

Job Satisfaction and Motivation towards Employee Retention in Multinational Companies in Klang Valley: A Post-Pandemic Research

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Abstract

This study explores the relationship between job satisfaction, motivation, and employee retention in multinational corporations in Malaysia's Klang Valley, especially after the pandemic. The research uses a quantitative approach, distributing questionnaires among selected recipients, resulting in a response rate of 83.8%. The results show a positive correlation between job satisfaction, motivation, and retention among multinational companies in the Klang Valley. Key drivers of job satisfaction and motivation include job security, maintaining work-life balance, and providing career development opportunities. The pandemic has significantly impacted employee retention, prompting the adoption of strategies like remote work, flexible schedules, and employee well-being initiatives. The study emphasizes the importance of prioritizing employee satisfaction and retention, ensuring job security, fostering work-life equilibrium, and offering career advancement pathways. The study also highlights the need for remote work arrangements and wellness programs in response to the pandemic's effects. The findings offer valuable insights and actionable recommendations for enhancing employee retention strategies within multinational companies.

Keywords: Job Satisfaction, Motivation, Employee Retention, Multinational Companies, Work-Life Balance

Introduction

The importance of job satisfaction and motivation in retaining employees, particularly within multinational companies (MNCs), cannot be overstated, as these factors deeply impact an employee's choice to remain a part of an organization or seek opportunities elsewhere. When employees find contentment in their job and are driven to excel, their likelihood of remaining

committed to their employer increases over an extended duration (Conway, 2021). Job satisfaction encompasses an employee's overall well-being within the workplace, encompassing their level of happiness and feelings of accomplishment. This encompasses an individual's positive emotional connection with their job, as well as their evaluation of how well their job expectations are fulfilled. Conversely, motivation pertains to the determination and vigour an employee possesses to excel in their position and attain their goals. In cases where employees experience substantial levels of job satisfaction and motivation, their inclination to sustain their affiliation with the organization is heightened over a prolonged period (Stephanie Pappas, 2021).

Several previous studies have extensively examined employee retention in various sectors, including construction, manufacturing, and service industries, within the context of Malaysia (Zainal et al., 2022). These studies have shed light on the importance of researching employee retention and identifying influential factors. However, there remains a noticeable lack of comprehensive research addressing employee retention in sectors beyond those previously studied, particularly in the post-pandemic situation (Mustafa et al., 2022). Thus, the present study aims to bridge this gap and provide insights into employee retention in diverse sectors, filling the void left by previous research.

The Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs are two prominent theories utilized in the context of employee retention (Nickerson, 2023). Herzberg's theory is employed to explore the influence of job satisfaction factors on employee retention within multinational companies (Cherry, 2022; Nickerson, 2023). On the other hand, Maslow's theory is used to examine how higher-level needs, such as esteem and self-actualization needs, relate to employee retention (Maslow, 1943). These theories offer a theoretical framework to comprehend the intricate interplay between job satisfaction, motivation, and employee retention in MNCs. By applying these theories, organizations can develop effective strategies to tackle employee retention challenges and enhance their retention rates.

Literature Review

Employee Retention

Maintaining staff within an organization holds immense importance, particularly for multinational corporations (MNCs) functioning in the Klang Valley region. Research has indicated that factors like contentment with one's job, dedication to the organization, and equilibrium between work and personal life play a momentous role in influencing the longevity of employees within a company (Biason, 2020). This phenomenon serves as an indicator of the employees' allegiance and steadfastness to the organization. A notable level of employee retention typically correlates with a consistent workforce, diminished hiring expenses, and enhanced efficiency (Indeed, 2023).

Nonetheless, a disparity exists between the contentment and drive derived from one's job and the stark reality of elevated attrition levels within MNCs situated in close proximity to the Klang Valley. As elucidated by Ho and Chua (2020), multinational corporations in Malaysia encounter a turnover rate of 21.5%, surpassing the national average of 15%. The outbreak of the pandemic has exacerbated a sense of job insecurity among staff, a factor that might impact their enthusiasm and contentment with their roles. The interplay of work-life balance and remote work could yield diverse effects on job satisfaction and motivation, encompassing the bolstering of employees' mental well-being, provision of avenues for career advancement and growth, and the amplification of employee engagement (Li, et al., 2020).

Job Satisfaction

Salary and Promotion

The compensation package, including salary, benefits, and opportunities for growth and advancement, can significantly impact job satisfaction. Employees who feel they are fairly compensated and have opportunities for career progression are more likely to be satisfied with their jobs (Watkins and Fusch, 2022). However, the impact of pay and promotions on employee retention in remote work has not been adequately studied (Journal of Business and Psychology (2020)). Remote work options are becoming increasingly important for job seekers and employees, and companies that do not offer remote work options may lose out on attracting and retaining highly skilled workers in the future (Schall, 2019).

Training and Development

The presence of training initiatives and avenues for honing skills significantly contributes to the contentment derived from one's job. When individuals are afforded continuous learning and developmental prospects, they perceive a sense of worth and are more inclined to remain affiliated with the establishment (Nguyen and Duong, 2020). While training and development programs are pivotal for augmenting employee capabilities and expertise, they do not ensure the enduring retention of personnel (Deloitte, 2021). Organizations should prioritize the cultivation of a positive workplace culture, competitive compensation, adaptable work arrangements, and pathways for professional advancement (Stein et al., 2021). Even though remote training can yield success, it is crucial to acknowledge that preserving employee allegiance is an ongoing and dynamic undertaking (Harvard Business Review, 2020).

Working Environment

The work environment encompasses physical conditions, organizational culture, and relationships with colleagues and supervisors. A positive work environment, characterized by supportive and collaborative relationships, a healthy and safe workplace, and a culture that promotes work-life balance, can enhance job satisfaction and retention (Donley, 2021). However, it is crucial to understand working environment shaped by good Leadership. Leadership plays a crucial role in employee retention, enhancing job performance by fostering engagement, creating a secure atmosphere, and making resources accessible (Lai et al., 2020). Empowering leadership influences creativity and citizenship behavior, but its impact varies across cultures and industries (Tian et al., 2020). Organizations should focus on creating a safe, supportive, and empowering work environment to retain employees and improve organizational citizenship behavior (Al-suraihi et al., 2021).

Motivation

Appreciation

Employee appreciation refers to acknowledging and recognizing employees' efforts and contributions. When employees feel valued and appreciated for their work, it boosts their motivation and job satisfaction (Conlin, 2024). Employees may have negative work attitudes due to poor job fit, conflicts, limited growth opportunities, or work-life balance issues (Lufkin, 2019). Work-related stress, burnout, and discrimination can negatively impact engagement, commitment, and drive (Abramson, 2022). Dissatisfied employees may reduce performance and leave the job. The pandemic has increased appreciation in certain professions, but the connection between staff retention and appreciation remains unclear. Further investigation

is needed to understand the impact of these factors on employee retention and trustworthiness (Elliott et al., 2021).

Reward and Recognition

Providing tangible rewards and recognition for exceptional performance or achievements can be a strong motivator. Reward systems that align with employees' efforts and recognize their contributions can positively impact their motivation and job satisfaction (Claire Hastwell, 2023). However, employee recognition programs face challenges such as lack of resources, not being linked to organizational values and talent strategy, and not being designed to span the entire company (SHRM,2018). Tailored programs are effective in retaining employees, and expressing gratitude to staff is crucial (Hauff et al., 2020). MNCs must create efficient recognition and compensation programs to retain remote workers and adapt to the changing workforce (Robbins, 2019).

Conceptual Framework & Hypotheses

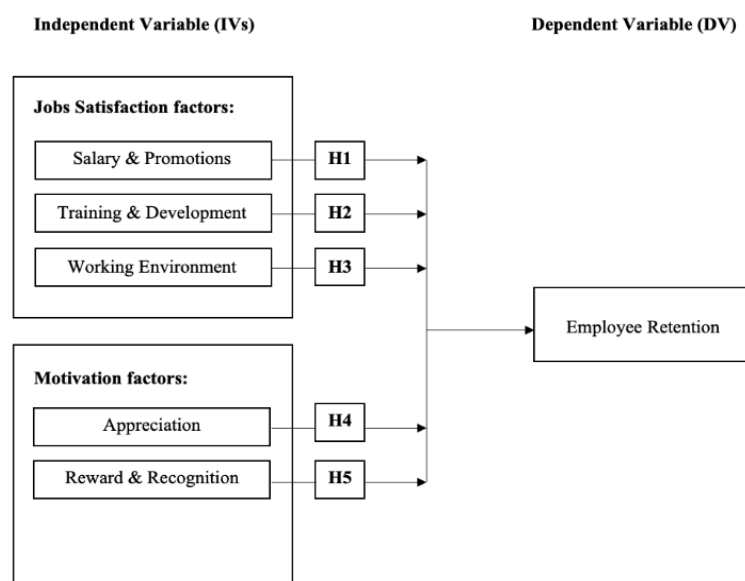


Figure 1 Conceptual Framework of the Proposed Study Indicating Independent Variables and Dependent Variable

Based on the conceptual framework above, five hypotheses were developed:

H1: There is a significant relationship between job satisfaction (salary & promotion) towards employee retention in MNCs companies in Klang Valley.

H2: There is a significant relationship between job satisfaction (training & development) towards employee retention in MNCs companies in Klang Valley.

H3: There is a significant relationship between job satisfaction (working environment) towards employee retention in MNCs companies in Klang Valley.

H4: There is a significant relationship between motivation (appreciation) towards employee retention in MNCs companies in Klang Valley.

H5: There is a significant relationship between motivation (reward & recognition) towards employee retention in MNCs companies in Klang Valley.

Methodology

In this study, a closed-loop quantitative research approach combined with a survey methodology was implemented. The focal point of analysis encompassed executive staff members hailing from four multinational companies (MNCs) situated in the Klang Valley region. These corporations include Xchanging Malaysia Sdn. Bhd., UST Global (Malaysia) Sdn Bhd., BRB Malaysia Sdn. Bhd., and Baxter International Inc. This selection of participants was predicated on their favorable ratings as employees, as indicated by Glassdoor in 2022. To gather data, 155 respondents were targeted as samples, following the guidelines from Krejcie and Morgan's 1970 reference table. Notably, the collective population of executives within these four MNCs amounted to 259 individuals.

In this study, a questionnaire was employed as the instrument for assessing all variables under investigation. The questionnaire was structured into four distinct sections. The initial segment, Part A, encompassed five statements aimed at capturing the demographic profile of the respondents. Moving on to Part B, the focus shifted to job satisfaction, which was further subcategorized into salary & promotion, training & development, and working environment. This section comprised 19 statements that were adapted from previous works by (Biason, 2020; Szymon et al., 2020). Part C delved into job motivation, dissected into the themes of appreciation and reward & recognition, featuring 12 statements drawn from the research of (Salim and Masood, 2021). Lastly, Part D revolved around employee retention and contained six statements that were adapted from the study conducted by (Fahim, 2018).

To tailor the questionnaire for the present investigation, certain modifications were implemented. Furthermore, a five-point Likert scale, spanning from '1 - strongly disagree' to '5 - strongly agree,' was employed to gauge all the variables.

The data was gathered using Google form surveys. The researcher began the data collection process by sending an email to each respondent informing them of the study's objectives and assuring them that the information they provided would be kept private. Additionally, it was mentioned in the letter that it would take about 15 minutes to finish the questionnaire. The respondents' participation was voluntary and the questionnaire was self-administered.

Subsequent to that, the data collected through the questionnaires was subjected to analysis using Statistical Package for the Social Sciences (SPSS) version 29. This analysis encompassed descriptive examination, measures of central tendency, and inferential procedures, which encompassed tests for reliability, a Q-Q plot assessment for normality, correlation analysis, and multiple regression analysis. Cronbach's alpha was employed in this research to assess the reliability of the measurement instrument. The fact that all variables demonstrated Cronbach's alpha values exceeding 0.88 indicates the high reliability and widespread acceptance of all items for the purpose of the study's analysis.

Results

Respondents Demographic

Out of 155 samples, 130 responded on the survey and gave a response rate of 83.87%. The analysis uses data from a total of 130 respondents, of which 40.8% of the sample are male and the remaining 59.2% are female, 8.5% were age below 25, followed by 67% of those between 26 to 34 years old, while 37% were between 35 to 45 years old, 9% were between

46 to 55 and only 6% in the age group of 56 and over. Also, the majority of respondents, 70% had a bachelor's degree, followed by 16.2% a postgraduate degree, 10% were diploma holder and 3.2% as others such as higher secondary.

Of the 130 respondents, the majority had working tenure between 5 to 10 years 34.6%, below 5 years 26.9%, 11 to 15 years 18.5% and 20% for employment more than 16 years. In addition, 87.7% of jobs were in flexible working arrangement (FWA) and 12.3% without flexible working arrangement (FWA).

According to a study conducted by Ahmad et al., (2021) on employee tenure in remote working, it is suggested that individuals working in multinational corporations (MNCs) and having a working tenure of over 10 years were identified as the most suitable participants to establish a substantial connection with the research topic.

Table 1
Demographic Profile of the Respondents

Part A - Respondents' Characteristic	Frequency	Percentage
Gender		
Male	53	40.8%
Female	77	59.2%
Total	130	100.0%
Age		
Below 25	11	8.5%
26 - 34	67	67.0%
35 - 45	37	37.0%
46 - 55	9	9.0%
Above 56	6	6.0%
Total	130	127.5%
Education Level		
Diploma	13	10.0%
Bachelor	91	70.0%
Master	21	16.2%
Others	5	3.8%
Total	130	100.0%
Working Tenure		
Below 5	35	26.9%
5 - 10 years	45	34.6%
11 - 15 years	24	18.5%
Above 16 years	26	20.0%
Total	130	100.0%
Flexible Working Arrangement (FWA)		
Yes	114	87.7%
No	16	12.3%
Total	130	100.0%

Reliability Analysis

Based on the findings obtained, the Cronbach’s alpha coefficient of job satisfaction and motivation factors and employee retention were above 0.85 which were indicated reliable. Table 2 showed the result of reliability of the study.

Table 2

Reliability Test of Job Satisfaction and Motivation Factors Towards Employee Retention Efforts for Actual Data Collection

Variables	Case Processing Summary	n	%	Cronbach’s Alpha	No. of Statements	Conclusion
Independent Variables - Job Satisfaction Factors						
Salary & Promotion	Valid	130	100	0.92	6	Excellent
	Excluded	0	0			
	Total	130	100			
Training & Development	Valid	130	100	0.85	6	Very good
	Excluded	0	0			
	Total	130	100			
Working Environment	Valid	130	100	0.93	7	Excellent
	Excluded	0	0			
	Total	130	100			
Independent Variables - Motivation Factors						
Appreciation	Valid	130	100	0.89	6	Very good
	Excluded	0	0			
	Total	130	100			
Reward & Recognition	Valid	130	100	0.89	6	Very good
	Excluded	0	0			
	Total	130	100			
Dependent Variable						
Employee Retention	Valid	130	100	0.90	6	Excellent
	Excluded	0	0			
	Total	130	100			

Measures of Central Tendency

Central Tendency measures were performed for employee job satisfaction and motivational factors (salary & promotion, training & development, work environment, appreciation, reward & recognition) towards employee retention efforts. All respondents agreed with the statements on each variable (Pallant, 2016).

Table 3

Mean Score for Employee Job Satisfaction and Motivation Factors Towards Employee Retention Efforts

	n	Mean	Std. Deviation	Std. Error Mean
Salary & Promotion	130	3.4700	0.9450	0.0828
Training & Development	130	3.6333	0.7468	0.0655
Working Environment	130	4.0457	0.6681	0.0586
Appreciation	130	3.9133	0.7455	0.0653
Reward & Recognition	130	3.6450	0.7443	0.0653
Employee Retention	130	3.5800	0.8330	0.0730

Normality Test by Q-Q Plot

Q-Q Plot served as the evidence for normality tests to determine if there were extreme outliers for employee job satisfaction and motivation factors (salary & promotion, training & development, working environment, appreciation, and reward & recognition) towards employee retention efforts.

Based on the overall findings as shown in Figures 2 to 7, it was found that all variables tested indicated normal distribution and Pearson Correlation Product Moment Coefficient was used to determine the relationship of employee job satisfaction and motivation factors towards employee retention efforts.

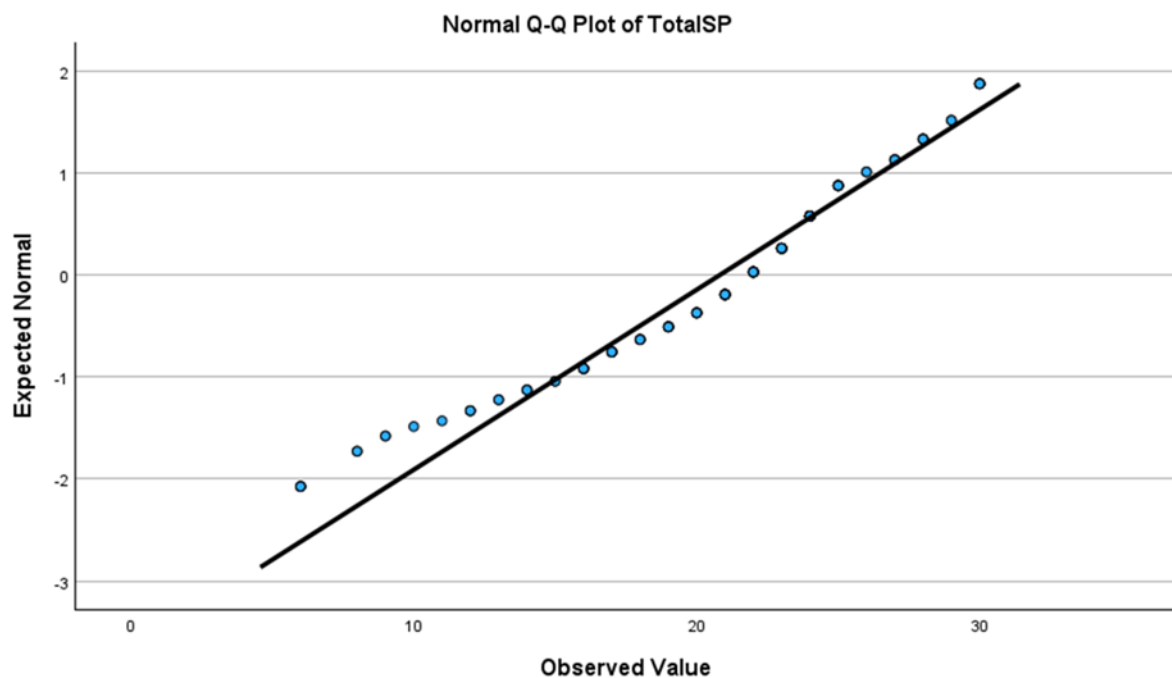


Figure 2: Normal Q-Q Plot for Job Satisfaction Factor (Salary & Promotion)

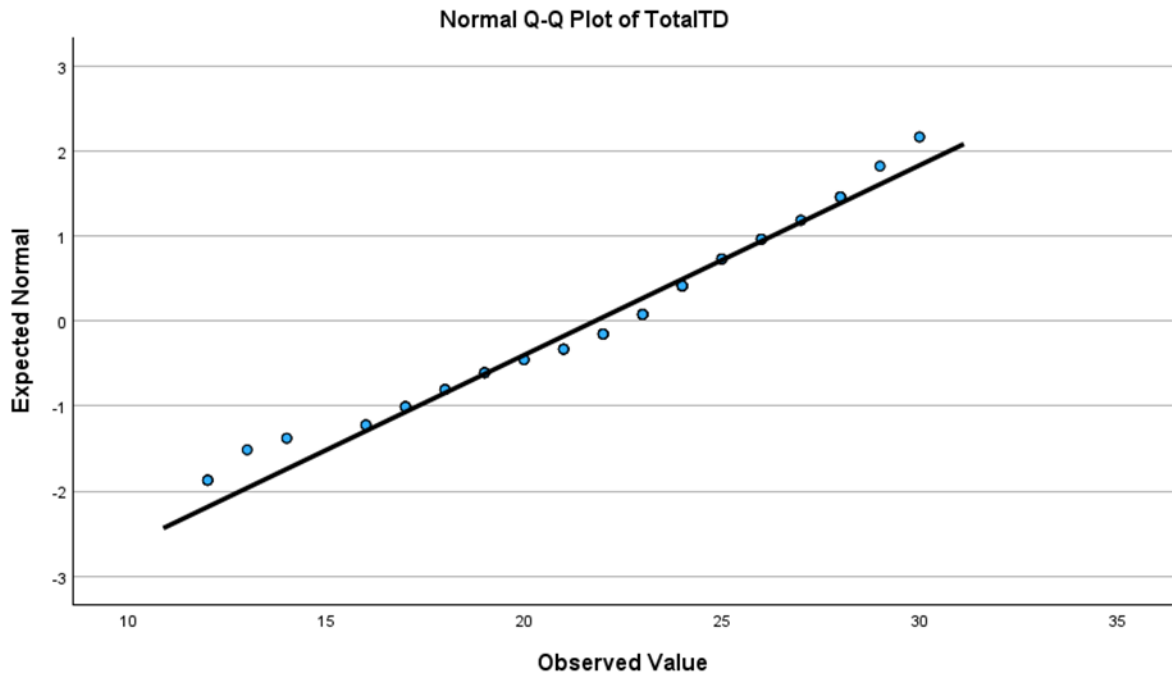


Figure 3: Normal Q-Q Plot for Job Satisfaction Factor (Training & Development)

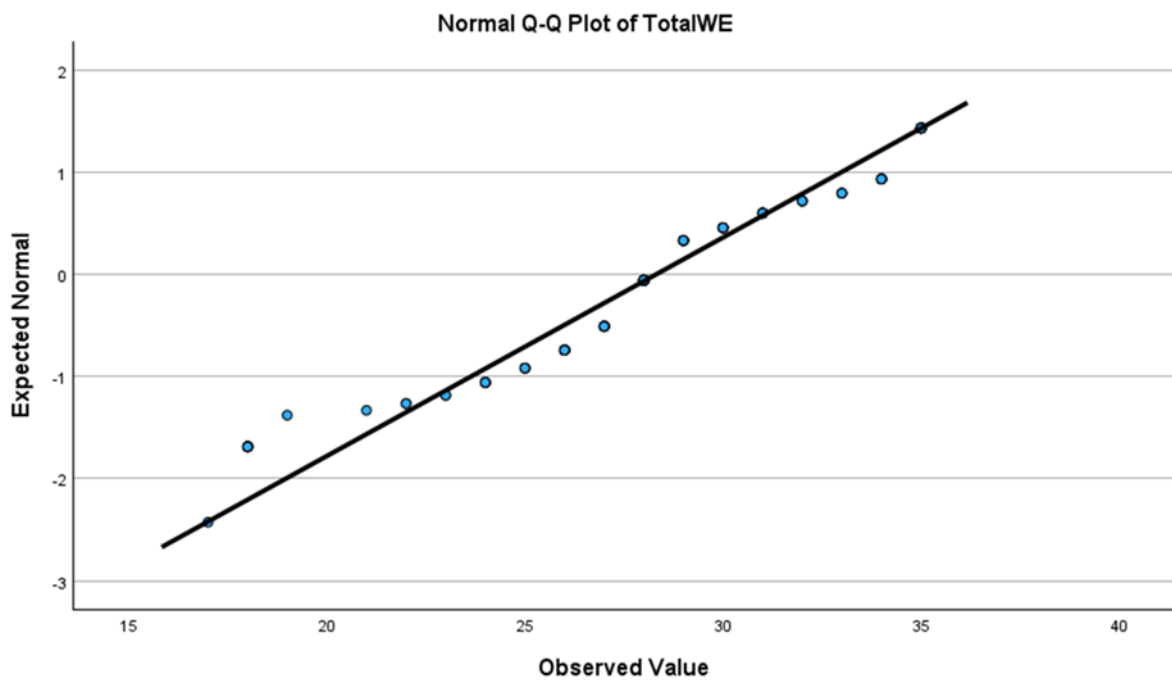


Figure 4: Normal Q-Q Plot for Job Satisfaction Factor (Working Environment)

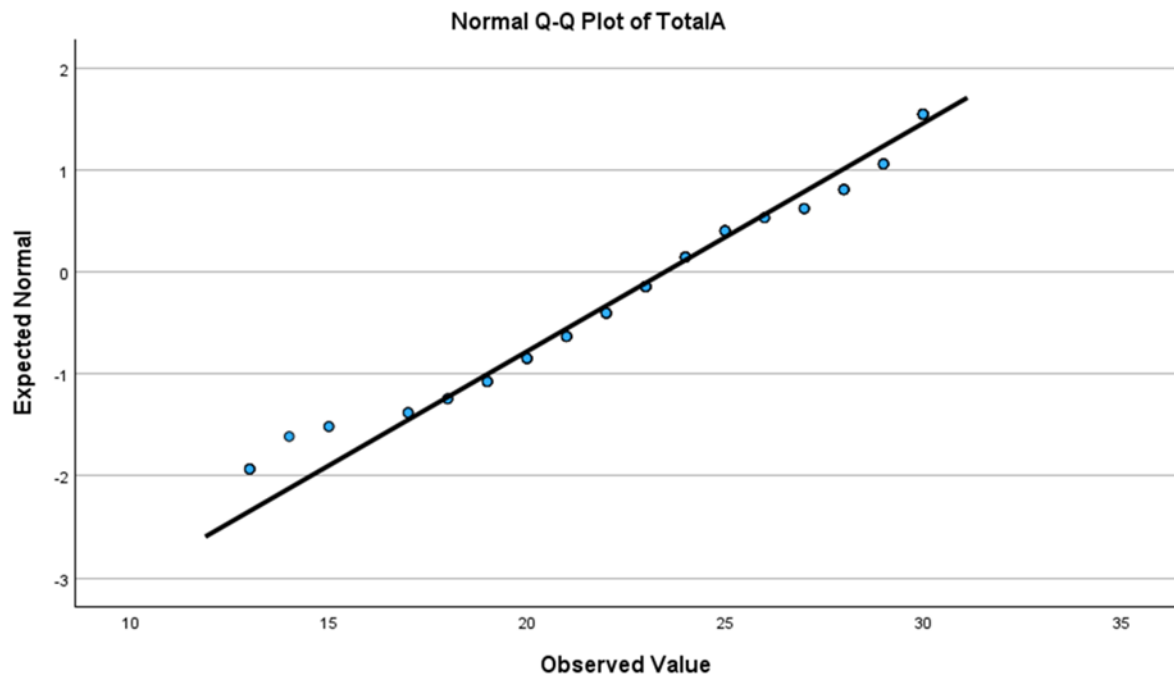


Figure 5: Normal Q-Q Plot for Employee Motivation Factor (Appreciation)

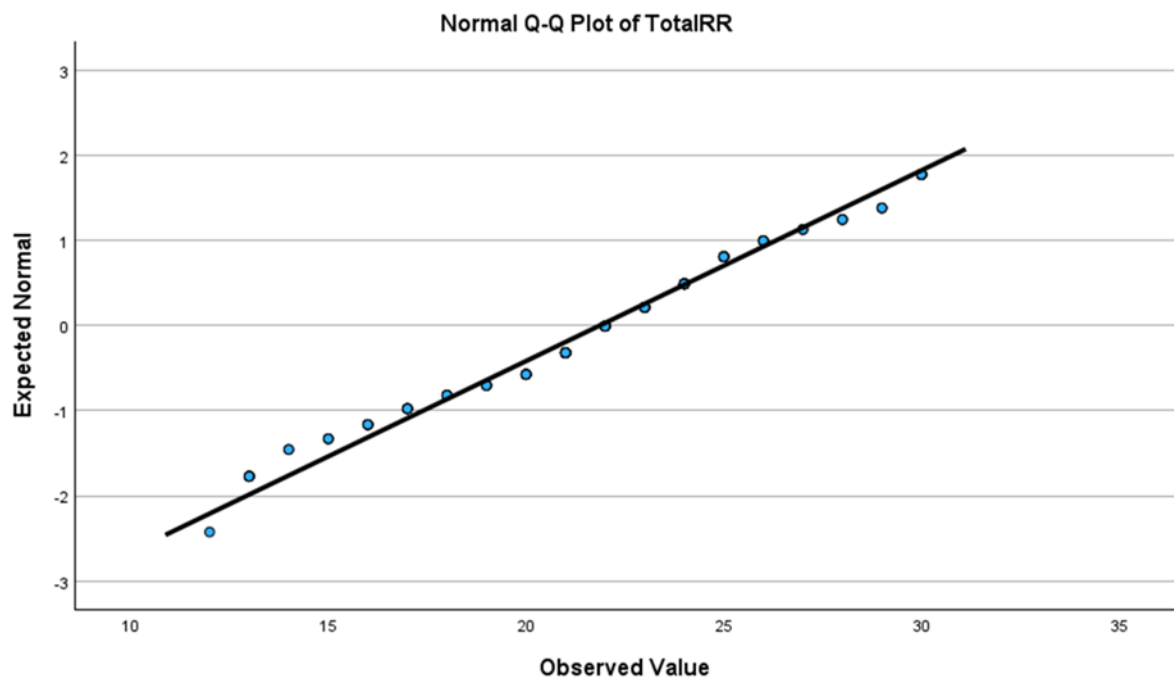


Figure 6: Normal Q-Q Plot for Employee Motivation Factor (Reward & Recognition)

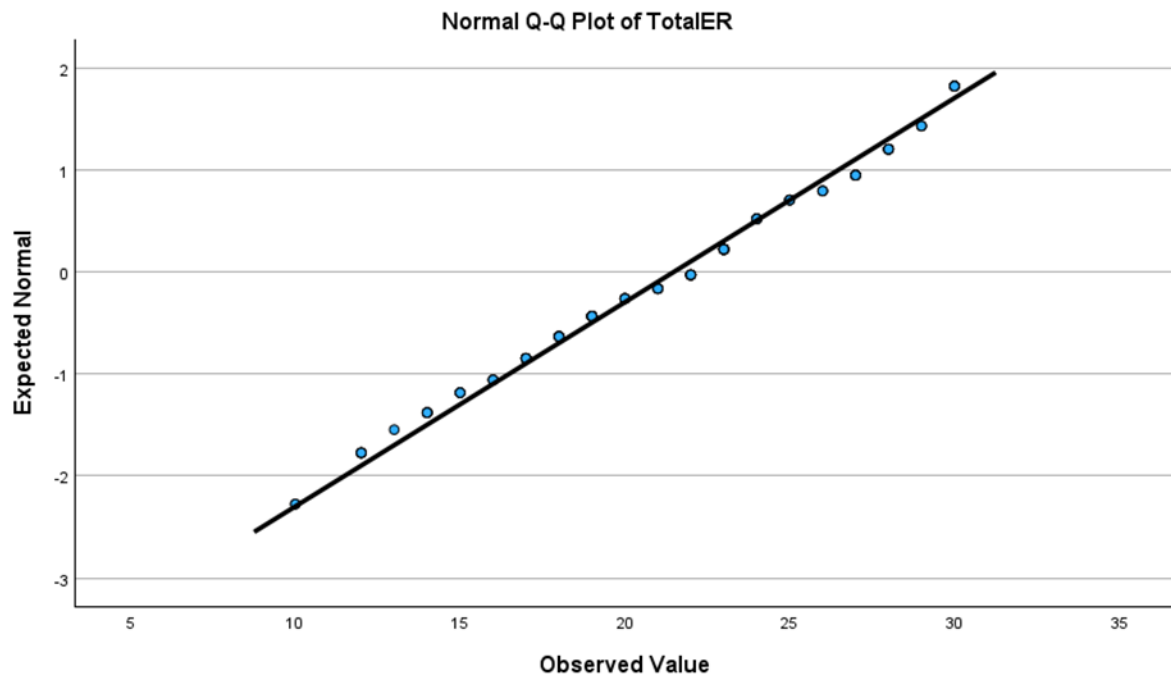


Figure 7: Normal Q-Q Plot for Employee Retention Efforts in Klang Valley MNCs Companies

Correlation Regression Analysis of Job Satisfaction and Motivation Factors

The correlation analysis evaluates the strength to which independent variables (such as salary & promotion, training & development, working environment, appreciation, and reward & recognition) and the dependent variable (employee retention efforts) are correlated. Based on the results in Table 4 for employee job satisfaction and motivation factors (salary & promotion, $r = 0.434$, training & development, $r = 0.339$, working environment, $r = 0.340$, appreciation, $r = 0.315$, and reward & recognition, $r = 0.397$) towards employee retention in MNCs companies in Klang Valley, which indicated that all relationship is positive, at significant level (p -value = 0.001).

Table 4

Correlation Analysis of Job Satisfaction and Motivation Factors (Salary & Promotion, Training & Development, Working Environment, Appreciation and Reward & Recognition)

Correlations			Salary & Promotion	Training & Development	Working Environment	Appreciation	Reward & Recognition	Employee Retention
Salary & Promotion	Pearson Correlation	1		0.673*	0.572*	0.601*	0.718*	0.434*
	Sig. (2-tailed)			<0.001	<0.001	<0.001	<0.001	<0.001
	N	130	130	130	130	130	130	
Training & Development	Pearson Correlation	0.673*	1		0.71*	0.648*	0.701*	0.339*
	Sig. (2-tailed)	<0.001			<0.001	<0.001	<0.001	<0.001
	N	130	130	130	130	130	130	
Working Environment	Pearson Correlation	0.572*	0.71*	1		0.716*	0.671*	0.34*
	Sig. (2-tailed)	<0.001	<0.001			<0.001	<0.001	<0.001
	N	130	130	130	130	130	130	
Appreciation	Pearson Correlation	0.601*	0.648*	0.716*	1		0.662*	0.315*
	Sig. (2-tailed)	<0.001	<0.001	<0.001			<0.001	<0.001
	N	130	130	130	130	130	130	
Reward & Recognition	Pearson Correlation	0.718*	0.701*	0.671*	0.662*	1		0.397*

	Sig. (2-tailed)	<0.001	<0.001	<0.001	<0.001		<0.001
	N	130	130	130	130	130	130
Employee Retention	Pearson Correlation	0.434*	0.339*	0.34*	0.315*	0.397*	1
	Sig. (2-tailed)	<0.001	<0.001	<0.001	<0.001	<0.001	
	N	130	130	130	130	130	130

Multiple Regression Analysis of Job Satisfaction and Motivation Factors

The multiple regression analysis examines the effect of relationship between independent variables for employee job satisfaction and motivation factors (salary & promotion, training & development, working environment, flexible working arrangement, appreciation, and reward & recognition) towards employee retention efforts as dependent variable.

Table 5 outlined the effect between all 6 independent variables and their statistical significance value. Job satisfaction (salary & promotion) has shown good value in the t-test with 2.956. As opposed to job satisfaction (training & development) recorded t-test value of -0.560, job satisfaction (working environment) recorded a t-test value of 0.871, motivation (appreciation) recorded t-test value of -0.204 and motivation (reward & recognition) recorded t-test value of 0.733. These have demonstrated that efforts to retain employees are more successful due to the higher effectiveness of each independent variable and the lower turnover rate of the dependent variable (Rebecca, 2020).

Table 5

Multiple Regression Analysis of Job Satisfaction and Motivation Factors (Salary & Promotion, Training & Development, Working Environment, Appreciation and Reward & Recognition)

Model		Unstandardized Coefficients		Standardized Coefficients		95.0% Confidence Interval for B		
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	11.815	2.546		4.640	<0.001	6.775	16.856
	S&P	0.322	0.109	0.365	2.956	0.004	0.106	0.537
	T&D	-0.082	0.146	-0.074	-0.560	0.576	-0.372	0.208
	WE	0.120	0.138	0.113	0.871	0.386	-0.153	0.393
	A	-0.028	0.137	-0.025	-0.204	0.839	-0.299	0.243
	R&R	0.109	0.149	0.098	0.733	0.465	-0.186	0.405

* Dependent Variable: Employee Retention

Table 6

Summary of Findings (Multiple Regression Analysis)

Research Hypotheses	Findings (Multiple Regression Analysis)
H1: There is a significant relationship between job satisfaction (salary & promotion) towards employee retention in MNCs companies in Klang Valley.	There is a significant relationship between salary & promotion factor and employee retention efforts, where t-test = 2.956, P = 0.004 (P < 0.05).
H2: There is a significant relationship between job satisfaction (training & development) towards employee retention in MNCs companies in Klang Valley.	There is insignificant relationship between training & development factor and employee retention efforts, where t-test = -0.560, P = 0.576.
H3: There is a significant relationship between job satisfaction (working environment) towards employee retention in MNCs companies in Klang Valley.	There is insignificant relationship between working environment factor and employee retention efforts, where t-test = 0.871, P = 0.386.
H4: There is a significant relationship between motivation (appreciation) towards employee retention in MNCs companies in Klang Valley.	There is insignificant relationship between appreciation factor and employee retention efforts, where t-test = -0.204, P = 0.839.
H5: There is a significant relationship between motivation (reward & recognition) towards employee retention in MNCs companies in Klang Valley.	There is insignificant relationship between reward & recognition factor and employee retention efforts, where t-test = 0.733, P = 0.465.

Table 7

Summary Findings for Hypotheses (Multiple Regression Analysis)

Hypotheses of Study (Multiple Regression Analysis)	Alternate Hypotheses
H1: There is a significant relationship between job satisfaction (salary & promotion) towards employee retention in MNCs companies in Klang Valley.	Reject Ho
H2: There is a significant relationship between job satisfaction (training & development) towards employee retention in MNCs companies in Klang Valley.	Fail to reject Ho
H3: There is a significant relationship between job satisfaction (working environment) towards employee retention in MNCs companies in Klang Valley.	Fail to reject Ho
H4: There is a significant relationship between motivation (appreciation) towards employee retention in MNCs companies in Klang Valley.	Fail to reject Ho
H5: There is a significant relationship between motivation (reward & recognition) towards employee retention in MNCs companies in Klang Valley.	Fail to reject Ho

Discussion

The analysis of the study's findings provides valuable insights into the intricate connections among job satisfaction, motivation, and employee retention within multinational companies situated in the Klang Valley of Malaysia. The research unveiled a moderate, positive correlation existing between job satisfaction, motivation, and employee retention. Among the various factors investigated, namely salary and promotion, training and development, reward and recognition, and appreciation, emerged as noteworthy predictors influencing both job satisfaction and motivation. These outcomes are in harmony with previous investigations, such as Biason (2020), which underscored the significant impact of job satisfaction on employee motivation and performance. Similarly, the work by Garg et. al (2018) found a clear and substantial connection between employee engagement and employee retention. Nonetheless, when considering their direct influence on employee retention, only salary and promotion stood out as statistically significant factors, while the impact of the other elements appeared to be comparatively weaker. This finding contrasts with certain earlier research that established a positive correlation between factors like training and development, working environment, and motivational aspects with employee retention (Biason, 2020; Salim and Masood, 2021). It is crucial to recognize that the absence of significance in these variables might be particular to the post-pandemic context and the specific environment of multinational corporations in the Klang Valley. Consequently, further exploration in diverse contexts is imperative to comprehensively grasp these relationships.

Furthermore, the study acknowledged a number of obstacles and limitations faced throughout the research process, encompassing a confined sample size and the challenge of eliciting responses from specific companies. Nevertheless, despite these constraints, the study furnishes significant perspectives to enhance organizational results in the aftermath of

the pandemic. It proposes the formulation of proficient strategies to elevate employee satisfaction and motivation. Additionally, the research underscores the significance of diverse elements, such as maintaining a healthy work-life balance and providing avenues for career advancement, in augmenting job satisfaction and motivation within the workforce of multinational companies (MNCs).

In summary, the discourse built upon the study's outcomes underscores the significance of comprehending the elements that contribute to job satisfaction and motivation, which in turn influence employee retention within multinational corporations. Furthermore, it offers suggestions for organizations to effectively tackle the identified challenges and enhance their employee retention strategies.

Conclusion

The research delved into the dynamics within multinational corporations (MNCs) situated in the Klang Valley, uncovering a noteworthy connection spanning from moderate to strong between job satisfaction and motivational factors. Notably, escalated job satisfaction levels, particularly pertaining to salary and promotion prospects, wield substantial influence in amplifying employee retention rates. The bedrock of this phenomenon lies in the presence of competitive salary frameworks and transparent pathways for career progression, pivotal cogs fostering not only augmented job gratification but also bolstered staff retention.

Conversely, a cadre of other constituents, encompassing aspects training and development, working environment, appreciation, and mechanisms for reward and recognition, seem to lack a conspicuous and immediate bearing on the perpetuation of employee retention. Posing intriguing avenues for prospective inquiry, it is recommended that forthcoming research ventures investigate the protracted implications arising from the burgeoning culture of remote work and, concurrently, the interposing role executed by organizational methodologies in tempering the aforementioned variables' effects.

This study not only contributes to theoretical frameworks surrounding job satisfaction and motivational factors but also provides practical insights into the contextual dynamics of employee retention in MNCs in the Klang Valley. The study challenges conventional assumptions and opens avenues for future research, particularly in exploring the implications of remote work and understanding the moderating role of organizational methodologies in this specific context. These findings hold significance for both academia and industry, offering valuable guidance for HR practitioners and policymakers in enhancing employee satisfaction and retention strategies within multinational corporations.

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