std. Deviation
I plan to work for another company within the next three years	169	1	5	4.50	0.94
My current job within this company provides me with a sense of fulfilment	169	1	5	1.77	1.03
If I wanted a different role or position, I would first explore opportunities within this company	169	1	5	1.84	0.99
I envision a future for myself in this company	169	1	5	1.83	1.05
Whether I work for this company or another, having a job is what matters most to me	169	1	5	2.21	1.28
If I had the choice, I would continue working here for the next five years	169	1	5	1.80	1.01
If I could go back and start again, I would choose to work for a different company	169	1	5	4.47	0.99
If a tempting job offer came from another company, I will consider taking it	169	1	5	4.56	0.94
The work I do is very meaningful to me	169	1	5	1.87	1.07
I truly enjoy working for this company	169	1	5	1.87	1.01
I have previously investigated a job opportunity at another company	169	1	5	4.53	0.95

4.6.2 Remuneration

Remuneration is the independent variable, and its descriptive statistics are shown in Table 4.7. Among the items, "I am satisfied with my take-home pay" had the lowest mean score of 1.78, indicating that employees were generally less satisfied with their pay. The second lowest mean score was for "I am content with my benefits package," which was 2.21, reflecting a moderate level of satisfaction with the benefits provided. In comparison, "I am satisfied with the influence my supervisor has on my pay" and "I am pleased with my most recent salary increases" had slightly higher mean scores of 2.22 and 2.02, respectively. The mean scores for all items ranged from 1.78 to 2.22, with an overall mean score of 2.05 for Remuneration, indicating that while employees show some satisfaction with their pay and benefits, there is still room for improvement.

The standard deviations for the items ranged from 0.75 to 1.02, suggesting a moderate level of variation in responses. The overall standard deviation of 0.87 indicates some variability in how employees perceive their remuneration. While most responses are centred around the average, there are some differing opinions among employees about their pay and benefits, which may indicate areas that need attention.

Table 4.7
Descriptive Analysis for Remuneration

Descriptive Statistics					
Items	N	Min	Max	Mean	Std. Deviation
I am satisfied with my take-home pay	169	1	5	1.78	0.92
I am content with my benefits package	169	1	5	2.21	0.76
I am pleased with my most recent salary increases	169	1	5	2.02	1.02
I am satisfied with the influence my supervisor has on my pay	169	1	5	2.22	0.84
I am content with my current salary	169	1	5	1.99	0.91
I am satisfied with the amount the company contributes towards my benefits	169	1	5	2.10	0.79
I am happy with the raises I have received in the past	169	1	5	1.98	0.91
I am content with the company's pay structure	169	1	5	2.07	0.81
I am satisfied with the information provided by the company about pay-related concerns	169	1	5	2.03	0.93
I am pleased with my overall level of compensation	169	1	5	2.11	0.82
I am satisfied with the value of my benefits	169	1	5	2.01	0.93
I am happy with the pay for other jobs within the company	169	1	5	2.09	0.83
I am content with the consistency of the company's pay policies	169	1	5	2.05	0.90
I am satisfied with the size of my current salary	169	1	5	2.09	0.78
I am pleased with the number of benefits I receive	169	1	5	2.06	0.92
I am content with how my raises are determined	169	1	5	2.13	0.83
I am satisfied with the pay differences between jobs within the company	169	1	5	1.95	0.86
I am happy with how the company manages employee pay	169	1	5	2.11	0.82

4.6.3 Job Advancement

Job advancement is the independent variable, and its descriptive statistics are presented in Table 4.8. Among the items, "My organization offers career counselling and planning support for employees" received the highest mean score of 2.33, indicating a higher level of satisfaction with career counselling and planning. The second-highest mean score was for "My organization provides support for employees seeking continuous training" with a mean of 2.22. On the other hand, "My organization provides employees with information about available job openings within the company" had the lowest mean score of 2.17, reflecting a relatively lower level of satisfaction with the availability of job-related information. The mean scores for all items ranged from 2.11 to 2.33, with an overall mean of 2.20 for Job advancement. This suggests that, overall, employees view their organization's support for career development as moderate, with room for improvement in certain areas. The standard deviations for the items ranged from 0.84 to 1.02, indicating some variability in responses. The overall standard deviation of 0.92 suggests moderate variation in how employees perceive the organization's job advancement opportunities, with a mix of positive and less favorable responses.

Table 4.8

Descriptive Analysis for Job Advancement

Descriptive Statistics					
Items	N	Min	Max	Mean	Std. Deviation
My organization trains employees in skills that prepare them for future jobs and career growth	169	1	5	2.11	0.907
My organization offers career counselling and planning support for employees	169	1	5	2.33	0.843
My organization allows employees the time to acquire new skills that prepare them for future roles	169	1	5	2.12	0.956
My organization provides support for employees seeking continuous training	169	1	5	2.22	0.948
My organization is open to employees' requests for lateral transfers (moving to another department)	169	1	5	2.13	0.903
My organization ensures confidentiality when employees seek advice from staff	169	1	5	2.18	0.909
My organization provides employees with information about available job openings within the company	169	1	5	2.17	1.018
My organization fully supports a career management program for employees	169	1	5	2.27	0.870
My organization offers a structured program to regularly evaluate employees' skills and interests	169	1	5	2.13	0.942

4.6.4 Work-life balance

Work-life balance is the independent variable, and its descriptive statistics are shown in Table 4.9. Among the items, "My organization allows me to work remotely when necessary" had the highest mean score (2.30), indicating strong agreement with the ability to work remotely. The second highest mean score was for "My management believes in fostering a positive and happy workplace environment" at 2.25, suggesting that employees feel supported in maintaining a positive workplace atmosphere. On the

other hand, "I work in an environment that supports my family and personal commitments" had the lowest mean score (2.17), reflecting a slightly lower level of agreement in terms of organizational support for personal commitments. The mean scores for the items ranged from 2.17 to 2.31, with an overall mean score for Work-Life Balance at 2.22. This indicates that while employees generally feel their organization offers support for work-life balance, there is still room for improvement in some areas. The standard deviations for the items ranged from 0.89 to 1.02, indicating a moderate level of variability in the responses. The overall standard deviation of 0.95 suggests some variation in employees' perceptions of the company's work-life balance practices, with responses being fairly consistent but also showing some degree of difference in opinions



Table 4.9
Descriptive Analysis for Work-life balance

Descriptive Statistics					
Items	N	Min	Max	Mean	Std. Deviation
I work in an environment that supports my family and personal commitments	169	1	5	2.17	0.974
My organization allows me to work remotely when necessary	169	1	5	2.30	0.925
I have sufficient technological support (laptops, internet access, VPN, etc.) to work from home	169	1	5	2.21	1.019
My organization values maintaining healthy work-life balance practices	169	1	5	2.26	0.940
My organization encourages employees to take annual vacations or time off	169	1	5	2.18	1.010
My management believes in fostering a positive and happy workplace environment	169	1	5	2.25	0.931
My manager cares about the well-being of their team members	169	1	5	2.18	0.924
My manager never denies me my entitled leave	169	1	5	2.31	1.007
I receive substantial support from my manager in maintaining a healthy work-life balance	169	1	5	2.20	0.908
My colleagues and team members would encourage me to take advantage of work-life balance initiatives when needed	169	1	5	2.19	0.932
Due to the cooperative nature of my coworkers, I do not face challenges in managing my personal life.	169	1	5	2.24	0.895

4.7 Correlation Analysis

Correlation analysis is commonly used to assess the strength and direction of relationships between variables (Sekaran & Bougie, 2016). In this study, Pearson correlation analysis was conducted to examine the strength and direction of the relationships between the independent variables (remuneration, job advancement, and work-life balance) and the dependent variable (employee retention). The correlation coefficient (r) ranges from -1 to +1, where a value of +1 indicates a perfect positive correlation, -1 indicates a perfect negative correlation, and values closer to 0 suggest weaker correlations. The results indicate that all independent variables have a significant positive correlation with employee retention at the 0.01 significance level.

Table 4.10 presents the Pearson correlation results.

Table 4.10

Pearson Correlation Findings

		Employee Retention	Remuneration	Job Advancement	Work-Life Balance
Employee Retention	Pearson Correlation	1	0.647**	0.672**	0.669**
	Sig. (2-tailed)		<0.001	<0.001	<0.001
	N	169	169	169	169
Remuneration	Pearson Correlation	0.647**	1	0.873**	0.851**
	Sig. (2-tailed)	<0.001		<0.001	<0.001
	N	169	169	169	169
Job Advancement	Pearson Correlation	0.672**	0.873**	1	0.887**
	Sig. (2-tailed)	<0.001	<0.001		<0.001
	N	169	169	169	169
Work-life Balance	Pearson Correlation	0.669**	0.851**	0.887**	1
	Sig. (2-tailed)	<0.001	<0.001	<0.001	
	N	169	169	169	169

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

- **Job advancement and employee retention:** The correlation coefficient of $r = 0.672$ ($p < 0.001$) shows that there's a strong positive relationship between job advancement and employee retention. This shows that employees are more likely to stay with the organization that provides opportunity for job advancement and promotional.

- **Work-life balance and employee retention:** A correlation of $r = 0.669$ ($p < 0.001$) shows a strong positive relationship between work-life balance and employee retention. This finding indicates that employees who experience a better balance between their professional and personal lives are more likely to remain with their company or employer.
- **Remuneration and employee retention:** While remuneration indicates a moderate positive correlation with employee retention ($r = 0.647$, $p < 0.001$). This study shows that although higher pay may be associated with better retention at a general level, other factors—such as career growth and work-life balance—play a more decisive role in employees' actual decision to stay.

4.8 Multiple Regression Analysis

Regression analysis is a statistical method used to examine the relationship between independent variables and the dependent variable—in this case, employee retention. This technique helps identify which independent variables have the most significant impact on employee retention, and it also allows for the testing of hypotheses. Based on the data presented in Table 4.11: Model Summary, it is clear that 48.2% of the variance in employee retention can be explained by the independent variables, Work-Life Balance, Remuneration, and Job Advancement. The remaining 51.8% of the variance can be attributed to other factors not included in the study.

Table 4.11
Summary of Regression Model

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.695 ^a	.482	.473	.35142	.482	51.271	3	165	<.001

a. Predictors: (Constant), Work Life Balance, Remuneration, Job Advancement

Table 4.12
Multiple Regression Findings

Coefficients						
Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	
1 (Constant)	1.869	.084		22.198	<0.001	
Remuneration	.109	.083	.160	1.312	.191	
Job Advancement	.171	.084	.281	2.022	.045	
Work Life Balance	.169	.076	.284	2.205	.029	

a. Dependent Variable: Employee Retention

Table 4.12 shows the results of the multiple regression analysis, examining the influence of Work-Life Balance, Remuneration, and Job Advancement on employee

retention. The findings from Table 4.12 reveal that Job Advancement ($\beta = 0.171$, $p = 0.045$), Work-Life Balance ($\beta = 0.169$, $p = 0.029$), and Remuneration ($\beta = 0.109$, $p = 0.191$) are the primary variables considered. The results indicate that both Job Advancement and Work-Life Balance have a positive and statistically significant relationship with employee retention. However, Remuneration does not appear to have a significant impact on employee retention.

Specifically, Job Advancement shows a positive and statistically significant relationship with employee retention ($\beta = 0.171$, $p = 0.045$), meaning that employees who feel there are opportunities for advancement are more likely to stay with the organization. Work-Life Balance also has a positive and significant relationship with employee retention ($\beta = 0.169$, $p = 0.029$), suggesting that employees with a better work-life balance are more likely to remain in their jobs.

On the other hand, Remuneration shows a positive correlation with employee retention but is not statistically significant ($\beta = 0.109$, $p = 0.191$). This implies that while remuneration is associated with retention, it is not a major factor in explaining employee retention in this study. Among the three independent variables, Job Advancement (28.1%) and Work-Life Balance (28.4%) have the strongest influence on employee retention, with Remuneration playing a less significant role in predicting retention. These findings highlight that focusing on providing job advancement opportunities and improving work-life balance are more effective strategies for increasing employee retention in the automotive industry.

Hypothesis 1: There is a positive significant relationship between remuneration and employee retention among front-line workers in the automotive industry.

The regression analysis shows that remuneration ($B = 0.109$, $p = .191$) is not a significant predictor of employee retention. Since the p-value is greater than 0.05, this indicates that remuneration does not have a statistically significant effect on employee retention. Therefore, Hypothesis 1 is not supported.

Hypothesis 2: There is a positive significant relationship between job advancement and employee retention among front-line workers in the automotive industry.

The results reveal that job advancement ($B = 0.171$, $p = .045$) has a significant positive impact on employee retention at the 5% significance level. This suggests that employees who perceive greater opportunities for career growth are more likely to stay with the organization. Thus, Hypothesis 2 is supported.

Hypothesis 3: There is a positive significant relationship between work-life balance and employee retention among front-line workers in the automotive industry.

The analysis indicates that work-life balance ($B = 0.169$, $p = .029$) is a significant positive predictor of employee retention, as the p-value is below 0.05. This suggests that employees with a better work-life balance are more likely to remain with the organization. Therefore, Hypothesis 3 is supported.

4.9 Hypothesis Findings

The hypothesis testing results are summarized in Table 4.13 below. The table outlines the relationships between the independent variables (Work-Life Balance, Remuneration, and Job Advancement) and the dependent variable (Employee Retention) based on the regression analysis.

Table 4.13

Hypothesis Testing Results

Hypothesis	Result
There is a positive significant relationship between remuneration and employee retention among front liners in the automotive industry.	Not accepted
There is a positive significant relationship between job advancement and employee retention among front liners in the automotive industry.	Accepted
There is a positive significant relationship between work-life balance and employee retention among front liners in the automotive industry.	Accepted

4.10 Summary

This chapter presents the comprehensive data analysis conducted for this study. The analysis begins with assessing the reliability of the data, followed by a normality test to ensure the data meets the necessary assumptions for statistical analysis. The demographic characteristics of the respondents are then described, providing insight into the sample composition. Descriptive statistics are presented to offer a general overview of the data. Following this, multiple regression analysis is conducted to examine the impact of remuneration, job advancement, and work-life balance on employee retention. The findings from this analysis determine which factors significantly influence employee retention and are used to answer the research questions

outlined in Chapter 1. The next chapter will provide a more detailed discussion and interpretation of the results.



CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1 Introduction

In this chapter, the results of the analysis in Chapter 4 are discussed. Along with a review of the study's implications, the first section provides an analysis of the hypothesis test results in accordance with the objectives of the study. This chapter then examines at the study's inherent limitations and makes recommendations for further research. The research's conclusion marks the end of the chapter.

- i. Is there a relationship between remuneration and employee retention among front-line workers in the automotive industry?
- ii. Is there a relationship between job advancement and employee retention among front-line workers in the automotive industry?
- iii. Is there a relationship between work-life balance and employee retention among front-line workers in the automotive industry?

5.2 Discussion

5.2.1 Relationship between remuneration and employee retention

To answer the first study question, several regression and correlation analyses were performed. The findings demonstrated a positive correlation between remuneration and employee retention in the automotive industry, as demonstrated by Pearson's Correlation ($r = 0.647$, $p = 0.000$; $p < 0.05$). However, the findings of the regression study showed that employee retention variance among front liners is not substantially predicted by remuneration ($\beta = 0.109$, $p = 0.191$). These results imply that while remuneration is positively correlated with employee retention, it is not a significant factor in determining a front liner's decision to remain with the company.

This finding is consistent with other research that showed that financial advantages and remuneration have an impact on employee retention but are not the only determining factors. Instead, front liners might place a higher value on work-life balance and chances for job advancement than monetary pay. Front-line employees in the automotive industry, such as assembly line workers and customer care agents, could value stability and job satisfaction more than increased remuneration, particularly if their jobs require a lot of physical labor or unpredictable hours, which may affect their work-life balance and hinder job advancement opportunities, influencing employee retention.

The results of the descriptive analysis showed that a sizable portion of front liners in the automotive industry were unhappy with their remuneration. Many front liners are dissatisfied with their current remuneration, as seen by the item "I am satisfied with my take-home pay" having the lowest mean score (1.78). Additionally, "I am content with my benefits package" received a mean score of 2.21, indicating that monetary rewards might not be sufficient to improve employee retention. Particularly, front liners in production positions or on manufacturing floors frequently believe that their remuneration is out of proportion to the long hours and monotonous nature of their work, which can cause disengagement and low morale.

For the automotive industry, providing competitive pay is crucial, but resolving employee discontent calls for a more comprehensive strategy focused on job advancement, employee retention, and work-life balance.

Front liners may actively look for work elsewhere if they feel their remuneration or worth is inadequate. But as the study indicates, raising remuneration alone might not be the best long-term employee retention tactic. Automotive businesses should concentrate on efforts like flexible work schedules, wellness and health programs, and clear career development tracks in order to increase employee retention. Additionally,

encouraging possibilities for certification and skill development in the automotive industry may help front liners envision a future with the organization that extends beyond their current roles. Front liners are more inclined to stick with a company if they believe their position offers opportunities for skill development and job advancement. Employee loyalty and happiness can also be greatly increased by fostering an environment of respect and gratitude and by recognizing exceptional performance, which enhances employee retention in the automotive industry. To increase employee loyalty and happiness, businesses should instead take a comprehensive strategy, enhancing monetary remuneration with work-life balance programs and chances for job advancement.

5.2.2 Relationship between Job Advancement and Employee Retention

To comprehensively examine the second study question, regression and correlation analyses were systematically conducted. According to Pearson's Correlation, the results showed a significant positive relationship between employee retention and job advancement ($r = 0.672$, $p = 0.000$; $p < 0.05$). Furthermore, the findings of regression analysis showed that employee retention variance among front liners in the automotive industry is strongly predicted by job advancement ($\beta = 0.171$, $p = 0.045$). Hence, the hypothesis is accepted.

According to these findings, front liners who believe their company offers better chances for job advancement are more inclined to stick around, while those who don't may look for other work. Workers are more likely to stay involved and dedicated if they believe there is clear job advancement within the company. According to Hausknecht et al. (2009), job advancement opportunities are one of the main factors that keep workers at a company because they give them a sense of purpose and motivation.

According to these results, in order to improve employee retention, businesses ought to give priority to internal promotions, professional development programs, and mentorship programs. Job advancement is especially important in the automotive industry because many roles are repetitious and physically demanding. Front liners may feel stagnant and look for more exciting chances in other industries if they don't perceive any room for advancement. Promoting front liners from factory floors to leadership or supervisory positions, for instance, can increase motivation in the automotive industry as long as there are obvious and easy paths for job advancement. To improve employees' abilities in areas like quality control, assembly line optimization, and customer interactions, automotive businesses can also provide cross-functional training. This can boost employee retention and job satisfaction.

Additionally, remuneration and work-life balance play a crucial role in ensuring employee retention by fostering a supportive and rewarding work environment. Employee satisfaction with job advancement prospects was moderate, according to the descriptive study. Front liners appear to favour organized job advancement programs, as seen by the statement "My organization offers career counselling and planning support for employees" receiving the highest mean score (2.33). Other answers, including "My organization provides employees with information about available job openings within the company," however, had a lower score (2.17), suggesting that there may be discontent with the transparency of internal job postings. Front liners in customer-facing positions or on assembly lines in the automotive industry could feel cut off from chances at higher levels. Businesses could solve this by providing workshops that define career routes within the company and making sure internal job vacancies are accessible and well-communicated, supporting job advancement and employee retention.

Employee motivation and engagement may suffer in the absence of a defined job advancement path, which could raise turnover rates. To increase job satisfaction and retention rates, companies in the automotive industry should provide clear job advancement frameworks, mentorship programs, and skills training initiatives. To further encourage job advancement and retain top talent, a formalized employee appreciation program for front liners who succeed in their professions or show leadership potential should be established, supporting employee retention and fostering a positive work environment.

5.2.3 Relationship between Work-Life Balance and Employee Retention

To answer the third study question, several regression and correlation analyses were performed. Pearson's Correlation revealed a positive correlation between work-life balance and employee retention among front liners in the automotive industry ($r = 0.669$, $p = 0.000$; $p < 0.05$). Additionally, work-life balance is a significant predictor of employee retention variance, according to regression analysis results ($\beta = 0.169$, $p = 0.029$).

According to these results, front liners who have a healthy work-life balance are more likely to stick with the company, whereas those who find it difficult to reconcile work and personal obligations might look for work elsewhere. Thus, the hypothesis is accepted. Employees are more likely to stick with their companies if they can successfully manage their personal and work life. Strong work-life balance policies are associated with lower turnover rates and improved job satisfaction (Lazar et al., 2010). Furthermore, Kim et al. (2019) found that workers who have supportive organizational cultures and flexible work schedules are less likely to look for job advancement elsewhere. In the automotive industry, where front-line positions like assembly line

workers and customer service representatives frequently deal with lengthy shifts and physically taxing work, this is especially pertinent to improving work-life balance, job advancement, and employee retention. These results highlight how crucial work-life balance initiatives like flexible scheduling, remote work choices, and wellness initiatives are to promoting employee retention, remuneration, and overall job advancement. The opportunity to take time off for personal health or family events can greatly lower stress and boost job satisfaction in the automotive industry, where front liners may work non-traditional hours like weekends or late shifts, improving work-life balance and supporting employee retention.

This is consistent with earlier studies showing how crucial work-life balance is for lowering burnout, raising job satisfaction, and encouraging employee retention. The results of the descriptive analysis showed that front liners were only somewhat satisfied with the work-life balance policies of their company. Front liners appear to favour flexible work arrangements, as seen by the item "My organization allows me to work remotely when necessary," which had the highest mean score (2.30). Furthermore, the statement "My management believes in fostering a positive and happy workplace environment" obtained a mean score of 2.25, suggesting that workplace culture is a significant factor in determining how front liners view work-life balance. Offering remote work choices could be a big help in keeping front liners in the automotive industry, particularly in positions like customer service or administration where it might be more practical. Furthermore, in sectors like car production, where front liners may suffer from stress and physically demanding jobs, the need for mental health support has grown even more. Putting in place wellness initiatives, including stress management classes or counseling services, can enhance employees' general well-being, contributing to better work-life balance and employee retention.

Businesses in the automotive industry that don't have work-life balance policies that support front liners run the risk of having significant employee turnover and discontent. Companies should take into account work-life balance initiatives, mental health support programs, and flexible work schedules to improve employee retention. This will promote long-term loyalty to the company and improve overall well-being among front liners. In order to improve employee happiness and work-life balance, the automotive industry should also cultivate a culture of gratitude by rewarding or providing time off for front liners' contributions, supporting job advancement and employee retention.

5.3 Implication of Study

5.3.1 Theoretical Implications

The study's conclusions advance the theoretical knowledge of employee retention by confirming the Social Exchange Theory (SET) as a useful framework for elucidating the reasons behind front liners' decisions to remain with their companies in the automotive industry. According to SET, front liners assess their connection with their employer based on how well they believe their contributions and perks are balanced. Employee commitment to the company is higher when they believe their efforts are rewarded with equitable remuneration, opportunities for job advancement, and a positive work-life balance. The study's findings corroborate the SET theory that non-financial factors can increase organizational commitment by confirming that work-life balance and job advancement have a major impact on employee retention. Front liners who see prospects for clear job advancement and a healthy work-life balance are more likely to form close bonds with their employers and are less likely to plan to leave. Although remuneration was found to positively correlate with employee retention, it

was not a significant predictor, suggesting that long-term commitment is not always fostered by financial incentives alone. This aligns with earlier studies indicating that, in the absence of other essential workplace factors, remuneration acts as a core necessity but does not by itself inspire motivation or commitment.

This study broadens the theoretical discussion on retention in labour-intensive, high-demand industries by applying SET to front liners in the automotive industry. It emphasizes the necessity of a mutually beneficial working relationship in which companies provide work-life balance programs and job advancement opportunities in addition to monetary remuneration. According to the results, future research should examine other elements such as corporate culture, leadership philosophies, and psychological contracts that might regulate or mediate the association between workplace perks and employee retention. Gaining insight into these patterns may improve the use of SET in personnel management strategies across various industries.

5.3.2 Practical Implication

The study's findings are valuable for HR management practices in the automotive industry, particularly in developing strategies to enhance the retention of front liners. Since job advancement and work-life balance were identified as the most significant predictors of employee retention, organizations should prioritize structured career development programs and foster a work environment that promotes a healthy balance between professional and personal life.

Career advancement opportunities are essential to ensuring that front liners see a long-term future with the company. Employers should establish clear promotion pathways, invest in skill development initiatives, and implement mentorship programs to support job advancement. Providing front liners with opportunities to grow

professionally and enhance their abilities within the organization fosters job security and career satisfaction, ultimately reducing turnover rates.

Work-life balance is another critical factor in employee retention. Organizations should consider introducing flexible work schedules, mental health and wellness initiatives, and enhanced leave policies to help front liners manage their professional and personal responsibilities. When employees feel that their well-being is valued, they are more likely to remain engaged and committed to their roles, leading to increased productivity and job satisfaction.

Although remuneration was not a strong predictor of employee retention, it remains a vital factor in preventing dissatisfaction. Competitive and transparent salary structures are essential for maintaining employee trust and ensuring that remuneration aligns with industry standards. However, companies should recognize that monetary rewards alone are not sufficient for long-term employee retention. A holistic approach that integrates fair remuneration, job advancement opportunities, and supportive work-life balance policies is more effective in fostering long-term commitment.

Beyond implementing specific policies, organizations should cultivate a workplace culture that emphasizes mutual respect, career growth, and employee well-being. By creating an environment where front liners feel valued and supported, businesses can enhance workforce stability and reduce turnover. In the long run, a comprehensive retention strategy that combines work-life balance initiatives, job advancement programs, and competitive remuneration will drive employee engagement, improve job performance, and contribute to the overall success of the automotive industry.

5.4 Limitations and Recommendations

There are some limitations to this study, even though it provides important theoretical and practical insights into employee retention among front liners in the automotive industry. Recognizing these limitations can help refine future research to develop a more comprehensive understanding of the factors influencing employee retention.

First, this study relied solely on quantitative data collected through surveys, which limits the depth of insight into the experiences and motivations of front liners. While the statistical analysis provided valuable information on how remuneration, job advancement, and work-life balance relate to employee retention, it does not fully capture the perspectives of front liners regarding their job satisfaction and long-term career goals. Future research could incorporate qualitative methods, such as focus groups or interviews, to gain a deeper understanding of front liners' experiences, views on company policies, and key factors influencing their decisions to stay or leave.

Second, the study's focus and sample size may limit the generalizability of the findings. Since the research concentrated on front liners within a single company in the automotive industry, the results may not fully reflect variations in employee retention trends across different firms or regions within the industry. Expanding future studies to include multiple companies in the automotive industry or a larger, more diverse sample from different locations would enhance the reliability and applicability of the findings. Additionally, incorporating front liners from various job roles and experience levels could provide a more well-rounded perspective on the factors influencing employee retention.

Third, the cross-sectional research design used in this study captures front liners' perceptions at a single point in time, making it difficult to assess how employee

retention factors evolve. Economic conditions, company restructuring, and individual job advancement goals can all impact front liners' motivations and workplace experiences. Future research should consider adopting a longitudinal approach to track changes in employee retention factors over time. This would provide a clearer understanding of cause-and-effect relationships and the long-term impact of industry trends and company policies on employee retention.

By addressing these limitations and incorporating these recommendations, future research can contribute to a more comprehensive understanding of employee retention in the automotive industry. These improvements would help organizations develop more effective strategies for retaining front liners, ultimately promoting workforce stability and enhancing overall business performance.

5.5 Conclusion

With a focus on remuneration, job advancement, and work-life balance, this study has provided a comprehensive analysis of the factors influencing employee retention among front liners in the automotive industry. The findings highlight the importance of work-life balance initiatives and job advancement opportunities in fostering long-term employee retention. While remuneration was positively associated with employee retention, it was not a significant predictor, suggesting that financial incentives alone are not sufficient to ensure employee loyalty. These results align with the Social Exchange Theory (SET), which emphasizes the importance of mutually beneficial relationships between employers and front liners in promoting sustained commitment.

The study's empirical findings offer valuable insights into HRM practices in the automotive industry. The results indicate that organizations should prioritize

mentorship programs, job advancement initiatives, and structured promotion pathways to enhance job satisfaction and employee retention. Additionally, companies should integrate work-life balance policies, such as flexible work arrangements and wellness programs, to improve overall job satisfaction and reduce turnover.

By understanding the key factors influencing employee retention, organizations in the automotive industry can develop targeted strategies to reduce turnover, enhance job satisfaction, and improve overall operational efficiency. Future research should build on these findings by expanding the study to include multiple firms, incorporating qualitative insights, and adopting a longitudinal research approach to better understand how employee retention factors evolve over time.

Ultimately, ensuring employee retention requires a holistic approach that goes beyond remuneration. Companies that invest in work-life balance programs, supportive workplace policies, and job advancement opportunities will not only reduce turnover but also foster a more engaged, committed, and productive workforce, contributing to the long-term success of the automotive industry.

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Appendix A

I. Questionnaire



My name is **Sheela A/P L Maran** from the University of Utara Malaysia. Currently conducting research entitled **study on impact of remuneration, advancement, and work-life balance on employee retention among front liners in the automotive industry**. I'd appreciate it if you could take a moment to respond to some questions I've prepared to aid with my research. We sincerely appreciate your cooperation. Regards

PART A: DEMOGRAPHIC PROFILE

Instructions: Please select and tick (✓) the appropriate answer below the space provided.

1. Gender:

Male () Female ()

2. Age:

20-29 Years () 30-39 Years () 40-49 Years () 49 Years and above ()

3. Education Level:

SPM () STPM/Diploma () Degree () Master and above ()

4. Marital Status:

Single () Married () Others ()

5. Employment Period:

< 1 Year () 1-5 Years () 6-10 Years () 11 Years and above ()

PART B: EMPLOYEE RETENTION

Instructions: Please select and tick (✓) the appropriate answer below the space provided.

Num	Items	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
		1	2	3	4	5
1.	I intend to work for a different organization in three years.					
2.	I'm satisfied with my position at this company.					
3.	If I were interested in working for a different company, I would first investigate my options there.					
4.	I think I have a future in this organization.					
5.	Providing I have job, it makes little difference whatever company I work for.					
6.	I have every intention of staying employed by this organization for the ensuing five years, if given the choice.					
7.	Should I have the chance to start over, I would like to find employment in another company.					
8.	I would accept a job offers from a different company if it were appealing.					
9.	My work is really crucial for me.					
10.	I enjoy my job at this organization.					
11.	I have previously investigated a job opportunity at another company.					

PART C : REMNUNERATION, JOB ADVANCEMENT AND WORK-LIFE BALANCE**Section 1: REMUNERATION**

Instructions: Please select and tick (✓) the appropriate answer below the space provided.

Num	Items	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
		1	2	3	4	5
1.	I am satisfied with my take-home pay.					
2.	I am content with my benefits package.					
3.	I am pleased with my most recent salary increases.					
4.	I am satisfied with the influence my supervisor has on my pay.					
5.	I am content with my current salary.					
6.	I am satisfied with the amount the company contributes towards my benefits.					
7.	I am happy with the raises I have received in the past.					
8.	I am content with the company's pay structure.					
9.	I am satisfied with the information provided by the company about pay-related concerns.					
10.	I am pleased with my overall level of compensation.					
11.	I am satisfied with the value of my benefits.					
12.	I am happy with the pay for other jobs within the company.					
13.	I am content with the consistency of the company's pay policies.					
14.	I am satisfied with the size of my current salary.					

15.	I am pleased with the number of benefits I receive.					
16.	I am content with how my raises are determined.					
17.	I am satisfied with the pay differences between jobs within the company					
18.	I am happy with how the company manages employee pay.					



SECTION 2: JOB ADVANCEMENT

Instructions: Please select and tick (✓) the appropriate answer below the space provided.

Num	Items	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
		1	2	3	4	5
1.	My organization trains employees in skills that prepare them for future jobs and career growth.					
2.	My organization offers career counselling and planning support for employees.					
3.	My organization allows employees the time to acquire new skills that prepare them for future roles.					
4.	My organization provides support for employees seeking continuous training.					
5.	My organization is open to employees' requests for lateral transfers (moving to another department).					
6.	My organization ensures confidentiality when employees seek advice from staff.					
7.	My organization provides employees with information about available job openings within the company.					
8.	My organization fully supports a career management program for employees.					
9.	My organization offers a structured program to regularly evaluate employees' skills and interests.					

SECTION 3: WORK-LIFE BALANCE

Instructions: Please select and tick (✓) the appropriate answer below the space provided.

Num	Items	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
		1	2	3	4	5
1.	I work in an environment that supports my family and personal commitments.					
2.	My organization allows me to work remotely when necessary.					
3.	I have sufficient technological support (laptops, internet access, VPN, etc.) to work from home.					
4.	My organization values maintaining healthy work-life balance practices.					
5.	My organization encourages employees to take annual vacations or time off.					
6.	My management believes in fostering a positive and happy workplace environment.					
7.	My manager cares about the well-being of their team members.					
8.	My manager never denies me my entitled leave.					
9.	I receive substantial support from my manager in maintaining a healthy work-life balance.					
10.	My colleagues and team members would encourage me to take advantage of work-life balance initiatives when needed.					
11.	Due to the cooperative nature of my coworkers, I do not face challenges in managing my personal life.					

II. SPSS Output

Frequency Table

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	98	58.0	58.0	58.0
	Female	71	42.0	42.0	100.0
	Total	169	100.0	100.0	

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 - 29 Years	23	13.6	13.6	13.6
	30 - 39 Years	41	24.3	24.3	37.9
	40 - 49 Years	85	50.3	50.3	88.2
	50 Years and above	20	11.8	11.8	100.0
	Total	169	100.0	100.0	

		Education Level			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	10	5.9	5.9	5.9
	STPM / Diploma	43	25.4	25.4	31.4
	Bachelor's Degree	88	52.1	52.1	83.4
	Master's Degree and Above	28	16.6	16.6	100.0
	Total	169	100.0	100.0	

		Marital Status			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	39	23.1	23.1	23.1
	Married	123	72.8	72.8	95.9
	Other	7	4.1	4.1	100.0
	Total	169	100.0	100.0	

Reliability

Reliability Statistics

Cronbach's Alpha	N of Items
.649	11

Item Statistics

	Mean	Std. Deviation	N
I plan to work for another company within the next three years	4.50	.939	169
My current job within this company provides me with a sense of fulfilment.	1.77	1.029	169
If I wanted a different role or position, I would first explore opportunities within this company	1.84	.996	169
I envision a future for myself in this company	1.83	1.050	169
Whether I work for this company or another, having a job is what matters most to me	2.21	1.278	169
If I had the choice, I would continue working here for the next five years	1.80	1.009	169
If I could go back and start again, I would choose to work for a different company	4.47	.994	169
If a tempting job offer came from another company, I will consider taking it	4.56	.938	169
The work I do is very meaningful to me.	1.87	1.072	169
I truly enjoy working for this company	1.87	1.009	169

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
31.25	28.357	5.325	11

Reliability

Reliability Statistics

Cronbach's	
Alpha	N of Items
.971	18

Item Statistics

	Mean	Std. Deviation	N
I am satisfied with my take-home pay	1.78	.922	169
I am content with my benefits package	2.21	.755	169
I am pleased with my most recent salary increases	2.02	1.015	169
I am satisfied with the influence my supervisor has on my pay	2.22	.841	169
I am content with my current salary	1.99	.910	169
I am satisfied with the amount the company contributes towards my benefits	2.10	.792	169
I am happy with the raises I have received in the past	1.98	.906	169
I am content with the company's pay structure	2.07	.813	169
I am satisfied with the information provided by the company about pay-related concerns	2.03	.929	169
I am pleased with my overall level of compensation	2.11	.820	169
I am satisfied with the value of my benefits	2.01	.932	169
I am happy with the pay for other jobs within the company	2.09	.826	169

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
37.01	164.184	12.813	18

Reliability

Reliability Statistics

Cronbach's	
Alpha	N of Items
.957	9

Item Statistics

	Mean	Std. Deviation	N
My organization trains employees in skills that prepare them for future jobs and career growth	2.11	.907	169
My organization offers career counselling and planning support for employees	2.33	.843	169
My organization allows employees the time to acquire new skills that prepare them for future roles	2.12	.956	169
My organization provides support for employees seeking continuous training	2.22	.948	169
My organization is open to employees' requests for lateral transfers (moving to another department).	2.13	.903	169
My organization ensures confidentiality when employees seek advice from staff	2.18	.909	169
My organization provides employees with information about available job openings within the company	2.17	1.018	169
My organization fully supports a career management program for employees	2.27	.870	169

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
19.65	51.264	7.160	9

Reliability

Reliability Statistics

Cronbach's Alpha	N of Items
.964	11

Item Statistics

	Mean	Std. Deviation	N
I work in an environment that supports my family and personal commitments	2.17	.974	169
My organization allows me to work remotely when necessary	2.30	.925	169
I have sufficient technological support (laptops, internet access, VPN, etc.) to work from home	2.21	1.019	169
My organization values maintaining healthy work-life balance practices	2.26	.940	169
My organization encourages employees to take annual vacations or time off	2.18	1.010	169
My management believes in fostering a positive and happy workplace environment	2.25	.931	169
My manager cares about the well-being of their team members	2.18	.924	169
My manager never denies me my entitled leave	2.31	1.007	169
I receive substantial support from my manager in maintaining a healthy work-life balance	2.20	.908	169

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
24.49	80.501	8.972	11

Normality Test

Descriptives

		Statistic	Std. Error
Employee Retention	Mean	2.8413	.03724
	95% Confidence Interval for Mean	Lower Bound	2.7678
		Upper Bound	2.9148
	5% Trimmed Mean	2.8187	
	Median	2.8182	
	Variance	.234	
	Std. Deviation	.48411	
	Minimum	1.55	
	Maximum	4.73	
	Range	3.18	
	Interquartile Range	.55	
	Skewness	.899	.187
	Kurtosis	2.336	.371
Remuneration	Mean	2.0559	.05476
	95% Confidence Interval for Mean	Lower Bound	1.9478
		Upper Bound	2.1640
	5% Trimmed Mean	2.0019	
	Median	1.9444	
	Variance	.507	
	Std. Deviation	.71186	
	Minimum	1.00	
	Maximum	5.00	
	Range	4.00	
	Interquartile Range	.83	
	Skewness	1.274	.187
	Kurtosis	2.191	.371
Job Advancement	Mean	2.1834	.06120
	95% Confidence Interval for Mean	Lower Bound	2.0626
		Upper Bound	2.3042
	5% Trimmed Mean	2.1329	
	Median	2.1111	
	Variance	.633	
	Std. Deviation	.79555	
	Minimum	1.00	
	Maximum	5.00	
	Range	4.00	
	Interquartile Range	.89	

	Skewness	1.177	.187
	Kurtosis	1.498	.371
Work Life Balance	Mean	2.2265	.06274
	95% Confidence Interval for Mean	Lower Bound	2.1026
		Upper Bound	2.3503
	5% Trimmed Mean	2.1760	
	Median	2.1818	
	Variance	.665	
	Std. Deviation	.81566	
	Minimum	1.00	
	Maximum	5.00	
	Range	4.00	
	Interquartile Range	.91	
	Skewness	1.045	.187
	Kurtosis	1.071	.371

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Employee Retention	.177	169	.000	.892	169	.000
Remuneration	.118	169	.000	.908	169	.000
Job Advancement	.142	169	.000	.903	169	.000
Work Life Balance	.165	169	.000	.917	169	.000

Descriptive Analysis

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I plan to work for another company within the next three years	169	1	5	4.50	.939
My current job within this company provides me with a sense of fulfilment.	169	1	5	1.77	1.029
If I wanted a different role or position, I would first explore opportunities within this company	169	1	5	1.84	.996
I envision a future for myself in this company	169	1	5	1.83	1.050

Whether I work for this company or another, having a job is what matters most to me	169	1	5	2.21	1.278
If I had the choice, I would continue working here for the next five years	169	1	5	1.80	1.009
If I could go back and start again, I would choose to work for a different company	169	1	5	4.47	.994
If a tempting job offer came from another company, I will consider taking it	169	1	5	4.56	.938
The work I do is very meaningful to me.	169	1	5	1.87	1.072
I truly enjoy working for this company	169	1	5	1.87	1.009
I have previously investigated a job opportunity at another company	169	1	5	4.53	.952
Valid N (listwise)	169				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I am satisfied with my take-home pay	169	1	5	1.78	.922
I am content with my benefits package	169	1	5	2.21	.755
I am pleased with my most recent salary increases	169	1	5	2.02	1.015
I am satisfied with the influence my supervisor has on my pay	169	1	5	2.22	.841
I am content with my current salary	169	1	5	1.99	.910
I am satisfied with the amount the company contributes towards my benefits	169	1	5	2.10	.792
I am happy with the raises I have received in the past	169	1	5	1.98	.906

I am content with the company's pay structure	169	1	5	2.07	.813
I am satisfied with the information provided by the company about pay-related concerns	169	1	5	2.03	.929
I am pleased with my overall level of compensation	169	1	5	2.11	.820
I am satisfied with the value of my benefits	169	1	5	2.01	.932
I am happy with the pay for other jobs within the company	169	1	5	2.09	.826
I am content with the consistency of the company's pay policies	169	1	5	2.05	.898
I am satisfied with the size of my current salary	169	1	5	2.09	.781
I am pleased with the number of benefits I receive	169	1	5	2.06	.924
I am content with how my raises are determined	169	1	5	2.13	.828
I am satisfied with the pay differences between jobs within the company	169	1	5	1.95	.858
I am happy with how the company manages employee pay	169	1	5	2.11	.824
Valid N (listwise)	169				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
My organization trains employees in skills that prepare them for future jobs and career growth	169	1	5	2.11	.907

My organization offers career counselling and planning support for employees	169	1	5	2.33	.843
My organization allows employees the time to acquire new skills that prepare them for future roles	169	1	5	2.12	.956
My organization provides support for employees seeking continuous training	169	1	5	2.22	.948
My organization is open to employees' requests for lateral transfers (moving to another department).	169	1	5	2.13	.903
My organization ensures confidentiality when employees seek advice from staff	169	1	5	2.18	.909
My organization provides employees with information about available job openings within the company	169	1	5	2.17	1.018
My organization fully supports a career management program for employees	169	1	5	2.27	.870
My organization offers a structured program to regularly evaluate employees' skills and interests	169	1	5	2.13	.942
Valid N (listwise)	169				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I work in an environment that supports my family and personal commitments	169	1	5	2.17	.974
My organization allows me to work remotely when necessary	169	1	5	2.30	.925
I have sufficient technological support (laptops, internet access, VPN, etc.) to work from home	169	1	5	2.21	1.019
My organization values maintaining healthy work-life balance practices	169	1	5	2.26	.940
My organization encourages employees to take annual vacations or time off	169	1	5	2.18	1.010
My management believes in fostering a positive and happy workplace environment	169	1	5	2.25	.931
My manager cares about the well-being of their team members	169	1	5	2.18	.924
My manager never denies me my entitled leave	169	1	5	2.31	1.007
I receive substantial support from my manager in maintaining a healthy work-life balance	169	1	5	2.20	.908
My colleagues and team members would encourage me to take advantage of work-life balance initiatives when needed	169	1	5	2.19	.932

Correlations Analysis

		Correlations		
		Employee Retention	Remuneration	Job Advancement
Employee Retention	Pearson Correlation	1	.647**	.672**
	Sig. (2-tailed)		.000	.000
	N	169	169	169
Remuneration	Pearson Correlation	.647**	1	.873**
	Sig. (2-tailed)	.000		.000
	N	169	169	169
Job Advancement	Pearson Correlation	.672**	.873**	1
	Sig. (2-tailed)	.000	.000	
	N	169	169	169
Work Life Balance	Pearson Correlation	.669**	.851**	.887**
	Sig. (2-tailed)	.000	.000	.000
	N	169	169	169

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

		Correlations	
			Work Life Balance
Employee Retention	Pearson Correlation		.669**
	Sig. (2-tailed)		.000
	N		169
Remuneration	Pearson Correlation		.851**
	Sig. (2-tailed)		.000
	N		169
Job Advancement	Pearson Correlation		.887**
	Sig. (2-tailed)		.000
	N		169
Work Life Balance	Pearson Correlation		1
	Sig. (2-tailed)		
	N		169

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

Regression

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.695 ^a	.482	.473	.35142	.482	51.271	3

Model Summary

Model	df2	Change Statistics	
		Sig. F Change	
1	165	.000	

a. Predictors: (Constant), Work Life Balance, Remuneration, Job Advancement

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.995	3	6.332	51.271	.000 ^b
	Residual	20.377	165	.123		
	Total	39.372	168			

a. Dependent Variable: Employee Retention

b. Predictors: (Constant), Work Life Balance, Remuneration, Job Advancement

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.869	.084		22.198	.000
	Remuneration	.109	.083	.160	1.312	.191
	Job Advancement	.171	.084	.281	2.022	.045
	Work Life Balance	.169	.076	.284	2.205	.029

a. Dependent Variable: Employee Retention