

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



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

By



Thesis Submitted to

Othman Yeop Abdullah Graduate School of Business,

Universiti Utara Malaysia

In Fulfillment of the Requirements for the Degree of Master of Human Resource Management.



**Pusat Pengajian Pengurusan
Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PENYELIDIKAN
(*Certification of Research Paper*)

Saya, mengaku bertandatangan, memperakukan bahawa
(*I, the undersigned, certified that*)
ALLAH NAWAZ (824381)

Calon untuk Ijazah Sarjana
(*Candidate for the degree of*)
MASTER OF HUMAN RESOURCE MANAGEMENT

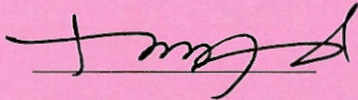
telah mengemukakan kertas penyelidikan yang bertajuk
(*has presented his/her research paper of the following title*)

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

Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan
(*as it appears on the title page and front cover of the research paper*)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.
(*that the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the research paper*).

Nama Penyelia : **PROF. MADYA DR. MOHD FAIZAL BIN MOHD ISA**
(*Name of Supervisor*)

Tandatangan : 
(*Signature*)

Tarikh : **20 OGOS 2019**
(*Date*)

PERMISION TO USE

In presenting this dissertation/project paper in partial fulfillment of the requirements for a master's degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this dissertation/project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor or in their absence, by the Assistant Vice Chancellor of the College of Business where I did my dissertation/project paper. It is understood that any copying or publication or use of this dissertation/project paper or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the Universiti Utara Malaysia (UUM) in any scholarly use which may be made of any material in my dissertation/project paper.

Request for permission to copy or to make other use of materials in this project paper in whole or in part should be addressed to:

Dean of

School of Business Management (SBM)

College of Business

Universiti Utara Malaysia (UUM)

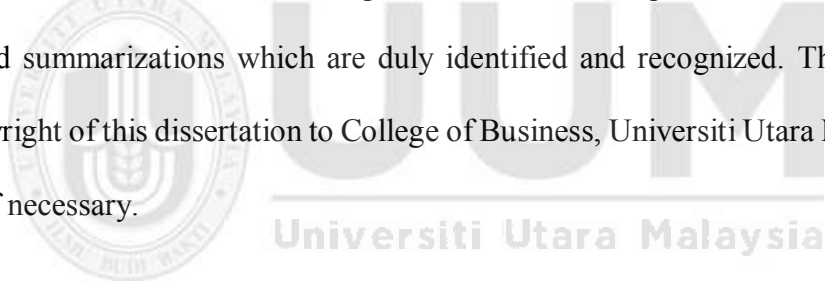
06010 Sintok

Kedah Darul Aman

DISCLAIMER

The author is responsible for the accuracy of all opinion, technical comment, factual report, data, figures, illustrations and photographs in this dissertation. The author bears full responsibility for the checking whether material submitted is subject to copyright or ownership right. Universiti Utara Malaysia (UUM) does not accept any liability for the accuracy of such comment, report and other technical and factual information and the copyright or ownership rights claims.

the author declares that this dissertation is original and her own except those literatures, quotations, explanations and summarizations which are duly identified and recognized. The author hereby granted the copyright of this dissertation to College of Business, Universiti Utara Malaysia (UUM) for publishing if necessary.



ABSTRAK

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

Kata Kunci: Pembangunan Kerjaya, Pampasan, Imbangan kehidupan Kerja, Kesejahteraan

Psikologi, Pengekalan Pekerja

ABSTRACT

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

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

ACKNOWLEDGEMENTS

I am very thankful to Allah almighty for his protection and grace upon me to successfully complete my master's degree in the University Utara Malaysia. To my Supervisor, DR. MOHD FAIZAL MOHD ISA, I am very thankful to you sir for very kind and supportive to me. Your inspiration, encouragement, understanding, tolerant advice solidified my resolve to competing this study, indeed you would never be forgotten in mind.

Moreover, my deepest thanks and appreciation to my beloved parents Mr. & Mrs. KHADIM HUSSIAN and siblings for their blessing for their prayers, encouragement and support in the success of my study. Especially, I would like to say thanks to express my gratitude to my elder brother Dr. MUHAMMAD AHMAD KHADIM for his endless support and keeping me motivated.

Lastly, I would like to say thanks to my friends and well-wishers who help directly and directly in the completion of this program.

TABLE OF CONTENTS

Permission to use.....	iv
Disclaimer.....	v
Abstrak.....	vi
Abstract.....	vii
Acknowledgement.....	viii
Table of Contents.....	ix
List of Figures.....	xiii
List of Tables.....	xiv
Chapter 1.....	1
1.0 Introduction.....	1
1.1 Background of the Study.....	2
1.2 Problem Statement.....	6
1.3 Research Questions.....	10
1.4 Research Objectives.....	10
1.5 Significance of study.....	11
1.6 Scope of study.....	11
1.7 Definitions of key terms.....	12
Chapter 2.....	14
Literature review.....	14
2.1 Overview of employee Retention.....	14
2.2. Definition of Employee Retention.....	14
2.3.1 Past studies on employee retention.....	15

2.3.2 Factor influence employee retention.....	16
2.4. Definition of Career development	19
2.4.1 Relationship between career development and employee retention	20
2.4.2 Past studies on career development	20
2.5. Definition of Compensation.....	22
2.5.1 Relationship between compensation and employee retention	22
2.5.2 Past studies on Compensation.....	23
2.6. Definition of work-life balance.....	25
2.6.1 Relationship between work-life balance and employee retention	26
2.6.2 Past studies on work-life balance.....	26
2.7. Definition of Psychological well-being	29
2.7.1 Relationship among psychological well-being and employee retention.....	30
2.7.2 Past studies on Psychological well-being	30
Chapter 3	32
Methodology	32
3.1 Research Framework.....	32
3.2 Research Design	33
3.3 Operational Definition.....	33
3.4 Population and Sample	34
3.5 Sampling Techniques.....	35
3.6 Design of the Questionnaire	36
3.7 Measurement of Variables /instrumentation	37
3.7.1 Variables and measures	37
3.7.2 Variables interpretation	37
3.7.3 Research instruments.....	38

3.8 Measurements of variables	40
3.9 Process for data collection.....	44
3.10 Data analysis techniques	44
3.10.1 Data analysis.....	45
3.10.2 Descriptive analysis	45
3.10.3 Inferential analysis	46
3.10.4 Pearson correlation coefficient.....	46
Chapter 4.....	47
Findings	47
4.0 Introduction.....	47
4.1 Respond rate.....	47
4.2 Data screening.....	48
4.3 Normality Test.....	48
4.4 Reliability Analyses.....	53
4.5 Factor Analysis	54
4.5.1 Factor analysis for employee retention	54
4.5.2 Factor analysis for career development	56
4.5.3 Factor analysis for compensation.....	58
4.5.4 Factor analysis for work-life balance.....	59
4.5.5. Factor analysis for psychological well-being	61
4.6 New Research Frameworks	65
4.7 Rewrite Hypothesis.....	66
4.8 Demographic characteristics.....	67
4.9 Correlation Analysis	69
4.10 Multiple regression analysis	70

Chapter 5.....	73
Conclusion and Recommendation	73
5.0 Introduction.....	73
5.1 Summary of the findings.....	73
5.2 Discussion.....	74
5.2.1 Relationship among career development and employee retention	75
5.2.2 Relationship among compensation and employee retention.....	76
5.2.3 Relationship among work-life balance and employee retention.....	78
5.2.4 Relationship among psychological well-being and employee retention	79
5.3 Implication of the Study.....	80
5.4 Limitations of the Study.....	81
5.5 Recommendations.....	81
5.6 Suggestions for Future Research	84
5.7 Conclusion	85
References.....	87
Appendix A.....	107



List of Figures

Figure 3. 1 Theoretical Frame work	32
Figure 4. 1 The Normality of items in career development	49
Figure 4. 2 The Normality of items in compensation	49
Figure 4. 3 The Normality of items in work-life balance	50
Figure 4. 4 The Normality of items in psychological well-being	50
Figure 4. 5 The Normality of items in employee retention.....	51
Figure 4. 6: New Frameworks	65



List of Tables

Table 1. 1 Turnover rate in different years in Hospitality Industry.....	7
Table 3. 1 Source of instruments.....	39
Table 3. 2 Employee retention.....	40
Table 3. 3 Career development.....	41
Table 3. 4 Compensation.....	41
Table 3. 5 Work-life balance.....	42
Table 3. 6 Psychological well-being.....	42
Table 4. 1 Normality test for employee test employee retention, career development, compensation, work-life balance and psychological well-being.....	52
Table 4. 2 Reliability Analyses.....	53
Table 4. 3 KMO & Bartlett's test for employee retention.....	55
Table 4. 4 Rotated Component Matrix ^a for employee retention.....	55
Table 4. 5 KMO & Bartlett's Test for career development.....	56
Table 4. 6 Rotated Component Matrix ^a for career development.....	57
Table 4. 7 KMO & Bartlett's Test for compensation.....	58
Table 4. 8 Rotated Component Matrix ^a for compensation.....	59
Table 4. 9 KMO & Bartlett's Test for work-life balance.....	60
Table 4. 10 Rotated Component Matrix ^a for work-life balance.....	60
Table 4. 11 KMO & Bartlett's Test for Psychological well-being.....	61
Table 4. 12 Rotated Component Matrix ^a for psychological well-being.....	62
Table 4. 13 Reliability analysis of psychological well-being after factor analysis.....	63

Table 4. 14 The reliability analysis for employee retention, career development, compensation, work life balance and psychological well-being.....	84
Table 4. 15 Frequency distribution for gender, age, marital status, educational level.....	67
Table 4. 16 Correlation analysis after factor analysis.....	70
Table 4. 17 Multiple Regression analysis.....	71
Table 4. 18 Summary of hypothesis testing.....	72



CHAPTER 1

INTRODUCTION

1.0 Introduction

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

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

References

- Aamir, A., Hamid, A. B. A., Haider, M., & Akhtar, C. S. (2016). Work-life balance, job satisfaction and nurses retention: moderating role of work volition. *International Journal of Business Excellence*, 10(4), 488-501.
- Abay, H. (2019). Determinants of Employees Turnover Intention: The case of ministry of federal and pastoralist development affairs in Ethiopia. *Available at SSRN 3416384*.
- Aboobaker, N., Edward, M., & Zakkariya, K. (2019). Workplace spirituality, employee wellbeing and intention to stay. *International Journal of Educational Management*.
- Adeoye, A. O. (2019). Compensation management and employees' motivation in the insurance sector: Evidence from Nigeria. *Facta Universitatis-Economics and Organization*, 16(1), 31-47.
- Adeoye, S., & Egwakhe, A. (2019). Career development and talent retention in private and Public Universities in Ogun State, Nigeria.
- Agyapong, D., Asiamah, M., & Cudjoe, E. A. (2019). Effect of compensation package on staff intention to quit in Technical University: A structural equation approach. *Asian Journal of Economics, Business and Accounting*, 1-13.
- Ahmad, R., Islam, T., & Saleem, S. (2019). How commitment and satisfaction explain leave intention in police force? *Policing: An International Journal*, 42(2), 195-208.
- Ainer, C. D., Subramaniam, C., & Arokiasamy, L. (2018). Determinants of turnover intention in the private universities in Malaysia: A conceptual paper. Paper presented at the SHS Web of Conferences.
- Akgunduz, Y., & Eryilmaz, G. (2018). Does turnover intention mediate the effects of job insecurity and co-worker support on social loafing? *International Journal of Hospitality Management*, 68, 41-49.
- Akhtar, T., Zahir, A., Tareq, M. A., & Mahdzir, A. M. (2017). The key motivating factors of employee retention: A resource based view. *Prabandhan: Indian Journal of Management*, 10(4), 33-48.
- Ako, E. (2018). The impact of work life balance as Strategic Human Resources Management Policy in private sector organisations of Cameroon. *Available at SSRN 3238647*.
- Ako, E. (2019). Factors influencing the retaining of profitable workers in the State corporations of Cameroon. *Available at SSRN 3380030*.
- Al Hosani, K. I., Elanain, H. M. A., & Ajmal, M. M. (2018). Personality traits and work engagement: does team member exchange make a difference? *International Journal of Innovation and Learning*, 24(3), 239-261.

- Al Karim, R. (2019). Impact of different training and development programs on employee performance in Bangladesh perspective. *International Journal of Entrepreneurial Research*, 1(2), 8-14.
- Alberro, H. (2019). Methodological considerations for the special-risk researcher: A research note. *Methodological Innovations*, 12(1), 2059799119840975.
- Aleem, M. U., & ur Rahman, M. (2019). HRM practices and their impacts on the perceived performance of SME's operating in Karachi. *Pakistan Business Review*, 20(2), 390-402.
- Alhmod, A., & Rjoub, H. (2019). Total rewards and employee retention in a Middle Eastern context. *SAGE Open*, 9(2), 2158244019840118.
- Altamimi, A. N. A. (2019). Literature on the relationships between organizational performance and employee job satisfaction. *Archives of Business Research*, 7(4).
- Ambrosius, J. (2018). Strategic talent management in emerging markets and its impact on employee retention: Evidence from Brazilian MNCs. *Thunderbird International Business Review*, 60(1), 53-68.
- An, S.-H. (2019). Employee voluntary and involuntary turnover and organizational performance: Revisiting the hypothesis from classical public administration. *International Public Management Journal*, 1-26.
- Anis, A., Nasir, A., & Safwan, N. (2011). Employee retention relationship to training and development: A compensation perspective. *African journal of business management*, 5(7), 2679.
- Arasli, H., & Arici, H. E. (2019). Perceived supervisor support cure: Why and how to retain and reengage seasonal employees for the next season. *JEEMS Journal of East European Management Studies*, 24(1), 61-88.
- Azharudeen, N., & Andrew, A. (2018). Emotional exhaustion and employee turnover intention. *International Journal of Research*, 5(1), 227-240.
- Barratt, M. J., Ferris, J. A., & Lenton, S. (2015). Hidden populations, online purposive sampling, and external validity: Taking off the blindfold. *Field Methods*, 27(1), 3-21.
- Barroso, M. d. I. R. M. (2012). La crisis económica y social en Castilla y León. Problemas y respuestas jurídicas. *Revista jurídica de Castilla y León*(28), 3-55.
- Bernsen, P., Segers, M., & Tillema, H. H. (2009). Learning under pressure: Learning strategies, workplace climate, and leadership style in the hospitality industry. *International Journal of Human Resources Development and Management*, 9, 16.
- Bhattacharyya, S. S., Jha, S., Bhattacharyya, S. S., & Jha, S. (2018). *Research Methodology', Strategic Leadership Models and Theories: Indian Perspectives*: Emerald Publishing Limited.

- Bibi, P., Ahmad, A., & Majid, A. H. (2018). HRM practices and employee retention: The moderating effect of work environment *Applying Partial Least Squares in Tourism and Hospitality Research* (pp. 129-152): Emerald Publishing Limited.
- Bibi, P., Ahmad, A., & Majid, A. H. A. (2018). The impact of training and development and supervisor support on employees retention in academic institutions: The moderating role of work environment. *Gadiah Mada International Journal of Business*, 20(1), 113.
- Bisharat, H., Obeidat, B. Y., Tarhini, A., & Mukattash, I. (2017). The effect of human resource management practices on organizational commitment in chain pharmacies in Jordan. *International Journal of Business and Management*, 12(1), 50-67.
- Bisschoff, M., Koen, V., & Ryke, E. H. (2019). Strategies for work–family balance in a South African context. *Community, Work & Family*, 22(3), 319-337.
- Biswas-Diener, R., Kushlev, K., Su, R., Goodman, F., Kashdan, T., & Diener, E. (2019). Assessing and understanding hospitality: The Brief Hospitality Scale. *International Journal of Wellbeing*, 9(2).
- Bogicevic, V., Seo, S., Kandampully, J. A., Liu, S. Q., & Rudd, N. A. (2019). Virtual reality presence as a preamble of tourism experience: The role of mental imagery. *Tourism Management*, 74, 55-64.
- Bryman, A., & Bell, E. (2007). Business research strategies. *Business research methods*, 226-238.
- Burch, T. (2019). All in the family: The link between couple-level work-family conflict and family satisfaction and its impact on the composition of the family over time. *Journal of Business and Psychology*, 1-15.
- Cadigan, F., Kraichy, D., Uggerslev, K., Martin, K., & Fassina, N. (2019). Preferences for performance versus potential in promotion recommendations. *Canadian Journal of Administrative Sciences/Revue Canadienne des Sciences de l'Administration*.
- Cancino Jr, D. (2019). *Servant leadership: The effects on work-family conflict and work-family positive spillover*. Regent University.
- Çankır, B., & Şahin, S. (2018). Psychological well-being and job performance: the mediating role of work engagement.
- Chamchan, C., & Kittisuksathit, S. (2019). Generation Y employees in Thai workplaces: What make them stay or leave. *Asia-Pacific Social Science Review*, 19(1), 49-65.
- Chieng, H. P., Arokiasamy, L., & Kassim, K. A. A. (2019). Influence of human resource management practices on Malaysian construction organizational performance. *Global Business and Management Research*, 11(1), 367-379.

- Choudhary, S. (2016). A study on retention management: how to keep your top talent. *International Journal of Advanced Research in Management and Social Sciences*, 5(3), 17-31.
- Coakes, S. J., Steed, L. G., Coakes, S., & Steed, L. (2003). Multiple response and multiple dichotomy analysis. *SPSS: analysis without anguish: Version 11.0 for Windows*, 215-224.
- Cohen, J. (1988). Set correlation and contingency tables. *Applied Psychological Measurement*, 12(4), 425-434.
- Collings, D. G., Mellahi, K., & Cascio, W. F. (2019). Global talent management and performance in multinational enterprises: A multilevel perspective. *Journal of Management*, 45(2), 540-566.
- Committee, A. T. A. (2006). Telework for Australian employees and businesses: maximising the economic and social benefits of flexible working practices: Department of Communications, Information Technology and the Arts
- Cooper, B., Wang, J., Bartram, T., & Cooke, F. L. (2019). Well-being-oriented human resource management practices and employee performance in the Chinese banking sector: The role of social climate and resilience. *Human Resource Management*, 58(1), 85-97.
- David, A., & Venatus, V. K. (2019). Job satisfaction and turnover intentions of police officers in rural communities in Dekina local government area of Kogi State, Nigeria. *Bangladesh e-Journal of Sociology*, 16(1).
- David, P. K., & Balu, L. (2018). The influence of human resource onboarding on an employee's intention to stay in Rockwell Automation Pvt. Ltd.
- De Vos, A., & Meganck, A. (2009). What HR managers do versus what employees value. *Personnel Review*.
- Deci, E. L., & Ryan, R. M. (2008). Self-determination theory: A macrotheory of human motivation, development, and health. *Canadian psychology/Psychologie canadienne*, 49(3), 182.
- Delery, J. E., & Doty, D. H. (1996). Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions. *Academy of Management Journal*, 39(4), 802-835.
- Devaraj, S., & Jiang, K. (2019). It's about time—A longitudinal adaptation model of high-performance work teams. *Journal of Applied Psychology*, 104(3), 433.
- Dhanpat, N., Manakana, T., Mbacaza, J., Mokone, D., & Mtongana, B. (2019). Exploring retention factors and job security of nurses in Gauteng public hospitals in South Africa. *African Journal of Economic and Management Studies*, 10(1), 57-71.

- DiPietro, R. B., Moreo, A., & Cain, L. (2019). Well-being, affective commitment and job satisfaction: influences on turnover intentions in casual dining employees. *Journal of Hospitality Marketing & Management*, 1-25.
- Dishop, C. R., Green, A. E., Torres, E., & Aarons, G. A. (2019). Predicting turnover: The moderating effect of functional climates on emotional exhaustion and work attitudes. *Community mental health journal*, 1-9.
- Du, P.-L., Huang, C., Huang, Y.-H., & Chang, C.-S. (2019). Dual normative commitments mediating the relationship between perceived investment in employees' development and intention to leave among the healthcare workforce in underserved areas of Taiwan. *Rural & Remote Health*, 19(1).
- Ertas, N. (2019). Turnover intentions of volunteer resource managers: The roles of work motivations, person–organization fit, and emotional labor. *International Journal of Public Administration*, 42(9), 741-752.
- Ezeanyim, E. E., & Ufoaroh, E. T. (2019). The impact of job satisfaction on employee performance in selected public enterprise in Awka, Anambra State. *Global Journal of Management And Business Research*.
- Fakih, A. (2018). What determines vacation leave? The role of gender. *Bulletin of Economic Research*, 70(1), 1-19.
- Filimonau, V., & Corradini, S. (2019). Zero-hours contracts and their perceived impact on job motivation of event catering staff. *Event Management*.
- Fontinha, R., Easton, S., & Van Laar, D. (2019). Overtime and quality of working life in academics and nonacademics: The role of perceived work-life balance. *International Journal of Stress Management*, 26(2), 173.
- Froese, F. J., Peltokorpi, V., Varma, A., & Hitotsuyanagi-Hansel, A. (2018). Merit-based rewards, job satisfaction and voluntary turnover: Moderating effects of employee demographic characteristics. *British Journal of Management*.
- Gan, J. L., & Yusof, H. M. (2019). The relationship between training and employees 'retention: a review paper. *International Journal of Entrepreneurship*, 2(5), 16-24.
- Garland, R. (1991). The mid-point on a rating scale: Is it desirable. *Marketing bulletin*, 2(1), 66-70.
- Geraldes, D., Madeira, E., Carvalho, V. S., & Chambel, M. J. (2019). Work-personal life conflict and burnout in contact centers: The moderating role of affective commitment. *Personnel Review*, 48(2), 400-416.
- Gerhardt, C., Stocker, D., Looser, D., grosse Holtforth, M., & Elfering, A. (2019). Well-being and health-related interventions in small-and medium-sized enterprises: A meta-analytic review. *Zeitschrift für Arbeitswissenschaft*, 1-10.

- Ghosh, P., Satyawadi, R., Prasad Joshi, J., & Shadman, M. (2013). Who stays with you? Factors predicting employees' intention to stay. *International Journal of Organizational Analysis*, 21(3), 288-312.
- Gjika, J. (2019). Job satisfaction factors and their relationship with retention for full-time, female professionals in Mid-Atlantic States. Wilmington University (Delaware).
- Goldberg, D., & Williams, P. (1988). General health questionnaire: Granada Learning Group.
- Golubovskaya, M., Solnet, D., & Robinson, R. N. (2019). Recalibrating talent management for hospitality: a youth development perspective. *International Journal of Contemporary Hospitality Management*.
- Gomez-Mejia, L. R., Balkin, D. B., & Cardy, R. L. (2012). Managing human resources. United State: Pearson Education, Inc., publishing as Prentice Hall.
- Grobelna, A. (2019). Effects of individual and job characteristics on hotel contact employees' work engagement and their performance outcomes: A case study from Poland. *International Journal of Contemporary Hospitality Management*, 31(1), 349-369.
- Gupta, M., & Haque, M. M. (2015). Talent retention: A major concern for organizations. *Proceedings of ICRBS, 2015*.
- Gupta, V. (2019). Talent management dimensions and their relationship with retention of Generation-Y employees in the hospitality industry. *International Journal of Contemporary Hospitality Management*.
- Guthrie, J. (2000). Alternative pay practices and employee turnover: An organization economics perspective. 25, 419-439.
- Gyamfi, G. D. (2019). Assessing the relationship between retention factors and organizational commitment of university faculty. *International Journal of Sustainable Entrepreneurship and Corporate Social Responsibility (IJSECSR)*, 4(2), 23-40.
- Hair, J. F. (2010). Black, Wc, Babin, Bj, & Anderson, Re (2010). *Multivariate data analysis*, 7.
- Haldorai, K., Kim, W. G., Pillai, S. G., Park, T. E., & Balasubramanian, K. (2019). Factors affecting hotel employees' attrition and turnover: Application of pull-push-mooring framework. *International Journal of Hospitality Management*, 83, 46-55.
- Harimu, F. P., & Tumewu, F. (2016). The effect of leadership and supervisor support on job satisfaction in BNI KCU Manado office. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 4(2).
- Hart, J. (2015). How digital equity and workplace learning influence acceptance of a knowledge sharing technology in the higher education workplace. University of Illinois at Urbana-Champaign.

- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology, 87*(2), 268.
- Hee, O. C., & Ann, Y. S. (2019). Factors influencing employee turnover in the food manufacturing industry in Malaysia. *International Journal of Academic Research in Business and Social Sciences, 9*(1).
- Herzberg, F. (1971). The motivation-hygiene theory. *Work and the nature of man, 4*.
- Huang, R., & Yang, M. (2015). Paid maternity leave and breastfeeding practice before and after California's implementation of the nation's first paid family leave program. *Economics & Human Biology, 16*, 45-59.
- Hwang, E. (2019). Effects of the organizational culture type, job satisfaction, and job stress on nurses' happiness: A cross-sectional study of the long-term care hospitals of South Korea. *Japan Journal of Nursing Science, 16*(3), 263-273.
- Hytter, A. (2007). Retention strategies in France and Sweden. *Irish Journal of Management, 28*(1).
- Jaaffar, A. H., Ganesan, Y., & Isa, A. (2018). Employees' motivation to undertake entrepreneurship and innovative behavior: Unites Kshas. *Global Business & Management Research, 10*.
- James, E. A. (2018). A qualitative and quantitative study of required internships: The students' perspective.
- Jang, J., & Kandampully, J. (2018). Reducing employee turnover intention through servant leadership in the restaurant context: A mediation study of affective organizational commitment. *International Journal of Hospitality & Tourism Administration, 19*(2), 125-141.
- Janik, M. (2015). Meaningful work and secondary school teachers' intention to leave. *South African Journal of Education, 35*(2), 1008.
- Javed, B., & Jaffar, M. (2019). Impact of succession planning on employee retention.
- Jessen, D. R. B. (2018). Employee turnover in the restaurants and accommodations sector: A systematic literature review. University of Stavanger, Norway.
- Johansen, M. S., & Sowa, J. E. (2019). Human resource management, employee engagement, and nonprofit hospital performance. *Nonprofit Management and Leadership*.
- Johari, J., Yahya, K. K., & Ahmad, M. N. (2012). Understanding the influence of human resource management practices on intention to stay: Evidence from Malaysia. *Paper presented at the 3rd International Conference on Business and Economic Research (3rd Icerber 2012) Proceeding*.

- Johnson, T., & Owens, L. (2003). Survey response rate reporting in the professional literature. *Paper presented at the 58th Annual Meeting of the American Association for Public Opinion Research, Nashville.*
- Jones, T. L. (2019). Employee retention management and leadership of special education teachers: A narrative inquiry. University of Phoenix.
- Jose, V. (2015). Employee turnover rate in indian hospitality industry with focus on hotels in the state of Kerala. Dublin Business School.
- Joy, I., Anah, S., & Ejike, D. C. (2019). Career self-management and employee job satisfaction in selected public sector organizations in south-south Nigeria
Available at SSRN 3410604.
- Jwu, S. C., Hassan, Z., Abdullah, S. M., & Kasa, M. E. (2018). The relationship between employee attitude towards training and employee retention in telecommunication. *Journal of Cognitive Sciences and Human Development, 4(1), 1-14.*
- Kakar, P., Raziq, A., & Khan, F. (2017). Impact of human resource management practices on employee retention: A case of banking sector in Quetta Baluchistan. *Journal of Management Info, 4(3), 5-11.*
- Kandel, D., Kumar, B., & Acharya, J. (2019). Impact of IT factors in Nepali small family business turnover. *Jyotirmayee, Impact of IT Factors in Nepali Small Family Business Turnover (January 3, 2019).*
- Kang, J., & Jang, J. (2019). What do employees perceive as hindrance or challenge stressors in the hotel industry? The role that hope plays. *Journal of Human Resources in Hospitality & Tourism, 1-24.*
- Karabati, S., Ensari, N., & Fiorentino, D. (2019). Job satisfaction, rumination, and subjective well-being: A moderated mediational model. *Journal of Happiness Studies, 20(1), 251-268.*
- Kassaw, E. S., & Golga, D. N. (2019). Employees' organizational commitment in higher educational setting.
- Kaushalya, R., & Perera, G. (2018). The impact of work life balance on employee turnover intention in selected private banks in Colombo district, Sri Lanka. *Human Resource Management Journal, 6(1).*
- Kaviarasu, S. J. (2019). A study on career development among the executives in Syntel International Private Ltd, Sirucheri.
- Kaya, C., & Ceylan, B. (2014). An Empirical study on the role of career development programs in organizations and organizational commitment on job satisfaction of employees. *American Journal of Business and Management, 3(3), 178-191.*

- Ketchen Jr, D. J., Crook, T. R., Todd, S. Y., Combs, J. G., & Woehr, D. J. (2017). Managing human capital. *The Oxford Handbook of Strategy Implementation*, 283.
- Khaled Mohamed Helmy, A. (2016). Factors which influence student satisfaction among international postgraduate students in Universiti Utara Malaysia. Universiti Utara Malaysia.
- Khalil, M. A. K. B. M., & Hashim, R. A. (2019a). Mediating effects of generation Y work values' in human resource practice and employee retention in Malaysia; Paper presented at the ICE 2019 Conference Proceedings
- Khalil, M. A. K. B. M., & Hashim, R. A. (2019b). Mediating effects of generation y work values' in human resource practices and employee retention in Malaysia. *Paper presented at the ICE 2019 Conference Proceedings*.
- Kinman, G. (2019). Effort-reward imbalance in academic employees: Examining different reward systems. *International Journal of Stress Management*, 26(2), 184.
- Kirilo, C. Z., Abe, J. M., de Lima, L. A., Lozano, L. C. M., Nogueira, M., de Oliveira, C. C., & Nakamatsu, K. (2018). Organizational climate assessment using the paraconsistent decision method. *Procedia computer science*, 131, 608-618.
- Kohlmeyer III, J. M., Parker, R. J., & Sincich, T. (2017). Career-related benefits and turnover intentions in accounting firms: The roles of career growth opportunities, trust in superiors, and organizational commitment *Advances in Accounting Behavioral Research* (pp. 1-21): Emerald Publishing Limited.
- Kok, S. Y. (2015). A study on the factors that influence job satisfaction among lecturers in Universiti Utara Malaysia. Universiti Utara Malaysia.
- Kończyńska, M., & Schoene, M. (2017). Survey data harmonization and the quality of data documentation in cross-national surveys *Advances in comparative survey methods: Multicultural, multinational and multiregional (3MC) contexts*: Wiley.
- Kosker, H., Unur, K., & Gursoy, D. (2019). The effect of basic personality traits on service orientation and tendency to work in the hospitality and tourism industry. *Journal of Teaching in Travel & Tourism*, 19(2), 140-162.
- Kotey, B., & Koomson, I. (2019). Firm size differences in financial returns from flexible work arrangements (FWAs). *Small Business Economics*, 1-17.
- Krausert, A. (2017). HR differentiation between professional and managerial employees: Broadening and integrating theoretical perspectives. *Human Resource Management Review*, 27(3), 442-457.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and psychological measurement*, 30(3), 607-610.

- Krona, T., & Virbert Kronqvist, E. (2019). Employer branding: A way to retain young employees: A qualitative study on how SMEs use employer branding in order to retain young employees in their organization and how it is perceived.
- Kurniawaty, K., Ramly, M., & Ramlawati, R. (2019). The effect of work environment, stress, and job satisfaction on employee turnover intention. *Management Science Letters*, 9(6), 877-886.
- Langove, N., Isha, A. S. N. B., & Javaid, M. U. (2016). The mediating effect of employee well-being in relation to role stressors and turnover intention: A conceptual study. *International Review of Management and Marketing*, 6(4S), 150-154.
- Latha, K. L. (2013). A study on employee attrition and retention in manufacturing industries. *BVIMSR's Journal of Management Research (BJMR)*, 5(1), 1-23.
- Lee, S. A., & Ravichandran, S. (2019). Impact of employees' job control perceptions on their work-related responses in the hospitality industry. *International Journal of Contemporary Hospitality Management*.
- Li, J. J., Bonn, M. A., & Ye, B. H. (2019). Hotel employee's artificial intelligence and robotics awareness and its impact on turnover intention: The moderating roles of perceived organizational support and competitive psychological climate. *Tourism Management*, 73, 172-181.
- Lim, E. Z., Phang, Z. B., Foong, M. L., S'ng, J. H. M., & Tiong, X. Y. (2015). Talent retention: A study in Malaysia manufacturing industry. UTAR.
- Long, C. S., & Perumal, P. (2014). Examining the impact of human resource management practices on employees' turnover intention. *International Journal of Business & Society*, 15(1).
- Lucky, E. O.-I., & Ibrahim, N. A. (2015). Environmental factors and entrepreneurial intention among Nigerian students in UUM. *Sains Humanika*, 5(2).
- Mabaso, C. M. (2018). Total Rewards as a Psychosocial Factor Influencing Talent Retention *Psychology of Retention* (pp. 415-433): Springer.
- Maher, C. (2015). Social enterprise manager's career path preferences. *International Journal of Globalisation and Small Business*, 7(1), 59-72.
- Marinakou, E. (2019). Talent management and retention in events companies: Evidence from four countries. *Event Management*.
- Marinakou, E., & Giousmpasoglou, C. (2019). Talent management and retention strategies in luxury hotels: evidence from four countries. *International Journal of Contemporary Hospitality Management*.

- Marrero-Quevedo, R. J., Blanco-Hernández, P. J., & Hernández-Cabrera, J. A. (2019). Adult attachment and psychological well-being: The mediating role of personality. *Journal of Adult Development, 26*(1), 41-56.
- Martocchio, J. J. (2011). *Strategic compensation: A human resource management approach*: Pearson Education India.
- Marzi, E. (2018). The role of empowerment on the relationship between flexible work arrangements, work-life balance, and job satisfaction in the Canadian public sector
- Mathew, M. T., & Kannan, R. (2019). Effect of human resource management practices on job performance of employees in luxury hotels in Cochin. *Global Journal For Research Analysis, 8*(3).
- Mburu, P. W. (2016). *Human Resource Management Strategies for the Retention of Generation Y Employees: A Case of Union Des Assurances De Paris Insurance Company Limited*. United States International University-Africa.
- Mehrez, A., & Bakri, A. (2019). The impact of human resource practices on job satisfaction and intention to stay in emerging economies: Model development and empirical investigation among high caliber governmental employees in Qatar. *Management Science Letters, 9*(3), 425-442.
- Mella, D. B., & Boutin, A. P. K. (2013). Burnout and coping strategies in male staff from national police in Valparaíso, Chile. *Iranian journal of public health, 42*(9), 950.
- Melo, P. C., Ge, J., Craig, T., Brewer, M. J., & Thronicker, I. (2018). Does work-life balance affect pro-environmental behaviour? Evidence for the UK using longitudinal microdata. *Ecological economics, 145*, 170-181.
- Meyer, J. P., Morin, A. J., & Wasti, S. A. (2018). Employee commitment before and after an economic crisis: A stringent test of profile similarity. *Human Relations, 71*(9), 1204-1233.
- Meyer, J. P., & Smith, C. A. (2000). HRM practices and organizational commitment: Test of a mediation model. *Canadian Journal of Administrative Sciences/Revue Canadienne des Sciences de l'Administration, 17*(4), 319-331.
- Mir, A. A., & Mufeed, U. (2016). Employee retention—A key tool for achieving competitive advantage. *International Journal of Engineering and Management Research (IJEMR), 6*(6), 334-337.
- Mishra, A. A., Friedman, E. M., Christ, S. L., & Denning, M. (2019). The association of psychological well-being with disablement processes in a national sample. *Applied Psychology: Health and Well-Being, 11*(2), 262-285.
- Mlangeni, N. G. (2016). *Psychosocial factors influencing psychological wellbeing of South African State security forces: an exploratory study*. Stellenbosch: Stellenbosch University.

- Mohan, A. K. L., & Arumugam, D. (2016). Study on evaluation of human resource practices in Hotel Industry with special reference to selected Hotels in Chennai City. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 6(4), 268-273.
- Mohd, I. H., Mansor, U. H. A., Zamri, M. H., & Besar, T. B. H. T. (2019). Training and development in a Malaysian airport service provider: The impact on employees' performance. *Tourism Proceeding*, 278-284.
- Molupe, S. (2019). Examining the retention policy of law enforcement: South African Police Service Zamdela cluster, Free State Province. North-West University.
- Monakali, L. C. (2018). A study of equal pay for work of equal value through job evaluation in the KwaZulu-Natal Department of Arts and Culture.
- Moulang, C., & Strydom, M. (2018). Does well-being impact individuals' risky decisions and susceptibility to cognitive bias? *Accounting & Finance*, 58, 493-527.
- Muma, M. M. (2018). Influence of human resourcing strategies on retention of employees in universities in Kenya. JKUAT-COHRED.
- Murthy, R. (2014). Psychological well-being and organizational commitment in executives. *Indian Streams Research Journal*, 4(3), 1-5.
- Muthee, J. G., & Genga, P. (2019). Staff development and employee performance in Kenya commercial bank in Nyeri county, Kenya. *International Journal of Current Aspects*, 3(IV), 93-103.
- Napokoli, P. C., & Mwebesa, U. (2018). A correlation analysis of school plant management and curriculum implementation in Bungokho county secondary schools, Mbale district, Uganda. *Interdisciplinary Journal of Education (IJE)*, 1(2), 151-166.
- Narayanan, A., Rajithakumar, S., & Menon, M. (2019). Talent management and employee retention: An integrative research framework. *Human Resource Development Review*, 1534484318812159.
- Nasir, F., Ashraf, M., & Riaz, M. (2019a). The role of gender in employee retention: A study of private hospitals in Karachi. *International Journal of Experiential Learning & Case Studies*, 4(1), 157-171.
- Nasir, F., Ashraf, M., & Riaz, M. (2019b). The role of gender in employee retention: a study of private hospitals in Karachi. *International Journal of Experiential Learning & Case Studies*, 4(1), 157-171.
- Nawaz, M. S., Siddiqui, S. H., Rasheed, R., & Iqbal, S. M. J. (2019). Managing turnover intentions among faculty of higher education using human resource management and career growth practices. *Review of Economics and Development Studies*, 5(1), 109-124.

- Neil, J. (2009). Exploring research: New Jersey: Pearson Education International, Inc.
- Nel, K. A., & Tshikovhele, K. L. (2018). The influence of exercise on depression and psychological well-being amongst students at a tertiary education campus. *Advances in Social Sciences Research Journal*, 5(2).
- Newburry, W., Deephouse, D. L., & Gardberg, N. A. (2019). Global aspects of reputation and strategic management *Global Aspects of Reputation and Strategic Management* (pp. 1-20): Emerald Publishing Limited.
- Ngetich, S. K. (2019). Unit cost management and learners' academic performance: an analysis of day and boarding secondary schools in Nandi County, Kenya. Moi Univesity.
- Obeidat, B., Al-Khateeb, A., Abdallah, A. A., & Masa'deh, R. e. (2019). Reviewing the mediating role of work/life balance and motivational drivers of employee engagement on the relationship between talent management and organization performance. *Journal of Social Sciences (COES&RJ-JSS)*, 8(2), 306-326.
- Ogundele, D. (2019). Human capital development and employee retention. A study of selected commercial banks Nigeria. Kampala International University.
- Oh, S., & Kim, H. (2019). Turnover intention and its related factors of employed doctors in Korea. *International journal of environmental research and public health*, 16(14), 2509.
- Olugbade, O. A., & Karatepe, O. M. (2019). Stressors, work engagement and their effects on hotel employee outcomes. *The Service Industries Journal*, 39(3-4), 279-298.
- Osibanjo, A. O., Adeniji, A. A., Falola, H. O., & Heirsmac, P. T. (2014). Compensation packages: a strategic tool for employees' performance and retention. *Leonardo Journal of Sciences*(25), 65-84.
- Owusu-Ansah, S. (2018). Employee engagement and job satisfaction: An exploratory qualitative study of retail industry managers. Colorado Technical University.
- Ozturk, A., & Karatepe, O. M. (2019). Frontline hotel employees' psychological capital, trust in organization, and their effects on nonattendance intentions, absenteeism, and creative performance. *Journal of Hospitality Marketing & Management*, 28(2), 217-239.
- Pallant, J., & Manual, S. S. (2007). A step by step guide to data analysis using SPSS for windows *SPSS Survival manual*: Open University Press.
- Park, H., Lee, K.-S., Park, Y.-J., Lee, D.-J., & Lee, H.-K. (2019). The association between organizational justice and psychological well-being by regular exercise in Korean employees. *International journal of environmental research and public health*, 16(12), 2223.

- Parkes, L. P., & Langford, P. H. (2008). Work–life balance or work–life alignment? A test of the importance of work-life balance for employee engagement and intention to stay in organisations. *Journal of Management & Organization*, 14(3), 267-284.
- Perera, G., & Madagamage, G. (2018). The impact of job satisfaction and organizational commitment on intention to turnover in the Sri Lankan hospitality industry: Perceptions from the generation y view point. *Sri Lankan Journal of Human Resource Management*, 8(1).
- Prayag, G., & Lee, C. (2019). Tourist motivation and place attachment: the mediating effects of service interactions with hotel employees. *Journal of Travel & Tourism Marketing*, 36(1), 90-106.
- Rahi, S., Alnaser, F. M., & Ghani, M. A. (2019). Designing survey research: Recommendation for questionnaire development, calculating sample size and selecting research paradigms. *Economic and Social Development: Book of Proceedings*, 1157-1169.
- Rajenderan, M., & Zawawi, D. (2019). Leaky Pipeline Syndrome in Information and Communication Technology (ICT) Industry of Malaysia: A conceptual study on female career barriers and retention management. *International Journal of Academic Research in Business and Social Sciences*, 9(2).
- Rasdi, R. M., & Chen, Y. S. (2018). People management for managing employees' retention in the organizations. *International Journal of Academic Research in Business and Social Sciences*, 8(12).
- Rathore, A., & Singh, M. Impact of Employee welfare benefit activities on employee turnover: With special reference to cement industries of Rajasthan.
- Rattanaparinyanon, S., & Tantasane, S. (2019). A proposed HR plan to enhance employee motivation: A case of MTA State Enterprise, Thailand. *ABAC ODI Journal Vision. Action. Outcome.*, 6(2), 71-98.
- Redditt, J., Gregory, A. M., & Ro, H. (2019). An examination of organizational commitment and intention to stay in the timeshare industry: variations across generations in the workplace. *International Journal of Hospitality & Tourism Administration*, 20(2), 206-225.
- Roesdiono, E., EP, P. S., & Suminar, D. R. (2019). Employee retention at 'Precious' English language course in Surabaya. *Masyarakat, Kebudayaan dan Politik*, 32(1), 95-104.
- Roster, C. A., & Ferrari, J. R. (2019). Does work stress lead to office clutter, and how? Mediating influences of emotional exhaustion and indecision. *Environment and Behavior*, 0013916518823041.
- Rumate, G. P. (2014). The impact of social influence and product quality attributes to customer buying decision of Iphone in Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 2(3).

- Ryff, C. D. (1995). Psychological well-being in adult life. *Current directions in psychological science*, 4(4), 99-104.
- Sabbagha, M. D. S., Martins, N., & Ledimo, O. (2018). Conceptual model of employee motivation and job satisfaction for staff retention practices in foreign exchange banking context. *Paper presented at the ICMLG 2018 6th International Conference on Management Leadership and Governance*.
- Saif, A., Amir, M., & Hussain, F. (2019). Does compensation & benefits matters to working women to perform well? A case of public school teachers. *Journal of Education and Vocational Research*, 9(2), 31-41.
- Saleh, L., Esam, H., & Elias, A. N. E. (2016). Customers and staff perception towards all-inclusive programs in Resort Hotels. *International Journal of Heritage, Tourism, and Hospitality*, 7(2).
- Salgado, J. F., Blanco, S., & Moscoso, S. (2019). Subjective well-being and job performance: Testing of a suppressor effect
Revista de Psicología del Trabajo y de Las Organizaciones, 35(2).
- Samson, A. T., & Ilesanmi, O. A. (2019). The relationship between transactional leadership, transformational leadership and performance of SMEs in Nigeria. *Noble International Journal of Business and Management Research*, 3(4), 73-85.
- Sangaran, G., & Jeetesh, K. (2015). The effects of job satisfaction towards employee turnover in the hotel industry: A case study of hotels in Kuala Lumpur City Center. *Journal of Tourism & Hospitality*, 4(1), 1-5.
- Sarkar, J. (2018). Linking compensation and turnover: Retrospection and future directions. *IUP Journal of Organizational Behavior*, 17(1).
- Sawaneh, I. A., & Kamara, F. K. (2019). An effective employee retention policies as a way to boost organizational performance. *Journal of Human Resource Management*, 7(2), 41-48.
- Schilling, J. L. (2019). *Creating a motivating environment to increase employee job satisfaction*. The College of St. Scholastica.
- Sekaran, U., & Bougie, R. (2003). *Research methods for business, A skill building approach*, John Willey & Sons. Inc. New York.
- Sellers, K., Riley, M., Denny, D., Rogers, D., Havener, J.-M., Rathbone, T., & Cesare, G.-D. (2019). Retention of nurses in a rural environment: The impact of job satisfaction, resilience, grit, engagement, and rural fit. *Online Journal of Rural Nursing & Health Care*, 19(1).
- Senevirathna, G. A. B. E. (2017). Factors affecting employee retention: P.

- Shahrudin, S., & Daud, N. (2018). Employee engagement determinants and employee retention: A study among Generation Y employees in Malaysia. *Paper presented at the Proceedings of the 2nd Advances in Business Research International Conference.*
- Shawabkeh, Y. T., & Al-Lozi, M. (2019). Job commitment and its relation to organizational justice: A theoretical perspective. *Journal of Business & Management (COES&RJ-JBM)*, 7(2), 95-110.
- Shoaib, S., & Baruch, Y. (2019). Deviant behavior in a moderated-mediation framework of incentives, organizational justice perception, and reward expectancy. *Journal of Business Ethics*, 157(3), 617-633.
- Singh, D. (2019). A literature review on employee retention with focus on recent trends.
- Singh, V. (2019). The impact of job engagement and organizational commitment on organizational performance: Evidence from India *Management Techniques for Employee Engagement in Contemporary Organizations* (pp. 218-235): IGI Global.
- Sironi, E. (2019). Job satisfaction as a determinant of employees' optimal well-being in an instrumental variable approach. *Quality & Quantity*, 53(4), 1721-1742.
- Sitati, N., Were, D., & Waititu, D. (2016). Effects of job promotion on employee retention in hotels in Kenya. *Strategic Journal of Business & Change Management*, 3(4), 957-972.
- Sitati, N., Were, D. S., & Waititu, D. G. A. (2016). Effects of career development on employee retention in hotels in Kenya
- Smit, W., Stanz, K., & Bussin, M. (2015). Retention preferences and the relationship between total rewards, perceived organisational support and perceived supervisor support. *SA Journal of Human Resource Management*, 13(1), 1-13.
- Southammavong, C. (2019). An exploration of staff retention strategies implemented by the banking sector in Laos to retain talented employees.
- Spratto, E. M., & Bandalos, D. L. (2019). Attitudinal survey characteristics impacting participant responses. *The Journal of Experimental Education*, 1-23.
- Stamolampros, P., Korfiatis, N., Chalvatzis, K., & Buhalis, D. (2019). Job satisfaction and employee turnover determinants in high contact services: Insights from employees' online reviews. *Tourism Management*, 75, 130-147.
- Steverink, N., Lindenberg, S., Spiegel, T., & Nieboer, A. P. (2019). The associations of different social needs with psychological strengths and subjective well-being: An empirical investigation based on social production function Theory. *Journal of Happiness Studies*, 1-26.

- Strauss, K., Parker, S. K., & O'Shea, D. (2017). When does proactivity have a cost? Motivation at work moderates the effects of proactive work behavior on employee job strain. *Journal of Vocational Behavior, 100*, 15-26.
- Subramaniam, C., Choo, L. S., & Johari, J. (2019). What makes employees want to stay? A study in the Malaysian manufacturing sector. *Global Business and Organizational Excellence, 38*(5), 33-43.
- Suhaimi, S. A., Abdullah, S. A., Mohamad, M., Yahya, K. S., Razali, N. I., & Marzuki, W. N. F. W. (2018). The effects of employee empowerment, teamwork and training towards organizational commitment among Hotel employees in Melaka. *Global Business & Management Research, 10*.
- Supian, S. R., Ismail, I. A., Sidi, F., & Omar, Z. (2018). Relationship between human resource practices and talent retention among professional and management staff of a Public University in Malaysia. *International Journal of Academic Research in Business and Social Sciences, 8*(7), 834-862.
- Surugiu, M., Surugiu, C., & Mazilescu, R. (2018). ICTs and employment: New opportunities on the labour market. *Annals of Spiru Haret University, Economic Series, 18*(2), 117-141.
- Suryani, A. I., Amri, A., Murkhana, M., Megawati, M., Fairuzzabadi, F., & Syarfina, S. (2019). The effect of work family conflict on the job satisfaction moderated by chronic regulatory focus. *Paper presented at the 1st Aceh Global Conference (AGC 2018)*.
- Swe, K. T. H. (2019). The enhancement of employee engagement to reduce employee turnover intention and improve employee job satisfaction: an action research on Mirac Company in Yangon, Myanmar.
- Tamminen, N., Kettunen, T., Martelin, T., Reinikainen, J., & Solin, P. (2019). Living alone and positive mental health: a systematic review. *Systematic reviews, 8*(1), 134.
- Tang, C. F., & Tan, E. C. (2015). Does tourism effectively stimulate Malaysia's economic growth? *Tourism Management, 46*, 158-163.
- Tapp, K. (2018). Giving your best to work and life: Factors that impact principal work-life balance: Doane University.
- Thornton, C. R. (2018). Direct support staff retention and turnover in the field of applied behavior analysis: A national survey: Temple University.
- Traeger, C., & Alfes, K. (2019). High-performance human resource practices and volunteer engagement: The role of empowerment and organizational identification. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations, 1-14*.
- Tsai, L. C.-F., Nolasco, C. A. R., & Vaughn, M. S. (2018). Modeling job stress among police officers: interplay of work environment, counseling support, and family discussion with co-workers. *Police Practice and Research, 19*(3), 253-269.

- Uma, S., & Bougi, R. (2009). *Research method for business. A skill building approach*. John Wiley&sons. Inc, USA.
- Umamaheswari, S., & Krishnan, J. (2015). Retention factors and their relative significance in ceramic manufacturing industries in India. *Asian Social Science*, 11(13), 260.
- Van der Vaart, L., Linde, B., & Cockeran, M. (2013). The state of the psychological contract and employees' intention to leave: The mediating role of employee well-being. *South African Journal of Psychology*, 43(3), 356-369.
- Van Laar, E., Van Deursen, A. J., Van Dijk, J. A., & De Haan, J. (2019). Twenty-first century digital skills for the creative industries workforce: Perspectives from industry experts. *First monday*, 24(1).
- Vasquez, D. (2014). Employee retention for economic stabilization: A qualitative phenomenological study in the hospitality sector. *International Journal of Management, Economics and Social Sciences*, 3(1), 1-17.
- Victor, J. R. (2018). The development of student organization advisor workforces through the expansion of strategic talent management practices. University of Maryland University College.
- Vivek, S., & Satyanarayana Rao, A. (2016). A study on employee retention in private sector banks. *ITIHAS-The Journal of Indian Management*, 6(2).
- Wachira, J. W. (2018). Factors influencing employee retention at International Research Institutes: A case of the International Livestock Research Institute (ILRI). United States International University-Africa.
- Wah, M. S. (2018). Influencing factors of employee retention in United Amara Bank. Yangon University of Economics.
- Wahyuni, Y., & Senen, S. H. (2016). The effect of leadership style and organizational culture on the performance of PT Sugih Instrumendo Abadi's employees in Padalarang. . *Journal of Business Management Education*, 1(2), 59-69.
- Walk, M., Zhang, R., & Littlepage, L. (2019). "Don't you want to stay?" The impact of training and recognition as human resource practices on volunteer turnover. *Nonprofit Management and Leadership*, 29(4), 509-527.
- Wane, K. (2016). Effect of career development programs on employee retention in International Non-Governmental Organizations in Kenya: Nairobi: University of Nairobi-Unpublished.
- Watson, T. (2012a). 2012 Global workforce study: engagement at risk: driving strong performance in a volatile global environment.
- Watson, T. (2012b). Global workforce study 2012/2013. *Frankfurt a. M.*

- Weale, V. P., Wells, Y. D., & Oakman, J. (2019). The work-life interface: a critical factor between work stressors and job satisfaction. *Personnel Review*, 48(4), 880-897.
- Winefield, H. R., Boyd, C., & Winefield, A. H. (2014). Work-family conflict and well-being in university employees. *The Journal of psychology*, 148(6), 683-697.
- Wright, T. A., & Bonett, D. G. (2007). Job satisfaction and psychological well-being as nonadditive predictors of workplace turnover. *Journal of Management*, 33(2), 141-160.
- Wright, T. A., & Cropanzano, R. (2000). Psychological well-being and job satisfaction as predictors of job performance. *Journal of occupational health psychology*, 5(1), 84.
- Wright, T. A., Cropanzano, R., & Bonett, D. G. (2007). The moderating role of employee positive well being on the relation between job satisfaction and job performance. *Journal of occupational health psychology*, 12(2), 93.
- Yang, B., Zhang, H., & Wu, Z. (2017). The optimal allocation strategies on two-grade discount hotel rooms. *Paper presented at the Global Conference on Services Management (GLOSERV 2017)*.
- Yang, C., Guo, N., Wang, Y., & Li, C. (2019). The effects of mentoring on hotel staff turnover: Organizational and occupational embeddedness as mediators. *International Journal of Contemporary Hospitality Management*.
- Yang, F.-C., Kao, R.-H., & Cho, C.-C. (2019). A multilevel study on the causal relationship in association network of work stress: Moderating effects of social support. *Policing: An International Journal*.
- Yao, T., Qiu, Q., & Wei, Y. (2019). Retaining hotel employees as internal customers: Effect of organizational commitment on attitudinal and behavioral loyalty of employees. *International Journal of Hospitality Management*, 76, 1-8.
- Yee, C. C., Rahmanb, R. H. A., & Syakira, A. (2015). The relationship between training, learning and career development strategies on engineers' intention to stay.
- Yockey, M. (2019). The effects of work experience on interpretations of recruitment advertisements and organizational attraction. *American Journal of Business*.
- Young, R., Frazer, L., Weaven, S., Roussety, M., & Thaichon, P. (2019). Work hard, play hard: Work-life balance in small business *Subsistence Entrepreneurship* (pp. 195-213): Springer.
- Yousuf, S., & Siddiqui, D. A. (2019). Factors influencing employee retention: A Karachi based comparative study on IT and banking industry. *International Journal of Human Resource Studies*, 9(1), 42-62.
- Zahoor, Z. (2015). A comparative study of psychological well-being and job satisfaction among teachers. *Indian Journal of Health & Wellbeing*, 6(2).

- Zhang, M., Zhao, K., & Korabik, K. (2019). Does work-to-family guilt mediate the relationship between work-to-family conflict and job satisfaction? Testing the moderating roles of segmentation preference and family collectivism orientation. *Journal of Vocational Behavior*, 103321.
- Zheng, D., Ritchie, B. W., Benckendorff, P. J., & Bao, J. (2019). Emotional responses toward Tourism Performing Arts Development: A comparison of urban and rural residents in China. *Tourism Management*, 70, 238-249.
- Zhu, F., Cai, Z., Buchtel, E. E., & Guan, Y. (2019). Career construction in social exchange: a dual-path model linking career adaptability to turnover intention. *Journal of Vocational Behavior*, 112, 282-293.
- Zikmund, W. (2000). G.(2000). Business research methods, 6.
- Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2003). Business research methods (ed.). Thomson/South-Western, Cincinnati, OH.



Appendix A

Questionnaire

Dear Respondents,

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

Part A

Gender:

a. Male b. Female

Age:

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

Marital status (please tick): married / single

Qualification:

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

Your area of specialization:

Your designation:

Date of joining the current organization:

Total corporate experience:

Sincerely

Allah Nawaz

Master of HRM Candidate

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

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

Part B

Section 1 Employee Retention

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

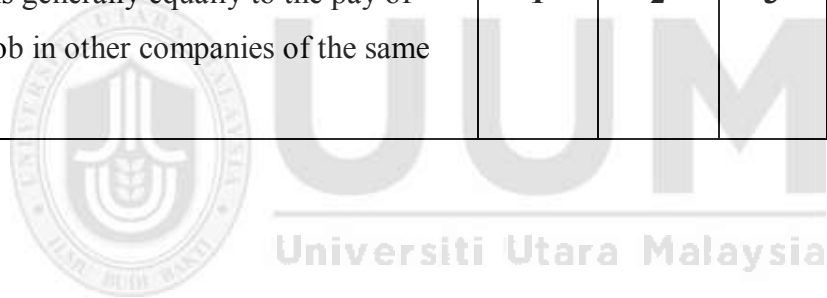
6	If it were up to me, I will definitely be working for this company for the next five years.	1	2	3	4	5
7	If I could start over again, I would choose to work for another company.	1	2	3	4	5
8	If I received an attractive job offer from another company, I would take the job.	1	2	3	4	5
9	The work I'm doing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

Section 2 Career Development

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

Section 3 Compensation

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



Section 4 Work-Life Balance

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

Section 5 Psychological Well-Being

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

Appendix B

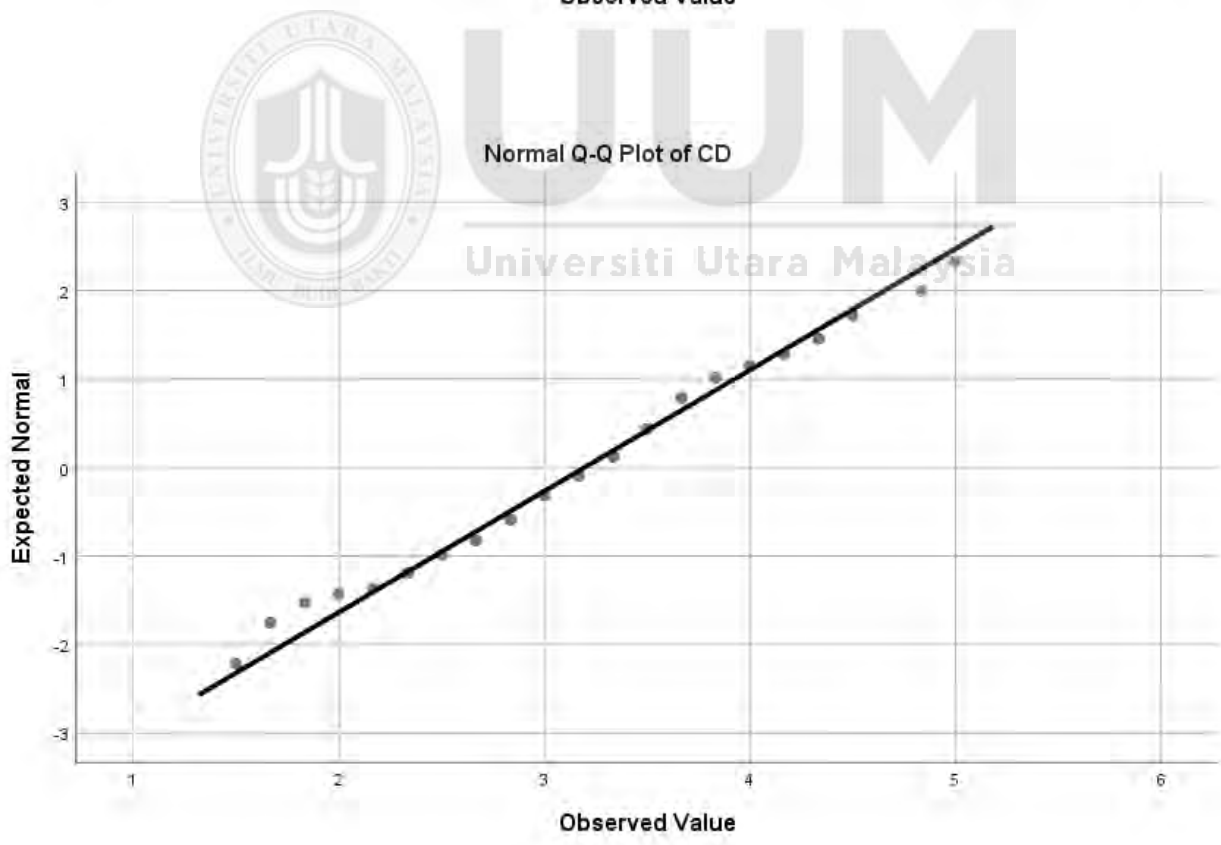
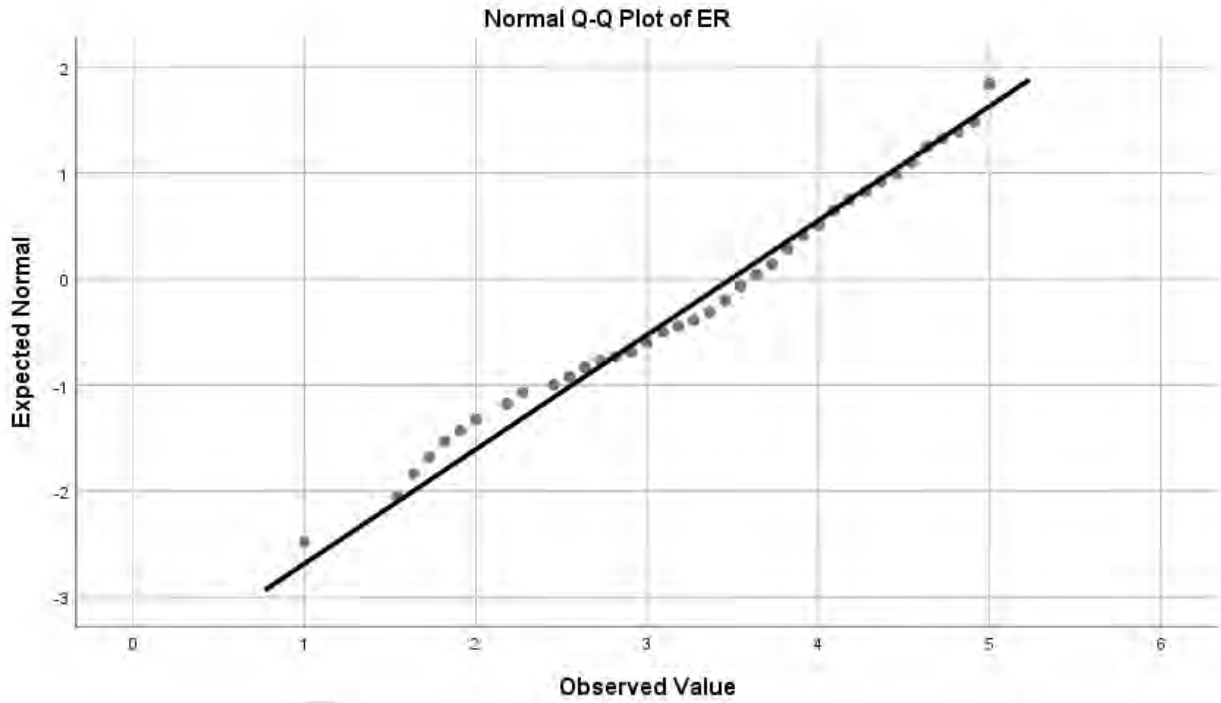
Normality Test

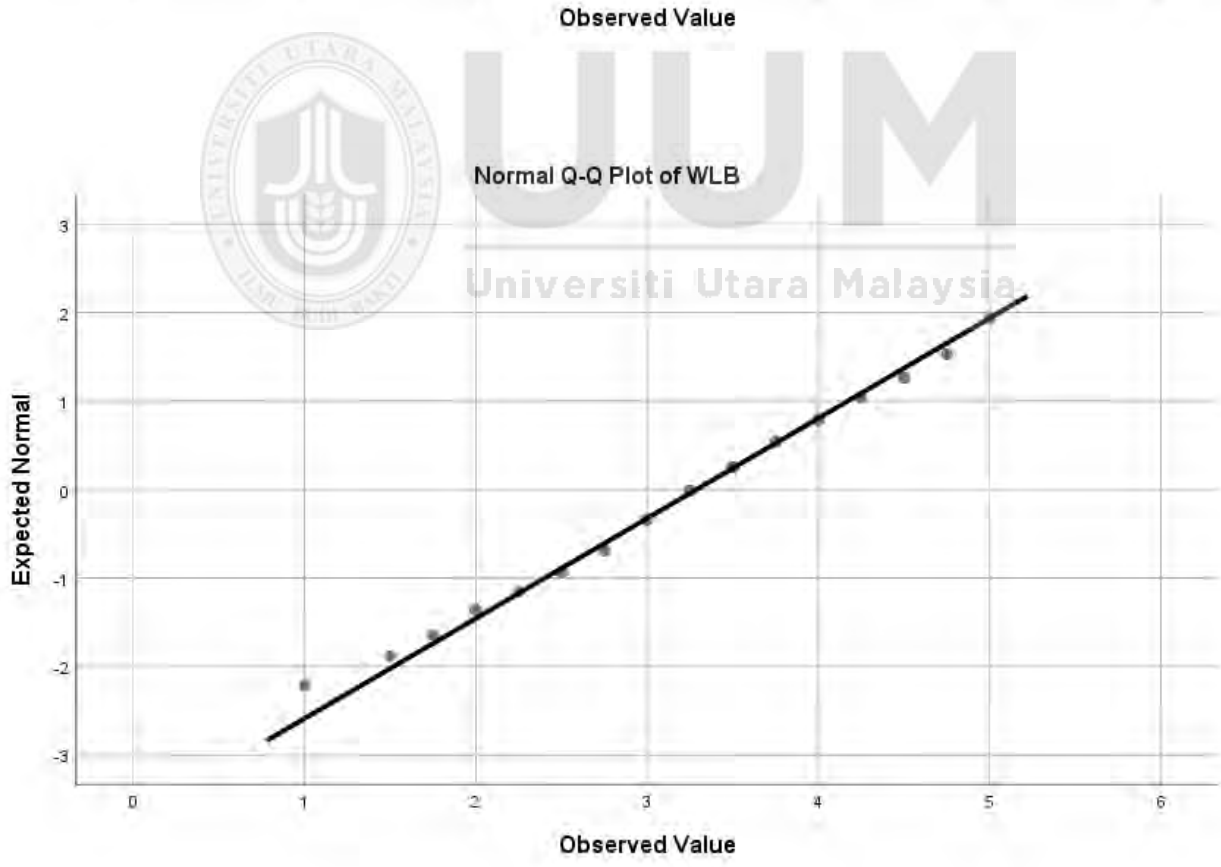
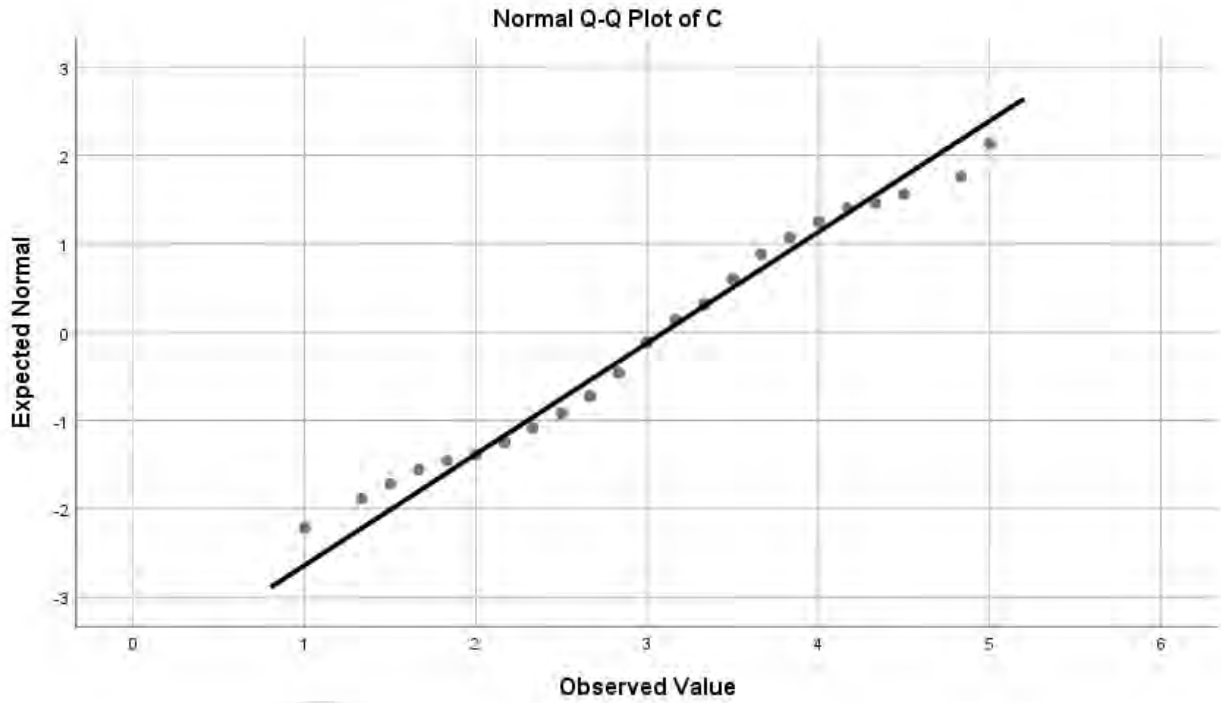
Normality Test for Employee Retention, Career Development, Compensation, Work-Life Balance and Psychological Well-Being

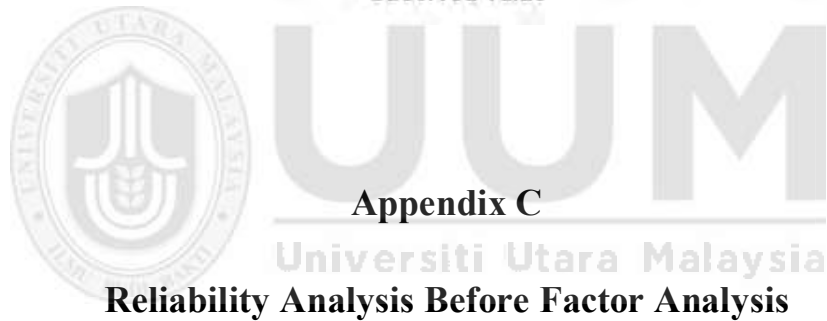
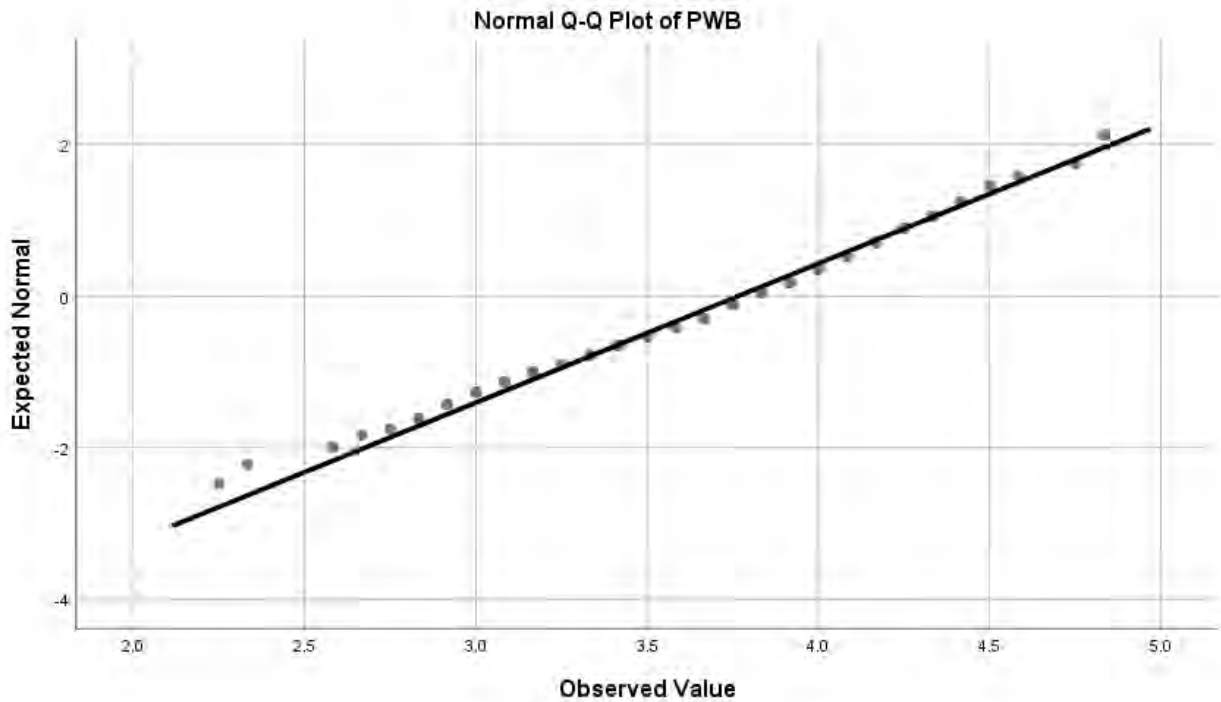
Tests of Normality

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

a. Lilliefors Significance Correction







Reliability Statistics for Employee Retention

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

Reliability Statistics for Career development

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



Reliability Statistics for Compensation

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

Reliability Statistics for Work-Life Balance

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



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

Appendix D

Factor Analysis

KMO and Bartlett's Test for Employee Retention

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

Rotated Component Matrix^a for Employee Retention

Rotation Component Matrix^a

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

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



Total Variance Explained

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

Extraction Method: Principal Component Analysis.

KMO and Bartlett's Test for Career Development

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

Rotated Component Matrix^a for Career Development

Rotated Component Matrix^a

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

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



KMO and Bartlett's Test for Compensation

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

Rotated Component Matrix^a for Compensation

Rotated Component Matrix^a

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

Total Variance Explained

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

Extraction Method: Principal Component Analysis.



KMO Bartlett's Test for Work-Life Balance

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

Rotated Component Matrix^a for Work-Life Balance

Rotated Component Matrix^a

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



Total Variance Explained

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

Extraction Method: Principal Component Analysis.

Total Variance Explained

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

Extraction Method: Principal Component Analysis.

Reliability Analysis of Psychological Well-Being After Factor Analysis

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



Appendix E

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

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

Appendix F

Correlation Analysis After Factor Analysis

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

** . Correlation is significant at the 0.01 level

Appendix G

Multiple Regression Analysis

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