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IMPACT OF CAREER DEVELOPMENT, COMPENSATION, WORK-LIFE BALANCE AND PSYCHOLOGICAL WELL-BEING ON EMPLOYEE RETENTION IN HOSPITALITY INDUSTRY IN MALAYSIA

By

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ABSTRAK

Di Malaysia, industri perhotelan telah mengalami pertumbuhan yang mantap dengan pembangunan industri perhotelan di seluruh dunia pada tahun-tahun semasa. Industri perhotelan dianggap sebagai tonggak utama ekonomi negara. Oleh kerana industri perhotelan adalah perniagaan berorientasikan perkhidmatan dan sumber manusia yang berbakat dianggap sangat penting dalam industri perhotelan. Oleh kerana industri perhotelan adalah salah satu daripada industri yang mengalami masalah pengalaman mengenai pengekalan pekerja. Kajian ini dijalankan di hotel bintang empat dan lima di tempat pelancongan di Pulau Pinang dan Langkawi, Malaysia. Tujuan asas penyelidikan adalah untuk mengkaji faktor-faktor yang boleh mempengaruhi pengekalan pekerja. Empat faktor iaitu pembangunan kerjaya, pampasan, keseimbangan kerja dan kesejahteraan psikologi telah diakui yang boleh memberi kesan kepada pengekalan pekerja. Untuk tujuan ini, soal selidik disebarkan oleh tanggungjawab sendiri dan keseluruhannya ialah 164 orang pekerja. Mengumpulkan data adalah analisis ke dalam pangkalan data dengan menggunakan perisian Perisian Statistik untuk Sains Sosial (SPSS) versi 25. Penemuan kaji selidik dianalisis, dihasilkan dan diringkaskan menjadi analisis statistik yang terdiri daripada analisis perihalan, analisis korelasi dan analisis regresi. Hasilnya menunjukkan bahawa pembangunan kerjaya, pampasan, keseimbangan kerja dan kesejahteraan psikologi mempunyai hubungan yang signifikan dengan pengekalan pekerja. Oleh itu, syarikat hotel penting untuk membangun dan menggunakannya dengan menawarkan kemajuan kerjaya, pakej pampasan kacak, keseimbangan kerja-kehidupan yang lebih baik dan kebahagiaan mental untuk mengekalkan pekerja berbakat.

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Kata Kunci: Pembangunan Kerjaya, Pampasan, Imbangan kehidupan Kerja, Kesejahteraan Psikologi, Pengekalan Pekerja

ABSTRACT

In Malaysia, the hospitality industry has experienced a positive growth with the development of worldwide hospitality industry in current years. The hospitality industry considered as the major pillars of national economy. As the hospitality industry is the service-oriented business and talented human resource is considered very important in the hospitality industry. Since the hospitality industry is one of those industries that are experience issues regarding employee retention. This study is conducted in the four- and five-star hotel in the tourist places in Penang and Langkawi, Malaysia. The basic aim of research is to examine to the factors that can influence the employee retention. Four factors namely career development, compensation, work-life balance and psychological well-being have been recognized that can highly impact the employee retention. For this purpose, questionnaires were circulated by self-administered and overall response were 164 employees. Gather data were analysis into database by using Statistical Package for Social Science (SPSS) software version 25. The findings of the survey were analyzed, produced and summarized into statistical analysis which comprise of description analysis, correlation analysis and regression analysis. The outcomes showed that career development, compensation, work-life balance and psychological well-being has significant relationship with employee retention. Therefore, it is vital hotel companies to develop and applied they're by offering career progression, handsome compensation packages, better work-life balance and mental happiness to retain the talented employees.

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Keywords: Career Development, Compensation, Work-Life Balance, Psychological Well-Being, Employee Retention

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CHAPTER 1

INTRODUCTION

1.0 Introduction

Employees retention is the strategy for the company to apply numerous practices and guidelines to make the employees loyal to the company for longer period of employment (Khalil & Hashim, 2019). Employee Retention is one of the vital concerns in the competitive firms these days since employees are the most precious assets in any firm. Generally, in an organization's best priority is to place its efforts in the retention of potential employee that they pose, and not employing somebody new. But, rising turnover of employees has become a trend in several companies now a day and issues of retention of employees has continued to affect several firms in Malaysia. Employee retention is undeniably favorable for the companies also to the workforces. These days employees are different, they pose many better options in hand. When employees feel dissatisfy or depressed with the present employer or the profession they have, they will move towards a new employment. It is only the responsibility of the organization to retain their top employees. As the result, employer will lose its potential employees if the employer fails to retain them.

Employees are very important assets of any firm. If the employees can't apply their full talent and not appreciated, they simply leave the company because of frustration and stress. According to the Subramaniam, Choo, and Johari (2019) for the employee retention, career development, compensation and work-life balance are important strategies.

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Appendix A

Questionnaire

Dear Respondents,

I am the Postgraduate student of Othman Yeop Abdullah Graduate School of Business, Universiti of Utara Malaysia and presently doing a thesis on "Impact of HRM Practices, work-life Balance and well-being on employee retention in Hospitality industry in Malaysia". I request you to kindly fill the questionnaire below and I assure you that the data gathered shall be kept Confidential. Please carefully read each statement of the questionnaire and tick the best answer according to your opinion.

Part A

Gender:

a. Male b. Female

Age:

a. 20-25 b. 26-30 c. 31-35 d. 36-40 e. Above

Marital status (please tick): married / single

Qualification:

a. Diploma b. Graduation c. Master c. PhD

Your area of specialization: ……

Your designation: ……

Date of joining the current organization: ……

Total corporate experience: ……

Sincerely

Allah Nawaz

Master of HRM Candidate

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Retaining employees is crucial for any organization that intends to reduce the costs associated with a high employee turnover rate such as recruitment costs and training costs. One strategy of retaining employees is by obtaining feedback from them by using a questionnaire that should have relevant questions aimed at understanding the employees better.

In most cases, employees leave because they are not satisfied with their job. There could be low employee morale, lack of recognition, the absence of a clear career path, compensation packages work-life balance, or well-being. The questions should be based on these areas, to find out the employees' sentiments.

Part B

Section 1 Employee Retention

No.	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	I'm planning on working for another company within a period of three years.	**1**	**2**	**3**	**4**	**5**
2	Within this company my work gives me satisfaction.	**1**	**2**	**3**	**4**	**5**
3	If I wanted to do another job or function, I would look first at the possibilities within this company.	**1**	**2**	**3**	**4**	**5**
4	I see a future for myself within this company.	**1**	**2**	**3**	**4**	**5**
5	It doesn't matter if I'm working for this company or another, as long as I have work.	**1**	**2**	**3**	**4**	**5**

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6	If it were up to me, I will definitely be working for this company for the next five years.	**1**	**2**	**3**	**4**	**5**
7	If I could start over again, I would choose to work for another company.	**1**	**2**	**3**	**4**	**5**
8	If I received an attractive job offer from another company, I would take the job.	**1**	**2**	**3**	**4**	**5**
9	The work I'm doing is very important to me.	**1**	**2**	**3**	**4**	**5**
10	I love working for this company.	**1**	**2**	**3**	**4**	**5**
11	I have checked out a job in another company previously.	**1**	**2**	**3**	**4**	**5**

Section 2 Career Development

1	I have access to information for my career planning.	**1**	**2**	**3**	**4**	**5**
2	My immediate supervisor and I discussed my career development opportunities.	**1**	**2**	**3**	**4**	**5**
3	I am given ample opportunities for advancement on my job.	**1**	**2**	**3**	**4**	**5**
4	I am satisfied with the way promotions are given out in the company.	**1**	**2**	**3**	**4**	**5**
5	Promotion is rewarded for merit based on performance.	**1**	**2**	**3**	**4**	**5**
6	Promotion is rewarded fairly within the company.	**1**	**2**	**3**	**4**	**5**

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Section 3 Compensation

1	The salaries I receive encourage me to perform better.	**1**	**2**	**3**	**4**	**5**
2	Incentives, such as bonuses motivate me to do more than required.	**1**	**2**	**3**	**4**	**5**
3	I received recognition for my achievements.	**1**	**2**	**3**	**4**	**5**
4	I received the amount of pay that commensurate the work I do.	**1**	**2**	**3**	**4**	**5**
5	My pay is generally equal to the pay of my colleagues of the same level/position.	**1**	**2**	**3**	**4**	**5**
6	My pay is generally equally to the pay of similar job in other companies of the same industry.	**1**	**2**	**3**	**4**	**5**

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Section 4 Work-Life Balance

1	I maintain a good balance between work and other aspects of my life.	**1**	**2**	**3**	**4**	**5**
2	I am able to meet my family responsibilities while still doing what is expected of me at work.	**1**	**2**	**3**	**4**	**5**
3	I have a social life outside of work.	**1**	**2**	**3**	**4**	**5**
4	I am able to stay involved in non-work interests and activities.	**1**	**2**	**3**	**4**	**5**

Section 5 Psychological Well-Being

1	I am feeling unhappy at my work place.	**1**	**2**	**3**	**4**	**5**
2	I am thinking of self as worthless in this organization.	**1**	**2**	**3**	**4**	**5**
3	I am losing confidence in this working environment.	**1**	**2**	**3**	**4**	**5**
4	I am feeling depressed in my job.	**1**	**2**	**3**	**4**	**5**
5	I could not overcome difficulties faced during work.	**1**	**2**	**3**	**4**	**5**
6	I am capable of making decision in my life.	**1**	**2**	**3**	**4**	**5**
7	I am facing up problems.	**1**	**2**	**3**	**4**	**5**
8	I am able to concentrate at my work.	**1**	**2**	**3**	**4**	**5**
9	I am enjoying normal activities in my life.	**1**	**2**	**3**	**4**	**5**
10	I play useful part in things.	**1**	**2**	**3**	**4**	**5**
11	I am under strain.	**1**	**2**	**3**	**4**	**5**
12	I lost of much sleep.	**1**	**2**	**3**	**4**	**5**

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Appendix B

Normality Test

Normality Test for Employee Retention, Career Development, Compensation, Work-Life Balance and Psychological Well-Being

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
ER	.092	150	.004	.969	150	.002
CD	.093	150	.003	.979	150	.024
C	.102	150	.001	.970	150	.002
WLB	.099	150	.001	.979	150	.022
PWB	.082	150	.015	.985	150	.101

a. Lilliefors Significance Correction

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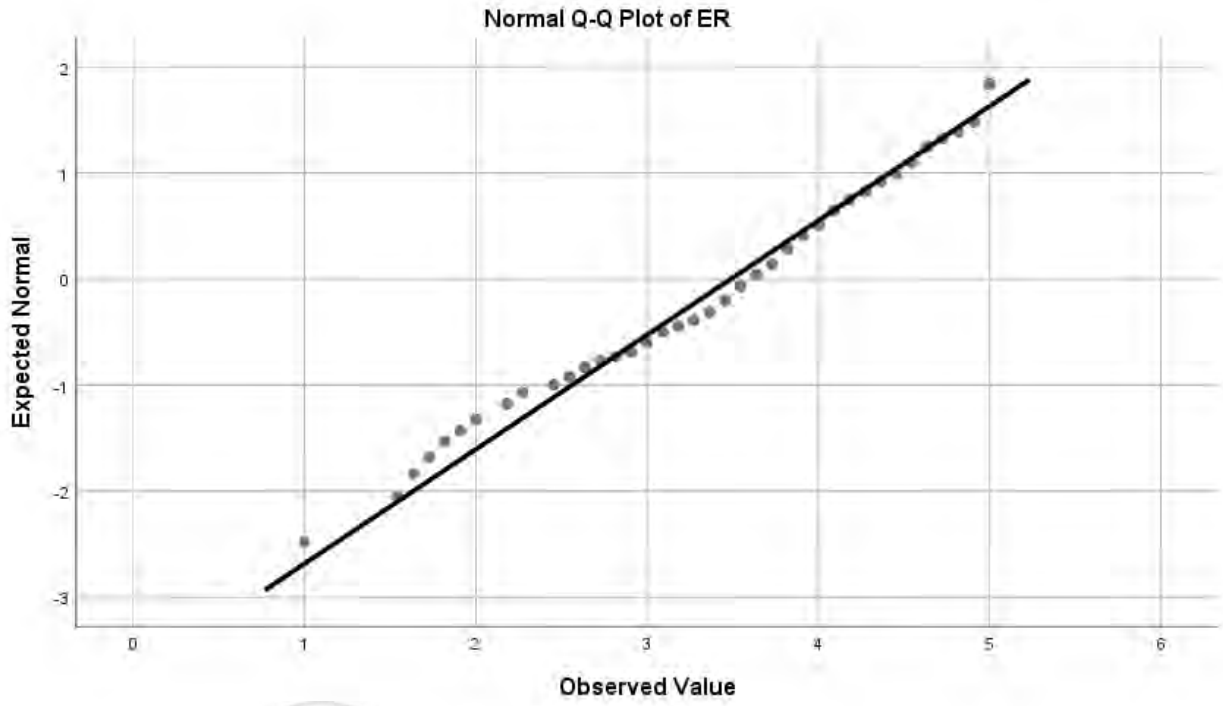

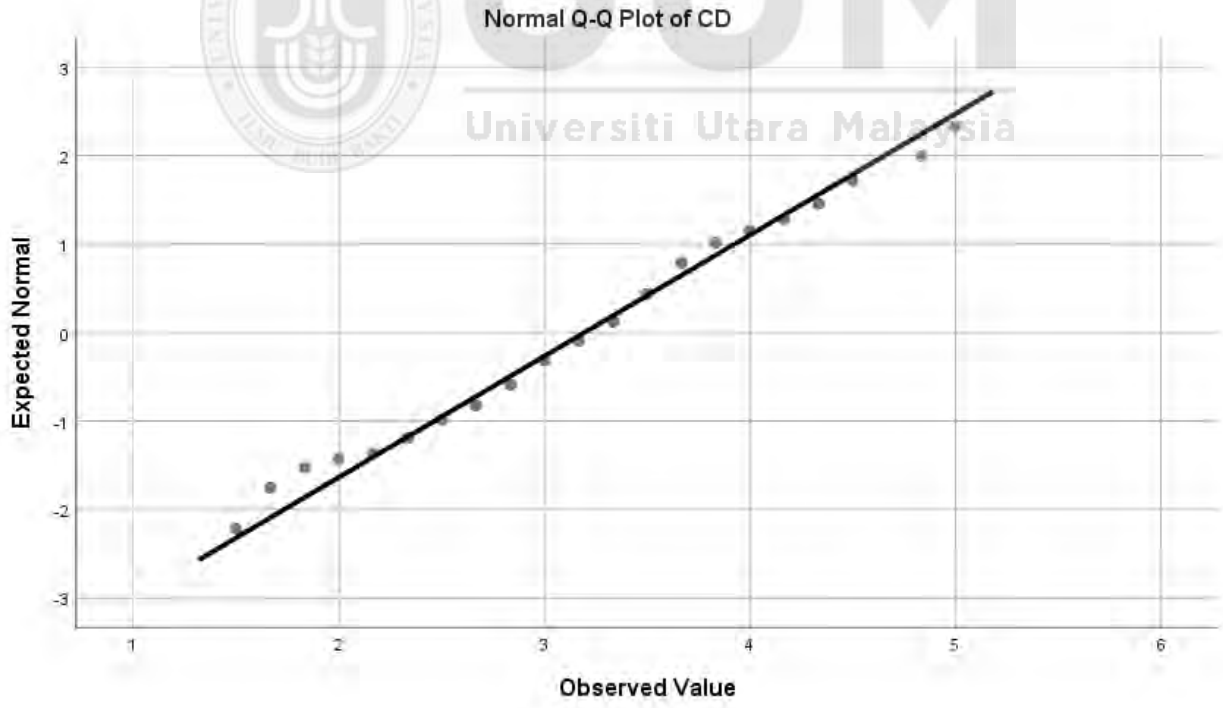

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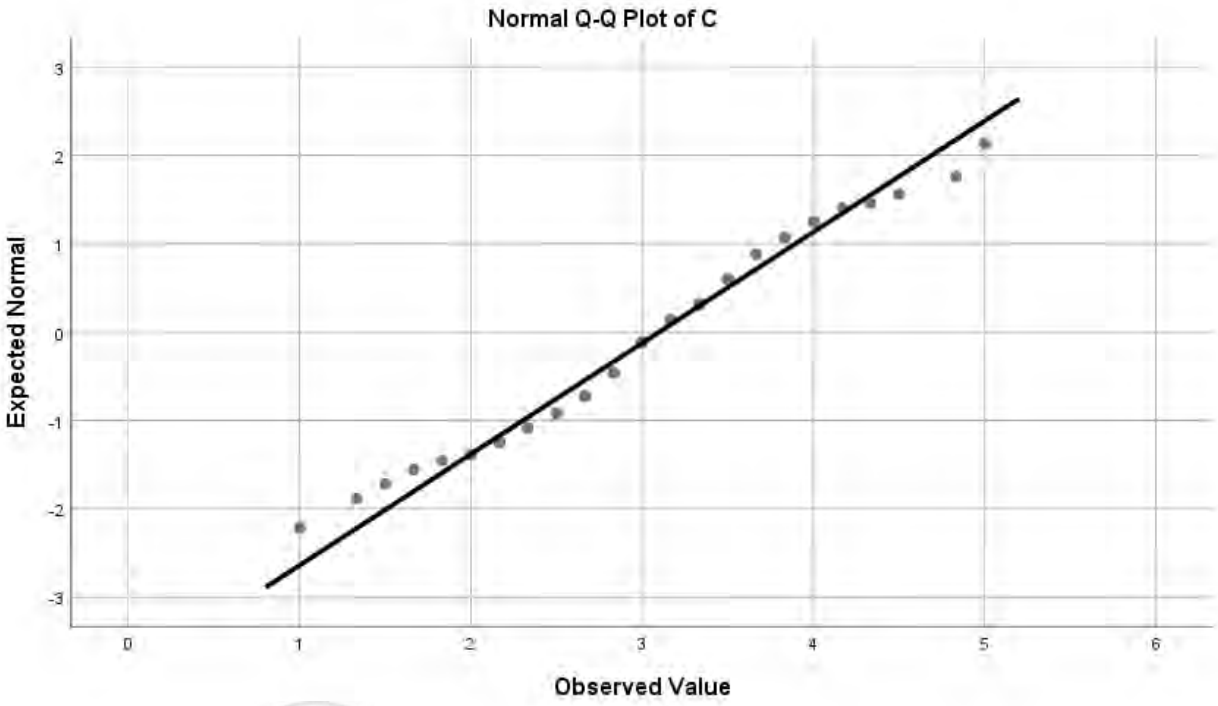

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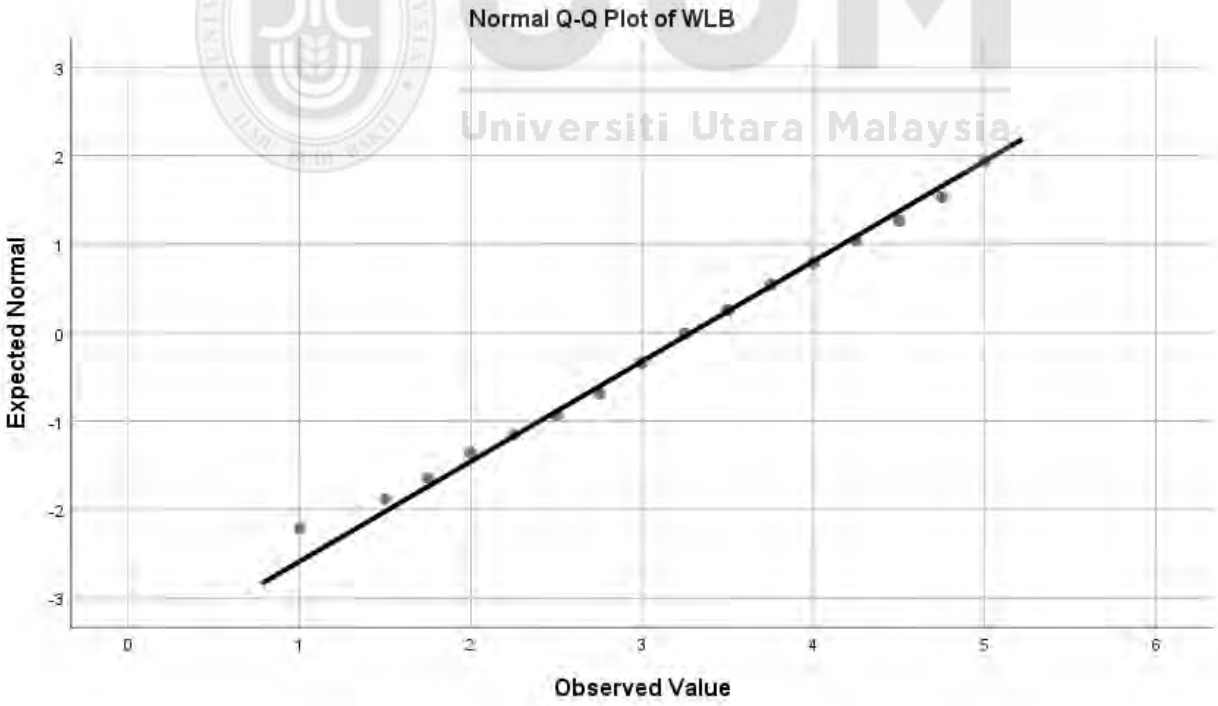

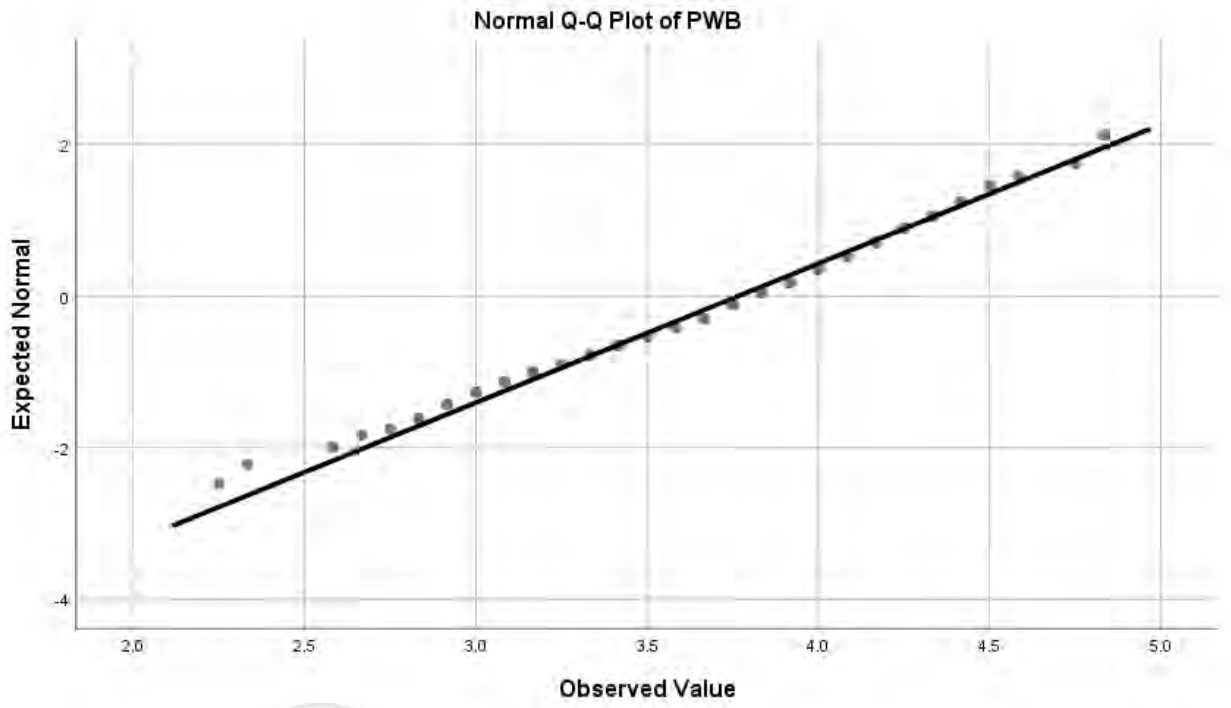

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Appendix C

Reliability Analysis Before Factor Analysis

Reliability Statistics for Employee Retention

Reliability Statistics	
Cronbach's Alpha	N of Items
.960	11

Reliability Statistics for Career development

Reliability Statistics	
Cronbach's Alpha	N of Items
.868	6

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Reliability Statistics for Compensation

Reliability Statistics	
Cronbach's Alpha	N of Items
.924	6

Reliability Statistics for Work-Life Balance

Reliability Statistics	
Cronbach's Alpha	N of Items
.902	4

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Reliability Statistics for Psychological Well-Being

Reliability Statistics	
Cronbach's Alpha	N of Items
.837	12

Appendix D

Factor Analysis

KMO and Bartlett's Test for Employee Retention

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.956
Bartlett's Test of Sphericity	Approx. Chi-Square	1475.019
	df	55
	Sig.	.000

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Rotated Component Matrix[a] for Employee Retention

Rotation Component Matrix[a]

		Component
ER4	I see a future for myself within this company.	.879
ER5	It doesn't matter if I'm working for this company or another, as long as I have work.	.875
ER11	I have checked out a job in another company previously.	.867
ER6	If it were up to me, I will definitely be working for this company for the next five years.	.852

ER7	If I could start over again, I would choose to work for another company.	.845
ER8	If I received an attractive job offer from another company, I would take the job.	.843
ER3	If I wanted to do another job or function, I would look first at the possibilities within this company.	.841
ER1	I'm planning on working for another company within a period of three years	.837
ER10	I love working for this company.	.829
ER2	Within this company my work gives me satisfaction	.823
ER9	The work I'm doing is very important to me.	.809

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Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.867	71.519	71.519	7.867	71.519	71.519
2	.552	5.015	76.534			
3	.455	4.134	80.668			
4	.355	3.229	83.897			
5	.345	3.133	87.030			
6	.314	2.858	89.888			
7	.289	2.632	92.520			
8	.250	2.272	94.792			
9	.223	2.026	96.818			
10	.198	1.797	98.614			
11	.152	1.386	100.000			

Extraction Method: Principal Component Analysis.

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KMO and Bartlett's Test for Career Development

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.871
Bartlett's Test of Sphericity	Approx. Chi-Square	386.695
	df	15
	Sig.	.000

Rotated Component Matrix[a] for Career Development

Rotated Component Matrix[a]

		Component
CD4	I am satisfied with the way promotions are given out in the company.	.828
CD6	Promotion is rewarded fairly within the company.	.810
CD2	My immediate supervisor and I discussed my career development opportunities.	.787
CD5	Promotion is rewarded for merit based on performance.	.783
CD3	I am given ample opportunities for advancement on my job.	.747
CD1	I have access to information for my career planning	.703

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Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.628	60.466	60.466	3.628	60.466	60.466
2	.659	10.983	71.449			
3	.594	9.897	81.346			
4	.459	7.649	88.995			
5	.339	5.654	94.649			
6	.321	5.351	100.000			

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KMO and Bartlett's Test for Compensation

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.910
Bartlett's Test of Sphericity	Approx. Chi-Square	619.769
	Df	15
	Sig.	.000

Rotated Component Matrix[a] for Compensation

Rotated Component Matrix[a]

		Component
C6	My pay is generally equal to the pay of my colleagues of the same level/position.	.886
C1	The salaries I receive encourage me to perform better.	.865
C3	I received recognition for my achievements.	.853
C4	I received the amount of pay that commensurate the work I do.	.847
C2	Incentives, such as bonuses motivate me to do more than required	.842
C6	My pay is generally equally to the pay of similar job in other companies of the same industry.	.817

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Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.353	72.552	72.552	4.353	72.552	72.552
2	.426	7.100	79.652			
3	.382	6.368	86.021			
4	.363	6.058	92.078			
5	.261	4.349	96.427			
6	.214	3.573	100.000			

Extraction Method: Principal Component Analysis.

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KMO Bartlett's Test for Work-Life Balance

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.848
Bartlett's Test of Sphericity	Approx. Chi-Square	366.964
	df	6
	Sig.	.000

Rotated Component Matrix[a] for Work-Life Balance

Rotated Component Matrix[a]

		Component
WLB3	I have a social life outside of work.	.896
WLB2	I am able to meet my family responsibilities while still doing what is expected of me at work.	.887
WLB4	I am able to stay involved in non-work interests and activities.	.882
WLB1	I maintain a good balance between work and other aspects of my life.	.854

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Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
	3.097	77.413	77.413	3.097	77.413	77.413
1	.356	8.890	86.303			
2	.295	7.370	93.673			
3	.253	6.327	100.000			

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
	4.488	37.399	37.399	4.488	37.399	37.399	4.451	37.088	37.088
1	2.998	24.985	62.384	2.998	24.985	62.384	3.036	25.296	62.384
2	1.042	8.687	71.071						
3	.693	5.774	76.845						
4	.524	4.370	81.215						
5	.457	3.811	85.026						
6	.430	3.582	88.608						
7	.326	2.713	91.321						
8	.296	2.465	93.786						
9	.285	2.374	96.160						
10	.258	2.146	98.306						
11	.203	1.694	100.000						

Extraction Method: Principal Component Analysis.

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Reliability Analysis of Psychological Well-Being After Factor Analysis

	Cronbach's Alpha	N of Items
Physical Environment Well-Being	.880	4
Emotional Well-Being	.884	8

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Appendix E

The Reliability Analysis for Employee Retention, Career Development, Compensation, Work Life Balance and Psychological Well-Being

Before Factor analysis			**After Factor Analysis**		
Variables	**Cronbach's Alpha**	**No. of Items**	**Variables**	**Cronbach's Alpha**	**No. of Items**
Employee Retention	.960	11	Employee Retention	.960	11
Career Development	.868	6	Career Development	.868	6
Compensation	.924	6	Compensation	.924	6
Work-Life Balance	.902	4	Work-Life Balance	.902	4
Psychological Well-Being	.837	12	Emotional Well-Being	.880	4
			Physical Environment Well-Being	.884	8

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Appendix F

Correlation Analysis After Factor Analysis

Correlations

		ER	CDO	C	WLB	PEWB	EWB
ER	Pearson Correlation	1				.	
	Sig.						
CDO	Pearson Correlation	.747**	1				
	Sig.	(.000)					
C	Pearson Correlation	.724**	.713**	1			
	Sig.	(.000)	(.000)				
WLB	Pearson Correlation	.782**	.716**	.604**	1		
	Sig.	(.000)	(.000)	(.000)			
PEWB	Pearson Correlation	.800**	.669**	.602**	.739**	1	
	Sig.	(.000)	(.000)	(.000)	(.000)		
EWB	Pearson Correlation	.015	.011	.022	-.026	.069	1
	Sig.	.852	.893	.785	.755	.405	

**. Correlation is significant at the 0.01 level

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Appendix G

Multiple Regression Analysis

Variable	Standardized Coefficients Beta	Std. Error	t	Sig.
Career Development	.138	.084	2.083	.039
Compensation	.248	.067	4.295	.000
Work-Life Balance	.265	.069	4.057	.000
Physical Environment	.363	.070	5.834	.000
Well-Being				
Emotional Well-Being	-.010	.057	-.248	.805

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