


JOB HOPPING BEHAVIOR IN THE UPSTREAM SECTOR OF OIL AND GAS INDUSTRY
IN MALAYSIA

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 30 June 2023</p> <p>Accepted 28 September 2023</p>	<p>Purpose: The research aims to identify what contributes to the job-hopping behavior to the mentioned industry within Malaysia’s workforce.</p>
<p>Keywords:</p> <p>Job Hopping Behavior; Upstream; Oil and Gas Industry; Malaysia.</p>	<p>Theoretical reference: The study employs Social Exchange Theory (SET) to investigate job-hopping behavior in Malaysia’s upstream oil and gas sector. It explores the impact of remuneration packages, career advancement opportunities, and learning development on employees’ intentions to change jobs. SET helps understand how self-interest and cost-benefit analyses influence this behavior.</p>
	<p>Method: The study took a quantitative and cross-sectional approach, whereby the research tools were derived from numerous previous studies. Primary knowledge on job-hopping behavior was obtained based on input collected from research surveys. The data allows us to establish the relationship between job hopping behavior and the independent variables identified.</p>
	<p>Results and Conclusion: The investigation of this study discovered that the three hypotheses offered have a significant relationship of the job-hopping behaviors with remuneration package, career advancement and leaning development.</p>
	<p>Implications of research: This study provides insight for employers and academic researchers in understanding correlation of each determinant that leads to employees’ job-hopping behavior, which could also benefit in future research in both business and academic areas.</p>
	<p>Originality/Value: This study's originality stems from its targeted investigation into job-hopping behavior within a specific Malaysian industry. It builds upon established theories and prior research to provide a solid theoretical foundation. Using a quantitative, cross-sectional approach and drawing from previous studies, it brings methodological rigor to the examination of job-hopping behavior. The study's key original contribution lies in its findings, which establish significant relationships between job-hopping and factors like remuneration packages, career advancement, and learning development. These findings offer practical insights for employers in the industry and provide a basis for future research in both business and academic contexts.</p>
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COMPORTAMENTO DE SALTO DE EMPREGO NO SETOR DE UPSTREAM DA INDÚSTRIA DE PETRÓLEO E GÁS NA MALÁSIA

RESUMO

Objetivo: A pesquisa visa identificar o que contribui para o comportamento de salto de emprego para a indústria mencionada na força de trabalho da Malásia.

Referência teórica: O estudo emprega a Teoria do Intercâmbio Social (SET) para investigar o comportamento de salto de emprego no setor de petróleo e gás a montante da Malásia. Explora o impacto dos pacotes de remuneração, das oportunidades de progressão na carreira e do desenvolvimento da aprendizagem nas intenções dos trabalhadores de mudar de emprego. A SET ajuda a entender como o interesse próprio e as análises de custo-benefício influenciam esse comportamento.

Método: O estudo teve uma abordagem quantitativa e transversal, em que as ferramentas de pesquisa foram derivadas de inúmeros estudos anteriores. O conhecimento primário sobre o comportamento de salto de emprego foi obtido com base em informações coletadas de pesquisas. Os dados permitem estabelecer a relação entre o comportamento de salto no emprego e as variáveis independentes identificadas.

Resultados e Conclusão: A investigação deste estudo descobriu que as três hipóteses oferecidas têm uma relação significativa dos comportamentos de salto de emprego com o pacote de remuneração, progressão na carreira e desenvolvimento de aprendizagem.

Implicações da pesquisa: este estudo fornece uma visão para empregadores e pesquisadores acadêmicos na compreensão da correlação de cada determinante que leva ao comportamento de salto no emprego dos funcionários, o que também pode se beneficiar na pesquisa futura nas áreas de negócios e acadêmicas.

Originalidade/Valor: A originalidade deste estudo deriva de sua investigação direcionada sobre o comportamento de salto de emprego em uma indústria malaia específica. Ele se baseia em teorias estabelecidas e pesquisas anteriores para fornecer uma base teórica sólida. Utilizando uma abordagem quantitativa e transversal e tirando de estudos anteriores, ele traz rigor metodológico ao exame do comportamento de salto de emprego. A principal contribuição original do estudo está em suas descobertas, que estabelecem relações significativas entre a procura de emprego e fatores como pacotes de remuneração, progressão na carreira e desenvolvimento da aprendizagem. Estas descobertas oferecem conhecimentos práticos para os empregadores na indústria e fornecem uma base para a investigação futura em ambos os contextos empresariais e acadêmicos.

Palavras-chave: Comportamento de Salto no Trabalho, a Montante, Indústria do Petróleo e do Gás, Malásia.

COMPORTAMIENTO DE BÚSQUEDA DE EMPLEO EN EL SECTOR UPSTREAM DE LA INDUSTRIA DEL PETRÓLEO Y GAS EN MALASIA

RESUMEN

Objetivo: La investigación tiene como objetivo identificar qué contribuye al comportamiento de cambio de empleo en la industria mencionada en la fuerza laboral de Malasia.

Referencia teórica: El estudio emplea la teoría del intercambio social (SET) para investigar el comportamiento de cambio de empleo en el sector upstream de petróleo y gas de Malasia. Explora el impacto de los paquetes salariales, las oportunidades de progresión profesional y el desarrollo del aprendizaje en las intenciones de los trabajadores de cambiar de trabajo. SET le ayuda a comprender cómo los análisis de interés propio y coste-beneficio influyen en este comportamiento.

Método: El estudio tuvo un enfoque cuantitativo y transversal, en el que las herramientas de investigación derivaron de numerosos estudios previos. El conocimiento primario sobre el comportamiento de cambio de empleo se obtuvo a partir de la información recopilada de las encuestas. Los datos nos permiten establecer la relación entre el comportamiento de cambio de trabajo y las variables independientes identificadas.

Resultados y conclusión: La investigación de este estudio encontró que las tres hipótesis ofrecidas tienen una relación significativa entre las conductas de cambio de trabajo con el paquete de compensación, la progresión profesional y el desarrollo del aprendizaje.

Implicaciones de la investigación: Este estudio proporciona información para que los empleadores y los investigadores académicos comprendan la correlación de cada determinante que conduce al comportamiento de los empleados para cambiar de trabajo, lo que también puede beneficiarse en futuras investigaciones en los campos empresarial y académico.

Originalidad/Valor: La originalidad de este estudio se deriva de su investigación específica sobre el comportamiento de cambio de empleo en una industria específica de Malasia. Se basa en teorías establecidas e investigaciones previas para proporcionar una base teórica sólida. Utilizando un enfoque cuantitativo y transversal y basándose en estudios previos, aporta rigor metodológico al examen del comportamiento de cambio de empleo. La principal contribución original del estudio radica en sus hallazgos, que establecen relaciones significativas entre

la búsqueda de empleo y factores como los paquetes de compensación, la progresión profesional y el desarrollo del aprendizaje. Estos hallazgos ofrecen conocimientos prácticos para los empleadores de la industria y proporcionan una base para futuras investigaciones tanto en contextos empresariales como académicos.

Palabras clave: Comportamiento de Cambio de Empleo, Upstream, Industria del Petróleo y el Gas, Malasia.

INTRODUCTION

Pandey (2019) stated job hopping as a tendency of a person to work momentarily in an organization where the period is usually less than two years. This job-hopping behavior is also termed as 'hobo syndrome' by Ghiselli (1974) where some workers have this periodic desire to change job for sometimes no apparent or rational reason, that is irrespective of whether they have better alternative job offers or not. This syndrome is observed by the number of times workers reported leaving their jobs for another in their entire career (Wong and Tay, 2010). Unlike in the past where employees are loyal to their organization, the concept of professional loyalty has transformed over the years (Mamun and Hassan, 2017). Kruse and Duchêne (2015) stated that one of the main reasons of job hopping is to earn more money. Employees believe that staying in one job would not give them financial gain or career advantage opportunities, thus job hop or switching job can help them to achieve this objective (Pandey, 2019). Job-hopping is emerging as a major challenge to many organizations nowadays (Selvanathan, Buga, and Arumugam et. al, 2019). According to Dharmawansha and Thennakoon (2016), lack of career growth opportunities, training, and challenge in work; management problems, unequal treatment, and no promotion are contributing to the high rate of job hopping. Turnover, poaching, and job hopping were frequently mentioned as a substantial challenge especially for employers in the upstream sector of oil and gas industry (Hodur and Bangsund, 2016). Khandelwal and Shekhawat (2018) stated that employees switching jobs or company is a real concern for organizations, considering there is a risen demand for high caliber managerial talent and knowledge workers. Several multinational corporations struggle to identify and develop strategies to maintain talent after realizing the importance of talent retention in order to stay competitive (Tlaiss, Martin, and Hofaidhllaoui, 2017). The job-hopping phenomenon does not occur in upstream sectors of the oil and gas industry only but other industries as well globally. According to Achievers (2020) Engagement and Retention Report, it is noted that up to two-thirds of employees say they may leave their jobs in 2020. Based on LinkedIn research in 2019, workers' turnover rate comes to the highest in 2018 since 2001 and the trend is predicted to continue in 2019. In the USA, Bureau of Labor Statistics (BLS) also concluded that over 3.5 million Americans quit their jobs every month. The situation is even worse with younger

workers between 18 to 29 years old where only 23 percent of them say they will stay put in their current company (Achievers, 2020). Although there has been an increased level of job-hopping acceptance by organizations, unavoidable problems are still faced by employers especially when they are reluctant to let go the experienced and skillful employees (Yuen, 2016). The current employees will have to absorb the workload which lead to increased stress and reduced productivity (Memon, Noonari, and Asif et. al., 2015). Another worrying part is that there is a risk where the sensitive and critical information about the previous company would be brought over and applied in other companies, or even circulated from one competitor to another (White, 2017).

LITERATURE REVIEW

Underlying Theory

Social Exchange Theory (SET) is the theory applied in supporting this study where employees' satisfaction could be argued about performance improvement (Carter, Nesbit and Badham et. al., 2016). SET was introduced by sociologist Homans (1961) where cost-benefit analysis on qualitative measures and the assessment of variables are used in determining relationships between people. By understanding the theory and subsequent studies, readers could discover their self-interest and the interrelated key components. Papachristopoulos and Xanthopoulou (2019) explained that salary and benefits are the key properties of any human resource structure and remuneration system that are substantial to an organization. SET can be applied when there is a debate or conflict between people (Luo, Mahmood and Uddin, 2019). The Social Exchange Theory can also be used in describing the relationship between emotional enablement and employees' job-hopping behavior (Erturk and Vurgun, 2015). SET is useful in applying under business context as it lays out the importance of norms, emphasize on social institutions and validate inter-organizational exchange behavior (Coulson, Maclaren, and McKenzie et. al., 2014). This theory has been widely used in research and studies due to its capability in providing an in-depth understanding of the underlying dynamics (Schoenherr, Narayanan, and Narasimhan, 2015). Besides that, workplace behaviour can be understood through SET as the underpinning theory (Osman et. al., 2016). For employers, to achieve expected returns from employees, they must provide organizational support to employees (Luo et. al., 2019). Higher management's intervention and attention whenever problems arise will also strengthen employees' confidence in remaining in the current company (Osman et. al., 2016). SET theory is effective in demonstrating how overall workplace influences employees'

output (Carter et. al., 2016). When organization provide a conducive working environment with necessary organizational support such as training opportunities, fair salary and benefit package, advancement pathway, etc., employees will be motivated to make their move in working harder to improve their performance (Rapti et. al., 2017).

Remuneration Package and Job-Hopping Behavior

A remuneration reward system serves as a motivation for employees to perform better, to be more productive, encourage a service-oriented attitude, not easily attracted to other offers, and prevent corruption (Martono et. al., 2018). Salary and benefits are the main reasons employees look for alternative jobs, and companies use this to attract talent in joining them (Amin et. al., 2018). The impact of pay and benefits on employees' intention to quit has been a consistent negative relationship (Queiri et. al., 2015). As job hopping is frequently seen among Gen Y who has slowly take over the workforce, it is due to their dissatisfaction with their current pay and fringe benefits, imbalance work-life, and availability of alternative jobs out there (Dharmawansa and Thennakoon, 2016). Employees who put heavier weightage on salary on top of interest in their job would tend to leave the company once they managed to receive a better and competitive salary package even though they loved the job as they perceived that they deserve the pay (Lee and Megha, 2016). Better remuneration package offered is still the main reason employees choose to leave for another job (Kumara and Fasana, 2018). The most important factor considered by employee to retain in a company is the remuneration package offered and this applies to when the employee leaves the job, the first thing influencing them to join another company is the remuneration package as well (Dharmawansa and Thennakoon, 2016). By offering a satisfactory remuneration package can secure employees' intention to job hop besides saving on the cost of hiring process (Huynh, 2017). Frequent job-hopping phenomenon could cause a company a great loss on hiring, development and training cost (Jules et. al., 2017). This is agreed by Brunton, Campbell and Estcourt et. al. (2018) that companies need to realize that although higher remuneration package is costly in the first place, it could reduce employees' intention to job hop and subsequently save more from the cost, time and effort need to put in during hiring process.

Hence, we hypothesize that:

Hypothesis 1 (H1): There is a significant relationship between remuneration package and job-hopping behavior in the Upstream sector of Oil and Gas industry in Malaysia.

Career Advancement and Job-Hopping Behavior

Career advancement is an important part of talent management and should be emphasized by both individuals and organizations, even though sometimes individuals and organizations can have different views on career advancement (Gyansah and Guantai, 2018). Laor et. al. (2017) points out that different people have different expectation on career advancement, for example for some it can be opportunity to climb up the corporate ladder, divert to a different professional field, to become more specialize and skillful in one area, or improvement in job security. Career advancement and opportunities play a huge factor in employees' job-hopping behavior and will cause major problems if this issue is not addressed properly by organizations (Ilmi et. al., 2019). Obstacles to career advancement include mental health and social support, basic needs not fulfilled, and benefits cliffs (Ruder et. al., 2020). An individual's personal value such as education level, knowledge and experience, personality and effort are some of the contributing factors in one's career advancement (Karunarathne, 2015). Job-hopping behavior and turnover intention will reduce when organizations take action to introduce specific career advancement paths for their employees such as new knowledge and technical know-how (White, 2017). Numerous studies have shown that increased in turnover intention among workers is related to low career opportunities in an organization and thus organizational support for development is essential (Kraimer, Seibert, and Wayne et. al, 2011; Laor et. al., 2017; Lauren and Gebrekristos, 2018).

Hence, we hypothesize that:

Hypothesis 2 (H2): There is a significant relationship between career advancement and job-hopping behavior in the Upstream sector of Oil and Gas industry in Malaysia.

Learning Development and Job-Hopping Behavior

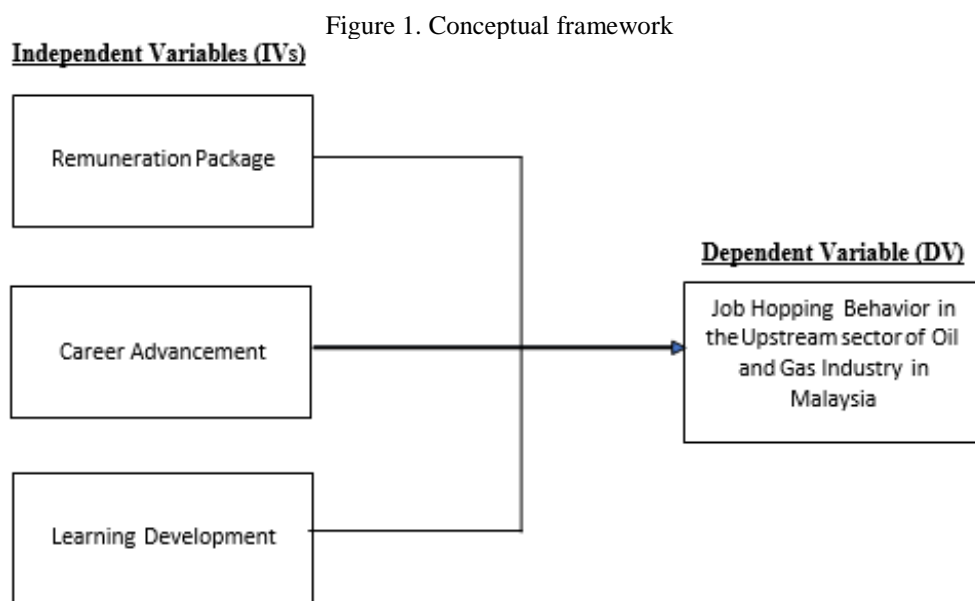
Larasati and Aryanto (2019)'s study show that job-hopping is influenced by two factors: extrinsic and intrinsic; and one of the contributing factors influencing extrinsic factors is the opportunities in learning new things. Lack of training programs in an organization might be due to over focus on productivity and performance of employees compared to employees' need to develop and improvise (Tee, 2014). According to Larasati and Aryanto (2019), one of the reasons that lower-level management job hops is because they hope to find an organization that can offer them a better place to learn and develop.

Organization needs to know that in order to become a learning organization, the process starts with individual employee's learning that continue at group level then brings impact to

organizational learning (Altinay, Fedai, and Altinay et. al., 2017). White and Knight (2018) commented that supervisory support is essential in an organization where supervisors provide suggestions, training, and support to their subordinates in the workplace, and this can be a learning development process for both parties. Organizations should provide training and development courses continuously to their managers and team leads so that they can guide and acknowledge subordinates' performance and award them accordingly (Hemdi et. al., 2018). Organizations that manage to implement learning processes among employees will achieve great advantages such as creative ideas, improved performance, better teamwork, innovations and improved service quality (Altinay et. al., 2017).

Hence, we hypothesize that:

Hypothesis 3 (H3): There is a significant relationship between learning development and job-hopping behavior in the Upstream sector of Oil and Gas industry in Malaysia.



Source: Authors own work

MATERIALS AND METHODS

This is a quantitative study which establishes the influence of the independent variables (remuneration package, career advancement, learning and development) towards dependent variables (job hoping behavior). 400 data for this study were collected during Movement Control Operation (MCO) period through an online questionnaire based on the non-probability convenience sampling method. Respondents targeted in this study are the upstream workers based in Kuala Lumpur, Terengganu, Sabah and Sarawak.

Pilot study by means of factor analysis has been carried out to validate the research instrument to ensure that the adapted questions are applicable to this study. Then, the reliability check is carried out to determine whether the pilot test data is reliable based on internal consistency measure, which is Cronbach’s alpha, where the rule of thumb is the value >0.7 (Sharma, 2017). A total of at least 40 respondents are required for the pilot test, which is 10% of the total sample size. Once the research instrument validated, demographics of the respondents for the full data been discussed. Followed by multiple linear regression executed to understand which independent variables are contributing significantly to explain about the dependent variable values. The ANOVA table in the multiple linear regression will help us to understand validity of the model Levine et. al., (2016). On the other hand, the R-square value will lead to the goodness of fit in terms of variability explanation of dependent variable based on the independent variables involved (Adeniji, Salau and Oludayo et. al., 2018). Lastly, Beta coefficients will lead to the acceptance of the hypotheses involved in the research based on the p- value. As a rule of thumb, if the p- value <0.05 , we believe that variable contributes significantly towards the model.

RESULT

In this section, we will discuss in detail the output of the analysis discussed in the previous section. Due to the Covid-19 and movement control order situation, all survey questionnaires were distributed via survey link or emails to the Upstream employees. The required sample size was 380 but in total 400 questionnaires were distributed to obtain more responses. However, only 285 replied with a 71% response rate. Among the submission responses, only 268 are usable for data analysis after removing invalid and incomplete ones.

Table 1 Response Rate

Total Distributed	Total Received	Response Rate	Total Spoilt	Total Usable
400	285	71%	17	268

Source: Authors own work

The following table shows the demographic profile of respondents according to age group, working experience and job positions. The majority of the respondents are in the falling underage group of 21-30 years which account 53.7%. Also, 45.9% (123) of respondents have work experience of 6 to 10 years and the majority are in the position of junior/senior executive which accounts 68.7% (184).

Table 2: Demographic Profile of Respondents

	Group	Frequency	Percentage
Age	21-30	144	53.7
	31-40	92	34.3
	41 TO 50	20	7.5
	>50	12	4.5
Working Experience	0 to 5 years	92	34.3
	6 to 10 years	123	45.9
	11 to 20 years	34	12.7
	Above 20 years	19	7.1
Position	Non-Executive	21	7.8
	Junior/Senior Executive	184	68.7
	Middle Management	55	20.5
	Top Management	8	3.0

Source: Authors own work

The following table shows the model summary of factors influencing job-hopping behavior.

Table 3: Multiple Linear Regression Model Summary

Model	Unstandardized Beta coefficients	t	Sig.	R-square	F	Sig
Constant	5.605	38.672		0.596	129.936	0.00
Remuneration package	-.508	-8.658	.000			
Career Advancement	-.060	-1.260	.209			
Learning Development	-.215	-3.075	.002			

Source: Authors own work

The ANOVA results which give the test statistics of 129.936 with the p- value of 0.00 indicate that the present model is valid. In other words, at least one independent variable could predict or explain job-hopping behavior. The R-square value in the table indicating about 59.6 % of variability in the job-hopping behavior could be explained by the independent variables as whole. Moving forward to the beta coefficients and the p-value associated with each variable, we could figure out that remuneration package and learning development significantly contributing towards the model as the p – values <0.05. Based on the data that we have for these studies; career advancement is not significantly influencing the career hoping culture as the p-value= 0.209 which is higher than 0.05. Adding to that, according to the beta coefficient of remuneration package (-.508) is the highest contributor towards job hoping behavior compared to learning development (-.215). The table 3 discussion leads to the summary of hypotheses as in the following table.

Table 4: Summary of hypothesis

Hypotheses Summary	Finding	Conclusion
H1: Remuneration package has a significant influence on the job-hopping behavior in the Upstream sector of Oil and Gas industry in Malaysia.	P-value =.000 Significant	Accepted
H2: Career advancement has a significant influence on the job-hopping behavior in the Upstream sector of Oil and Gas industry in Malaysia.	P-value =.209 Not Significant	Rejected
H3: Learning development has a significant influence on the job-hopping behavior in the Upstream sector of Oil and Gas industry in Malaysia.	P-value =.002 Significant	Accepted

Source: Authors own work

DISCUSSION AND IMPLICATIONS

Hypotheses 1: Remuneration package has a significant influence on the job-hopping behavior in the Upstream sector of Oil and Gas industry in Malaysia.

Hypotheses 1 would like to determine the relationship between Remuneration Package and job-hopping behavior among the Upstream employees of Oil and Gas Industry in Malaysia. From the result of the study, it is observed that Remuneration Package has the most significant relationship with job-hopping behavior in the Upstream sector of Malaysia as the p-value for the hypotheses is 0.000 which is less than 0.05 and having the highest beta coefficient value of -0.570 compared to other IVs. This means that when an Upstream employee is having higher salary and attractive benefits, the intention to job hop would be lower, and vice versa. According to Hee and Rhung (2019), salary and benefits are the most crucial criteria in considering a job, which proves that an attractive remuneration package is the most crucial factor in influencing Upstream employees' job-hopping behavior. Hafeez et. al (2020) concurred that in order for employees to stay loyal in an organization for a long time, it is important for employers to provide gifted employees with rewards and compensation as a motivation.

Hypotheses 2: Career Advancement has a significant influence on the job-hopping behavior in the Upstream sector of Oil and Gas industry in Malaysia.

From the results of the study, it is observed that Career Advancement do not have a significant relationship with the job-hopping behavior in the Upstream sector of Malaysia. This is because Career Advancement scored more than 0.05 in the multiple regression test, which shows that there is no statistical significance between career advancement (being the IV) with the job-hopping behavior (being the DV under study). From the data analysis, when career advancement requirement is not met, this does not have significant influence towards Upstream employees' job-hopping behavior. Thus Hypotheses 2 is being rejected. This is in accordance with Randstad (2019) report where although 45% of employees left their employer due to limited career path, there's still 55% of the rest who left due to other reasons.

Hypotheses 3: Learning Development has a significant influence on the job-hopping behavior in the Upstream sector of Oil and Gas industry in Malaysia.

Learning Development has a p-value of 0.002 where it is meeting the rule of thumb of less than 0.05 to establish a significant relationship with job-hopping behavior; and beta coefficient value of -0.196 in determining the level of influence towards job-hopping behavior. It is concluded that Learning Development do have a significant relationship with the job-hopping behavior in Malaysia's Upstream sector. When the need to learn and develop is not fulfilled, the tendency to job hop will increase among Upstream employees, and vice versa. According to LinkedIn's Workforce Learning Report (2019), employees will stay long in a company if the company invests in learning and development programs for them to advance. Having a well-designed career pathway will incorporate progressive steps that allows individual to easily engage in additional education and training courses, and such efforts will help the individual to have higher chance in getting promotion in present job or advance within the industry (Sarna and Strawn, 2018).

RECOMMENDATIONS

As the research concluded that Remuneration Package and Learning Development are having significant relationship with employees' turnover behavior, organizations should focus on these two factors and come up with mitigating plans to retain their employees.

There is a negative relationship between remuneration package and job-hopping behavior where when employees receive higher pay and better benefits, their voluntary turnover and job hop intention will be reduced. Such negative relationships are often seen among employees in all industries (Kaur, 2017). When employees received a good pay from the company, this implies that their effort has been appreciated and rewarded, thus reduced on the intention to leave the company (Backman, 2018). What organizations can do are to recognize employees' contribution, starting with small gestures like a thank you email, gift card, simple lunch treat, or an extra day off; to proper reward system, better benefits, and on par remuneration package revision for those under paid (Sridhar and Venugopal, 2018). This is especially important when younger workforce is joining the labor market, extrinsic reward is important for them to manage rising prices, comfort lifestyles, and personal commitments (Abdelbaset, Yusoff, and Dwarika, 2015). Employees usually think that whatever they do has effects on their pay and

bonuses thus organizations should ensure the remuneration package offered is attractive and on par with industry standard in order to retain employees (Siddiqui and Rida, 2019).

On top of that, retention may be improved by developing pathways for career progression, which such advancement cannot be achieved without employee development and training (Siddiqui and Ali, 2019). Employees would appreciate it if their supervisor could have a periodic conversation on their development needs to access their career advancement plan (Vande, Clauson, and Eby, 2018). This is because promoting career development alone without viable internal career advancement opportunities within the organization will cause disappointment among employees (Larasati and Aryan too, 2019). Therefore, organizations should have more internal career advancement programs and promotional opportunities made visible to the employees in preventing them in looking for other opportunities elsewhere (Kanpur and Deeravath, 2017).

In addition, in order to enhance the effective commitment of employees, organizations should have a well-designed learning, development, and training program either in house or outsource. Employees, especially professionals desire the potential for growth, thus organizations should realize employees' need to learn and develop. To facilitate employees in achieving so, organizations can design training programs according to position, department, skillset, and job scope, or send employees to participate in convention, seminar or industry affair, or reimburse education fee for those who go for professional qualifications (Sridhar and Venugopal, 2018). If an organization do not have much budget to spend on training and development, mentor-mentee program is also efficient for seniors to share their knowledge and work experience, monitoring of development progress, and building network (Johnson and Ridley, 2015).

It is important for organizations to recognize the needs of employees, so that they do not look for alternatives to meet the intended requirements and goals (Lee and Aw, 2019). HR must formulate an effective retention plan so that the reasons for employees leaving the company or do not staying long can be accessed (Tanwar and Prasad, 2016).

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