

The effect of perceived organizational support on retention of talent at Government-Linked Companies (GLC's)

Aerni Isa^{1*}, Hazril Izwar Ibrahim², Marhamah Mohd Rafidi³, Nurliyana Haji Khalid⁴, Vimala Gopal⁵, Rasheedul Haque⁶, Sayeeduzzafar Qazi⁷

¹Taylor's University, Subang Jaya, Selangor, Malaysia. Email: aerni.isa@Taylors.edu.my

²Universiti Sains Malaysia, Gelugor, Penang, Malaysia. Email: hazrilizwar@usm.my

³Taylor's University, Subang Jaya, Selangor, Malaysia. Email: Marhamah.mohdrafid@Taylors.edu.my

⁴Taylor's University, Subang Jaya, Selangor, Malaysia. Email: nurliyana.khalid@Taylors.edu.my

⁵Taylor's University, Subang Jaya, Selangor, Malaysia. Email: vimala.venugopal@taylors.edu.my

⁶MILA University, Nilai, Malaysia. Email: rasheedul.haque@mila.edu.my

⁷Sayeeduzzafar Qazi, University of Business and Technology, Jeddah, Saudi Arabia. Email: sayeed@ubt.edu.sa

*Corresponding Author: aerni.isa@Taylors.edu.my

Citation: Isa, A., Ibrahim, H. I., Rafidi, M. M., Khalid, N. H., Gopal, V., Haque, R., & Qazi, S. (2025). The effect of perceived organizational support on retention of talent at Government-Linked Companies (GLC's). *Journal of Cultural Analysis and Social Change*, 10(3), 2272–2280. <https://doi.org/10.64753/jcasc.v10i3.2742>

Published: December 03, 2025

ABSTRACT

This study aims to examine the impact of talent management practices on employee retention in Malaysian GLCs. A digital talent survey by the Strategic Change Management Office (SCMO) and the Social Economic Research Initiatives (SERI) revealed that key tech roles, including Big Data Analytics, Data Science, Cybersecurity, Artificial Intelligence, and Cloud Computing, often remain unfilled for over three months. The study examines the relationship between perceived organizational support and employee retention. Data were collected from 164 employees through questionnaires, and the research hypotheses were tested using the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique. The findings indicate a positive relationship between perceived organizational support and employee retention. Retaining talent is essential for GLCs to achieve long-term sustainability, as effective employee retention contributes significantly to organizational stability, profitability, and overall development. Retaining talent in this century is very challenging and employers in this context need to play a crucial role, they need to emphasize those potential talent and identifying several approach it means exploring and conducting initiatives to retain employees and assessing employees' preferences, intrinsic and extrinsic factors, such as interesting and satisfying work, opportunities for education, self-development and career progression, fair working conditions, a sense of self-realization, and competitive performance-based remuneration, are essential to retain the talents.

Keywords: Employee Retention, Perceived Organizational Support, Government Link Companies, Talent Management, Intrinsic & Extrinsic Factors.

INTRODUCTION

Government-Linked Companies (GLCs) in Malaysia play a vital role in national economic development, contributing significantly to GDP growth and employment (Almuhatresh et al., 2022). However, talent retention remains a persistent challenge, particularly due to intense competition from private and multinational corporations (Malarvizhi et al., 2024). Perceived Organizational Support (POS) has increasingly been recognized as a critical factor influencing employee retention. Therefore, it is essential for GLCs to take strategic action, especially in light of concerns that Malaysia may not have sufficient talent to meet the evolving demands of the business sector

(Oladapo, 2014). Organizational support plays a crucial role in addressing this issue by fostering employee engagement, loyalty, and long-term commitment and retention will be improved when employees are offered rewards and compensation and can balance work and life activities and this through the support, they perceived from the organization itself (Lim et al., 2024).

Talent is a critical asset for organizations and Government-Linked Companies (GLCs). However, a major challenge they face is the shortage of skilled personnel, which is particularly significant given the need for GLCs to stay competitive and maintain profit growth (Leong et al., 2024). Effective talent management offers a comprehensive approach to supporting employees throughout their careers, focusing on skills development, career progression, and fostering a positive employee experience (Alshehri et al., 2024). Retaining talent across all industries within GLCs is essential to fully meet industry demands and supply needs. This view is supported by Salleh et al. (2023), who emphasize that understanding individuals' strengths and maximizing opportunities for them to apply these strengths is a key component of talent retention.

The growth profit in GLC is influenced by the manpower in the organization and as a part of the government's strategic move and mechanism (Periasamy et al., 2025) to better manage its economic performance, in ensuring a balanced socioeconomic ingredient which include the fact of being a multi-racial nation, political factors, education and social well-being factors (Sivagurunathan et al., 2024).

The roles of perceived Organizational Support on talent are important and by reinforcing a positive culture and talent who perceive high levels of trust, and empathy, and inclusivity from their employer, and feel inspired and motivated at the workplace, are more likely to align themselves with the company and less likely to leave, as supported by Cheese et al. (2008).

Therefore, it is highly important in managing the talent and it involves identifying high-potential individuals, developing their skills, and nurturing their career progression within the organization.

Problem Statement

In Malaysia, the attrition rate rose to 16.2% in 2023, up from 14.9% in 2022, reflecting evolving talent strategies and the persistent mismatch between talent supply and demand (The Times, 2024). A digital talent survey by the Strategic Change Management Office (SCMO) and the Social Economic Research Initiatives (SERI) revealed that key tech roles, including Big Data Analytics, Data Science, Cybersecurity, Artificial Intelligence, and Cloud Computing, often remain unfilled for over three months (Haibin et al., 2022). This underscores the high demand and the challenges in recruiting for these specialized skills. The inability to retain talent in these critical areas poses significant risks and potential losses for companies (Birruntha, 2021).

Although Malaysia's economy continues to grow and absorb increasing numbers of workers, the demand for specialized skills has surged sharply. In fact, the 2025 Randstad Job Market Outlook highlights that 56% of Malaysian employers cite a lack of qualified talent as their most significant hiring challenge (Osman et al., 2022). This growing skills gap clearly undermines GLCs' ability to recruit and retain talent, thereby threatening their long-term productivity and competitiveness.

Research Objective

To examine the relationship between perceived organizational support and employee retention.

Research Question

Is there a relationship between perceived organizational support and employee retention?

LITERATURE REVIEW

Perceived Organizational Support

According to Gouldner (1960) suggested that when an employees deal with his or her employer, he must have the responsibility to respond positively. Eisenberger and his colleagues (Armeli et al., 1986) argued that high organizational support leads to an obligation to refund the organization for its attention to socio emotional needs. This motivating responsibility to reciprocate yields increased performance and greater effort (Eisenberger et al., 1990).

Moreover, assistance is provided to workers by high levels of organizational support (Kraimer, Wayne, & Jaworski, 2001), not only in stipulations of socio emotional needs but also in terms of equipment, ideas, funding, technology, and physical assistance (Eisenberger et al., 1986). Lacking such resources, it is very difficult to achieve quality work and performance expectations from the employees in the organization.

Based on the study by Al-Taie and Khattak (2024), perceived organizational support is crucial in developing the exchange relationship between employees and organizations. This relationship in turn leads to increased job

satisfaction and a reduction in employees' intention to leave (Soon et al., 2025). Such support is essential for motivating talented individuals and enabling them to maximize opportunities in their career paths.

Employee Retention

Talent retention is crucial for Government-Linked Companies (GLCs), especially given the intense competition from other sectors. Understanding the factors that influence an employee's intention to stay is essential for organizations aiming to retain top talent. As noted by Kumaran (2021), retaining good employees remains one of the most pressing challenges across industries.

To address this, organizations must implement effective strategies throughout the talent lifecycle, including during the recruitment process, and through comprehensive talent management policies and practices. These efforts can significantly reduce employees' intentions to leave (Frankeiss, 2008).

Furthermore, successful employee retention is not just about keeping individuals within the organization-it also involves ensuring that those who remain are satisfied in their roles and see the organization as one that supports both their personal and professional development (Thandaithabany, 2024). In essence, the key to retaining talent lies in offering development opportunities that align with both the employee's personal goals and the organization's vision and mission. Talented individuals are more likely to remain loyal when they see a clear path for career growth and progression (Sivagurunathan et al., 2025).

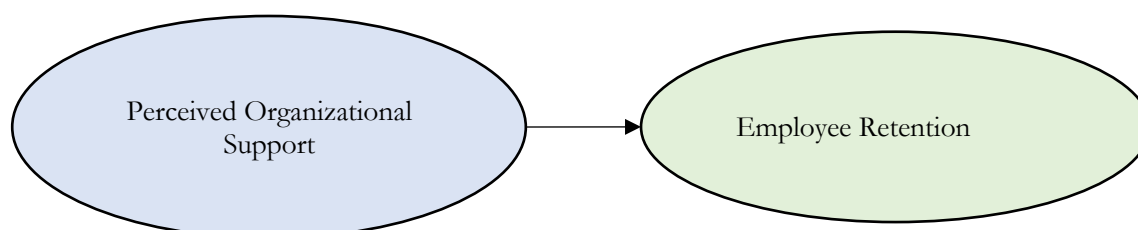
The Relationship Between Perceived Organizational Support and Employee Retention

Talents are the primary assets in an organization, their roles and responsibilities are important in managing the organization, therefore there are strong relationships between the organizational support and employee retention (Chowdhury et al., 2023). If they perceived the full support from the organization they are proactively engaged and remain in the organization and this supported by Hassan and Mohd Asri (2020), that talent management is the linked to organization capacity to retain workers. As the process in talent management practices involve developing and improving and enhancing human capital performance in driving success to satisfy the interest of the stakeholders. According to the study by Thongoum and Channuwong (2024), it shown that talented people possess particular aptitude, ability and skills that allow them to work effectively and enhance the success of the organization (Sellamuthu et al., 2024). Retaining and providing a strong support it influences, increases and strengthening employee's perception towards the organization, perceived organizational support is game changer – for the talent when employees feel valued and supported, job performance increases, and the effects ultimately ripple through global corporate effectiveness (Aziz et al., 2022).

Retention on talent is crucial to meet the business requirements and reducing the turnover rate (Alex et al., 2025). The impact of this will help the organization to sustain in future, and in this context, employers need to remain in the organization (Haque et al., 2024). By providing employees with support throughout investment can be beneficial for the organization and the consequences of this the talent will remain stay (Weng et al., 2023). When talent perceives strong organizational support, they are more likely to feel a sense of belonging within the organization - a factor that, in this context, contributes to sustaining a competitive advantage (Aziz et al., 2025).

Furthermore, as supported by Godfrey (2010), if organization shows appreciation on the efforts and contribution by employees, they will feel satisfied and attached to their organization (Ganesan et al., 2024). Therefore, retaining employees has become one of the major priorities of organizations to prevent the loss of competent talent (Kibui et al., 2014). It is essential for the organization to retain the talent as the replacement cost for the employee leaving the company is estimated to be up to two times the employee's annual salary (Irshad, 2014). If an employee leaves the company, the organization not only lost the employee, but at certain point the they might also lose the customer and client who were loyal with the employee, knowledge of production, current projects, competitors and past history of the organization (Irshad, 2014).

Research Framework



Source: Created by the Authors

Hypothesis Development

H₁: There is a significant and positive relationship between perceived organizational support and employee retention

RESEARCH DESIGN

The sampling technique for this study is based on non-probability sampling and the target population in this study consists of 475 GLCs and the items in the construct was measures and the measurement items were measured using likert scale ranging from strongly disagree (1) to strongly agree (7). And the group of employees are from those that classified under talent, the measurement items for this study were adopted from Eisenberger et al. (1986) and for employee retention (Malnaad et al., 2022).

The sampling size for this study refers to those employees under talent pool and these group of employees are performing well and they do provide reliable information (Pathmanathan et al., 2022). Furthermore, another reason for this selection is they are classified under high performing and they are able to provide reliable information for this study (Tripathi et al., 2024).

The IBM Statistical Package for Social Science (SPSS) version 23 and SmartPLS version 4 were the two main software packages used to examine the data collected and conduct analysis for this study (Liaw et al., 2024). This study used average variance extracted (AVE) to examine convergent validity, composite reliability (CR) to test the model's internal consistency, individual reliability of outer loading indicators, and the Fornell-Larcker criterion to test discriminant validity (Mehta et al., 2025). Although PLS-SEM can be used to handle data with a non-normal distribution (or skewed distribution), a non-parametric bootstrap method is preferred for assessing the applicability of structural model coefficients like path coefficients (Hair et al., 2014).

All of the factors were measured using the respondents' responses on 7-point Likert-type scales (1 = strongly opposed, 7 = strongly agree). This strategy was chosen because it is more accurate, easier to use, and better suited to reflect respondents' actual opinions on this subject (Rajendran & Haque, 2022).

Table 1. The measurement items used for this study.

Measurement Items	Source of Scale	Reliability
Perceived Organizational Support	Eisenberger et al. (1986)	0.865
	Reynolds & Helfers (2018)	0.920
Employee Retention	Kyndt et al. (2009)	0.895

Source: Created by the Authors.

DISCUSSION

The data was analyzed using the SPSS and SEM-PLS to approve applications between independent variable and dependent variable (Khalil & Haque, 2022). Table 1.1 provides the result of the measurement model including the loadings for the respective constructs, composite reliability (CR) and the average variance extracted (AVE) (Senathirajah et al., 2023).

Table 1.1. Result of Measurement Model.

Model Construct	Items	Loadings	Composite Reliability	AVE
Perceived Organizational Support	POS 1	0.852	0.918	0.661
	POS2	0.838		
	POS3	0.776		
	POS4	0.834		
	POS5	0.831		
	POS6	0.770		
	POS7	0.786		
Employee Retention	ER1	0.813	0.903	0.504
	ER2	0.837		
	ER3	0.643		
	ER4	0.779		
	ER6	0.788		
	ER8	0.445		
	ER9	0.712		
	ER10	0.800		
	ER11	0.434		

Source: Created by the Authors.

The AVE values in present study ranged from 0.504 to 0.661, table 1.1 provides the result of measurement model including the loadings for the respective constructs, composite reliability score (CR) and the average variance extracted (AVE) (Ahmed et al., 2024).

Table 1.2. Direct Effect of Perceived Organizational Support on Employee Retention.

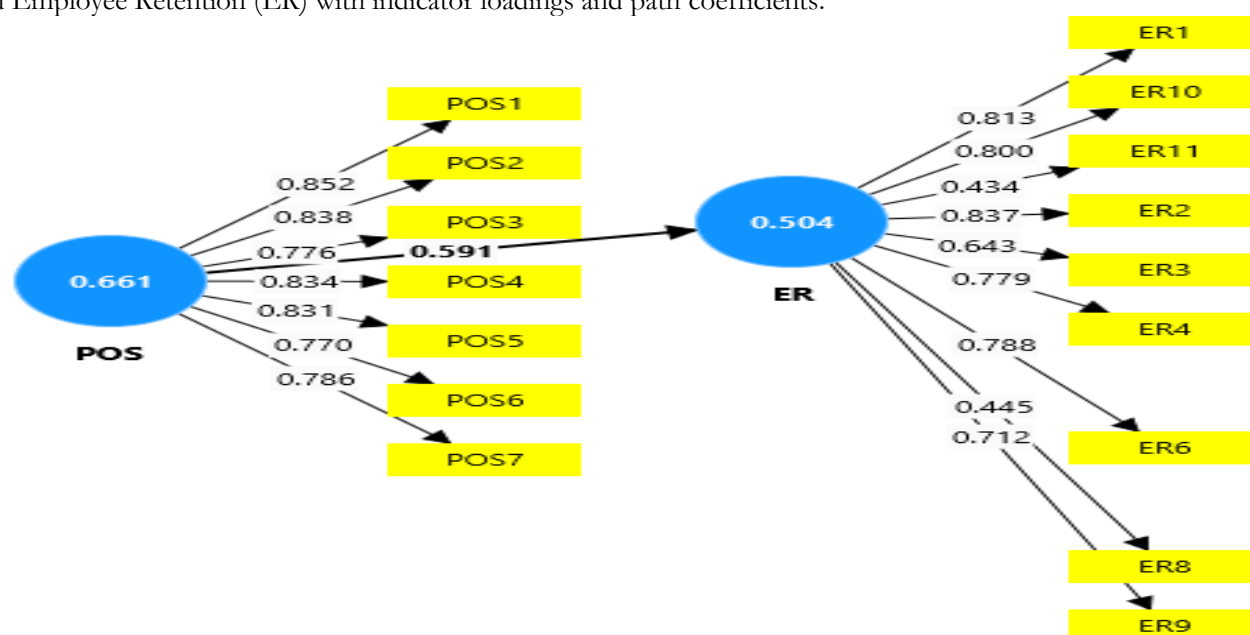
Hypothesis	Relationship	Beta	Std. Error	<i>t</i> -values	<i>p</i> -values	Decision
H1	POS → ER	0.591	0.056	10.563**	0.000	Supported

Note. ** $p < 0.01$ ($t > 2.33$), * $p < 0.05$ ($t > 1.645$) (based on one tailed test)

Source: Created by the Authors

Table 1.2 shows the detailed result of path coefficient, standard error, *t*-value and *p*-value for the direct effect of perceived organizational support on employee retention. Based on the result of this study it shown there is a strong relationship between perceived organizational support and employee retention ($\beta = 0.591$, $t = 10.563$, $p < 0.01$).

Figure 1.1 PLS-SEM path model showing the relationship between perceived organizational support (POS) and Employee Retention (ER) with indicator loadings and path coefficients.



Source: Created by the Authors.

CONCLUSION

The study found that there is strong relationship between the perceived organizational and employee retention. The result showed that GLCs need to invest monetary or non-monetary resources to retain the talents from leaving the organization (Yixin et al., 2018). Talent will remain in the organization if they perceive support from the organization this finding is aligned with the study from (Afridi et al., 2019).

Retaining talent in this century is very challenging and employers in this context need to play a crucial role, they need to emphasize those potential talent and identifying several approach it means exploring (Narayanan et al., 2024) and conducting initiatives to retain employees and assessing employees' preferences, intrinsic and extrinsic factors, such as interesting and satisfying work, opportunities for education, self-development and career progression, fair working conditions, a sense of self-realization, and competitive performance-based remuneration, are essential to retain the talents (Sumi et al., 2025).

A study conducted by Abraham et al. (2016) found that high level of support perceived by employees contributed to increased rate of intention to stay in the organization. Hee et al., (2019) found that the support from organization, particularly job training, compensation (Bahaaudeen et al., 2025) and benefits, supervisor support and work-life balance are significant in fostering employee engagement which ultimately contribute to job satisfaction in the Malaysian palm oil industry. According to Kim et al. (2005), employees will develop strong sense

of commitment and loyalty to the organization that is being supportive to them. Thus, it can be concluded that perceived organizational support significantly influences the level of loyalty of employees which helps the process of retaining them in the organization (Chinn et al., 2025).

Funding: This research received no external funding.

Conflicts of Interest: The authors declare no conflict of interest.

Ethical Approval: Formal ethical approval has been waived instate this study adhered to the principles of the Declaration of Helsinki following strict ethical standards. Participation was anonymous, confidential, and voluntary, with informed consent obtained from all participants. There were no biomarkers or tissue samples collected for analysis. Participants had the freedom to withdraw from the study at any point.

Data availability statement: Data will be made available on reasonable request to the corresponding author.

Contribution: The authors equally contributed in the present research, at all stages from the formulation of the problem to the final findings and solution.

REFERENCES

- Abraham, J., Renaud, S., & Saulquin, J-Y. (2016). Relationships Between High- Potential Employees. *Global Journal of Business Research*, 10(1), 11-26. <file:///C:/Users/110941/Downloads/ssrn-2825453.pdf> (Accessed Date: September 15, 2025)
- Afridi, F., Afridi, S. A., & Asadullah, M. A. (2019). Perceived organizational support and employee retention: A case study of higher education institutions in Pakistan. *Global Regional Review* 4 (3), 209-216 [file:///C:/Users/110941/Downloads/4.EffectsofPerceivedOrganizationalSupport%20\(3\).pdf](file:///C:/Users/110941/Downloads/4.EffectsofPerceivedOrganizationalSupport%20(3).pdf) (Accessed Date: September 15, 2025)
- Ahmed, S., Aziz, N. A., Haque, R., Senathirajah, A.R.S., & Qazi, S.Z. (2024). Digital transformation in Malaysian manufacturing: a study of change sensing and seizing capabilities. *Cogent Business & Management*, 11(1), 2392046. <https://doi.org/10.1080/23311975.2024.2392046>
- Alex, J., Krishnasamy, H. N., Senathirajah, A. R. B. S., Qazi, S. Z., Haque, R., Periasamy, U., & Lertatthakornkit, T. (2025). Multidimensional factors influencing consumers' purchase intention of green products: A company's strategy study. *Corporate & Business Strategy Review*, 6(3), 328–336. <https://doi.org/10.22495/cbsrv6i3siart9>
- Almuhatresh, O.A., Senathirajah, A.R.S. & Haque, R. (2022). Factors Influencing Online Purchase Intention Of Smartphones In Bahrain. *International Journal of Operations and Quantitative Management*, 28(2), 617-629. <https://doi.org/10.46970/2022.28.2.12>
- Alshehri, A., Mulyata, J., Alqahtani, F., Ilahi, S., & Boy, F. (2024). The Effect of Talent Management in Saudi Oil and Gas MNCs: Strategies and Challenges. *Journal of Human Resource and Sustainability Studies*, 12, 522-554. <https://doi.org/10.4236/jhrss.2024.123029>
- Al-Taie, M., & Khattak, M. N. (2024). *The impact of perceived organizational support and human resource practices on innovative work behavior: Does gender matter?* *Frontiers in Psychology*, 15, Article 1401916. <https://doi.org/10.3389/fpsyg.2024.1401916>
- Armeli, S., Eisenberger, R., Fasolo, P., & Lynch, P. (1998). Perceived organizational support and police performance: The moderating influence of socioemotional needs. *Journal of Applied Psychology*, 83: 288-297. <https://doi.org/10.4236/psych.2014.51007>
- Aziz, N.A., Ahmed, S., Haque, R., Qazi, S. Z., & Senathirajah, A. R. B. S. (2025). Deciphering International Students' Choices: Push-Pull Dynamics and Necessary Condition Analysis in Malaysian University Selection. *International Journal of Knowledge Management*, 21(1), 1–34. <https://doi.org/10.4018/IJKM.372675>
- Aziz, R.A., Nor, S.M., Ong, N.T.W., Ooi, E.F., Murugesu, S.R., Tan, H.N., Haque, R., Senathirajah, A.R.S.. (2022). Factors Influencing Consumer Purchase Intention Towards Organic Food: Evidence From Malaysia. *Journal of Pharmaceutical Negative Results*, 13(8), 3283-3296. <https://doi.org/10.47750/pnr.2022.13.S08.403>
- Bahaaudeen, A., Haque, R., Jeet, V., & Ambreen, A. (2025). Integration of Management Information Systems in Marketing Strategies for Enhanced Consumer Engagement. *Journal of Posthumanism*, 5(5), 2985–3008. <https://doi.org/10.63332/joph.v5i5.1702>
- Birruntha, S. (2021). Malaysia should address the skill gap, and attract specialized talent in the digital industry. The Malaysia Revers. <https://www.mampu.gov.my/wp-content/uploads/2021/08/18-Aug-TheMalaysian-Reserve-Malaysia-should-address-skill-gap-attract-specialised-talents-in-digitalindustry.pdf> (Accessed Date: September 15, 2025)
- Cheese, P., Thomas, R. J., & Craig, E. (2008). *The Talent Powered Organization: Strategies for Globalization, Talent Management and High Performance*. London, England: Kogan Page Limited. <http://ndl.ethernet.edu.et/bitstream/123456789/32369/1/247.Peter%20Cheese.pdf> (Accessed Date: September 15, 2025)

- Chinn, M.C.S., Bhardwaj, R., Lary, A., Senathirajah, ARS., Haque, R., & Nazneen, A. (2025). Keeping Talent Close: A Deep Dive into Employee Retention in the Malaysian Financial Industry. *Journal of Ecobumanism*, 4(2), 299-319. <https://doi.org/10.62754/joe.v4i2.5994>
- Chowdhury, B., Haque, R., Senathirajah, ARS., Khalil, M.I., Ahmed, S., Krishnasamy, H.N., & Ramasamy, G. (2023). Mediation of Customer Satisfaction and Customer Loyalty in Fast-Food Restaurants Aimed at Sustainable Growth. *International Journal of Operations and Quantitative Management*, 9(3), 114-128. <https://doi.org/10.46970/2023.29.3.07>
- Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990). Perceived organizational support and employee diligence, commitment, and innovation. *Journal of Applied Psychology*, 75(1), 51-59. <https://psycnet.apa.org/record/1990-15893-001> (Accessed Date: September 15, 2025)
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived Organizational Support. *Journal of Applied Psychology*, 71, 500-507. <https://doi.org/10.1037/0021-9010.71.3.500>
- Franckeiss, A., (2008). Mining the good from the goodbyes. Human resource management international digest. <https://www.emerald.com/hrmid/article-abstract/11/2/36/86414/Middle-managers-feel-under-the-weather-in-the?redirectedFrom=fulltext> (Accessed Date: September 15, 2025)
- Ganesan, L., Krishnasamy, H.N., Senathirajah, ARS., Isa, AMM., Ling, Z., Haque, R., Lertatthakornkit, T. (2024). Discrimination Based Factors Influencing Mental Health Amongst Women in The Manufacturing Industry in Klang Valley Malaysia. *Journal Of International Crisis And Risk Communication Research*, 7(2), 1-12. <https://jicrcr.com/index.php/jicrcr/article/view/207/95>
- Godfrey, P. C. (2010). *Toward a theory of employee recognition and workplace commitment*. Organizational Studies Journal, 12(1), 34-47. <https://apps.dtic.mil/sti/pdfs/ADA103358.pdf> (Accessed Date: September 15, 2025)
- Gouldner, A. W. (1960). *The norm of reciprocity: A preliminary statement*. American Sociological Review, 25(2), 161-178. <https://doi.org/10.2307/2092623>
- Haibin, P., Senathirajah, A.R.S., Connie, G. & Haque, R. (2022). Investigating Pull Factors in International Tourist Travel Motivation: An Empirical Analysis on the Malaysian Tourism Industry. *Baltic Journal Of Law & Politics*, 15(2), 564-576. <https://doi.org/10.2478/bjlp-2022-001034>
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2014). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. Thousand Oaks, CA: Sage Publications. https://eli.johogo.com/Class/CCU/SEM/_A%20Primer%20on%20Partial%20Least%20Squares%20Structural%20Equation%20Modeling_Hair.pdf (Accessed Date: September 15, 2025)
- Haque, R., Senathirajah, A.R.b.S., Khalil, M.I., Qazi, S.Z.; Ahmed, S. (2024). A Structural Path Analysis Bangladeshi SMEs Sustainability through Social Media Marketing. *Sustainability*, 16(13), 5433. <https://doi.org/10.3390/su16135433>
- Hassan, R., & Mohd Asri, N. (2020). *Talent management and employee retention in organizations*. Journal of Human Resource Management, 8(2), 45-52. [file:///C:/Users/110941/Downloads/Talent_Management_Practices_and_Employee_Retention%20\(1\).pdf](file:///C:/Users/110941/Downloads/Talent_Management_Practices_and_Employee_Retention%20(1).pdf) (Accessed Date: September 15, 2025)
- Hee, O. C., Yi, H. S., Ping, L. L., Kowang, T. O., & Fei, G. C. (2019). *Factors influencing job satisfaction in the palm oil industry in Malaysia*. International Journal of Academic Research in Business and Social Sciences, 9(2), 516-527. <https://doi.org/10.6007/IJARBS/v9-i2/5584>
<https://doi.org/10.24294/jjpd.v8i12.6964>
- Irshad, M. (2014). Factors affecting employee retention: Evidence from literature review. *Abasyn Journal of Social Sciences*, 7(2), 307-339. <https://ajss.abasyn.edu.pk/admineditor/papers/V4I2-4.pdf> (Accessed Date: September 15, 2025)
- Khalil, M.I. & Haque, R. (2022). Social Entrepreneurial Leadership on SME's Performance. *MAHSA International Journal of Business and Social Sciences*, 2(2), 93-110. <https://mahsaacademy.com.my/conference/Ejournal/#/view>
- Kibui, A. W., Gachunga, H., & Namusonge, G. S. (2014). Role of Talent Management on Employees Retention in Kenya: A Survey of State Corporations in Kenya: Empirical Review. *International Journal of Science and Research (IJSR)*, 3(2), 414-424. <https://www.ijsr.net/archive/v3i2/MTQwMjE0MDI=.pdf> Accessed Date: September 15, 2025)
- Kim, W. G., Leong, J.K. & Lee, Y.K. (2005). Effect of Service Orientation On Job Satisfaction, Organizational Commitment, And Intention of Leaving in A Casual Dining Chain Restaurant. *Hospitality Management*, 24, 171-193. (Accessed Date: September 15, 2025) <https://doi.org/10.1016/J.IJHM.2004.05.004>
- Kraimer, M. L., Wayne, S. J., & Jaworski, R. A. (2001). *Sources of support and expatriate performance: The mediating role of expatriate adjustment*. Personnel Psychology, 54(1), 71-99. <https://doi.org/10.1111/j.1744-6570.2001.tb00086.x>

- Kumaran, E. (2021). Factors Influencing Employee Retention Among Bank Employees In Kuala Lumpur AND Selangor. (Master's thesis, Universiti Utara Malaysia). UUM eTheses Repository. https://etd.uum.edu.my/10113/2/s825942_01.pdf (Accessed Date: September 15, 2025)
- Kyndt, E., Dochy, F., Michielsens, M., & Moeyaert, B. (2009). Employee Retention: Organizational and Personal Perspectives. *Vocations and Learning*, 2(3), 195- 215. <http://dx.doi.org/10.1007/s12186-009-9024-7>
- Leong, L.K., Manickam, L., Haque, R., Jumbulingam, K., Noordin, N.M. (2024). Embracing Digital Transformation for Sustainable Business in the Construction Industry. *Pakistan Journal of Life and Social Sciences*, 22(2), 1621-1640. <https://doi.org/10.57239/PJLSS-2024-22.2.00113>
- Liaw, J.O.H., Ibrahim, N., Singh, I., Tajudin, A., Isa, A., & Haque, R. (2024). Integration Model of Human Dimensions, Military Minds and Patriotism. *International Journal of Religion*, 5(11), 2581-2597. <https://doi.org/10.61707/jakg9797>
- Lim, T.S., L.S., Safiuddin, F.S., Haque, R., Noordin, N.M., Manickam, L., Hakimi, N. (2024). Exploring the Impact of Marketing Mix Products Transformation Strategies in Glove Manufacturing Industries: A Case Study. *Pakistan Journal of Life and Social Sciences*, 22(2), 1477-1792. <https://doi.org/10.57239/PJLSS-2024-22.2.00104>
- Malarvizhi, C.A.N., Manzoor, S.R. & Haque, R. (2024). Revisiting the Extended IoT Use Behavior Model Among Senior NCD Patients for Smart Healthcare in Malaysia. *International Journal of Service Science, Management, Engineering, and Technology*, 15(1), 1-25. <https://doi.org/10.4018/IJSSMET.349911>
- Malnaad, P., Senathirajah, A.R.S., Connie, G., Osman, Z., & Haque, R. (2022). An Examination On E-Banking Service Quality And Its Significance On E-Satisfaction And E-Loyalty: An Asian Study. *Journal of Positive School Psychology*, 6(6), 8169-8185. <https://www.journalppw.com/index.php/jpsp/article/view/9029>
- Mehta AM, Qazi SZ, Haque R, S Senathirajah ARb, Baig W, Sajjad R et al (2025). Strategic planning as a catalyst for sustainability: A mediated model of strategic intent and formulation in manufacturing SMEs. *PLoS One* 20(6): e0325887. <https://doi.org/10.1371/journal.pone.0325887>
- Narayanan, S., Haque, R., bin S Senathirajah, A. R., OmarDin, F. M., Isa, M. b. M., Ramasamy, G., Krishnasamy, H. N. (2024). Workplace Romance and Organisational Performance: A Case Study of Malaysian Organizations. *International Journal of Instructional Cases*, 8(1), 121-134. <https://ijicases.com/article-view/?id=111>
- Oladapo, V. (2014). The impact of talent management on retention. *Journal of Business Studies Quarterly*, 5(3), 19–36. <https://www.scirp.org/reference/referencespapers?referenceid=3032519> (Accessed Date: September 15, 2025)
- Ong, C. H., Hoe, S. Y., Lim, L. P., Tan, O. K., & Goh, C. F. (2019). Factors Influencing Job Satisfaction in the Palm Oil Industry in Malaysia. *International Journal of Academic Research in Business and Social Sciences*, 9(2), 516–527. <https://doi.org/10.6007/IJARBSS/v9-i2/5584>
- Osman, Z., Senathirajah, A.R.S. & Haque, R. (2022). A Structured Equation Modelling on The Indirect Effect of Self-Efficacy on Extrinsic Motivation and Students' Performance Relationship in Malaysian Online Distance Learning Institutions. *Mathematical Statistician and Engineering Applications*, 71(4), 2765-2774. <https://www.philstat.org.ph/index.php/MSEA/article/view/835>
- Pathmanathan, H., Haque, R., Senathirajah, A.R.S., and Din, F.M.B.O. (2022). Perception Of Nurse's Knowledge And An Attitudinal Behaviour On Fall Prevention: A Structured Equation Modelling Approach. *International Journal of Operations and Quantitative Management*, 28(2), 418-440. <https://doi.org/10.46970/2022.28.2.10>
- Periasamy, U. A., Senathirajah, A. R. B. S., Soliman, K., Haque, R., & Lertatthakornkit, T. (2025). The impact of AI-powered robotics and workforce dynamics on productivity in the logistics industry. *International Journal of Innovative Research and Scientific Studies*, 8(5), 2083–2096. <https://doi.org/10.53894/ijirss.v8i5.9431>
- Rajendran, A.K. & Haque, R. (2022). The Motivation And Performance Efficiency Among The Contract Of Service And Permanent Medical Employees At Hospital Teluk Intan During The Covid-19 Pandemic. *MAHSA International Journal of Business and Social Sciences*, 2(2), 191-218. <https://mahsaacademy.com.my/conference/Ejournal/#/view>
- Randstad Malaysia. (2024, December). 2025 Job Market Outlook & Salary Guide: Malaysia [PDF]. Retrieved from <https://www.randstad.com.my/s3fs-media/my/public/2024-12/randstad-malaysia-2025-job-market-outlook-and-salary-guide.pdf> (Accessed Date: September 15, 2025)
- Reynolds, P. D., & Helfers, R. C. (2018). Differences in Perceptions of Organizational Fairness Based On Job Characteristics Among Police Officers. *American Journal of Criminal Justice*, 43(2), 371 38. <https://doi.org/10.1007/s12103-017-9404-8>
- Salleh, R., Khalid Ali, K., Abd Razak, S. N., & Latif Khan, M. (2023). Perceived organizational support and talent retention of women engineers in the Malaysian oil and gas sector: A conceptual framework. *Journal of Hunan University (Natural Sciences)*, 50(1), 19. <https://doi.org/10.55463/issn.1674-2974.50.1.19>
- Sellamuthu, M., Krishnasamy, H.N., Isa, AMM., Lertatthakornkit, L., Senathirajah, ARS., Haque, R. (2024). Determinants of intention to purchase online eco-friendly items amongst university students in Nilai, Malaysia. *Environment and Social Psychology*, 9(9), 2865. <https://doi.org/10.59429/esp.v9i9.2865>

- Senathirajah, ARS., Haque, R., Abbas, S., Isa, AMM., Udang, L.N., Ramasamy, G., & Krishnasamy, H.N. (2023). A Quantitative Analysis of Global Scientific Literature on Tourism and Digital Economy- Moving Towards Sustainable Tourism. *International Journal of Operations and Quantitative Management*, 29(3), 129-142. <https://doi.org/10.46970/2023.29.3.08>
- Sivagurunathan, R., Senathirajah, A. R. S., Sivagurunathan, L., Qazi, S., & Haque, R. (2025). Equine-Assisted Experiential Learning: A Literature Review of Embodied Leadership Development in Organizational Behavior. *Administrative Sciences*, 15(8), 298. <https://doi.org/10.3390/admsci15080298>
- Sivagurunathan, R., Senathirajah, ARS., Ramasamy, G., Isa, M.M., Haque, R., Yang, C., & Sivagurunathan, L. (2024). A Study on Development of Educational Leadership Program using Equine Assisted Experiential Learning. *Eurasian Journal of Educational Research*, 112(2024), 1-14. <https://doi.org/10.14689/ejer.2024.112.01>
- Soon, S. W., Bhardwaj, R., Qazi, S. Z., Senathirajah, A. R. B. S., Haque, R. ., & Krishnasamy, H. N. (2025). Factors Influencing Talent Retention in Malaysia's Semiconductor Industry. *Journal of Ecobumanism*, 4(3), 1–33. <https://doi.org/10.62754/joe.v4i3.6191>
- Sumi, A.A., Awang, J.B., Haque, R. et al. (2025). Investigating the function of religion and social capital in shaping sustainable social development. *Discover Sustainability*, 6, 748 (2025). <https://doi.org/10.1007/s43621-025-01622-x>
- Thandaithabany, P. (2024). *The role of employee engagement, satisfaction, and flexible work arrangements in enhancing employee retention* (Master's thesis, Universiti Utara Malaysia). UUM eTheses Repository. https://etd.uum.edu.my/11643/2/s831759_01.pdf (Accessed Date: September 15, 2025)
- The Times. (2024, January 24). *Salaries in Malaysia projected to remain flat in 2024 amidst economic slowdown concerns: Aon survey* [News article]. Media OutReach / The Times. <https://www.nst.com.my/news/nation/2024/01/1005434/salaries-malaysia-projected-remain-stagnant-says-survey> (Accessed Date: September 15, 2025)
- Thongoum, A., & Channuwong, S. (2024). *Management strategies for retaining talented and good personnel in the organization*. J Research and Administration, 6 (1), 5107–5118.
- Tripathi, A., Bagga, T., Vishnoi, S. K., Senathirajah, ARS., Haque, R. (2024). Business intelligence solution implementation challenges: a comparative analysis of service based startups, small & medium and large enterprise. *Environment and Social Psychology*, 9(9), 2864. <https://doi.org/10.59429/esp.v9i9.2864>
- Weng, T.-C., Shen, Y.-H., & Kan, T.-T. (2023). *Talent sustainability and development: How talent management affects employees' intention to stay through work engagement and perceived organizational support with the moderating role of work-life balance*. Sustainability, 15(18). [file:///C:/Users/110941/Downloads/sustainability-15-13508%20\(1\).pdf](file:///C:/Users/110941/Downloads/sustainability-15-13508%20(1).pdf) (Accessed Date: September 15, 2025)
- Yixin, Z., Senathirajah, A.R.S., Haque, R., Osman, Z., San,L.H., Parameswaran, S. & Mohideen, S. (2018). An Empirical Study on Consumers' Perceptions of Web Service Quality (WSQ) on E-Auction Sites. *National Academy of Managerial Staff of Culture and Arts Herald*, 1, 1131-1138. <http://jrhnamsca.icu/index.php/hnamsca/article/view/546>