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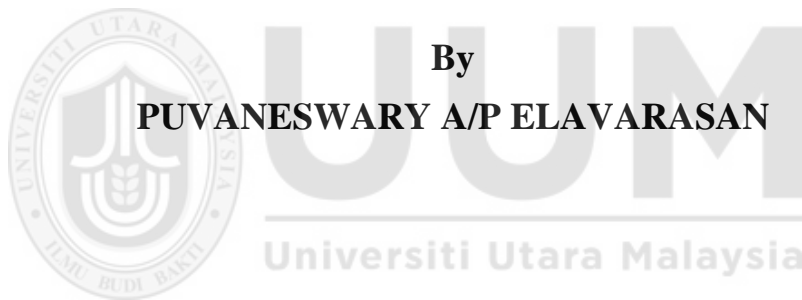


**THE INFLUENCE OF COMPENSATION, PROFESSIONAL
DEVELOPMENT, AND WORK-LIFE BALANCE ON EMPLOYEE
RETENTION IN PRIVATE CLINICS IN KLANG VALLEY,
MALAYSIA**



**MASTER OF HUMAN RESOURCE MANAGEMENT
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DEVELOPMENT, AND WORK-LIFE BALANCE ON EMPLOYEE
RETENTION IN PRIVATE CLINICS IN KLANG VALLEY,
MALAYSIA**



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Resource Management**



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ABSTRACT

Employee retention has become a critical challenge in the healthcare sector, particularly among private clinics where workforce shortages, high job demands, and limited resources often contribute to high turnover rates. In Malaysia, private clinics play an essential role in delivering primary healthcare services, especially in urban areas such as the Klang Valley. However, retaining skilled healthcare professionals remains a persistent issue. This study aims to examine the influence of compensation, professional development opportunities, and work-life balance on employee retention in private clinics located in the Klang Valley, Malaysia. A quantitative research approach was adopted, and data were collected through a self-administered questionnaire distributed to employees working in private clinics. The measurement instruments for all variables were adapted from established studies to ensure reliability and validity. Descriptive analysis, reliability analysis, Pearson correlation analysis, and multiple linear regression analysis were employed using IBM SPSS to analyse the data and test the proposed hypotheses. The findings indicate that compensation, professional development opportunities, and work-life balance each have a significant influence on employee retention in private clinics. Among these factors, work-life balance emerged as a particularly important predictor, highlighting the need for supportive work environments and manageable job demands in the healthcare setting. The results suggest that both financial and non-financial human resource practices play a vital role in encouraging employees to remain with their organizations. This study contributes to the existing literature on employee retention by providing empirical evidence from the context of Malaysian private clinics, an area that has received limited research attention. The findings offer practical implications for clinic owners, managers, and human resource practitioners in developing effective retention strategies to enhance workforce stability, reduce turnover costs, and improve the overall quality of healthcare service delivery.

Keywords: compensation; professional development opportunities; work-life balance; employee retention; private clinics

ABSTRAK

Menjaga pekerja telah menjadi cabaran kritikal dalam sektor penjagaan kesihatan, terutamanya di kalangan klinik swasta di mana kekurangan tenaga kerja, tuntutan kerja yang tinggi, dan sumber yang terhad sering menyumbang kepada kadar pusing ganti yang tinggi. Di Malaysia, klinik swasta memainkan peranan penting dalam menyampaikan perkhidmatan penjagaan kesihatan primer, terutamanya di kawasan bandar seperti Lembah Klang. Namun, mengekalkan profesional penjagaan kesihatan yang mahir tetap menjadi isu yang berterusan. Kajian ini bertujuan untuk mengkaji pengaruh pampasan, peluang pembangunan profesional, dan keseimbangan kerja-hidup terhadap pengekalan pekerja di klinik swasta yang terletak di Lembah Klang, Malaysia. Pendekatan penyelidikan kuantitatif telah diambil, dan data telah dikumpulkan melalui soal selidik yang diisi sendiri yang diedarkan kepada pekerja yang bekerja di klinik swasta. Instrumen pengukuran untuk semua pembolehubah telah diadaptasi daripada kajian-kajian yang telah ditetapkan untuk memastikan kebolehpercayaan dan kesahan. Analisis deskriptif, analisis kebolehpercayaan, analisis korelasi Pearson, dan analisis regresi linear berganda digunakan menggunakan IBM SPSS untuk menganalisis data dan menguji hipotesis yang dicadangkan. Penemuan menunjukkan bahawa pampasan, peluang pembangunan profesional, dan keseimbangan kerja-hidup masing-masing mempunyai pengaruh yang signifikan terhadap pengekalan pekerja di klinik swasta. Antara faktor-faktor ini, keseimbangan kerja-hidup muncul sebagai peramal yang sangat penting, menekankan keperluan untuk persekitaran kerja yang menyokong dan tuntutan kerja yang boleh diurus dalam sektor penjagaan kesihatan. Keputusan menunjukkan bahawa kedua-dua amalan sumber manusia kewangan dan bukan kewangan memainkan peranan penting dalam menggalakkan pekerja untuk kekal dengan organisasi mereka. Kajian ini menyumbang kepada literatur sedia ada mengenai pengekalan pekerja dengan menyediakan bukti empirikal dari konteks klinik swasta di Malaysia, satu bidang yang telah menerima perhatian penyelidikan yang terhad. Penemuan ini menawarkan implikasi praktikal bagi pemilik klinik, pengurus, dan pengamal sumber manusia dalam membangunkan strategi pengekalan yang berkesan untuk meningkatkan kestabilan tenaga kerja, mengurangkan kos penggantian, dan memperbaiki kualiti keseluruhan penyampaian perkhidmatan kesihatan.

Kata Kunci: pampasan; peluang pembangunan profesional; keseimbangan kerja-hidup; pengekalan pekerja; klinik swasta

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List of Abbreviations

CPD	Continuing Professional Development
IBM SPSS	International Business Machines Statistical Package for the Social Science
MOH	Ministry of Health Malaysia
SD	Standard Deviation
df	Degrees of Freedom



CHAPTER ONE

INTRODUCTION

1.1 Introduction

Employee retention has become a significant issue in the healthcare sector, partially due to escalating job demands, shortages in the workforce and rising competition for skilled professionals (Butt et al., 2023). High turnover of employees in private clinics might interrupt service delivery, enhance hiring and training costs while decreasing patient care quality (Rajan, 2021). Private clinics serve an important role in primary healthcare delivery in Malaysia particularly within urban areas like Klang Valley, and yet they constantly fail to retain employees due to financial limitations, inadequate professional development opportunities and demanding work conditions (Yogalingam et al., 2025). The fact that both financial and non financial factors influence workforce choices about retain within an organization, it is extremely important to comprehend how compensation, professional development and work-life balance influence employee retention (Choudhary, 2025). As a result, this study focuses on how compensation, professional developments and work-life balance influences employee retention in private clinics in Klang Valley, Malaysia.

1.2 Background of the Study

Employee retention is a major concern for many businesses, particularly in the healthcare industry, where skilled professionals are crucial to offering quality treatment. In Malaysian private clinics, employee retention is closely related to how successfully firms manage both financial and non-financial aspects of human resource handling operations. A shortage of skilled healthcare professionals, along with high clinical staff turnover rates, has produced operational, financial, and service delivery

issues. According to the World Health Organization (2020), the global healthcare workforce shortage is an important problem, with midwives and nurse practitioners contributing to more than half of the shortfall. Malaysia is not exempted to this trend, as its private healthcare sector is confronting challenges retaining its employees despite rising demand for healthcare services (Sija, 2022). This research investigation concentrates on private clinics in the Klang Valley, Malaysia, which represents one of the country's most highly populated urban area and host to a significant number of private healthcare facilities and professionals (Mui'zz et al., 2025). The lack to retain skilled staff members has serious consequences, including higher recruitment and training expenses, reduced continuity of medical care, and lower patient satisfaction. Moreover, retaining important employees can help organizations achieve strategic goals and gain a competitive advantage over competitors (Sepahvand & Khodashahri, 2021).

Compensation is an important variable for evaluating employee retention in healthcare firms. Insufficient compensation is an important reason for turnover among Malaysian healthcare professionals, who often cite unhappiness with their salaries due to increased costs of living. According to Mohamed et al. (2024), this can result in significant turnover rates and migration. It is important to consider healthcare professional's compensation when developing strategies to improve their job satisfaction and loyalty among their firm (B. N. Vuong, 2021). According to Dr. Shilpa Shinde (2025), a persons who perceive equitable input-output ratios are more fulfilled, engaged, and committed to their work, as compared to peers while perceived inequity can cause disappointment, demotivation, poor performance, and turnover. Academic experts highlight the importance of ensuring that compensation is appropriate to employees' efforts to boost motivation and improve employee retention (Lim Qiao Ying et al.,

2023). As a result, Malaysian private clinics must offer competitive and equitable compensation schemes in order to overcome staff instability.

Moreover, employees require appropriate development chances, such as, professional development along with assessment and pleasant interpersonal connections (Diah et al., 2020). Professional development plays an important role for maintaining long-term retention. Sustainable professional development is a broad term for both formal and informal practices in the health professions (Samuel et al., 2021). There are numerous methods to support professional development, such as succession planning, sponsorship, and mentorship (Creta & Gross, 2020). Healthcare professionals are seeking for more opportunities for ongoing learning and development in order to be competent in quickly evolving medical environments. According to Mlambo et al. (2021), employee commitment and support for both their personal and professional development was viewed as a sign that the organization appreciated its employees while the professional development programs also helped to retain and attract employees. Structured training and development programs are crucial for retaining nurses, pharmacists, and clinical staff in Malaysia because workers who feel encouraged to further their careers are less likely to quit their professions. When employees are inspired by training, they are more likely to support schemes that will benefit their employer, take part in scheduled activities, and work passionately to meet organizational goals (Zainal et al., 2023). Employees may encounter career stagnation in the absence of such opportunities and ultimately look for other employment alternatives elsewhere.

Work-life balance is another important element that affects employee retention. It plays an important role in maintaining employee motivation, satisfaction, and commitment

to their jobs. Added to that, a healthy work-life balance is a strong factor of employee retention and turnover intentions (Aman-Ullah et al., 2022). It is often known that working in the healthcare industry is stressful, and that prolonged work hours and emotional strain frequently lead to burnout. According to Šaparnienė et al. (2023), there is a higher chance of staff turnover in healthcare settings due to burnout and decreased productivity among healthcare workers. A recent meta-analysis further connected burnout to patient safety issues by highlighting its negative impact on job satisfaction and retention (Twiggg et al., 2024). According to Cheong et al. (2022), work-life balance is crucial for community pharmacist retention in Malaysia, indicating its significance for the entire healthcare workforce. According to R. Rudi Alhempri et al. (2025), companies that provide a work environment that is supportive and allows employees to balance their personal and professional obligations can boost employee motivation, productivity, and retention while lowering stress and fostering satisfaction and long-term organizational loyalty. However, inadequate work-life support leads to absenteeism and turnover intentions, adding additional demand on the already overburdened healthcare system.

Additionally, evidence from around the world supports the significance of emotional and psychosocial elements in influencing retention. According to Soto-Rubio et al. (2020), psychological hazards, stress, and a lack of emotional support seriously impair the motivation and well-being of healthcare professionals, which eventually results in increased turnover. This emphasizes how important it is for private clinics in Malaysia to incorporate family-friendly policies, flexible scheduling, and mental health programs. Employees in corporate environments are more likely to respond positively with attitudes and actions when they believe their employers are treating them well, such as through supportive HR policies (Asfahani et al., 2024). Employees are more

likely to be engaged, productive, and dedicated to their jobs when they experience a healthy work-life balance.

Three important aspects of human resource management that have a direct impact on employee retention are compensation, professional development, and work-life balance. Although each of these elements serves an important part in workforce stability on its own, the sum of these actions is particularly significant in high-stress healthcare settings like private clinics. However, there is a limitation of research that focuses at these factors all at once in the context of private healthcare in Malaysia. Therefore, the purpose of this study is to address this gap by examining how compensation, professional development, and work-life balance affect employee retention at private clinics in Malaysia. When all of these factors are effectively managed, clinics are more likely to develop a stable and dedicated staff members, lower turnover, and increase overall organizational performance. In doing so, it aims to offer evidence-based suggestions for HR strategies and policies that might enhance healthcare service delivery and workforce sustainability.

1.3 Problem Statement

Employee retention becomes an important concern in the healthcare industry, especially among private clinics because workforce stability is essential for consistent service delivery and high-quality patient care. High employee turnover complicates clinic operations, escalates recruitment and training costs, along with imposes additional strain on retaining employees, frequently resulting in exhaustion and poor job performance (Gaines, 2025). The continuous disappearance of skilled employees in healthcare facilities may result in a negative impact on sustainability of service, operational efficiency and patient satisfaction (Hoxha et al., 2024). Despite the

significance it holds, employee retention represents difficult to attain, especially among minor healthcare organizations like private clinics, that possess limited human and financial resources (Rotea et al., 2023).

Private clinics perform an important role in providing primary healthcare service in Malaysia, especially in urban regions such as the Klang Valley, where demand is significant. On the other hand, many private clinics continue to experience difficulty retaining skilled healthcare professionals resulting from higher productivity demands, shortages of staff and competitive labor market conditions (Kgapele & Thusi, 2025). The Klang Valley's expensive costs of living and fast-paced work atmosphere contribute to retention issues, rendering it challenging for private clinics to sustain an effective and dedicated team (Gallow et al., 2025). As an outcome, employee retention has been recognized as a major challenge, including immediate consequences for the viability and effectiveness of private clinics in this region (Sija, 2022).

Previous research demonstrates that financial and non-financial factors influence employee retention decisions. Compensation represents a substantial concern for healthcare professionals, particularly where wages is considered as inadequate in comparison to workload and costs of living (Hakim et al., 2025). Meanwhile, minimized professional development perspectives might results in professional limitation and reduced inspiration, encouraging individuals to explore better employment possibilities elsewhere (Kaldal et al., 2023). Beyond that, insufficient work-life balance resulting from extended working hours, excessive job stress, restricted flexibility could be contributing to professional discontent and increased turnover intentions (Ahmad, 2022). Whereas each of these factors have been identified

separately connected to employee retention, the consequences could differ based upon the organizational environment and industry characteristics.

Despite the increasing volume of research on employee retention, some empirical studies have concentrated on looking at the combined influence of compensation, professional development and work-life balance on employee retention in private clinics in Malaysia, especially within the Klang Valley. Some existing research emphasize major hospitals or public healthcare institutions, leading a gap in the comprehension of the retention problems that private clinics encounter (Bashar et al., 2022). Therefore, there is a requirement for an exhaustive investigation regarding how these critical criteria influence employee retention in private clinics. Resolving this gap will offer valuable information for clinic owners, managers and policymakers in order to build effective human resource strategies to improve employee retention along with maintain the long-term viability of private healthcare services.

1.4 Research Questions

The study specifically seeks the following research questions:

- i. What is the influence of compensation on employee retention in Malaysian private clinics?
- ii. What is the influence of professional development opportunities on employee retention in Malaysian private clinics?
- iii. What is the influence of work–life balance on employee retention in Malaysian private clinics?

1.5 Research Objectives

- i. To examine the influence of compensation on employee retention in Malaysian private clinics.
- ii. To examine the influence of professional development opportunities on employee retention in Malaysian private clinics.
- iii. To examine the influence of work–life balance on employee retention in Malaysian private clinics.

1.6 Significance of the Study

This study is significant from a theoretical perspective, it adds to the expanding body of research on human resource management in healthcare by investigating both financial and non-financial factors influencing employee retention. While compensation has always been seen as the most important element determining retention, recent research emphasizes the significance of professional development opportunities and work-life balance. By including these three variables into the context of Malaysian private clinics, this study gives a more comprehensive understanding of employee retention in the healthcare sector.

In terms of practical perspective, the findings will provide clinic managers and HR practitioners with useful insights on how to develop retention strategies that go beyond short-term incentives. Discovering about how salary, professional development, and work-life balance influence employee retention can help private clinics reduce turnover, save cost on recruitment, and improve patient care continuity.

From the perspective of policy, the study provides evidence-based recommendations that can help encourage the development of HR policies at both the organizational and industry levels. By analyzing which HR strategies have the most impact on retention,

this research can help private healthcare sectors build structured compensation systems, professional advancement paths, and employee-friendly work arrangements that are consistent with national healthcare goals.

From a societal perspective, this study will examine the larger issue of workforce sustainability in Malaysia's healthcare system. Retaining qualified professionals at private clinics is essential not only for organizational success, but also for providing accessible and consistent healthcare services to the general public. Improved retention leads to better patient outcomes, less work for existing employees, and a more sustainable healthcare system overall.

1.7 Scope of the Study

The objective of this study is to look into how compensation, professional development, and work-life balance affect employee retention in Malaysian private clinics. The study is focused on private clinics in Klang Valley, Malaysia, that features a significant concentration of private healthcare facilities and employees. This research only applies to healthcare professionals employed at these clinics, such as doctors, nurses because they are the main staff group that directly contributes to the provision of healthcare services. The data collection is limited to personnel already working in Malaysian private clinics, thus guaranteeing the findings appropriately reflect the challenges and practices of this particular setting. The study involves a quantitative approach, implementing survey tools to collect information about employees' perceptions of compensation, professional development, work-life balance, and intention to remain with their current employer.

1.8 Definition of Key Terms

The following key terms have been identified for the purposes of this study with the objective to provide clarity and consistency throughout the research.

1. **Employee Retention:** Employee retention refers to an organization's capacity to retain its employees over time while reducing voluntary turnover (Younis et al., 2023). Employee retention in this research refers to employees' intention to maintain relationship with their current organization along with their commitment to continue working in private clinics in the Klang Valley.
2. **Compensation:** Compensation stands for the complete financial compensation offered by employees in trade for their work, which may includes wages, salary bonuses and other monetary incentives (Manjenje & Muhanga, 2021). In this study, compensation is defined as employees' opinions about the suitability and fairness of financial rewards provided by private clinics.
3. **Professional Development:** Professional development is defined as possibilities that are offered by an organization that assist employees strengthen their knowledge, skills and competences including training, learning programs and career advancement efforts (Mustafa & Lleshi, 2024). In this study, professional development involves employees' perceptions of the availability and importance of possibilities for growth at private clinics.
4. **Work-Life Balance:** Work-Life Balance is defined as the ability of an individual to effectively perform job-related duties in addition to accomplishing personal and family commitments (Isa & Indrayati, 2023). In this study, work-life balance is defined as employees' assessments about how well their work schedules, workload and organizational policies enable them attain a good balance between work and personal life.

5. Private Clinics: Private clinics are privately operated healthcare facilities which provides outpatient medical services and primary care to the public (Gharaee et al., 2023). In this study, private clinics are those operating within the Klang Valley region of Malaysia.
6. Klang Valley: The Klang Valley is Malaysia's highly populated region that includes Kuala Lumpur and its surrounding areas, as well as significant cities and district of Selangor. In this study, the Klang Valley illustrates the research's geographical area.

1.9 The Organisation of Thesis

The research paper has been structured into five chapters. The first chapter describes the study's background, problem statement, research objectives, research questions, significance, scope, and operational definitions. The second chapter discusses the relevant literature on compensation, professional development, work-life balance, and employee retention, as well as examining underlying theories, research hypotheses, and the conceptual framework. Chapter three discusses the study methodology, which includes research design, sample, data collection processes, instruments, validity and reliability measurements, and data analysis methodologies. Chapter Four summarizes and examines the research findings, commencing with demographic profiles and progressing to descriptive and inferential analyses that tested the hypotheses. Finally, Chapter Five sums up the study by summarizing the findings, developing conclusions, underlining theoretical, practical, and policy implications, and making recommendations for both practice and future research.

1.10 Summary

This chapter featured an overview of the study's background information, problem statement, research objectives, and research questions. It emphasised the growing difficulty of employee retention in Malaysian private clinics, along with the need of looking at both financial and non-financial aspects that influence retention. The study emphasizes three main independent variables: compensation, professional development, and work-life balance, with employee retention appearing as the dependent variable. The study's significance was explored in terms of theoretical, practical, policy, and societal contributions, while the scope of the research was defined by confining it to employees working in Malaysian private clinics. Operational definitions of key terms were also provided in order to make that variables are explained clearly and consistently. Finally, the study's framework was detailed to provide readers with a clear understanding of the research paper's structure. Chapter One explains the study's purpose and direction, laying the framework for the in-depth literature evaluation delivered in Chapter Two.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter analyzes the relevant literature on employee retention and key factors that influence employees' decision to remain within the organization. Employee retention is a major challenge in the healthcare industry, specifically among private clinics because worker stability has a direct impact on service quality and operational efficiency. This chapter discusses how financial and non-financial factors influence employee retention by using significant motivational and organizational theories including Herzberg's Two-Factor Theory. This chapter explains the concept of employee retention, then continues with the discussion of compensation, professional development and work-life balance as significant variables influencing retention, that supported by findings from prior empirical studies in both Malaysian and international contexts. The literature review presents a theoretical and empirical foundation for the research framework and hypotheses discussed within this chapter.

2.2 Variables of the Study

2.2.1 Employee Retention

Employee retention is an essential subject in human resource management, as it represents an organization's capability to retain its workers and avoid unnecessary turnover. Fundamentally, retention represents the opposition of voluntary employee turnover, highlighting not just the physical presence of employees but in addition to their continued motivation, engagement, and willingness to contribute to the objectives of the company (Wellhub, 2025). According to Urme (2023), employee retention is the

organizational capacity to develop circumstances that stimulate employees to remain for a long term, in line with their professional aspirations and the employer's strategic objectives. The practical explanation for retention is the combined effect of employees' behavioural decisions (remaining vs departing) and attitudinal states (engagement, commitment and satisfaction), which together determines workforce stability (Lo et al., 2024).

Employee retention has developed over time, from a restricted focus on “turnover prevention” to a comprehensive knowledge that enables them to provide effective guidance for improved job performance and employee loyalty (Prakash et al., 2024). Coelho (2024) states that retention in current day is not simply about discouraging employees from leaving, but also about offering them valuable reasons to retain, including opportunities for development, fair compensation and psychological safety. In healthcare settings, where the employee turnover might result in disruptions in patient care and increase of workload for remaining staff, skilled employee retention is especially important. In such a sector, retaining employees has a strong impact on patient satisfaction, service quality and organizational reputation along with to being a cost-saving method (Ghasemi et al., 2022).

Employee retention can be assessed using both attitudinal and behavioral indicators. According to Zainal et al. (2022), attitudinal indicators are generally used to measure employees intention to stay within the organization through survey questions that examine employees if they anticipate themselves staying with the organization in the near future by using 5- or 7- point Likert scale. A closely connected topic is turnover intention, which inquires as to whether employees are actively exploring for alternative employment or would have explored about leaving (Lestari and Margaretha, 2021).

On the other hand, behavioral indicators are subject to actual retention rates which obtained from HR data, which determine the percentage of employees who retain with the company for a specific time frame such as annually (Van Vulpen, 2025). I discovered that both these indicators are effective, with the intention to remain often serving as an early indications of actual turnover, which also allows human resource professionals to act proactively before the rate of resignation rises.

Employee retention is a highly troubling issue in Malaysia (Munir and Tobi, 2020), which was caused by continuous manpower shortages within the service industry and increased skilled worker mobility (Chakravarti and Chakraborty, 2020). According to Oshin Shrivastava et al., (2022), voluntary turnover in service industry including the private healthcare remains a major challenges for HR professionals when employees claimed limited career advancement and unadequate employment conditions as a motive for leaving. The departure of a single employee in a private clinic, where a team which is commonly small and specialized may cause a major operational interruptions along with increase the workloads for existing staffs and it will also reduce the patients satisfaction (Brabson et al., 2020). Therefore, comprehending and precisely evaluated employee retention in this environment is critical for establishing an evidence-based HR solutions that are both adaptable and productive (Buga, 2024).

Recognizing that retention is beyond than preventing exits, along with establishing a supportive, engaging and rewarding environment that supports long-term employee engagement is an important aspect of retention conceptualization (Mesha, 2023). J & A (2025), underlines that an organization that uses a proactive retention strategy including regular monitoring of retention indicators, employee feedback methods and focused retention programs are experiencing greater workforce stability that those that

merely responds to turnover when it arises. This proactive approach comprises evaluating employees' requirements, integrating HR rules to workforce expectations and confronting both extrinsic and intrinsic motivators.

Additionally, the significance of retention expands above from the business advantages internally to including the consequences at the national and industry levels (Chakraborty and Biswas, 2020). High employee turnover in significant industries including healthcare may result to overall workforce instability, which can impair the effectiveness of healthcare's overall delivery system and causes shortages of highly skilled professionals (Wynendaele et al., 2025). Therefore, according to Ooi et al. (2023), workforce retention strategies have to be seen as both an organizational objective and also as an integral part of a larger workforce sustainability agenda. So it renders as essential and practical to think about staff retention in the context of private clinics in Malaysia in order to maintain the healthcare system's resilience and ability to serve patient demand.

As the final analysis, it is appropriate to think of employee retention as a multidimensional concept that encompasses both the psychological commitment of employees regarding an organization and their behavioral decision to retain. It can be defined by turnover intention and actual retention rates that can be effectively managed by emphasizing the development of supportive, meaningful work environments that foster a relationship for a long-term. Sustaining a high quality patient care and organizational sustainability in Malaysian private clinics where the workforce levels are low and employee knowledge is fundamental which requires a thorough understanding of retention.

2.2.2 Compensation

Compensation is the term used to define the monetary benefits that are given to employees in return for their labor including basic salary, bonuses, allowances and other financial benefits (Reddy, 2020). According to Huda et al. (2024), employee perceptions of pay equity, the amount of money earned according to their job duties and living expenses, and the competitiveness of their pay while comparing with similar organizations in the markets are the commonly used evaluation in compensation. According to Valet (2023), typical survey variables include questions about perceived pay transparency, incentive schemes satisfactions and pay satisfactions. While salary ranges, frequency of bonus and the percentage of variable pay/compensation are the examples of administrative measures (only when applicable).

According to Emmanuel Abugu (2025), reward and compensation had the strongest direct impact on employee retention while compared with various organizational factors. Recent research from Malaysia indicates that compensation (reward) is a primary predictor of retention in service-sector samples. Salary, service based fees and incentive packages are some of several compensation schemes implemented through Malaysian private hospitals, according to Elrefaey (n.d.-b), who also highlights that doctors' decisions about their job are significantly influenced with their perceptions of the predictability and sufficiency of their compensation. As per some international assessments, competitive and equitable compensation minimizes the desire to quit from an organization, yet compensation is frequently productive the most when combined with non-financial incentives (Gunawan et al., 2024).

Private clinics could use mixed pay methods and they frequently endure much lesser profits compared to hospitals (Daud et al., 2023). Small clinics could effectively retain

staffs by providing them the competitive and transparent base pay, outlining a detailed guidelines for bonuses and allowances along with making sure that payments are made on a regular basis. According to a research article by ProfiHitch (2025) employees who comprehend and trust with their compensation scheme tend to be more dedicated and engaged. A strong correlation between prompt and precise salary processing and enhanced job satisfaction (Agarwal, 2024). In order to avoid departing employees to better-compensated competitors, clinic administrators should place a high priority on benchmarking and transparent communication regarding incentives, as a evidenced by Malaysian studies which demonstrate that compensation consistently represents a significant portion of variations in retention initiatives (Dioquino & San Pablo Colleges, 2025).

2.2.3 Professional Development

Professional Development strengthen the employees knowledge, abilities and career prospects through organizaed activities such as training programs, continuing professional development (CPD) credits, mentoring and certification support (Chun & Adonna, 2025). The impact of professional development is evaluated not only by engaging but also by measures like perceived validity and value of the learning, employer support for professional certifications or study leave, variety of opportunities and adherence to traning (Mourão et al., 2022). Employer's involvement in professional development and skill upgrading is a major factor in talent retention (Malaysia & Malaysia, n.d.). Common survey questions include whether employees maintain time for learning, obtain sufficient training and perceive clear career advancement opportunities.

Professional development is strongly associated with retention across healthcare professionals, according to systematic review and meta-analyses (De Vries et al., 2023). Particularly, professional developments were a significant approach for keeping healthcare professionals and nurses in hospital settings according to a 2025 systematic review of studies (Ali et al., 2025b). Professional development and employer engagement for progression are strongly associated with improved satisfaction with employment and organizational commitment, which will effect the result in lower turnover intention, according to several syntheses, including a 2024 meta-analysis (Özdemir, 2024). Professional development opportunities along with employee engagement were discovered to be highly and effectively connected within a recent study on employee engagement in Malaysian Small and Medium-Sized businesses (SMEs) across the Klang Valley (Bawazir et al., 2024). Additionally, a study from year 2023 upon Sarawak's construction sector identified that employee turnover intention was extremely affected by development of professional ability and progress toward career goals (Amelia Goh Jiaying & Agatha Lamentan Muda, 2023). Employees especially the younger generation are susceptible to resign if they found their superiors lack concern over their long-term professional development (Malaysia & Malaysia, n.d.). The retention impacts of professional development are further strengthened by program relevance and strong support from organizations, such as protected time along with financial encouragement (Sumardi et al., 2021).

Providing a low cost and high-impact professional development programs may represent a productive retention strategy, while many private clinics might not have the significant professional development budgets of larger hospital system (Ali et al., 2025). In accordance with a study on private healthcare in Qatar, professional development participation was significantly hampered by cost and activities conducted

within working hours. This underscores the importance for flexible and affordably priced methods (Deema Al-Sheikhly et al., 2023). In response to the current research, mentoring, collaborative workshops across small medium organizations and micro-learning have proven methods to encourage employee competency, networking and a sense of importance. Clinic that implement appropriate professional development methods may achieve substantial retention benefits, especially among mid-career staffs contemplating progress, since professional development implies an investment or commitment in employees futures (Özdemir, 2024).

2.2.4 Work-Life Balance

The concept of “work-life balance” defines how well employees feel their personal and professional lives intergrate. It is extensively measured by examining at factors like schedule flexibility, the accessibility and utilization of leave policies, along with the level of managerial support for personal needs (Tan & Doraisamy, 2025). A 2023 study explained work-life balance as the extent to which an individual may comply with their professional and personal responsibilities by utilizing metrics including workplace flexibility and managerial guidance (Samtharam & Baskaran, 2023). Referring to a comparable 2024 study about remote workers, prominent variables of this concept include perceived organizational support for work-life balance, flexible work schedules and the impression of conflict between work and personal life (Boyd, 2024). The levels of employee satisfaction through leave policies, the prevalence of overtime, and flexibility in schedules are frequently used survey standards for work-life balance. These variables are frequently complemented by measurable indicators such as frequency of after- hours work communication and the average weekly hours worked (Raghuwanshi, 2023). As an example, a 2020 study included objective metrics that

include average weekly hours and the use of flexible work arrangements along with subjective metrics like the Work-Family Conflict Scale (Gragano et al., 2020).

Positive work-life balance is correlated with higher retention aspirations and a lower risk of burnout, according to the research conducted across Malaysia and internationally. Work-life balance has a major effect on employee retention, corresponding to a 2024 Malaysian study on SMEs (Shahrul Nizam Salahudin et al., 2025). According to a 2023 evaluation that carried out within healthcare settings, a healthy work-life balance is necessary for preventing burnout as well as developing a more positive work atmosphere that promotes retention (Alameddine et al., 2023). In accordance to a 2022 research review of Malaysia's service sector, work-life balance dramatically enhances employee retention. It mentions that work-life balance is an important element of a highly competitive workforce, highlighting its function in sustaining constant and dedicated employees in the service sector (Zainal et al., 2022). Work-life balance proved to represent a prominent predictor of retention by community pharmacists. In order to retain qualified individuals in that industry, the study found that work-life balance became one of the top factors that influences the pharmacists' intention to remain with their current employers (Akinwale et al., 2024). Based upon studies of healthcare workforce studies work-life balance techniques that includes flexible scheduling, structured rosters along with effective relief benefits are proven to be beneficial techniques for minimizing turnover intention and improving job satisfaction (Pressley & Garside, 2023). Following a research on work-life balance practices in the healthcare industry, flexible work schedules and proper leave or coverage may tremendously decrease burnout and the intention of healthcare workers to depart from their jobs (Mitra et al., 2024).

Private clinics constantly encounters issues with work-life balance due to their extended working hours and smaller team members. As supporting this statement, a research study of the healthcare sector conducted in 2024, the common factors that cause serious work-life balance challenges for healthcare employees include long schedules, night shift works, excessive work pressure and shortage of rest breaks (Hooda et al., 2023). At the clinic level, practical approaches that include employing transparent scheduling, executing cross-training ensuring coverage and developing regular shift patterns can greatly enhance employees' perception of work-life balance and therefore, it will promote employee retention (Chenshu et al., 2024). Work-life balance is possible strengthened and reduce the turnover intention that can be minimized through establishing flexible working arrangements, analyzing whether leave coverage is sufficient and enhancing scheduling procedures (Strategies for Improving Work-Life Balance in the Healthcare Sector – Consensus, 2025). Clinics that adpots the modest work-lie balance developments may successfully minimize burnout related absences and preserve the continuity of care since work-life balance affects both employees well-being and their fuctional capability (Pattani et al., 2023). Organizational initiatives that address work-like balance concerns may prevent psychological discomfort and burnout that results in a more secure workforce that could deliver reliable patient care (Bodendick et al., 2022).

2.3 Underpinning Theory

Herzberg's Two-Factor Model of Motivation

This study is based on **Herzberg's Two-Factor Theory**, often known as the Motivation-Hygiene Theory, which provides a strong framework for understanding how financial and non-financial factors impact employee attitudes and actions in the

workplace. Herzberg (1959) classifies workplace elements into two primary categories which is motivators and hygiene factors.

Motivator factor which is also known as intrinsic factors that refer to aspects of the job that are inherently rewarding and contribute directly to employee satisfaction and long-term retention. Motivators include opportunity for success, recognition, responsibility, progress, career advancement and professional development. The factors of motivators directly contribute to higher work satisfaction and staff retention. It enhance an employee's sense of fulfillment, engagement and loyalty toward the organization. Hygiene factor which is also known as extrinsic factors that incorporate external factors including salary, organizational policies, job circumstances and interpersonal connections. Their fundamental visibility does not always transform into motivation or enhanced retention even though their lack or insufficiency might cause disappointment and turnover.

Motivators stimulate true job satisfaction and commitment while hygiene factors aid in preventing dissatisfaction. These two dimension are combined to formulate the foundation of Herzberg's Two-Factor Theory, that offers insightful information on how companies should balance financial and non-financial factors to promote employee retention and fulfillment. This theory is still relevant and often used in contemporary human resource research, notably in the healthcare and service industries (Alrawahi et al., 2020). Herzberg's paradigm encourages the use of both financial rewards (e.g., compensation) and non-financial rewards (e.g., professional development and work-life balance) in determining employee satisfaction and retention outcomes.

Compensation align with hygiene requirements. While insufficient pay can lead to unhappiness, competitive and fair compensation can assist reduce turnover (Liang &

Ruanggoon, 2025). Badaruddin et al. (2024) identify Professional Development Opportunities and Work-Life Balance as significant motivators for employee retention, since they promote intrinsic happiness, long-term growth, and emotional well-being. An employee when both sets of factors are properly matched, retention is regarded the outcome.

Various empirical research have supported Herzberg's theory. For example, Raj (2024) used the model to investigate how Malaysian healthcare personnel respond to job-related motivators, and discovered that professional growth is a strong predictor of retention. International research have also used this approach to relate remuneration and intrinsic rewards to turnover intentions in hospitals and clinical settings (Smokrović et al., 2022).

2.4 Conceptual Framework

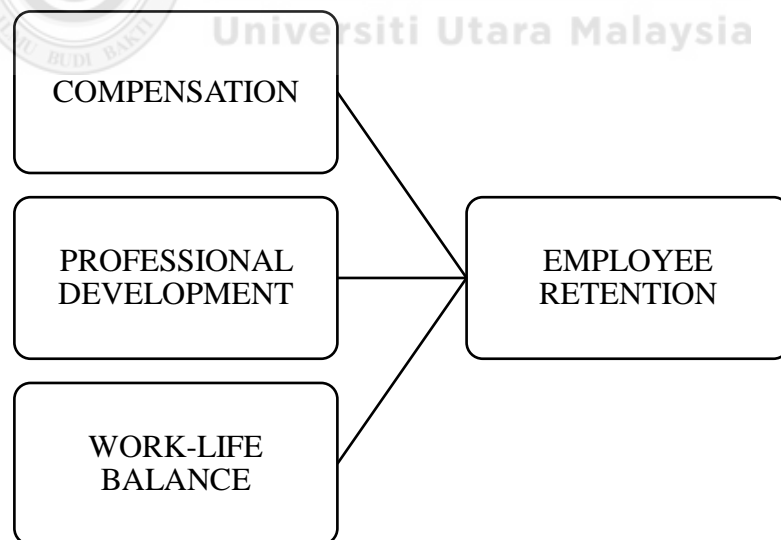


Figure 2.1
Conceptual Framework of the Study

2.5 Hypotheses Development

This section describes the theoretical links between each independent variable (IV) and the dependent variable (DV) which is employee retention, based on both local and international research from 2020 to 2025. The assumptions are based on Herzberg's Two-Factor Theory, which emphasizes the importance of both extrinsic (hygiene) and intrinsic (motivator) aspects in determining employee behavior and retention.

2.5.1 Relationship between Compensation and Employee Retention

Compensation which reflect financial benefits, are considered as hygiene elements in Herzberg's model. Inadequate financial compensation, while not sufficient to create motivation on their own, is a well-established cause of job dissatisfaction and voluntary turnover (Ingsih et al.,2022). Empirical evidence confirms that competitive salaries, bonuses, and monetary recognition have a direct impact on employee retention, particularly in high-demand sectors like healthcare (Sija & Sija, 2022). Kryscynski et al. (2020) found that employees are more likely to stay in companies that provide consistent and clear financial incentives.

H1: Compensation has a significant and positive influence on employee retention among employees in Malaysian private clinics.

2.5.2 Relationship between Professional Development and Employee Retention

Professional development is considered a motivator in Herzberg's theory because it promotes a sense of accomplishment, competence, and professional advancement. Opportunities for learning and development have been linked to increased job satisfaction, organizational commitment, and retention (Nguyen et al., 2021). In Malaysia, research shows that ongoing professional development in healthcare settings

helps to reduce worker turnover and increase workforce competencies (Wavetec, 2024). International research back up this association, especially when development initiatives are matched with employees' long-term career goals (Shiri et al., 2023).

H2: Professional development has a significant and positive influence on employee retention among employees in Malaysian private clinics.

2.5.3 Relationship between Work-Life Balance and Employee Retention

Work-life balance is considered as hygiene in Herzberg's Theory. It is an important non-financial aspect that influences employee well-being, particularly in high-stress occupations such as healthcare. Employees who can effectively balance their personal and professional tasks report increased work satisfaction and a stronger intention to stay (Khay et al., 2024). Shinde & Shinde (2025) emphasize that flexible scheduling, manageable workloads, and supportive leave policies significantly reduce burnout and emotional exhaustion, which are major predictors of staff turnover. Sawitri (2024) found that firms that promote work-life balance have better levels of employee loyalty and engagement.

H3: Work-life balance has a significant and positive influence on employee retention among employees in Malaysian private clinics.

2.6 Summary

This chapter provides a comprehensive review of the relevant literature for the study, concentrating on how compensation, professional development, and work-life balance impact employee retention, particularly in Malaysian private clinics.

The chapter began with an introduction that discussed the growing difficulty of retaining healthcare professionals in Malaysia. It then provided conceptual definitions for the major variables to provide clarity and consistency throughout the study. Following that, Herzberg's Two-Factor Theory was described as the theoretical framework, which provides an excellent foundation for assessing both financial and non-financial factors that influence employee motivation and retention.

The section on developing hypothesis then discussed how each independent variable is likely to impact employee retention, as supported by current local and international research spanning 2020 to 2025. The conceptual framework was then offered, presenting a visual and theoretical representation of the linkages established in this study.

In summary, this chapter provides the theoretical and empirical foundation for the study and sets the stage for the following chapter, which will explain the research technique utilized to test the hypotheses and validate the suggested framework.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

Chapter Three describes the research methodology that used to explore on how the compensation, professional development and work-life balance influences employee retention in Malaysian private clinics. It defines the population, sampling methods, data collection procedures, research instruments and data analysis techniques used throughout the research. A structured questionnaire was used to gather numerical data in order to explore the connections between the study variables within the framework of quantitative research method. In order to accomplish all the objectives of the research, this method provides objective measurement and statistical analysis. This chapter offers a clear foundation for how the research was methodically carried out, highlighting the measures that taken to ensure the study's validity, reliability and ethical integrity. Herzberg's Two-Factor Theory, that gives a theoretical framework of comprehending how both internal and external factors that affects employee retention which also serves as a foundation for the research's framework. This chapter's methodology emphasizes that data collection and analysis are done methodically resulting in significant and reliable outcomes. Additionally, ethical standards remain adhered throughout the research process, providing participant and respondent anonymity and confidentiality. Overall, this chapter creates a methodical yet transparent approach that facilitates the accomplishment of the research's primary objectives and strengthen the validity of it's outcomes.

3.2 Research Design

This research adopts a quantitative research approach to analyze on how the compensation, professional development and work-life balance affect employee retention at private clinics in Malaysia. A quantitative approach is suitable as it enables the researcher to analyze variables numerically, assess statistical correlations and develop results to a larger population of healthcare professionals (Fleetwood, 2023). Moreover, this design simplifies the research's objective by using statistical procedures, allowing the researcher to estimate how much the three independent variables affect employee retention. Meanwhile, the outcomes will be reliable, replicable and suitable for the hypothesis testing due to the use quantitative indicators.

This research's quantitative elements involves providing a standardized questionnaire healthcare professionals employees by private clinics in Malaysia. The survey instrument is evaluate four key variables which include compensation, professional development, work-life balance and employee retention. In order to ensure the clarity, reliability and consistency, each variable is evaluated by applying a number of Likert-scale items that have been modified from previously validated assessments. Therefore, the questionnaire has been developed to record the respondents opinions, behaviours or choices and experiences in numerical form to help the research to carry out various types of statistical analyses, including regression modeling, correlation analysis and descriptive statistics.

The use of surveys permits it feasible to effectively gather information from an expanded sample, ensures that the results accurately represent the perspectives of a wide range of clinic staff members. The test will undergo through pilot testing prior to broad distribution in order to confirm internal consistency and reliability to discover

any difficulties with wording along with its structure. Thus, systematic data collection, empirical testing and objective measurement of the suggested connections within the researched variables which are assured by the quantitative survey design.

3.3 Population

The population of this research includes medical assistants, staff nurses, clinic administrators, administrative staffs and all other employees that work in private medical clinics that are registered with Ministry of Health (MOH). Selangor, Wilayah Persekutuan Kuala Lumpur and Wilayah Persekutuan Putrajaya are part of the Klang Valley, which is Malaysia's foremost private primary healthcare sector and has the biggest number of private clinics (Noh et al., 2011). The Klang Valley had 4,566 registered private medical clinics in 2023, placing it as the biggest healthcare cluster in the country, as reported to MOH Facility Registry (FIRMO) (MOH, 2024).

The unit of analysis for this study is the individual employee working in private clinics in Klang Valley, Malaysia. The Ministry of Health Malaysia does not officially provide the precise number of employees working in the Klang Valley's registered private clinics. The number of employees differs between clinics upon their size and organizational structure. Thus, the overall number of healthcare professionals in private clinics in the Klang Valley is unable to precisely estimated and is considered unknown.

It seems recommended to emphasize on the Klang Valley as this region has a larger demand for healthcare services, more employee accessibility along with more desirable job conditions when compared with other states. Previous research has demonstrated that private healthcare facilities, specifically in urban areas including Klang Valley, have higher turnover rates due to workload challenges, compensation inequality and limited career development options (Azami et al., 2023). Since the private clinics often

function with fewer staff members than hospitals, workforce instability frequently disrupts service efficiency and job allocation, influencing employee satisfaction and retention.

Employee turnover in Klang valley private clinics provides an additional significant operational impact due to limited staffing capacity, so emphasizing them is appropriate. Thus, examining the impacts of compensation, work-life balance and professional development on employee retention among this particular population could offer valuable recommendations for improving HR procedures in Malaysia’s private healthcare sector.

3.4 Sample Size

Establishing a suitable sample size is important for ensuring that the findings of this research precisely reflect healthcare workers working in private clinics in the Klang Valley, which is the geographical emphasis of this research. The Klang Valley is comprised by Selangor, Kuala Lumpur and Putrajaya which collectively comprises Malaysia’s largest primary healthcare hub. As of 31 December 2023, the Ministry of Health Malaysia (MOH) reported 4,566 registered private clinics around Klang Valley (MOH, 2024).

Table 3.1
Ministry of Health Malaysia, Health Indicators (Petunjuk Kesihatan) 2023, Table on Registered Private Health Facilities (data updated Dec 2023).

Distributions of Private Clinics in Klang Valley	
Location (Klang Valley)	Number of Private Clinics
Selangor	3,103
Wilayah Persekutuan Kuala Lumpur	1,432
Wilayah Persekutuan Putrajaya	31
Total	4,566

While the Ministry of Health publishes verifiable counts of private healthcare facilities in Klang Valley, the precise number of healthcare workers employed in these clinics is not mentioned in MOH publications. However, according to the predicted staffing structure of private primary care centers which usually comprises between 1 to 5 healthcare professionals per clinic, the total population of healthcare workers in Klang Valley private clinics is reliably speculated to be between 150 - 300. The Krejcie and Morgan (1970) sampling formula recommends a sample size of 108 – 169 respondents for achieving a 95% confidence level with a $\pm 5\%$ margin of error for a limited sample size.

An excess 20% buffer will be included to accommodate for any low responses, incomplete surveys and insufficient data limiting the total estimated distribution to about 180 - 240 questionnaires. This kind of approach is in compliance with survey methodology standards, which encourage excessive sampling to reduce bias in response and enhance overall data quality (Nayak & Narayan, 2020). The sample size in this study is the number of individual employees who participated in the survey from private clinics in the Klang Valley.

3.5 Measurement of Variables

The four primary variables of the structured questionnaire utilized in the current research are compensation, professional development, work-life balance and employee retention. Each and every variables were used to measure scales that had been previously examined and adjusted from current empirical studies. A five-point Likert scale, that varies from 1 = Strongly Disagree to 5 = Strongly Agree which was used to evaluate the items. This scale is commonly adopted in behavioral research due to its accuracy and clarity of interpretation (Joshi et al., 2022).

3.5.1 Compensation

Compensation was examined through the employee impressions about financial rewards, salary competitiveness and system fairness. The rating scale altered from proven items obtained from the most recent studies on the impacts of compensation on employee outcomes. In this research, compensation is evaluated in terms of employees' assessments of the fairness, adequateness and competitiveness of their earnings and corresponding compensation practices.

Measurement Instrument: A systematic survey will be created to collect information about compensation practices. This survey will include questions about base salary, bonus structures, benefits, and other types of compensation.

Table 3.2
Adopted measurement for Compensation

Variable Name	Sources (Adapted Forms)	No. of Items	Scale (1 – 5 Likert)	Sample Items
Compensation	Adapted from Ingsih et al. (2022); Kryscynski et al. (2020)	5	1 = Strongly Disagree 5 = Strongly Agree	<ul style="list-style-type: none"> • My current salary is fair given my role and responsibilities. • The clinic's compensation package (salary + allowances) is competitive compared to similar clinics. • Performace-related bonuses or incentives here are awarded fairly. • I am satisfied with the transparency of the clinic's pay and reward practices. • The financial rewards I receive reflect my level of work and contribution.

Sources: Ingsih et al. (2022); Kryscynski et al. (2020)

3.5.2 Professional Development

Professional development analyzed through variables referring to training possibilities, enhancement of skills, learning opportunities and career progression possibilities. The variables were modified from Shiri et al. 2023, who evaluated similar ratings in contexts linked to the healthcare and service sectors. . In this research, professional development is evaluated through survey items that assess employees' ability to obtain training, opportunities for talent acquisition and the level of organizational support for continuous learning.

Measurement Instrument: Professional development is evaluated using a structured Likert-scale tool that granted employees assessments regarding the training opportunities, career advancements and talent development.

Table 3.3
Adopted measurement for Professional Development

Variable Name	Sources (Adapted Forms)	No. of Items	Scale (1 – 5 Likert)	Sample Items
Professional Development	Adapted from Shiri et al. (2023); Nguyen et al. (2021)	5	1 = Strongly Disagree 5 = Strongly Agree	<ul style="list-style-type: none">• I have adequate opportunities to attend relevant training or workshops.• The clinic supports my pursuit of professional certifications or further education.• I can acquire new skills through on-the-job learning at this clinic.• I receive feedback and coaching that

-
- helps my professional growth.
 - The clinic has a clear plan for career or role development for staff.
-

Sources: Shiri et al. (2023); Nguyen et al. (2021)

3.5.3 Work-Life Balance

Work-life balance assessed using variables associated with productivity, adaptability, scheduling and general balance between personal and professional commitments. The items were adapted from validated scales that are implemented in medical settings (Jun Nazlia Hilwa & Nooriani, 2024). In this research, work-life balance is evaluated by employees' assessment of work adaptability, scheduling flexibility, access to leave benefits and organizational support from general well-being.

Measurement Instrument: A likert-scale scale is implemented to determine employees' perspective of workload, flexibility, personal time and the organization's cooperation in managing work and personal priorities.

Table 3.4
Adopted measurement for Work-Life Balance

Variable Name	Sources (Adapted Forms)	No. of Items	Scale (1 – 5 Likert)	Sample Items
Work-Life Balance	Adapted from Jun Nazlia Hilwa & Nooriani (2024); Gagnano et al. (2020)	5	1 = Strongly Disagree 5 = Strongly Agree	<ul style="list-style-type: none"> • I am able to balance my work and personal life effectively at this clinic. • My workload is manageable and allows time for personal commitments.

- The clinic offers flexible scheduling or shift arrangements when needed.
- I am satisfied with the amount of paid leave and time-off I receive.
- The clinic's management is supportive when I request time off for personal reasons.

Sources: Jun Nazlia Hilwa & Nooriani (2024); Gragnano et al. (2020)

3.5.4 Employee Retention

Employee retention was analyzed using queries regarding purpose to remain, organizational commitment, and the probability of long-term employment. The assessment scale evolved from current studies that identified retention related factors in healthcare environments. In this research, employee retention is evaluated based upon employees' intentions to retain with the organization, their perception of organizational involvement and their probability of minimizing turnover.

Measurement Instruments: Employee retention is evaluated by a standardized Likert-scale instruments that incorporates employees' intention to retain, connection to the firm, and potential for active employment.

Table 3.5
Adopted measurement for Employee Retention

Variable Name	Sources (Adapted Forms)	No. of Items	Scale (1 – 5 Likert)	Sample Items
Employee Retention	Adapted from Zainal et al. (2022); Lestari &	5	1 = Strongly Disagree 5 = Strongly Agree	• I intend to remain working at this clinic for the foreseeable future.

Margaretha
(2021)

- I rarely think about leaving my current job.
- I feel emotionally attached to this clinic.
- I would recommend this clinic as a good place to work to friends/colleagues.
- I actively look for the job opportunities outside this clinic.
- Considering everything, this clinic gives me enough reason to stay.

Sources: Zainal et al. (2022); Lestari & Margaretha (2021)

Every factors are defined as continuous variables with Likert-scale responses. Integrating verified tools strengthens the measurement model's dependability and consistency within it.

3.6 Sampling Techniques

This study used a non-probability sampling technique, especially convenience sampling due to practical constraints on getting a comprehensive sampling frame of staff working in private clinics in the Klang Valley. As the precise population of employees at private clinic is unknown and no comprehensive list of employees is available, probability sampling approaches were not suitable for this study.

Participants were chosen according on their availability and enthusiasm to participate. Respondents who fulfilled the inclusion criteria (currently employed in private clinics

in the Klang Valley with at least three months of experience) were offered the opportunity to completely participate in the study.

Despite convenience sampling reduces the generalizability of findings, it is commonly used in healthcare and organizational research when a complete population list is not accessible. This approach is ideal for exploratory and explanatory studies that seek to investigate the relationships between variables. Considering the use of non-probability sampling, a sufficiently large sample size ($n = 209$), contributes to the findings' robustness and reliability.

3.7 Data Collection Procedures

The research's data collection was executed in a methodical manner to verify precision, consistency and compliance with ethical standards. The major data collection tools was a standardized questionnaire distributed to healthcare workers at Malaysian private clinics. The pilot test feedback has been utilized to strengthen question structure, choice of responses and workflow of survey. Whenever the instrument had been approved the official data collection procedure will be commenced.

Data was gathered through using a Google Form questionnaire that ensured respondents' convenience, confidentiality and accesibility. An official invitation letter defining the purpose of the study and confidentiality statement which have been distributed to specifically selected clinics and employees using email, Whatsapp and professional networks. Participants were advised that their participation was completely optional and the consents was gathered prior commencing the questionnaire. A reminder messages or notification were delivered on a weekly basis to optimize the participation rates. The data collection session was between four to six weeks, affording the employees from multiple clinics adequate opportunity to provide responses. The

completed survey remained securely saved, without any identifiable data obtained, preserving anonymity and confidentiality of all the respondents throughout the process.

3.8 Pilot Test and Reliability Test

A pilot study was undertaken to evaluate the research instrument's internal consistency and reliability before the main survey was conducted. The pilot test includes a small group of 30 participants that are equivalent to the real targeted population staff working in private clinics in Malaysia. The pilot test result demonstrated that the survey's content was appropriate for full implementation in the primary research investigation, certifying that the final instruments was accurately dependable and had the ability for consistently detecting the variables of compensation, professional development, work-life balance and employee retention. The present stage improves the methodological rigor and reliability of the subsequent collection of data.

In order to meet the minimal requirement of 30 respondents for pilot testing in quantitative research, the pilot test included 35 respondents who were selected among private clinic staff in the Klang Valley. The pilot study's objective was to assess if the questionnaire items accurately measure the intended constructs before moving forward with full-scale data collection. Cronbach's Alpha in IBM SPSS was used for reliability analysis, which is the most common technique for evaluating internal consistency. Each aspect of compensation, professional development, work-life balance and employee retention was tested evaluated individually as indicated by methodological standards.

The reliability analysis's outcomes demonstrate that every aspect has good internal consistency among the items, exceeding the lowest allowable threshold of 0.70. Particularly, the compensation displayed remarkable reliability with a Cronbach's Alpha value of 0.958. Both work-life balance and professional development had

demonstrated extremely high internal consistency with the Alpha values of 0.935 and 0.927 respectively. The Cronbach’s Alpha value for employee retention was 0.820, which is also recognized as reliable and suitable for social science research.

Table 3.6
Summary of Reliability Analysis

Variable	Number of Items	Cronbach’s Alpha	Interpretation
Compensation	5	0.958	Excellent
Professional Development	5	0.927	Excellent
Work-Life Balance	5	0.935	Excellent
Employee Retention	6	0.820	Very Good

The “Cronbach’s Alpha if Item Deleted” statistics showed that no item reduction would substantially improve reliability, and the Corrected Item-Total Correlation values for all items were higher than the suggested minimum value of 0.30. As a result, every questionnaire item was maintained precisely as it was for the main research study.

In summary, the outcome of the pilot test indicates that the research instrument display strong consistency and reliability which certifies it for being used in the study’s primary data collection phase.

3.9 Data Analysis Technique

The data collected for the current research has been examined quantitatively to explore the correlations between compensation, professional development, work-life balance and employee retention. All submitted survey responses were classified and examined with the Statistical Package for Social Sciences (SPSS). The data analysis process comprised numerous techniques to demonstrate accuracy alignment and reliability with the research outcomes.

Initially descriptive statistics that include frequency, mean, standard deviation and percentage have been employed to define respondent demographics while offering a summary of study variables. Following this, Cronbach's alpha was implemented as reliability analysis to determine the internal consistency of each measurement scale.

Next, Pearson correlations analysis was implemented to determine the strength with direction between the correlations across the independent variables (compensation, professional development and work-life balance) and the dependent variables (employee retention). Finally, multiple regression analysis was carried out in order to evaluate research hypotheses and figure out whether each independent variable impacts employee retention in Malaysian private clinics. Such analytical techniques permitted the research investigation to supply quantitative proof on the importance and relevance of each variable, allowing for strong conclusions and suggestions based on statistical outcomes.

3.10 Summary

This chapter breaks down the research methodology that implemented for examining the impact of compensation, professional development and work-life balance on employee retention in Malaysian private clinics. It discussed the quantitative research design used to objectively measure and statistically examine the study variables. The chapter further explained the population, sampling technique and sample size estimation using Krejcie and Morgan's table, validating the target respondents and sampling method.

Beyond that, the measurement tools applied for each variable were clarified in addition to description regarding the way the questionnaire items were created using validated scales. The data collection processes were explained in detail in order to illustrate how

reliability, accuracy and ethical standards were maintained throughout the research process. The chapter further outlined the pilot test that performed to verify the instrument validity and reliability prior to full data collection. In the end, data analysis techniques such as descriptive statistics, reliability testing, correlation analysis and multiple regression which were explained to demonstrate how the study objectives and hypotheses will be explored. In conclusion, this chapter presents an adequate methodological framework that ensures the study's integrity and consistency.



CHAPTER FOUR

RESULTS AND FINDINGS

4.1 Introduction

This chapter explores the results and discussions from the research. The analysis relies on responses received from employees at private clinics in the Klang Valley. The chapter commences with a summary of the response rate and the demographic profile of the respondents. This is followed by preliminary analysis, such as identifying missing values and generating mean scores for the research variables. The subsequent sections describe the outcomes of the normality test, descriptive analysis and reliability analysis for assessing the data's suitability for inferential testing. Pearson correlation and multiple linear regression analysis are subsequently employed to investigate the connections between compensation, professional development, work-life balance and employee retention. The chapter concludes with hypothesis testing and a review of the main findings from the statistical analysis.

4.2 Rate of Responses

According to the Krejcie and Morgan (1970) sample size determination table, a minimum sample size of 108 to 169 respondents was necessary to reflect this population at the 95% confidence level.

The data of the research was obtained by using a Google Form questionnaire which have been given to employees from private clinics in the Klang Valley. Responses were received directly from clinic employees, including healthcare practitioners, clinic and medical assistants, nurses, administrative staffs and other supporting employees. The

online distribution approach supported prompt data collecting while retaining respondent accessibility and anonymity.

A total of 209 completed questionnaire had been gathered successfully. All responses were reviewed for completeness and consistency and no questionnaires were excluded due to missing or invalid data. As a result, 209 valid responses were retained for statistical analysis.

The final number of respondents ($n = 209$) surpasses the minimum sample size suggested by Krejcie and Morgan (1970). This overextended response size enhances the study through strengthening statistical power, improving estimation accuracy and minimizing sampling error. As an outcome, the proportion of responses received is deemed more than adequate to demonstrate inferential analyses, such as correlation and multiple linear regression, investigating the connections between compensation, professional development, work-life balance and employee retention among the private clinics employees from empirical area of Malaysia which is Klang Valley.

Table 4.1
Summary of Response Rate

Description	Details
Distributed Questionnaire	200 – 300 employees
Recommended Sample Size (Krejcie and Morgan, 1970)	108 – 169 respondents
Actual Number of Responses Received	209 respondents
Valid Responses Used for Analysis	209 respondents
Sample Adequacy	Exceeds minimum required sample size

Table 3.7 indicates that the total amount of valid responses (209) surpasses Krejcie and Morgan's (1970) required sample size range for a population size of 200 – 300. As a result, the attained response count has been considered statistically sufficient and suitable for the subsequent analyses, such as reliability testing, correlation analysis and multiple regression analysis.

4.3 Demographic Profile

This section describes the demographic characteristics of all the 209 respondents throughout the study, comprised of all staff from private clinics around the Klang Valley. A breakdown of each respondent's gender, age group, educational background, job position, length of service and monthly income can be obtained by the demographic analysis which offers crucial contextual information about the study sample.

The gender breakdown demonstrates an important female representation among respondents. Out of 209 participants, 187 respondents (89.5%) were female, and 22 respondents (10.5%) were male. This would be corresponding to the gender composition of private clinic settings, where women primarily hold nursing, clinical support, and administrative positions.

In terms of age, the majority of respondents 59.8% (n = 125) were between the ages of 25 – 34 years. Respondents under the age of 25 represented 23.9% (n = 50) of the overall respondents. Respondents between 35 – 44 years old took up 12.9% (n = 27) of the survey participants, with lower proportions identified from respondents aged 45 – 54 years old 1.9% (n = 4) and 55 years and above 1.4% (n = 3). In general, the outcomes reveal that most of the respondents were young to early mid-career workers.

In terms of educational proficiency, 51.7% (n = 108) of respondents indicated that they had SPM-level qualifications. This was promptly followed by a participants with a Diploma at 19.1% (n = 40). A lowered proportion of participants had higher academic qualifications, emphasizing the operational and support-oriented character associated with employment in private clinics.

Clinic Assistant generated a large percentage of participants, encompassing 72.2% (n = 151) of the respondents in the survey. Administrative staff represented 12.9% (n = 27). Doctors comprised 6.2% (n = 13), while nurses made for 5.3% (n = 11). 2.4% (n = 5) had been identified as medical assistants. The remaining responses 0.5% (n = 1) have been identified as additional supporting positions. The above breakdown demonstrates a high proportion of clinical along with administrative support employees in private clinics.

In regards, to period of service, the majority of those who participated 66.5% (n = 139) had been at their current clinic for 1 – 3 years. This research was conducted by respondents with 4 – 6 years of active service 18.7% (n = 39). Participants with not more than a year of employment represented 11.5% (n = 24), with only a smaller minority who had been employed more than seven years, demonstrating relatively extensive workforce mobility in private clinics. Only certain respondents experienced long-term experience, with 11-15 years will be 3.8% (n = 8) and 16 years and above will be 2.4% (n = 5) respondents. This breakdown indicates that private clinics in the Klang Valley are mostly employed by early to mid career employees.

A large number of respondents, 90.9% (n = 190) employed in general private clinics. A lesser number employed in specialist clinics 4.8% (n = 10) and 4.3% (n = 9)

respondents. This outline illustrates the strength of general practice clinics in the Klang Valley's private healthcare sector.

Meanwhile, in terms of employment status, the majority of respondents work as full-timers, 92.3% (n = 193). Part-time employees approached 3.8% (n = 8), contract employees approached 3.3% (n = 7) and locum/temporary staff represent 0.5% (n = 1) were among the following categories. The findings demonstrate that private clinics in the Klang Valley which rely mostly on full-time workers.

According to the outcome, a lot of respondents were in their initial to mid-career years as healthcare employees. The most extensive group had 1-5 years of experience 61.7% totaling (n = 129). This was followed by participants with 6-10 years of experience with 22.0% (n = 46). A lower percent demonstrated less than a year of experience of respondents which is 10.0% (n = 21).

In the context of monthly income, most of respondents earned less than RM2,000 which is 59.8% (n = 125). This was subsequently followed by individuals earning from RM2,000 – RM3,999, which represented 33.0% (n = 69). A less significant percentage indicated higher income levels, with 6.2% (n = 13) earning RM8,000 or more, while only a few respondents classified into the RM4,000 – RM7,999 income range. The above figures indicate the normal salary structure reported throughout support and clinical staff in private healthcare facilities.

Overall, the demographic profile reveals that those who responded are a wide but relevant cross-section of employees working in private clinics throughout Klang Valley. The population's structure indicates that the data would be appropriate to examine the connections between compensation, professional development, work-life

balance and employee retention. Table 4.2 and Appendix D contains detailed demographic statistics which includes the entire SPSS result.

Table 4.2
Demographic Profile of Respondents (SPSS Frequency Output)

Items	Category	Frequency (n)	Percentage (%)
Gender	Male	22	10.5%
	Female	187	89.5%
Age Group	Below 25 years old	50	23.9%
	25 – 34 years old	125	59.8%
	35 – 44 years old	27	12.9%
	45 – 54 years old	4	1.9%
	55 years and above	3	1.4%
Highest Education Level	Certificate	27	12.9%
	Diploma	40	19.1%
	Bachelor's	21	10%
	Master's	4	1.9%
	PhD/Professional	2	1%
	SPM	115	55%
Job Position	Doctor	13	6.2%
	Nurse	11	5.3%
	Clinic Assistant	151	72.2%
	Medical Assistant	5	2.4%
	Administrative Staff	27	12.9%
	Account Receivable Officers	2	1%
	(Others)		
Years at this Clinic	Below 1 year	24	11.5%
	1 – 3 years	139	66.5%
	4 – 6 years	39	18.7%
	7 – 10 years	4	1.9%
	11 years and above	3	1.4%
Total years of experience in healthcare	Below 1 year	21	10%
	1 – 5 years	129	61.7%
	6 – 10 years	46	22%
	11 – 15 years	8	3.8%
	16 years and above	5	2.4%

Employment Status	Full-Time	193	92.3%
	Part-Time	8	3.8%
	Contract	7	3.3%
	Locum/Temporary	1	0.5%
Monthly Income (RM)	Below RM 2000	125	59.8%
	RM 2000 – RM 3999	69	33%
	RM4000 – RM 5999	13	6.2%
	RM 6000 – RM 7999	1	0.5%
	RM 8000 and above	1	0.5%
Type of Clinic	General	190	90.9%
	Specialist	10	4.8%
	Aesthetic	9	4.3%

4.4 Preliminary Analysis

Prior to the hypothesis testing, preliminary analysis was conducted in order to guarantee that the data was of high standard, accuracy and suitability for further statistical analysis. This phase involves analyzing missing values and computing average (mean) scores of the research variables using IBM SPSS. These approaches have to be used for maintaining data completeness and to provide an initial comprehension of respondents' perspective on compensation, professional development, work-life balance and employee retention.

4.4.1 Identifying Missing Values

The dataset was initially evaluated for missing values through IBM SPSS's Frequencies and Descriptive Statistics methods. The process was implemented in order to identify insufficient responses that could compromise the validity and reliability of subsequent studies. The SPSS output demonstrated that no values that were absent had been identified across all measuring items for independent variables (compensation, professional development, and work-life balance) and dependent variables (employee

retention). All 209 responses were valid and comprehensive, thus none of them were eliminated from further research. As an outcome, the dataset was established appropriate for descriptive, correlational and regression analysis with no requirement for data imputation or case deletion.

4.4.2 Compute Average (Mean) of Variables

In this research, computing the average (mean) for every variable delivers an important summary of the data's central tendency. The mean illustrates respondents' overall perception of the key constructs investigated in this study, including compensation, professional development, work-life balance and employee retention. This measure permits an analysis of broad trends and predominant viewpoints among employees working in private clinics throughout the Klang Valley.

By analyzing the mean scores of every variable, the research can figure out how employees evaluate the adequacy of compensation practices, the availability of professional development opportunities, the efficiency of work-life balance arrangements, and their intentions to maintain employment with their employers. The review of these standard deviation builds the groundwork for further inferential analyses and actively contributes to the accomplishments of the research objectives by providing initial insights into how both financial and non-financial factors influence employee retention.

4.5 Normality Analysis

In advance of conducting inferential statistical analyses, a normality test was carried out to see the fact that the findings for the research variables were nearly normally distributed. The combination of variables Compensation, Professional Development,

Work-Life Balance and Employee Retention were evaluated using the Kolmogorov-Smirnov test and the Shapiro-Wilk test.

Table 4.3
Normality Test Results

Constructs	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistics	df.	Sig.	Statistics	df.	Sig.
Compensation	0.320	209	<0.001	0.658	209	<0.001
Professional Development	0.343	209	<0.001	0.621	209	<0.001
Work-Life Balance	0.299	209	<0.001	0.716	209	<0.001
Employee retention	0.282	209	<0.001	0.732	209	<0.001

The Kolmogorov-Smirnov test demonstrated that all variables were statistically important ($p < 0.001$), along with test statistic of 0.320 for compensation, 0.343 for professional development, 0.299 for work-life balance and 0.282 for employee retention. Furthermore, the Shapiro-Wilk test showed significant findings ($p < 0.001$) among all variables, demonstrating from perfect normality.

Meanwhile, it is widely recognized that normality tests are extremely sensitive in huge samples, particularly those with above 50 respondents. Minor deviations from normality are generally predicted with the sample size of 209 participants. As a result, in along with statistical tests, the hypothesis of normality was examined using descriptive measures and distributional characteristics. The values of both kurtosis and skewness of all variables have been shown to be within acceptable limit, demonstrating no significant deviation from the normal distribution.

Based on these variables, the data appeared to be generally distributed normally as appropriate for parametric statistical analysis, such as Pearson correlation and multiple linear regression, which were carried out in this research.

4.6 Descriptive Analysis

Descriptive statistics were applied to analyze respondents' overall impressions of the main research variables, which are Compensation, Professional Development, Work-Life Balance and Employee Retention. The analysis was carried out on the overall mean scores and standard deviations computed from the survey responses of 209 staff employed in private clinics in the Klang Valley. The data were reverse-coded during analysis to ensure that higher mean values indicate higher levels of agreement.

The results indicate a very high level of agreement for compensation ($M = 4.34$, $SD = 0.68$) and professional development ($M = 4.36$, $SD = 0.65$), suggesting that respondents generally perceive financial rewards and development opportunities positively. Work-life balance also recorded a very high mean score ($M = 4.25$, $SD = 0.75$), indicating that respondents perceive a favourable balance between work and personal life. Employee retention recorded a high mean score ($M = 3.92$, $SD = 0.61$), reflecting respondents' strong intention to remain employed in their respective private clinics. Overall, the findings demonstrate positive perceptions across all variables, with mean values exceeding the recommended threshold of 3.5 on the five-point Likert scale.

Table 4.4
Descriptive Test Results

Variables	Responses	Mean	S/Deviation
Compensation	209	4.34	0.68
Professional Development	209	4.36	0.65
Work-Life Balance	209	4.25	0.75
Employee retention	209	3.92	0.61

In summary, the descriptive analysis illustrates a fundamental knowledge of the studied variables' distributions and general tendencies. These outcomes provides a structure for

future inferential analyses, such as correlation and regression tests, that look into the connections among compensation, professional development, work-life balance and employee retention.

4.7 Reliability Analysis

A reliability analysis had been conducted to identify the internal consistency of the measuring scales applied to assess compensation, professional development, work-life balance and employee retention. Cronbach's alpha coefficient was adopted to figure out how well the items within every structure consistently evaluated the intended concept.

The results of the analysis reveal that Compensation has a strong level of internal consistency, with a Cronbach's alpha value of 0.877, which surpasses the normally accepted standard of 0.70. Professional Development additionally demonstrated exceptional reliability, with a Cronbach's alpha of 0.827, demonstrating that the items representing this construct were accurate and reliable. Additionally, Work-Life Balance has a good reliability level of 0.896, which demonstrates very high internal consistency within its items.

Employee Retention has a Cronbach's alpha value of 0.699, which is slightly lower than the standard 0.70 requirement. Meanwhile, this value remains seen as appropriate for exploratory and social scientific research, especially when measuring behavioral intent (Hair et al., 2021). In summary, the reliability findings demonstrate that all constructs employed in this research have acceptable to high internal consistency, indicating that the tools used for measurement would be suitable for future statistical analysis.

Table 4.5
Reliability Analysis Tesdt Results

Variables	Response	Number of Items	Cronbach's Alpha
Compensation	209	5	0.877
Professional Development	209	5	0.827
Work-Life Balance	209	5	0.896
Employee retention	209	6	0.699

4.8 Pearson Correlation Analysis

Pearson correlations analysis was performed to identify the strength and direction of the correlations between the independent variables (compensation, professional development and work-life balance) and the dependent variables (employee retention).

This study was executed with composite mean scores of every variable generated from 209 valid responses, with a two-tailed significance test utilized.

The study discovered an extensive and healthy correlation ($r = 0.794$, $p < 0.001$) in Compensation perception and employee retention, demonstrating that improved perceptions of compensation lead to stronger motivations to maintain employment in clinics. Professional growth has a notable positive correlation with Employee Retention ($r = 0.800$, $p < 0.001$). suggesting that employees who receive higher progression opportunities are far more inclined to stay with the company.

Work-Life Balance demonstrated the highest positive correlation with Employee Retention ($r = 0.814$, $p < 0.001$), compared with other three independent variables. This research underscores the significance of balancing work and personal life in impacting employees' choice to remain with their current employers.

Additionally, extensive beneficial correlations were established between the independent variables. Compensation displayed a positive correlations with Professional Development ($r = 0.770$, $p < 0.001$) and Work-Life Balance ($r = 0.837$, $p < 0.001$). Professional development displayed a positive correlation with work-life balance ($r = 0.786$, $p < 0.001$). The results presented here to imply that innovations in a particular HR practice are probably going to lead to advancements in other areas.

Overall, the Pearson correlation analyses show that every single independent variable are significantly and positively correlated with employee retention. The shortage of unfavourable or inadequate connections signifies that compensation, professional development and work-life balance probably play an important role in maintaining employees in Malaysian private clinics. The results presented serve as tremendous justification to perform multiple linear regression analysis in order to more evaluate the independent variables' predictive effects on employee retention.

Table 4.6
Pearson Correlation Analysis Test Results

Variables	Compensation	Professional Development	Work-Life Balance	Employee Retention
Compensation	1			
Professional Development	0.770**	1		
Work-Life Balance	0.837**	0.786**	1	
Employee retention	0.794**	0.800**	0.814**	1

4.9 Multiple Linear Regression Analysis

Multiple Linear regression analysis was utilized to explore the impacts of compensation, professional development and work-life balance on employee retention

in Malaysian private clinics. Employee retention was analyzed as the dependent variable, with compensation, professional development and work-life balance recorded concurrently as independent variables following the enter method. The analysis contained 209 valid examples, with missing values removed through listwise deletion.

The model summary demonstrated a significant overall relationship between the independent variables and employee retention including a multiple correlation coefficient of $R = 0.863$. Compensation, professional development and work-life balance collectively contributed about 74.6% of the variance in employee retention ($R^2 = 0.746$). The adjusted R^2 value of 0.742 indicated the model's stability while accounting for the number of predictors.

The coefficients analysis found that all three variables had a strong positive effect on employee retention. Professional development was among the most strongest predictor ($\beta = 0.347$, $t = 5.739$, $p < 0.001$), subsequent to work-life balance ($\beta = 0.335$, $t = 4.478$, $p < 0.001$), and compensation ($\beta = 0.247$, $t = 3.619$, $p < 0.001$). The findings of these studies indicates that better professional development possibilities, work-life balance and compensation correlate to higher levels of employee retention.

In conclusion, the multiple linear regression analysis discovered that compensation, professional development and work-life balance are all important predictors of employee retention in Malaysian private clinics, along with professional development exhibiting a major impact.

Table 4.7
Summary of Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.863	0.746	0.742	0.31380
a. Predictors: (Constant), Work-Life Balance, Professional Development, Compensation				

Table 4.8
Outcome of Multiple Regression (Employee Retention)

Model	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta	t	Sig.	
1	(Constant)	0.703	0.061		11.530	<0.001
	Compensation	0.221	0.061	0.247	3.619	<0.001
	Professional Development	0.327	0.057	0.347	5.739	<0.001
	Work-Life Balance	0.272	0.057	0.335	4.748	<0.001

a. Dependent Variable: Employee Retention

4.10 Hypotheses Testing

The results of the hypothesis testing were determined upon the Pearson correlation and multiple linear regression analyses. Three hypotheses were studied in order to evaluate on how the independent variables (compensation, professional development and work-life balance) related to the dependent variables (employee retention) in Malaysian private clinics.

The findings verified all three hypotheses suggesting that compensation, professional development and work-life balance all have an important and advantageous effect on

employee retention. Table 4.9 presents an overview of the hypotheses and the corresponding results.

Table 4.9
Summary Finding of Hypotheses Testing

Hypotheses	Statement	Decision
H1	Compensation has a significant and positive influence on employee retention among employees in Malaysian private clinics.	Accepted
H2	Professional development has a significant and positive influence on employee retention among employees in Malaysian private clinics.	Accepted
H3	Work-life balance has a significant and positive influence on employee retention among employees in Malaysian private clinics.	Accepted

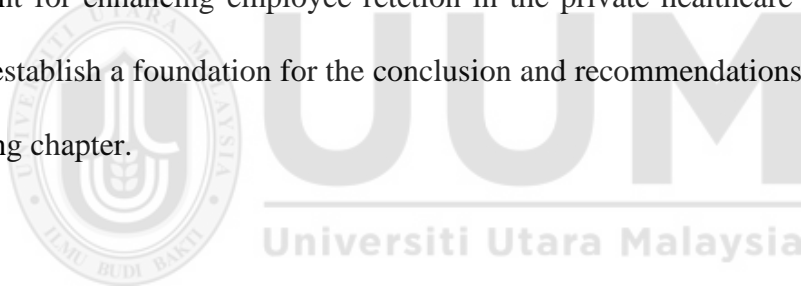
4.11 Summary

The chapter four explained with an overview of the results of the data analysis undertaken to investigate the consequences of compensation, professional development, and work-life balance on employee retention in Malaysian private clinics in the Klang Valley. The chapter commenced with a description of the respondents' response rate and demographics, which created the context for subsequent analyses.

Preliminary analyses took place in order to assess data quality, comprising recognizing missing values and generating mean scores for all research variables. Normality analysis demonstrated that the data were not normally distributed while demanding the utilization of valid statistical techniques. Descriptive analysis was then carried out to clarify respondents' perception of compensation, professional development, work-life balance and employee retention.

The reliability analysis found that every component possessed acceptable excellent internal consistency, verifying the measuring instruments' suitability. Pearson correlation analysis discovered an enormous positive correlation across every independent variables and employee retention. Additionally, the multiple linear regression analysis proved that compensation, professional development and work-life balance all showed an important influence on employee retention in Malaysian private clinics.

At last, the hypotheses testing results demonstrated that all proposed hypotheses were justified. In general, the results provided empirical confirmation that human resource policies such as compensation, professional development and work-life balance are important for enhancing employee retention in the private healthcare industry. These results establish a foundation for the conclusion and recommendations provided in the following chapter.



CHAPTER FIVE

DISCUSSION AND CONCLUSIONS

5.1 Introduction

This chapter delivers a complete review of the findings of the prior chapter's empirical analysis. The primary objective of this chapter is to evaluate and contextualize the research's outcomes with reference to the research's objective and hypotheses, in addition to contrast them with existing literature on employee retention in the private healthcare industry. The chapter commences through a detailed analysis of the research's result, emphasizing on the impact of compensation, professional development and work-life balance on employee retention in Malaysian private clinics in the Klang Valley. This is observed with an assessment of the research's consequences from both theoretical and practical practices. In accordance with these limitations, recommendations for future research are presented to motivate additional exploration and further development of knowledge in this field of study. In the end, this chapter highlights the significant outcomes and their wider implications establishing an understandable conclusion to the research and highlighting the value of effective human resource strategies in improving employee retention in Malaysian private clinics.

5.2 Discussion of Findings

This section evaluates the results of this study in relation to the research questions and objectives, with particular emphasis on the impacts of compensation, professional development and work-life balance on employee retention in Malaysian private clinics.

5.2.1 Compensation and Employee Retention

The findings of this study indicate that compensation has a significant and positive influence on employee retention among employees working in private clinics in the Klang Valley. The descriptive analysis revealed a high mean score for compensation, indicating that respondents generally perceived the compensation practices in their organizations positively. This suggests that competitive salaries, incentives, and financial rewards play an important role in encouraging employees to remain with their current employers.

This finding is consistent with prior studies that identified compensation as a key determinant of employee retention. Previous research has shown that employees are more likely to stay with organizations that offer fair and competitive compensation packages, as financial rewards contribute directly to job satisfaction and organizational commitment. Studies conducted in healthcare and service-oriented sectors similarly reported that adequate compensation reduces turnover intentions and enhances retention.

The positive relationship between compensation and employee retention can be justified by the fact that financial rewards fulfill employees' basic economic needs and provide a sense of security and recognition. In the context of private clinics, where workloads can be demanding and job stress may be high, appropriate compensation serves as a motivating factor that compensates for work pressure and reinforces employees' decision to remain with the organization. Therefore, compensation functions as both a motivational and retention mechanism, supporting the argument that well-structured compensation systems are essential for sustaining employee retention in private healthcare settings.

5.2.2 Professional Development and Employee Retention

The findings of this study reveal that professional development has a positive influence on employee retention among employees in private clinics in the Klang Valley. The high mean score for professional development indicates that respondents value opportunities such as training, skill enhancement, and career growth. This suggests that employees are more likely to remain with organizations that invest in their professional growth and long-term career development.

This finding is consistent with previous studies which highlighted professional development as a crucial non-financial factor influencing employee retention. Past research has shown that employees who are provided with learning opportunities and career advancement pathways tend to demonstrate higher levels of organizational commitment and lower turnover intention. Studies within the healthcare sector have similarly emphasized that continuous professional development enhances employees' motivation to stay with their organizations.

The positive relationship between professional development and employee retention can be justified by the fact that development opportunities signal organizational support and long-term investment in employees. In private clinic settings, where medical and administrative skills require continuous updating, access to training and development enhances employees' competence and confidence. As a result, employees perceive greater career value in remaining with their current organization, thereby increasing their intention to stay.

5.2.3 Work-Life Balance and Employee Retention

The findings of this study indicate that work-life balance has a positive influence on employee retention among employees in private clinics in the Klang Valley. The descriptive results demonstrate a high mean score for work-life balance, suggesting that respondents generally perceive a favourable balance between their work responsibilities and personal life. This implies that employees who experience better work-life balance are more inclined to remain with their organizations.

This finding aligns with previous research which identified work-life balance as a significant factor affecting employee retention. Prior studies have reported that employees who are able to manage work demands alongside personal and family responsibilities are less likely to experience burnout and turnover intention. Similar findings have been observed in healthcare-related studies, where work-life balance was found to be essential for sustaining employee retention.

The relationship between work-life balance and employee retention can be justified by the demanding nature of work in private clinics, which often involves long working hours and high job pressure. When organizations provide flexible work arrangements, manageable workloads, and supportive policies, employees experience reduced stress and improved well-being. Consequently, employees are more motivated to remain with their organization, reinforcing the importance of work-life balance as a key determinant of employee retention.

In summary, the results verify that financial and non-financial factors are crucial predictors of employee retention in private clinics. Compensation, professional development and work-life balance all actively contribute to a productive and

sustainable work environment, demonstrating the necessity of intergrated human resource strategies for retaining healthcare professionals in Malaysian private clinics.

5.3 Implications of Study

This section examines the research's consequences based upon the research results. It points out on how the results add to existing theoretical knowledge and provide practical insights into enhancing employee retention strategies in Malaysian private clinics.

5.3.1 Theoretical Implications

This research expands into the current body of knowledge on human resource management and employee retention by empirically validating the combined impacts of compensation, professional development and work-life balance on employee retention in Malaysian private clinics. It strengthens and reinforces recognized retention and motivational theories, which include social exchange theory and human capital theory by incorporating financial and non-financial factors towrds a single research framework. These theories highlights the reciprocal relationship within organizational encouragement and commitment among employees.

Moreover, the findings contain context-specific data from the private healthcare sector, which attracted substantially fewer scholarly attention than public healthcare facilities. The findings validate the view that employee retention is a complex entity impacted through tangible rewards and developmental and well-being practices. Therefore, this research improves to the employee theoretical knowledge of employee retention with highlighting how these variables intersect in a hospital context with high service demands and workforce sensitivity.

5.3.2 Practical Implications

The research results provide practical insights to clinic directors, administrators and policymakers in Malaysia's private healthcare industry. The major role about compensation upon employee retention emphasizes the significance of competitive and equitable pay schemes, with adequate benefits and incentives with the objective to sustain highly skilled healthcare employees. Private clinic management must evaluate compensation plans on a regular basis in order to keep themselves viable in the healthcare labor market.

The positive consequences of professional development recommends healthcare clinics should participate in ongoing training, skill enhancement programs and clear career advancement opportunities. Allowing employees the opportunity to develop professionally not only increases their abilities but it also reinforces their loyalty toward the employer.

In addition, recognizing the important role of work-life balance management of the clinic should develop flexible work arrangements, appropriate workload distribution, and supportive leave policies that enhance employee well-being. Applying these strategies may help avoid exhaustion and loss of talent, resulting in improved service quality and stability within the organization.

Thus, this research emphasizes the significance for establishing a comprehensive human resource strategy that integrates financial rewards with developmental and well-being activities that will enhance employee retention in Malaysian private clinics.

5.4 Limitations of Study

This research includes several limitations that need to be highlighted while evaluating the results. Initially, the research effort relied exclusively on private clinics in the Klang Valley. Since this area is an essential center of private healthcare services in Malaysia, these results could not be entirely applicable to private clinics in other states that differ in economic, demographic and organizational factors.

Furthermore, this research utilised a cross-sectional research method, which all the data was obtained simultaneously. Due to this, the research's potential to identify casual connections among compensation, professional development and work-life balance and employee retention is constrained. Throughout the years, improvements in organizational procedures or employee perceptions were not recognized.

Following that, a self-administered online questionnaire that could have been sensitive to response bias, such as social desirability bias and common method variance was utilized for collecting the data. It's probable that the answer given by participants were impacted more by their subjective opinions than by actual workplace circumstances. At last, the research focused exclusively at the three variables which impact employee retention. Several possibly relevant factors such as leadership style, job stability, workplace culture and workplace environment were not considered and may also have an influence on employee retention in private clinics.

5.5 Recommendations for Future Research

Future research might extend the scope of this study by encompassing private clinics throughout different regions of Malaysia, strengthening the generalizability of the findings. Comparative research across urban and rural clinics or even between private

or public healthcare organizations might reveal additional knowledge about variations among employee retention factors across health care environments.

Longitudinal research designs are additionally recommended for monitoring developments in employee retention throughout periods of time and effectively demonstrating meaningful connections between compensation, professional development, work-life balance and employee retention. Meanwhile, further research may utilize qualitative methodologies which includes interviews or group conferences in order to gather deeper comprehension of employees' perception and experiences beyond quantitative survey results.

Other variables that includes leadership styles, job fulfillment, workplace culture, workplace atmosphere and other psychological well-being need to be examined in future research in order to develop a more comprehensive model of employee retention in private healthcare firms. Therefore, further studies might examine towards the moderating or mediating effects of demographic variables that include age, professional role and length of service in order to offer further targeted and practical recommendations for healthcare management.

5.6 Conclusion

This chapter highlighted the primary results of the investigations in terms of the research objectives and hypotheses. It underlined the significance of compensation, professional development and work-life balance for deciding employee retention in Malaysian private clinics around the Klang Valley. The result demonstrate the significance of recognized human resource and motivation theories in relation to private healthcare, while offering empirical data to reinforce their applicability.

Beyond that, this chapter analyzed the theoretical and practical implications of the findings by delivering important perspectives for clinic management, human resource practitioners and policymakers on creating productive retention standards. This research clearly addressed its methodological and contextual limitations, which at first were carefully assessed in order to guarantee research transparency and credibility. Further research recommendations were put forward in order to encourage further study into employee retention issues in the private healthcare sector. In summary, the discussion points out the relevance of effective human resource strategies to enhance employee retention and assuring the sustainable future of private healthcare firms.



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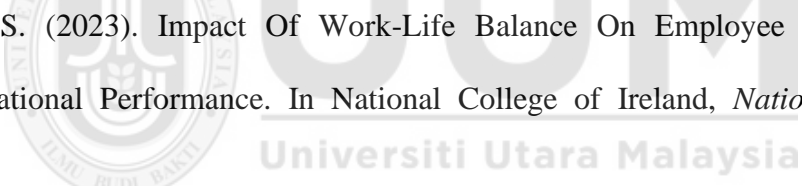
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APPENDIX A

UNIVERSITI UTARA MALAYSIA



SURVEY QUESTIONNAIRE

Dear Participants,

My name is Puvaneswary A/P Elavarasan and I am a Master of Human Resource Management student at Universiti Utara Malaysia Kuala Lumpur (UUMKL) under the supervision of Dr. Wan Aishah Wan Mohd Nowalid. I am currently conducting a research study entitled “The Impact of Compensation, Professional Development, and Work-Life Balance on Employee Retention in Malaysian Private Clinics.”

You have been randomly selected to participate in this study, and I would sincerely appreciate it if you could kindly answer all the survey questions as accurately and honestly as possible. The questionnaire will take approximately 10-15 minutes to complete. Your responses are vital to the accuracy and success of this research, as they will provide important insights into how compensation, professional development, and work-life balance influence employee retention in Malaysian private clinics.

Please be assured that your answer will remain strictly confidential and will be used solely for academic purposes. If you have any questions or require further clarification about his research, please do not hesitate to contact me.

Your participation is highly valued and greatly appreciated.

Thank you very much for your time and cooperation.

Your sincerely,

Puvaneswary Elavarasan

School of Business and Management (SBM),

Universiti Utara Malaysia, Kuala Lumpur

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SECTION A: DEMOGRAPHIC PROFILE

1. Gender:

- a. Male
- b. Female

2. Age group:

- a. Below 25 years old
- b. 25 – 34 years old
- c. 35 – 44 years old
- d. 45 – 54 years old
- e. 55 years and above

3. Highest education level:

- a. Certificate

- b. Diploma
- c. Bachelor's
- d. Master's
- e. PhD/Professional
- f. Other

4. Job position:

- a. Doctor
- b. Nurse
- c. Clinic Assistant
- d. Medical Assistant (MA)
- e. Administrative Staff
- f. Other (please specify) _____

5. Years at this clinic:

- a. Below 1 year
- b. 1 – 3 years
- c. 4 – 6 years
- d. 7 – 10 years
- e. 11 years and above

6. Total years of experience in healthcare:

- a. Below 1 year
- b. 1 – 5 years
- c. 6 – 10 years

d. 11 – 15 years

e. 16 years and above

7. Employment status:

a. Full-time

b. Part-time

c. Contract

d. Locum / Temporary

8. Monthly income (RM):

a. Below RM 2000

b. RM 2000 – RM 3999

c. RM 4000 – RM 5999

d. RM 6000 – RM 7999

e. RM 8000 and above

9. Type of clinic:

a. General

b. Specialist

c. Aesthetic

d. Others _____

SECTION B: COMPENSATION

These questions relate to **Compensation**. For this section, you are required to select and indicate your own preferred choice. Please mark a (✓) on the box that best describes your preferred answer to the question, on the scale of “1” for Strongly Disagree to “5” for Strongly Agree.

Scale	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
	1	2	3	4	5		
No.	Items		1	2	3	4	5
1.	My current salary is fair given my role and responsibilities.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	The clinic's compensation package (salary + allowances) is competitive compared to similar clinics.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	Performance-related bonuses or incentives here are awarded fairly.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	I am satisfied with the transparency of the clinic's pay and reward practices.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	The financial rewards I receive reflect my level of work and contribution.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION C: PROFESSIONAL DEVELOPMENT

These questions relate to **Professional Development**. For this section, you are required to select and indicate your own preferred choice. Please mark a (√) on the box that best describes your preferred answer to the question, on the scale of “1” for Strongly Disagree to “5” for Strongly Agree.

Scale	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
	1	2	3	4	5		
No.	Items		1	2	3	4	5
1.	I have adequate opportunities to attend relevant training or workshops.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	The clinic supports my pursuit of professional certifications or further education.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	I can acquire new skills through on-the-job learning at this clinic.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	I receive feedback and coaching that helps my professional growth.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	The clinic has a clear plan for career or role development for staff.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION D: WORK-LIFE BALANCE

These questions relate to **Work-Life Balance**. For this section, you are required to select and indicate your own preferred choice. Please mark a (√) on the box that best describes your preferred answer to the question, on the scale of “1” for Strongly Disagree to “5” for Strongly Agree.

Scale	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
	1	2	3	4	5		
No.	Items		1	2	3	4	5
1.	I am able to balance my work and personal life effectively at this clinic.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	My workload is manageable and allows time for personal commitments.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	The clinic offers flexible scheduling or shift arrangements when needed.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	I am satisfied with the amount of paid leave and time-off I receive.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	The clinic’s management is supportive when I request time off for personal reasons.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION D: EMPLOYEE RETENTION (DV)

These questions relate to **Employee Retention**. For this section, you are required to select and indicate your own preferred choice. Please mark a (√) on the box that best describes your preferred answer to the question, on the scale of “1” for Strongly Disagree to “5” for Strongly Agree.

Scale	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
	1	2	3	4	5		
No.	Items		1	2	3	4	5
1.	I intend to remain working at this clinic for the foreseeable future.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	I rarely think about leaving my current job.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	I feel emotionally attached to this clinic.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	I would recommend this clinic as a good place to work to friends/colleagues.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	I actively look for the job opportunities outside this clinic.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	Considering everything, this clinic gives me enough reason to stay.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

APPENDIX B

Demographic Profile

1. Gender

Gender					
Model		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	22	10.5	10.5	10.5
	Female	187	89.5	89.5	100.0
	Total	209	100.0	100.0	

2. Age Group

Age Group					
Model		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25 years old	50	24	24	24
	25 – 34 years old	125	59.8	59.8	83.7
	35 – 44 years old	27	12.9	12.9	96.6
	45 – 54 years old	4	1.9	1.9	98.5
	55 years and above	3	1.4	1.4	100.0
	Total	209	100.0	100.0	

3. Highest Education Level

Highest Education Level					
	Model	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate	27	13.0	13.0	13.0
	Diploma	40	19.1	19.1	32.1
	Bachelor's	21	10.0	10.0	42.1
	Master's	4	1.9	1.9	44.0
	PhD/Professional	2	1.0	1.0	45.0
	SPM	115	55.0	55.0	100.0
	Total	209	100.0	100.0	

4. Job Position

Job Position					
	Model	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Doctor	13	6.2	6.2	6.2
	Nurse	11	5.3	5.3	11.5
	Clinic Assistant	151	72.2	72.2	83.7
	Medical Assistant	5	2.4	2.4	86.1
	Administrative Staff	27	12.9	12.9	99.0
	Account Receivable Officer/Others	2	1.0	1.0	100.0
	Total	209	100.0	100.0	

5. Years at this Clinic

Years at this Clinic					
	Model	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 1 year	24	11.5	11.5	11.5
	1 – 3 years	139	66.5	66.5	78.0
	4 – 6 years	39	18.7	18.7	96.7
	7 – 10 years	4	1.9	1.9	98.6
	11 years and above	3	1.4	1.4	100.0
	Total	209	100.0	100.0	

6. Total Years of Experience in Healthcare

6. Total Years of Experience in Healthcare					
	Model	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 1 year	21	10.0	10.0	10.0
	1 – 5 years	129	61.7	61.7	71.7
	6 - 10 years	46	22.0	22.0	93.7
	11 - 15 years	8	3.8	3.8	97.5
	16 years and above	5	2.5	2.5	100.0
	Total	209	100.0	100.0	

7. Employment Status

Employemnt Status					
	Model	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full-Time	193	92.3	92.3	92.3
	Part-Time	8	3.9	3.9	96.2
	Contract	7	3.3	3.3	99.5
	Locum/ Temporary	1	0.5	0.5	100.0
	Total	209	100.0	100.0	

8. Monthly Income (RM)

Monthly Income (RM)					
	Model	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below RM 2000	125	59.8	59.8	59.8
	RM 2000 - RM 3999	69	33.0	33.0	92.8
	RM 4000 - RM 5999	1	0.5	0.5	93.3
	RM 6000 - RM 7999	1	0.5	0.5	93.8
	RM 8000 and above	13	3.2	6.2	100.0
	Total	209	100.0	100.0	

9. Type of Clinic

Type of Clinic					
Model		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	General	190	90.9	90.9	90.9
	Specialist	10	4.8	4.8	95.7
	Aesthetic	9	4.3	4.3	100.0
	Total	209	100.0	100.0	



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APPENDIX C

The Results of Preliminary Analysis

a. Missing Values of Demographic Profile

		Gender	Age Group	Highest Education Level	Jon Position	Years at this Clinic	Total Years of Experience in Healthcare	Employment Status	Monthly Income (RM)	Type of Clinic
N	Valid	209	209	209	209	209	209	209	209	209
	Missing	0	0	0	0	0	0	0	0	0

b. Missing Values of Compensation

		C1	C2	C3	C4	C5
N	Valid	209	209	209	209	209
	Missing	0	0	0	0	0

c. Missing Values of Professional Development

		PD1	PD2	PD3	PD4	PD5
N	Valid	209	209	209	209	209
	Missing	0	0	0	0	0

d. Missing Values of Work-Life Balance

		WLB1	WLB2	WLB3	WLB4	WLB5
N	Valid	209	209	209	209	209
	Missing	0	0	0	0	0

e. Missing Values of Employee Retention

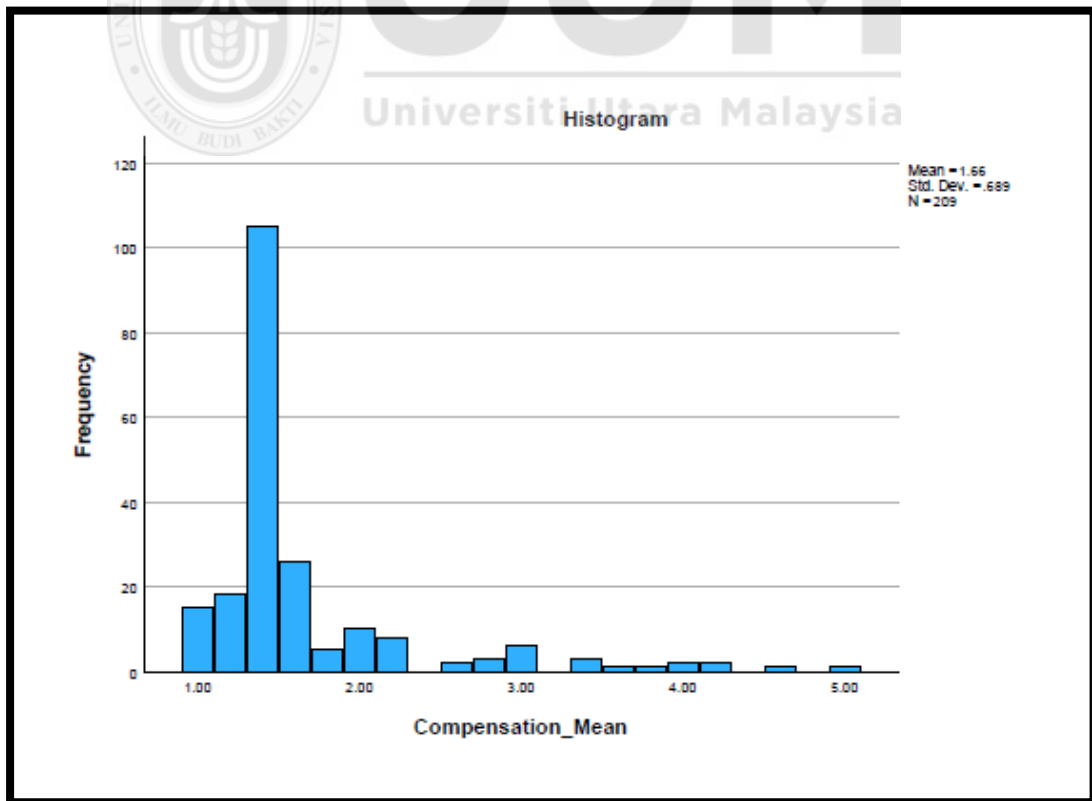
		ER1	ER2	ER3	ER4	ER5	ER6
N	Valid	209	209	209	209	209	
	Missing	0	0	0	0	0	

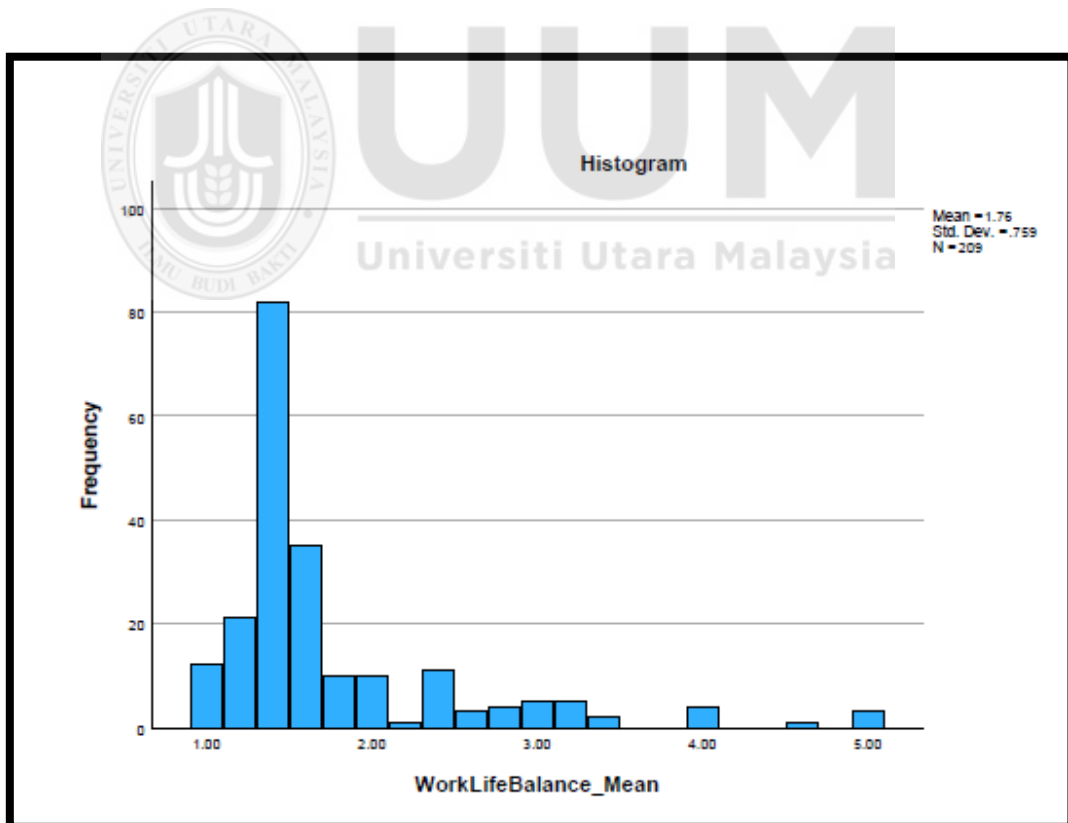
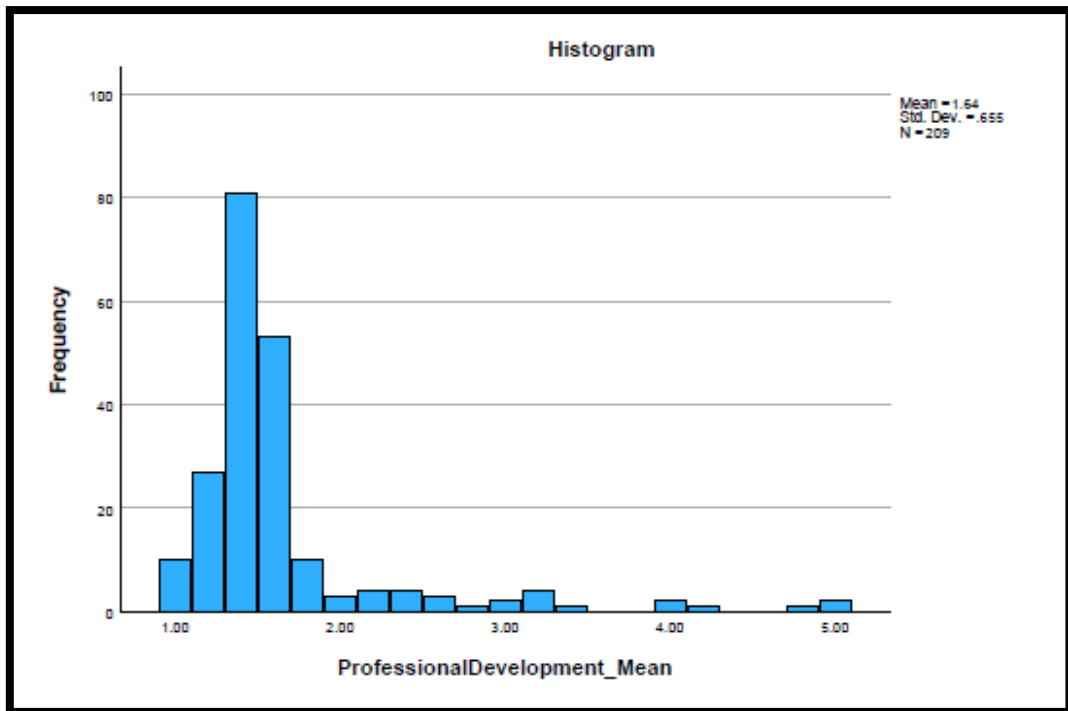
APPENDIX D

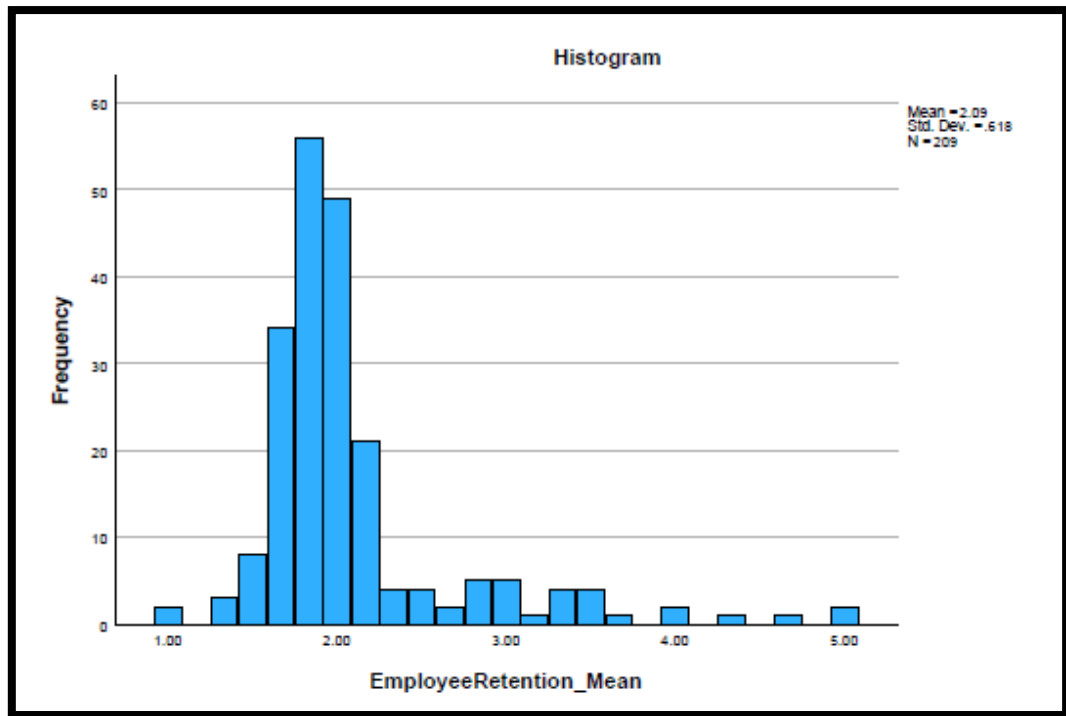
The Results of Normality Analysis

Test of Normality						
Constructs	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistics	df.	Sig.	Statistics	df.	Sig.
Compensation	0.320	209	<0.001	0.658	209	<0.001
Professional Development	0.343	209	<0.001	0.621	209	<0.001
Work-Life Balance	0.299	209	<0.001	0.716	209	<0.001
Employee retention	0.282	209	<0.001	0.732	209	<0.001

‘a. Lilliefors Significance Correction







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APPENDIX E

The Results of Descriptive Statistics Analysis

a. Descriptive Statistics

Descriptive Statistics			
Variables	N	Mean	S/Deviation
Compensation	209	4.34	0.68865
Professional Development	209	4.36	0.65480
Work-Life Balance	209	4.25	0.75903
Employee Retention	209	3.92	0.61761
Valid N (listwise)	209		



APPENDIX F

The Results of Reliability Analysis

a. Reliability Test for Compensation

Case Processing Summary			
Cases		N	%
	Valid	209	100.0
	Extended	0	0.0
	Total	209	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
0.877	5

Item Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Compensation	6.79	7.366	0.744	0.834
Compensation	6.49	8.280	0.695	0.854
Compensation	6.65	7.826	0.686	0.855
Compensation	6.63	8.070	0.688	0.855
Compensation	6.65	7.566	0.701	0.853

b. Reliability Test for Performance Development

Case Processing Summary			
Cases		N	%
	Valid	209	100.0
	Extended	0	0.0
	Total	209	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
0.827	5

Item Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Performance Development	6.73	7.036	0.691	0.774
Performance Development	6.56	7.440	0.595	0.801
Performance Development	6.36	6.798	0.584	0.809
Performance Development	6.57	6.987	0.643	0.787
Performance Development	6.59	7.522	0.623	0.794

c. Reliability Test for Work-Life Balance

Case Processing Summary			
Cases		N	%
	Valid	209	100.0
	Extended	0	0.0
	Total	209	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
0.896	5

Item Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Work-Life Balance	7.18	9.246	0.802	0.860
Work-Life Balance	6.93	9.995	0.723	0.878
Work-Life Balance	7.02	9.403	0.742	0.873
Work-Life Balance	7.00	9.721	0.716	0.879
Work-Life Balance	6.99	8.928	0.743	0.874

d. Reliability Test for Employee Retention

Case Processing Summary			
Cases		N	%
	Valid	209	100.0
	Extended	0	0.0
	Total	209	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
0.699	6

Item Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Employee Retention	10.98	8.995	0.729	0.566
Employee Retention	10.69	9.648	0.642	0.600
Employee Retention	10.71	8.821	0.645	0.583
Employee Retention	10.77	8.671	0.716	0.560
Employee Retention	8.55	16.009	-0.393	0.903
Employee Retention	10.87	8.517	0.748	0.548

APPENDIX G

The Results of Pearson Correlation Analysis

Correlations					
		Compensation	Professional Development	Work-Life Balance	Employee Retention
Compensation	Pearson Correlation	1	0.770***	0.837***	0.794***
	Sig. (2- tailed)		<0.001	<0.001	<0.001
	N	209	209	209	209
Professional Development	Pearson Correlation	0.770***	1	0.786***	0.800***
	Sig. (2- tailed)	<0.001		<0.001	<0.001
	N	209	209	209	209
Work-Life Balance	Pearson Correlation	0.837***	0.786***	1	0.814***
	Sig. (2- tailed)	<0.001	<0.001		<0.001
	N	209	209	209	209
Employee retention	Pearson Correlation	0.794***	0.800***	0.814***	1
	Sig. (2- tailed)	<0.001	<0.001	<0.001	
	N	209	209	209	209
***. Correlations at 0.001(2 -tailed)					

APPENDIX H

The Results of Multiple Regression Analysis

Variables Entered/Removed^a			
Model	Variables Entered	Variables Removed	Method
1	Compensation, Professional Development, Work-Life Balance	-	Enter
a. Dependent Variable : Employee Retention b. All requested variables entered.			

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.863 ^a	0.746	0.742	0.31380
a. Predictors : (Constant), Work-life balance, Professional Development, Compensation b. Dependent Variable : Employee Retention				

ANOVA*						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	59.153	3	19.718	200.236	<.001b
	Residual	20.187	205	0.098		
	Total	79.339	208			
a. Dependent Variable : Employee Retention b. Predictors : (Constant), Work-life balance, Professional Development, Compensation						

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.703	0.061		11.530	<0.001
	Compensation	0.221	0.061	0.247	3.619	<0.001
	Professional Development	0.327	0.057	0.347	5.739	<0.001
	Work-Life Balance	0.272	0.057	0.335	4.748	<0.001

a. Dependent Variable : Employee Retention

