

## Decoding Employee Turnover: How Job Satisfaction, Commitment, Work-Life Balance, and Compensation Shape Intentions in Malaysia's Service Industry

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### ABSTRACT

The demanding nature of the service sector in Malaysia, which involves long hours and pressure at work, causing a significant percentage of employees either leave or change occupations. It creates disruptions due to the constant hiring and training of new staff, which lowers business profitability. This study investigates the role of job satisfaction, organisational commitment, work-life balance, compensation and benefits on employee turnover in the services industry of Malaysia. Data were collected from 400 respondents who were fulltime employees from high turnover rate industries such as finance, tourism, food and beverage, telecommunication and ICT firms. The study used Social Exchange Theory (SET) as an orientation because it considers how workers weigh their contributions against the experiences that they have had with their organisations underlining that motivation or commitment underpins low levels of employee turnover. The data were analysed using multiple regression analysis in order to investigate the association between the independent variables and employee turnover. This study exhibits how retention strategies can be improved with respect to job satisfaction, organisational commitment, work-life balance, and compensation. The findings of this study is contributing to the understanding of the strategies that can be effectively applied in managing the retention of human resources, thereby enhancing organisational efficiency and reducing turnover in the service sector.

**Keywords:** Service Industry (Malaysia), Employee Turnover, Job Satisfaction, Organisational Commitment, Work-Life Balance, Compensation and Benefits, Sustainable Growth.

**JEL Classification:**

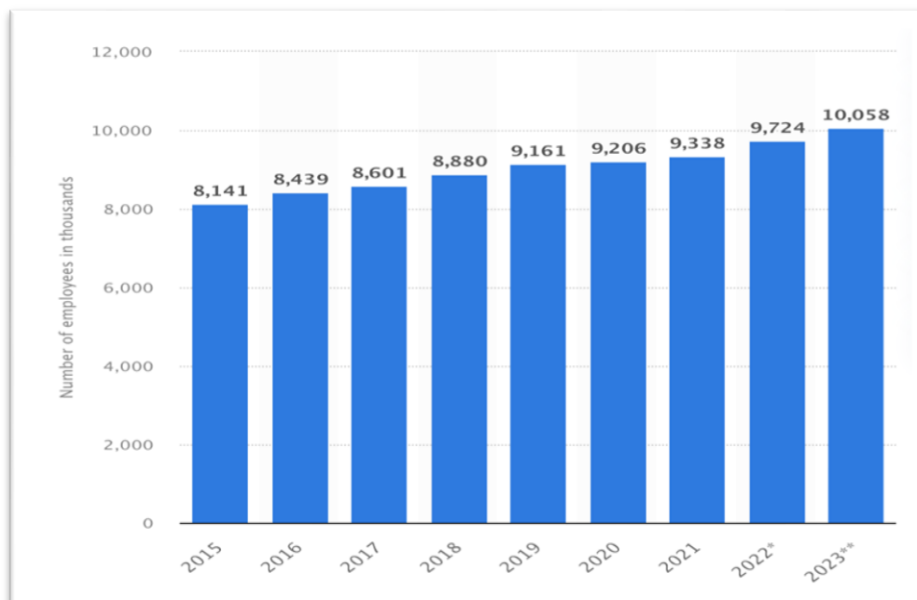
## INTRODUCTION

### Service Industry in Malaysia

The service industry is the second largest contributor in Malaysia's economy accounting for 55% GDP growth and employing 10.06 million employed individuals (NST, 2024; Siddharta, 2024). The industry is made up of various segments such as finance, food and beverage, telecommunications, tourism and information technology sector (ICT). Even though employee productivity averaged RM96,692 in 2023, one of the major challenges the sector faces is high turnover (Malaysia Productivity Report, 2024; Aon PLC, 2024). To implement viable retention strategies, it is essential to identify and address the causes of employee turnover. Understanding the factors influencing employee turnover such as job satisfaction, organisational commitment, work-life balance and compensation and benefits is essential in developing an effective retention strategy as it incurs substantial costs, service quality and customer satisfaction.

The service industry in Malaysia has a high number of employees who either quit or switch jobs due to its demanding nature that includes putting in long hours and pressure at work. The impact of this is the increase in recruitment costs for firms and disruption from continuous hiring and training of new employees leading to low profitability of firms (Ghazali et al., 2022). Report from Aon PLC and HR Asia (2024), states that employee turnover rate within Malaysia spiked from 14.9% to 16.2% implying a major challenge to organisational in the service sector.

Job satisfaction, organisational commitment, work-life balance, compensation and benefits have all been identified as factors contributing to employee turnover. These determine whether employees choose to stay in the same organisational or look for new opportunities (Al Balushi et al., 2019; Tenny, 2018). Considering this is important as employee turnover has both immediate and long-term effects on Malaysia's service sector, concerning its productivity and competitive capacity. The primary goal of this study, is therefore, to examine these variables extensively while offering suggestions for enhancing worker preservation in Malaysian service sector.



**Figure 1.** Number of people employed in service industry in Malaysia year 2015 – 2023.  
**Source:** Siddharta from Statista, 2024.

### Problem Statement

Malaysia's service industry is faced with a serious problem of high employee turnover rates as the sector's jobs are very demanding regarding long hours and stressful working conditions. Organisational struggle in terms of financial as they employ and train the new hires when their employee leaves (Ghazali & Mohd Amin, 2022). According to Aon PLC and HR Asia (2024), service sector turnover rate in Malaysia has increased from 14.9% in 2022 to 16.2% in 2023 suggesting that this problem is relatively present.

It is essential to understand why employees leave their job isto address the problem. Four factors of job satisfaction, organisational commitment, work-life balance and compensation and benefits have been singled out as influencing an employee's choice to remain or leave a given organisational (Al Balushi et at., 2022; Tenny,

2022). According to Biason (2020), there is a positive relationship between job satisfaction and employee retention which is further highlighted by Azeez et al. (2016) that highly committed employees are less likely to quit as they feel associated with the organisational. This works out perfectly for Al Kabir & Tirno (2018) who found that work-life balance is the key factor affecting employee turnover in a multinational corporation based in Bangladesh. Kumar (2022) revealed about inadequate compensation plans and benefits could result in high turnover rates and inability to retain skilled employees.

Even if these factors are significant, researching the effect they have on employee turnover in Malaysia has not been given enough attention. Most studies are often industry-specific, making it difficult to generalize across Malaysia's entire service sector (Nair et al., 2014). There is a need for extensive research that looks in to how job satisfaction, organisational commitment work-life balance and compensation and benefits influence employees across Malaysia's several industries. Companies to enhance their images and makes it possible to retain and contract better workers for the benefit of the entire organisational (Beasley, 2023). High rate of employee turnover can lead organisations to several problems where companies need to fork out more money on training and recruitment of new personnel implying that they are making financial losses because they invested on the departing employee (Al Amri & Pandey, 2020). According to Anzazi (2016) high turnover tends to lower productivity because it takes new staff some time before they fully understand what is required of them at workplaces resulting in reduce work standard and poor organisational performance. This can also affect the morale of other employees who may start working too hard since they think neither their contributions nor worth is being acknowledged by the organisational. This study aims to examine the impact of job satisfaction, organisational commitment, work-life balance, compensation and benefits on employee turnover in Malaysia. By examining these variables, it aims to determine the relationship between job satisfaction, organisational commitment, work-life balance, compensation and benefits and employee turnover at the Malaysian service industry.

### **Research objectives**

- a. To examine the relationship between job satisfaction on employee turnover in Malaysia's service industry.
- b. To examine the influence of organisational commitment on employee turnover in Malaysia's service industry.
- c. To examine the impact of work-life balance on employee turnover in Malaysia's service industry.
- d. To examine the effect of compensation and benefits on employee turnover in Malaysia's service industry.

## **REVIEW OF LITERATURE**

This area reviews literature on employee turnover in Malaysia's service sector with focus on four independent variables; job satisfaction, organisational commitment, work-life balance and compensation and benefits with respect to dependent variable which is employee turnover.

### **Social Exchange Theory**

This study utilizes the concepts of Social Exchange Theory (SET) for understanding employee turnover. Consistent with the studies of Chang et al. (2022), it can be said that SET explains more logically the reasons for the employees' turnover. First, it shows that turnover is dependent on satisfaction with the job and the environment among other extraneous variables such as work-life balance, pay, and managerial style. SET refers to the relationships formed based on a mutual exchange of resources with the expectation of reciprocity (Cropanzano & Mitchell, 2005). It argues that employees perceive relationships as having both costs and benefits which in this case in employment, the employees are evaluating how much benefits they gain from staying in their jobs compared to how much they might lose if they leave. For instance, employees assess the benefits of job satisfaction, organisational commitment, work-life balance, compensation and benefits versus other uncertainties of job security, advancement in career and new employment. With this, an employee must balance between social and economic aspects to improve their lives better according to SET theory and proposes that the chances of workers staying in the organisations are higher when the perceived gains are greater than the costs (Blau, 2017).

However, SET has its limitations where individuals are said to be rational actors who make conscious decisions after weighing costs and benefits and does not take emotion and other non-rational influences as part in choices about leaving a job (Chang et al., 2022). It is also worth noting that costs and benefits are perceived differently by different individuals due to their individual values, preferences and risk tolerances.

### **Review of Variables**

Job satisfaction, organisational commitment, work-life balance, compensation and benefits are variables that closely associated with employee turnover intention. Employees are less likely to leave their job if they experience significant level of job satisfaction, organisational commitment, work-life balance, compensation and benefits (Sorn et al., 2023). Companies can identify the cause of employee turnover and develop strategies to tackle them. This will then provide a supportive working environment (SWE) to retain employees (Naz et al., 2020).

### ***Employee Turnover***

Employee turnover is the measure of how fast people stop working for an organisational and need to be substituted (Lazzari et al., 2022). This constant movement causes changes in the workplace as whenever one employee leaves and another comes there is always a disruption in work and productivity. Factors causing this movement maybe rooted from dissatisfaction with the job itself, lack of opportunities for career growths, inadequacy of pay or even benefits and work-life imbalance (Kaushal & Main, 2024). Ramasamy et al. (2025) highlighted the roles of managerial empowerment, organizational commitment, and rewards management in reducing turnover.

Studies to Al-Suraihi et al. (2021) highlighted that employee turnover has significant repercussions in the service sector where individuals may choose to leave their jobs due to unhappiness in their roles, limited opportunities for advancement and undeserving salaries or perks. When there is a high levels of employee turnover, it leads to high turnover rates which not only result in additional costs associated with recruiting and training but also interrupts business processes leading to adverse effects on the organisational culture (Hall, 2019). The analysis of turnover rates provides organisations with a wealth of information that can be compared to the industry standards; this can help to establish any root causes such as employee dissatisfaction or misaligned incentives and highlight where improvements are needed.

Even if numerous organisations know about these elements that contributes to employee turnover, minimizing the rate of employee turnover remains a problem due to the complexity of these linked variables. These various reasons of linked variables are why employees decide to leave their positions. Job satisfaction is one key factor that affects an employee's decision concerning quitting or staying because they are less likely to leave when they are fulfilled and valued in their roles (Brower, 2023). Organisational commitment creates a kind of attachment which determines if an individual will stay or leave it (Serhan et al., 2022). Work-life balance similarly plays a vital role especially within the service sector where long hours of work and high stress can lead our minds into depression and make us want some changes as far as jobs are concerned (Morhan, 2024). Lastly, compensation and benefits always retain its status among the most visible motivating factors where individuals looking for better opportunities mostly cause lack of adequate rewards (Abdul Malik & Alhassan Musah, 2024). Addressing these variables could decrease the turnover rates, lower costs and form a stable organisational culture.

### ***Job Satisfaction***

Job satisfaction is a crucial component for comprehending employee turnover within the service industry. Employee who are in a joyful work setting, good remuneration and has chances for advancement are likely to remain in an organisational than those experiencing dissatisfaction (Rakhmitania, 2022). Social Exchange Theory (SET) offers a valuable framework understanding of the connection between job satisfaction and employee turnover as it suggests that employees weigh costs against benefits assuming different roles and decisions are influenced by the extent to which they perceive that rewards outweigh the drawbacks (Cropanzano & Mitchell, 2005). The job satisfaction has a positive correlation with an employee's intention to stay especially when incentives are seen as fair (Jaganjac et al. 2020). SET explains this by suggesting that the employees assess their jobs in terms of what they gain in terms of financial incentives, job security in comparison to what they incur such as stress and unclear performance appraisals. When there is a weightier benefit than cost, it is probable for workers to continue being part of the firm which aligns with SET.

Employees' gratifications that may be derived from ample career advancement openings and the nature of a given organisational's environment is what makes employees satisfied hence tend to remain (Junianti 2023). For this reason, SET is seen on workers to likely remain in companies that give them room to grow and provide encouraging environment than those employees who are not promoted or in a bad organisational environment as they risk higher turnover. (Jannat et al. 2020) investigated how training and rewards based on performance affected turnover intentions. As the authors found, job satisfaction mediates this relationship between the two factors and turnover. When people are satisfied, they tend not to consider quitting jobs, reducing turnover intentions. In Social Exchange theory (SET), training and development by employees is a valued investment in their career paths. In situations where these opportunities correspond to expectations or needs of an individual employee, loyalty to the firm increases and so does reciprocity on chances of leaving the organisational. Reissová & Papay (2021) examined employee engagement, job satisfaction and turnover within the

stressful entity of call centres. The study found that there is a significant positive correlation between job satisfaction and employee engagement which consequently decreases turnover rate. SET explains this as a reciprocity concept wherein as work satisfaction grows among individuals, they become extra committed to staying in place because such support from organisations surpasses costs associated with stressful jobs.

This is how social exchange theory can help understand why disappointed and happy employees view their jobs differently. When employees regard their job more rewarding than taxing (e.g., for example, when there is a better pay than qualifications require), they tend to develop certain commitment towards it that results in lower turnover intentions. Conversely, when workers think that they have much to lose than gain by remaining in the organisational when things like poor job satisfaction or little motivation are common among them too; quitting is more probable.

### **Organisational Commitment**

The turnover intentions among employees are largely influenced by the organisational commitment, which determines whether employees want to leave or remain in a certain company. Loyalty is at the heart of organisational commitment as employee's emotional bond to the organisational develops, making them less likely to seek opportunity elsewhere (Tenneti, 2024). Organisational commitment can be improved through effective human resources practices that make employees feel valued and supported, hence reducing turnover intentions Kasa et al. (2023). This shows that loyalty becomes a major factor in employees' decision to remain in workplace due to the positive impact of HR practices.

The individuals who feel emotionally attached to their organisational, also known as affective commitment, have a reduced desire to quit Ayari and AlHamaqi (2021). This loyalty shows that emotional ties to the organisational makes employees more likely to stay when they are personally involved in the prosperity of their company. If this bond is breached, the intention to leave escalates as found by Purnama et al. (2022) in their study where employees tended to resign when employees are dissatisfied with the employment conditions. Thus, emphasizing the need to ensure positive emotional ties are kept through creating of support management and workplace practices.

Although emotional bond plays a significant part in reducing turnover intentions, loyalty is also reinforced through opportunities for career growth that enhances organisational commitment. The study done by Al Balushi et al. (2022) emphasise the mediating role of organisational commitment in lowering turnover intentions where there are opportunities for career growth. In this statement, loyalty goes beyond just being emotionally bound and becomes an obligation to stay with a company which fosters one's personal and professional development. This supports Social Exchange Theory (SET) as employees remain loyal because they see career advancement as a valuable return for what they contribute.

Živković et al. (2021) conducted research focusing specifically on the logistics industry and their findings indicated that affective commitment has a significant negative effect on turnover intentions. Employees with strong emotional bonds are less inclined to think about leaving the organisational since loyalty acts as a protective mechanism against high employee turnover rates. This suggests that fostering affective commitment through supportive leadership and HR practices can effectively reduce employee turnover.

Organisational commitment has a considerable impact on the trends of employee turnover, with the emotional aspect, also known as affective commitment, standing out in importance. Such a type of commitment describes a type of attachment an individual develops towards a place of work irrespective of the challenges and other job offers. Employment organisations can socialize workers such that their loyalty increases to a level where the long-standing desire to exit the organisational is diminished. With appropriate management practices and the provision of avenues for career progression, organisations can cultivate emotional attachments within their employees, thus mitigated the chances of employee turnover.

### **Work-Life-Balance**

Work-life balance (WLB), on the other hand, seems to be the key to employee turnover intentions especially in high stress industries (Omar et al., 2020). Employees who experience better WLB are likely to stay longer with an organisational than those experiencing conflict between personal and professional lives who will opt for other job opportunities. This is supported by Kerdpitak and Jermsittiparsert (2020) when they found that poor WLB increases turnover intention and those organisations that provided opportunities for employees to balance their work and personal lives experiences lower turnover rates.

According to Joecks (2021) countries with booming social protections and lower-tech sectors have more widespread implementation of work-life balance practices which leads to a lower employee turnover. Jaharuddin and Zainol (2019) also discovered an association between turnover intention and work-life conflict where less engaged employees experience problems combining their professional commitments with personal ones, resulting in elevated levels of turnover likelihood. Despite the various strategies employed to turn soaring rates of

turnover triggered by dissatisfaction among the workforce members, Nickerson (2024) states that it is necessary for top management to recognize the distinction between their own behaviours and the real desires of their employees. Thus, the need for the adoption of flexible work schedules like flexitime, remote work and compressed workweeks to foster better division of work and non-work roles. When employees have more control of their schedule, their stress levels are reduced preventing burnout and promote a more vigorous staff retention according to Davidescu et al.'s study in 2020.

There is more support for the statement when referred to Kund and Zahid's research (2019), who observed that the link between WLB and intention to quit is not necessarily straightforward. On different note, when conflicting commitments occur between work and personal life, employees might have to approach WLB differently to minimize resignations. This tells us that the relationship between WLB and the tendency to change jobs is complex due to interaction between organisational norms and personal attributes.

### Compensation and Benefits

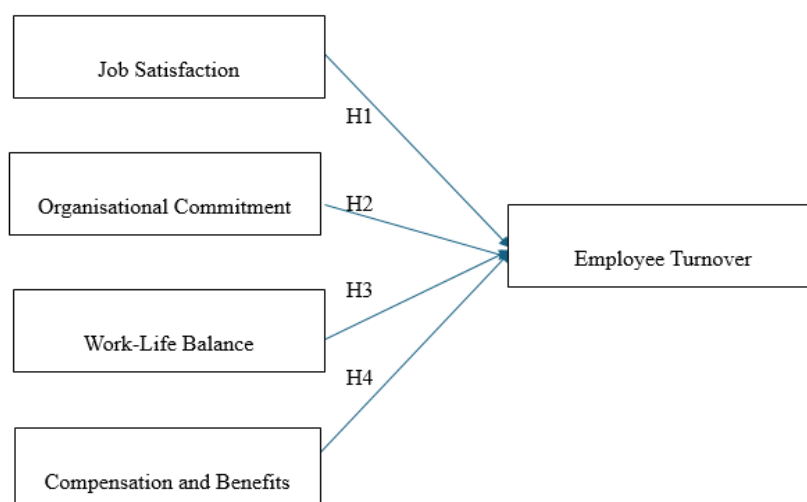
Compensation and benefits play an important role in influencing employee turnover. Organisations that offer competitive compensation packages has a lower turnover rate as employee feel that they are adequately rewarded for their work (Van der Loo, 2024). De la Torre-Ruiz et al. (2019) found that employee satisfaction benefits would notably increase organisational commitment while minimizing turnover intentions. Their study grounded on Social Exchange Theory suggests that employees view their benefits as right and participatory will feel that the organisational is more committed to them hence, employee stay loyal and reduce their intention of quitting. This highlights the importance for companies to not only give these additional benefits but also guarantee that it's in line with employee expectations and valued.

In a study by Wahua et al. (2023) on Chevron Group of Companies discovered that by maximizing these other constituents of wages, shares and pension on employee turnover, could reduce turnover rates up to around 99%. The importance of compensation towards retaining workforce cannot be underestimated, especially if benefits align with employees' financial instability and security beyond work. Another paper by Parulian et al. (2024) review the link between pay and staff turnover and found that good compensation packages not only decrease turnover rates but also enhance general organisational performance. Their study also implies increased employee productivity and engagement would lead to better outcomes for the organisational.

Even though compensation and benefits are a critical element in reducing employee turnover, Sorn et al. (2023) argue that it should be viewed as one of the parts of a more comprehensive strategy for enhancing job satisfaction and work life balance.

### Literature Gap

There are quite number of researches have examined employee turnover related factors of job satisfaction, organisational commitment, work-life balance and compensation and benefits. However, there is still a lack of comprehensive studies that have explored the combination of these variables within the service sector in Malaysia. For instance, Junianti (2023) has shown that job satisfaction is one of the main reasons associated with turnover issues while Ayari and AlHamaqi (2021) reported that affective commitment decreases employees' turnover intention. Kundi and Zahid (2019) found work-life balance and the employee turnover relationships are moderated by cognitive style. De la Torre-Ruiz et al (2019) showed employee benefits enhanced commitment and reduced turnover. This study attempts to fill this gap by examining these variables within the framework of employee turnover.



**Figure 2.** Relationship between Independent Variables and Dependent Variable.  
**Source:** Constructed for Research Purpose.

## Conceptual Framework

The above theoretical framework is used to demonstrate how the level of employee turnover that is the dependent variable, is influenced by different factors of independent variables such as job satisfaction, organisational commitment, work-life balance and compensation and benefits.

## Hypothesis development

### *Relationship between Job Satisfaction and Employee Turnover*

One of the most studied reasons for employee turnover in the service industry is job satisfaction. The study has been found through numerous research that workers who are satisfied with their job are less likely to quit their organisational (Mohd Zaki et al., 2024). If the employee finds their work valuable and fulfilling then they will feel connected or committed to their organisational hence avoiding quitting or job hopping (Tenney, 2022). The service sector in Malaysia is often characterized by high levels of stress and long working hours (Ghazali & Mohd Amin, 2022). An increase in job satisfaction on Malaysia's service industry will reduce employee turnover.

*H<sub>1</sub>: Job satisfaction has a positive and significant influence on employee turnover in Malaysia Service Industry.*

### *Relationship between Organizational Commitment and Employee Turnover*

Organisational commitment is the emotional connection, bonds, and participation that workers have with their workplaces (Meyer & Allen, 1991). Staff who stay committed within an organisational are not interested in pursuing career opportunities elsewhere because they consider their job as a part of their being. In Malaysia's service sector, though competition is intense and retaining employees is critical; organisational commitment significantly impacts employee turnover (Al Balushi et al., 2022). Employees who see their companies as compassionate and in line with their personal morals are likely to remain committed suggesting a positive and significant impact on reducing employee turnover in Malaysia's service industry.

*H<sub>2</sub>: Organisational commitment has a positive and significant influence on employee turnover in Malaysia Service Industry.*

### *Relationship between Work-Life-Balance and Employee Turnover*

Employees who struggle to find peace between work and personal life experience high level of stress thus increasing their likelihood of quitting (Time Doctor., 2024). Studies show that WLB is most enhanced by staff being able to work from home and setting their own hours remotely, which then reduces turnover (Pensar&Rousi, 2023). In the extremely stressed and demanding Malaysia's service industry, promoting WLB can be a key strategy to reduce employee turnover. Thus, aligns with the hypothesis that WLB positively and significantly influences turnover in Malaysia's service industry.

*H<sub>3</sub>: Work-life balance has a positive and significant influence on employee turnover in Malaysia Service Industry.*

### *Relationship between Compensation- Benefits and Employee Turnover*

Employees' perception of the fairness of their salaries satisfies both their material and non-material needs, making them feel appreciated (Wahua et al., 2023). For Malaysia's highly competitive service industries, compensation and beneficial packages are a key part of retaining employees. If workers are compensated, they are less likely to leave an organisational. Hence the influence of compensation and benefits on employee turnover in Malaysia's service industry is evident.

*H<sub>4</sub>: Compensation and benefits have a positive and significant influence on employee turnover in Malaysia Service Industry.*

## RESEARCH METHODS

### Research Design and Sampling

This study applies quantitative methodology to examine connections between job satisfaction, organisational commitment, work-life balance and compensation and benefits with employee turnover in Malaysia's service industry. The population for this study consists of full-time employees working within the service industry in Malaysia who are based in various sectors that experience high employee turnover rates such as finance, tourism, food and beverage, telecommunication and ICT. Convenient sampling was applied to access various kinds of individuals to enable enough collection of information during the stipulated timeframe. Though G\*Power

software was suggesting to only gather 129 samples, 400 participants were included for more accurate results. A structured questionnaire was used as the primary tool in the study to collect data from the respondents.

### Pilot Test

A pilot testing targeting 40 participants (10% of the actual sample size) was done. The pilot study had as its major aim the assessment of the validity and reliability of the research instruments, as well as the assessment of the layout of the survey and its adherence. Factor analysis was employed in order to investigate the latent dimensions of the data collected. Kaiser-Meyer-Olkin (KMO) measure score was derived in order to determine the appropriateness of data for factor analysis. KMO value more than 0.5 is considered appropriate whereas value more than 0.7 is considered to be good (Kaiser, 1974). Another test performed was Bartlett's Test of Sphericity which established whether the correlation matrix derived was suitable for factor analysis. A significant effect ( $p < 0.05$ ) confirms that there is no restriction on the use of factor analysis for the data set (Bartlett, 1951).

The results of the factor analysis for the pilot study are as shown in table 2 below. The KMO metric for the DV-Employee Turnover was 0.706 which shows that it had an average potential for factor analysis. Bartlett's Test of Sphericity ( $p < 0.001$ ) confirm the appropriateness of this data. While for the independent variables (IVs), KMO value was taken to be 0.606 which also shows sufficiency, and with Bartlett's Test significant ( $p < 0.001$ ) enabling the use of factor analysis for the IVs. The DV-Employee Turnover revealed a factor loading range of 0.548 to 0.911 with eigenvalue of 3.269 which indicates strong connection among the variables and its factors. In the case of IVs, the factor loading was between -0.468 and 0.813 and the eigenvalue was 2.501 which indicates that the connection among the variables and its factors is moderate.

**Table 1.** Pilot Test Factor Analysis.

Variable	KMO Bartlett Test of Sphericity	Factor Loading	Eigenvalue
DV - Employee Turnover	0.706	0.548 to 0.911	3.269
IV - Job Satisfaction, Organisational Commitment, Work-Life Balance, Compensation And Benefits	0.606	-0.468 to 0.813	2.501

**Source:** Constructed for research purpose.

In evaluating the reliability of the pilot test results, Cronbach's Alpha is used. The results as illustrated below show that all the variables achieved an acceptable threshold of reliability with Cronbach's Alpha values of more than 0.7.

**Table 2.** Pilot Test Reliability.

Factors	Cronbach's Alpha	Items
Job Satisfaction	0.814	5
Organisational Commitment	0.801	5
Work-Life Balance	0.718	5
Compensation and Benefits	0.752	5
Employee Turnover	0.863	5

**Source:** Constructed for research purpose.

As per the analysis conducted, Job Satisfaction had the higher value of Cronbach's Alpha of 0.814, closely followed by Organisational Commitment (0.801), Compensation and Benefits (0.752) and Work-Life Balance (0.718). As stated by Nunnally (1978), any Cronbach's Alpha with a value exceeding 0.7 indicates high reliability hence shows that all the variables under this study are reliable. The independent variables and dependent variables used in the research were derived from the constructs investigated and adopted in the research by Chang et al. (2022). The multi-linear regression was used to test the hypotheses.

## DATA ANALYSIS

### Demographic Profile of the Respondent

Of the targeted 400 responses, completed and returned questionnaires amounted to 385, indicating a response rate of 96.25%. The demographic information is represented in the below table for a detailed summary of the characteristics of the study participants.

**Table 3.** Demographic Profile of Respondent.

Variable	Category	Total Number	Percentage
Gender	Male	176	45.7
	Female	209	54.3
	Total	385	100
Age	21 - 30	104	27.0
	31 - 40	196	50.9
	41 - 50	56	14.5
	51 and above	29	7.5
	Total	385	100
Education Level	SPM or equivalent	22	5.7
	Diploma or equivalent	58	15.1
	Bachelor's Degree	216	56.1
	Masters	75	19.5
	PhD	14	3.6
	Total	385	100
Job Position	Entry-Level	44	11.4
	Mid-Level	90	23.4
	Executive	133	34.5
	Managerial	118	30.6
	Total	385	100
Work Experience	Less than 1 year	16	4.2
	1 - 3 years	39	10.1
	4 - 6 Years	87	22.6
	7 - 10 Years	114	29.6
	More than 10 years	129	33.5
	Total	385	100
Employment Status	Full-Time	352	91.4
	Part-Time	19	4.9
	Others	14	3.6
	Total	385	100
Marital Status	Single	240	62.3
	Married	138	35.8
	Others	7	1.8
	Total	385	100
Monthly Income	Below RM2,000	25	6.5
	RM2,001 - RM5,000	65	16.9
	RM5,001 - RM7,000	89	23.1
	RM7,001 - RM10,000	110	28.6
	More than RM10,000	96	24.9
	Total	385	100

**Source:** Constructed for research purpose.

The 385 respondents' demographic characteristics, shows that they come from diverse and represent different segments of the population. There are slightly more females than males at 54.3% compared to 45.7%. Given the age of the respondents, most of them (50.9%) fall under the age bracket of 31-40, there are 27% of the respondents who are aged 21-30 years, fewer in number are those aged 41-50 years (14.5%) and those who are 51 years, and above (7.5%). In terms of education levels, 56.1% of those polled have acquired a bachelor's degree while 19.5% have acquired a master's degree. The rest have Diploma (15.1%), SPM or an equivalent education (5.7%), and PhD degree (3.6%), respectively. There is a variety of job positions within. While the majority are executives (34.5%) and managers (30.6%), few are in the mid-level (23.4%) and entry-level (11.4%) positions.

Looking at the level of experience in their respective fields, 33.5% have above 10 years of working experience. 29.6% have between 7 years to 10 years working experience, 22.6% have 4-6 years' experience and even fewer have 1-3 years (10.1%) or less than one year working experience (4.2%). A significant proportion (91.4%) are full time workers, 4.9% are part time while 3.6% consider other occupations. In terms of marital status, 62.3% of the respondents were singles while 35.8% respondents claimed to be married while the other categories (1.8%). The analysis of monthly income reveals that 28.6% which attains the highest number from the study earns between RM7,001-RM10,000, 24.9% earn over RM10,000, a smaller percentage earn between RM5,001-RM7,000 (23.1%), RM2,001-RM5,000 (16.9%), and below RM2,000 (6.5%).

**Table 4.** Pearson Result Table.

Variables	JS	OC	WLC	CNB	ET
JS	1.00	0.72	0.52	0.51	-0.30
OC	0.72	1.00	0.42	0.55	-0.45
WLC	0.52	0.42	1.00	0.44	-0.11
CNB	0.51	0.55	0.44	1.00	0.25
ET	-0.30	-0.45	-0.11	-0.25	1.00

Source: Constructed for research purpose.

## Inferential Statistics

### *Pearson's Correlation Analysis*

Table 4 shows that Job Satisfaction (JS) and Organisational Commitment (OC) are positively correlated ( $r = 0.72$ ) which denotes a strong association between the two. This implies that the participants who are satisfied with their employment tend to be more devoted in the organisational. Job Satisfaction (JS) correlates with Work Life Balance (WLB) ( $r = 0.52$ ) and Compensation and Benefits (CNB) ( $r = 0.51$ ), where both correlations are moderate, indicating that increased job satisfaction is moderately related to positive views about work-wage and work-life balance.

Organisational Commitment (OC) on the other hand, has moderate positive relationship with Work Life Balance (WLB) ( $r = 0.42$ ) and with Compensation and Benefits (CNB) ( $r = 0.55$ ). These findings imply that employees with advanced organisational commitment are likely to perceive a better work-life balance and tend to have a better attitude towards the compensation given to them. Work Life Balance (WLB) and Compensation and Benefits (CNB) also demonstrate moderate positive relationship with each other ( $r = 0.44$ ), indicating that there is a bit of overlap between the two constructs as well.

The variables present a negative relationship with Employee Turnover (ET). To be specific, it has been found that there exists a moderate negative correlation between Employee Turnover (ET), Job Satisfaction (JS) ( $r = -0.30$ ) and Compensation and Benefits CNB ( $r = -0.25$ ). The most pronounced negative correlation is to be expected with Organisational Commitment (OC) ( $r = -0.45$ ), indicating that respondents who are committed to the organisational are less likely to think about quitting. Work Life Balance (WLB) has a negative yet weak correlation with Employee Turnover ET ( $r = -0.11$ ) meaning that work-life balance perceptions do not affect turnover intentions as much as in the other variables.

### *Multiple Linear Regression Analysis*

A multiple linear regression analysis carried out to compare the influences of job satisfaction, organisational commitment, work-life balance, compensation and benefits on employee turnover to indicate directions, strength and significance between these variables to employee turnover.

**Table 5.** Multiple Linear Regression Summary Table.

Regression Statistics	Value
Multiple R	0.458
R Square	0.209
Adjusted R Square	0.201
Standard Error	0.9408
Observations	385

Source: Constructed for research purpose.

As shown in Table 5, the regression model has an R value of 0.458, signifying the presence of a moderate relationship between independent variables (JS, OC, WLB, CNB) and employee turnover (ET). The model shows that approximately 20.9% of the variance in employee turnover can be accounted for using the aforementioned predictors, as shown with the  $R^2$  value of 0.209. The adjusted  $R^2$ , at 0.201, takes into account the number of predictors and suggests that there is a good fit for the data. According to Ozili (2023) value of  $R^2$

from 0.10 to 0.50 (10% - 50% as percentage) is accepted as it indicates that the model explains a fairly reasonable amount of variance in the dependent variable.

**Table 6.** ANOVA Table.

Source	SS	df	MS	F	Significance F
Regression	89.097	4	22.274	25.167	< 0.001
Residual	336.323	380	0.885		
Total	425.42	384			

**Source:** Constructed for research purpose.

With the ANOVA table 6 above, it assessed how the model explains employee turnover. The F-value is calculated as:  $25.167 = \text{mean square (for regression)} = 22.274 / \text{mean square (for the residual)} = 0.885$ . The degrees of freedom (4 regression,  $m = 1$  for job satisfaction, organisational commitment, work-life balance, compensation and benefits) and (380 residual, based on the 385 samples). Since  $p < 0.001$ , model is statistically significant meaning that the collection of variables helps in understanding employee turnover.

**Table 7.** Model Coefficients Table.

Variable	Beta	Std Error	t Stat	P-value	Tolerance	VIF	Lower 95%	Upper 95%
Intercept	4.272	0.377	11.32	<0.001	-	-	3.528	5.016
JS	0.015	0.088	0.17	0.867	0.419	2.387	-0.158	0.188
OC	-0.548	0.079	-6.94	<0.001	0.439	2.299	-0.703	-0.392
WLB	0.200	0.108	1.85	0.065	0.686	1.459	-0.013	0.413
CNB	-0.052	0.083	-0.63	0.529	0.639	1.565	-0.215	0.111

**Source:** Constructed for research purpose.

Table 7 shows coefficients relationship of the independent variables with employee turnover. The constant of 4.272 implies that this is the predicted turnover when all other variables are set to zero. Among these, organisational commitment (OC) gives the most negative effect on turnover with a coefficient of -0.548 ( $p < 0.001$ ), which accounts for the reduced turnover as commitment increases. Work-life balance (WLB) presents a small positive effect ( $B = 0.200$ ;  $p = 0.062$ ), but this is not a robust influencer in the model. Variable CNB had a very small impact on the employee turnover forecast, with coefficients of -0.052 ( $p = 0.537$ ) and 0.015 ( $p = 0.863$ ) for compensation and benefits and job satisfaction respectively. On the whole, these results show that the only statistically significant variable affecting employee turnover is organisational commitment while the other variables has no predictive power.

The independent variables do not exhibit significant multicollinearity as per the multicollinearity statistics of Tolerance and VIF. Tolerance values of all the variables are above 0.1 and VIF values are less than 10, which indicates the absence of multicollinearity in the model. From the analysis above, organisational commitment is one that has most impact, meaning that it has a very strong negative effect on turnover with  $B = -0.548$  ( $p < 0.001$ ) implying higher commitment leads to lower turnover. While work-life balance, compensation and benefits, and job satisfaction seem to pose a weak effect as indicated by p-values greater than 0.05, meaning they are not strong predictors of turnover. Thus shows organisational commitment as the major determinant of employee turnover while other factors do not have a significant influence on it.

## FINDINGS AND DISCUSSIONS

The findings of inferential statistics analysis indicates that Employee turnover has a negative relationship with the other factors of the organisational commitment, compensation and benefits, work-life balance, and the job satisfaction. However, the only factor found, which indeed causes a statistically significant effect on the employee turnover, is the organisational commitment ( $P\text{-value} < 0.001$ ). The emphasis is on the very important aspect of that factor related to the turnover decision making. There wasn't sufficient evidence of job satisfaction ( $P\text{-value} = 0.867$ ), work-life balance ( $P\text{-value} = 0.065$ ), and compensation and benefits ( $P\text{-value} = 0.529$ ) to be important enough to affect turnover, meaning that despite being rather correlated with turnover intention, they are unlikely enough to predict the direct turnover under this particular study.

### Job Satisfaction and Employee Turnover

The Pearson correlation coefficient between job satisfaction and employee turnover was found to be -0.30, indicating a weak inverse relationship: as job satisfaction increases, turnover is likely to diminish. The p-value for this relation stood at 0.867, many times over the 0.05 threshold that was set for statistical significance, indicating that whatever little relationship is being drawn with job satisfaction-turnover intention does not hold much statistical significance in this study.

The findings of Salsabila (2022), along with additional studies by Zulfa and Azizah (2020), support the conclusion that job satisfaction does not exert a significant effect on turnover intention. This finding rejects H1 because the results will support evidence stating that job satisfaction does not matter so much with respect to turnover within the Malaysian service industry employees. Though this contradicts theoretical expectations about the effect of higher job satisfaction on reduction of turnover, the findings show that within this context, job satisfaction alone may not be strong enough to predict turnover decisions.

### **Organisational Commitment and Employee Turnover**

Pearson's correlation coefficient of -0.45 shows a moderate negative relationship between organisational commitment and turnover, meaning that the higher the level of organisational commitment, the lower the turnover intentions of employees.

This relationship's p-value was  $< 0.001$ , a value that is way below the threshold 0.05 statistical significance. This suggests that the relationship between organisational commitment and employee turnover is not just due to some random chance; hence, it is statistically significant. Thus, H2 stands accepted as it is proven that increased organisational commitment does significantly reduce the chances of turnover among employees in the Malaysian service industry.

Tnay et al. (2013) and Hou and Hanapiyah (2024) found that it did not show any significant connection between organizational commitment and employee turnover. However, it is an important factor in the prevention of employee turnover. Employees who feel loyalty and attachment to their organization are more likely to remain in the organization despite challenges (Mabona et al., 2022). A supportive environment with opportunities for growth, alignment of values, and recognition of contributions strengthens organizational commitment for employee retention and workforce stability in the service industry of Malaysia.

### **Work-Life Balance and Employee Turnover**

The Pearson's correlation of -0.11 shows a weak negative association between work-life balance and turnover intention. This implies that a better work-life balance would somehow lower turnover, but this would not be strong enough as a predictor of turnover intentions. The p-value of 0.065 is beyond the level of statistical significance of 0.05 such that such association would not arise statistically significantly. Thus, H3 is rejected based on these findings.

Such a finding that work-life balance (WLB) does not significantly influence employee turnover has also been echoed by other researchers such as Naini and Riyanto (2023) as well as Esthi and Panjaitan (2023). Despite this, it still provides a rather useful measure for employee well-being and satisfaction, particularly in the service industry that has been plagued by irregular working hours with high job demands. While it may not directly lead to turnover, a healthy work-life balance can also indirectly support retention through increased job satisfaction, decreased burnout, and healthy mental well-being. Even sufficient scheduling, wellness initiatives, and a supportive leave policy may still play roles in employee retention even though further research needs to be conducted to know its direct role on turnover purposes (Rise, 2019).

### **Compensation and Benefits and Employee Turnover**

Pearson's correlation coefficient was computed as -0.15, reflecting weak negative association between compensation and benefits on the one hand and intention to leave on the other. This implies that an increase in satisfaction with benefits and remuneration would meaningfully affect the intention to leave. Nevertheless, it would not be a significant effect. The effect of compensation and benefits on turnover intention would be positive; however, it would not be large. In addition, the p-value, thus, is 0.529, which is more than the significance level of 0.05 and, therefore, confirms that the observed relationship is not statistically significant. Hence, H4 is rejected.

Compensation and benefits has been determined to not have significant impact on employee turnover, as demonstrated by studies like Alexander et al. (2021) and Siregar and Maryati (2021). While it may not determine the turnover rate solely, compensation plays a significant role in the entire value proposition of the organization. Fair and sufficient payment can be seen as an initial requirement in Malaysia's competitive service industry. It drives a hefty turnover when perceived to be inequitable in compensation. Organizations ought to provide equitable pay practices and other retention programs-for example, positive work environment, career development opportunities, and employee engagement programs to counter such issue (IMF, 2024).

## **Implication of the Study**

The results from this research can prove beneficial to the businesses within the services industry in Malaysia as it describes simple implementation strategies to mitigate employee turnover. Job satisfaction has been revealed as an important component that encourages organisations to create environments in which employees feel valued and supported. Career development, open lines of communication maximized who recognize employee contributions would go into improving clients' satisfaction and, in consequence, turnover intentions.

Organisational commitment is a very influential factor in retention strategies. The organisations create a favourable culture and give recognition to employees, hence their attachment and loyalty is increased, resulting in decreasing the chances of turnover. Work-life balance is also an important consideration, and policies that provide flexible work arrangements and wellness programs have a positive impact on employees being able to manage the work and family lives, thus having high satisfaction levels and low burnout.

Compensation and benefits, on their own, are not entirely conclusive predictors for retention in organisations. Having the right pay and the right rewards enables the person to feel valued and builds trust with the organisation. Along with broader initiatives such as creating a positive workplace culture, providing opportunity and growth, compensation practices are a requirement for retention in the long term and stability for an organisation. All of these would give rise to greater employee engagement and lower turnover, hence bringing about a more sustainable workforce and better organisational performance.

## **Research Limitation**

The limitations of this study bring out factors that could have affected the findings of the study. Data were collected from 385 respondents, which although statistically sufficient according to sampling principles, may not broadly represent the Malaysian service industry, including regional variations and differences across sub-sectors (e.g. hospitality, retail, health care) and organisational structures. It could limit the generalizability of the results. Although the sample turns out to be representative of some demographics, it may not reflect the whole industry spectrum.

This study has confined its scope only to the service industry in Malaysia and therefore, no findings can be generalized to any other country or any global industry since this study would not have accounted for differences in cultural, economic and organisational factors. For instance, unique socio-economic dynamics of Malaysia's workforce may not resonate to those of other regions, and hence would not let conclusions made be generalized on a larger scale.

The dependence on survey data as a self-reporting methodology causes biases such as social desirability or biases related to the failure in understanding the questions; these may eventually affect the reliability of responses. Besides, cross-sectional designs limit the study to snapshots of time, pre-empting trend observation and causality.

Sampling methods such as convenience and snowball sampling can bias the sample either by overrepresenting or under-representing certain fragments of a population depending on their accessibility and networks. Thus, they confine the interpretation of results within the specific context of the study and its limitations.

## **Recommendations for Future Study**

In Malaysia, further research could consist of longitudinal studies following changes in such variables as job satisfaction, organisational commitment, work-life balance, and compensation and benefits, which have been known to influence employee turnover over time. Further, studies would serve to discern mediation and moderation variables that help mitigate turnover. The approach of using both quantitative and qualitative approaches would best house the quantitative data to provide a greater breadth of coverage, while qualitative instruments like interviews and focus groups would reveal personal insight into things close to the heart about emotional and motivational factors that make employees stay or leave. Also, investing in specific sectors, like hospitality or health, would give appropriate angles into highlighting an industry-specific retention strategy.

This study has been confined to the Malaysian service sector, and future work has to explore how turnover is affected by cultural or even by national differences. For example, work-life balance and their different perceptions of compensation and benefits could be values with which one could be able to consider the retention strategies of multinational companies looking globally. Next, an examination into mediating and moderating issues such as organisational support and job stressors would provide further insights into the influence of these factors on decisions on turnover so that interventions can be targeted. Interventional research-including programs for enhancing job satisfaction, organisational commitment, work-life balance and compensation and benefits may yield empirical evidence on their effectiveness in minimizing turnover, providing useful lessons for Malaysia-based companies in improving their employee retention programs

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