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The Influence of Job Satisfaction, Organisational Commitment, Work-Life Balance and Pay and Reward Towards Employees' Turnover Intention in Food and Beverage Industry Malaysia

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Abstract

Purpose: This study examines how job satisfaction, organizational commitment, work-life balance, and pay and rewards influence employees' turnover intentions in Malaysia's Food and Beverage industry. *Methodology:* Using a quantitative approach, the study distributed questionnaires to F&B organizations, gathering responses from 400 participants. The data were analyzed using Multiple Linear Regression Analysis, Correlation analysis and Factor Analysis. Multiple linear regression assessed how turnover intention—the dependent variable—was influenced by independent variables. *Findings:* The study results highlight the importance of nurturing job satisfaction, strengthening organizational commitment, promoting work-life balance, and offering competitive pay and rewards to reduce employee turnover. Organizations that cultivate a positive work environment, provide career development and training opportunities, and actively engage employees are better positioned to retain talent, reduce costs, and build a stable, high-performing workforce. *Novelty:* This study explores employee turnover in Malaysia's F&B service industry, a largely under-researched area, by examining the impact of job satisfaction, organizational commitment, work-life balance, and compensation. It enhances theoretical models and provides actionable insights to help businesses develop targeted retention strategies, improve workforce stability, and address industry-specific cultural and economic factors.

Keywords: Employees' Turnover Intention, Investigation, Dependent Variable, Independent Variable, Quantitative Methodology, Job Satisfaction, Organizational Commitments, Work-Life Balance, Pay and Rewards.

Introduction

Employee turnover in Malaysia has been on the rise, reaching 17.5% in 2023 compared to 16.5% in 2022, with an ongoing upward trend in 2024. This presents challenges for talent retention, affecting organizational sustainability and business growth due to a shortage of skilled workers. High turnover reduces productivity, drives up recruitment and training costs, and adds expenses for on boarding new employees. To mitigate this, organizations must actively monitor turnover rates, identify underlying causes, and implement effective retention strategies to enhance employee loyalty and workforce stability (Mancini, 2024).

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Various factors contribute to employee turnover, including job dissatisfaction, lack of engagement, poor management, negative workplace culture, limited career growth opportunities, rigid work schedules, and inadequate compensation. Among these, job satisfaction is a key determinant in an employee's decision to stay or leave. It is influenced by career advancement, fair pay, work-life balance, organizational commitment, and opportunities for recognition and promotion. Conducting exit interviews provides HR managers with valuable insights into the reasons behind resignations, enabling them to develop targeted strategies to reduce turnover (Jonathan Davies, 2024).

Organizational commitment plays a crucial role in boosting employee productivity and retention. When employees feel valued and supported, they are more likely to stay engaged and dedicated to their roles. Employers can strengthen commitment by offering workplace support, mentorship programs, and career development opportunities. Additionally, providing employees with the necessary resources and fostering a positive work environment enhances their connection to the organization and lowers turnover rates (Ismya Humayra, 2018).

Work-life balance is another critical factor influencing job satisfaction and retention. Employees seek a balance between their professional and personal lives, which directly affects their well-being and performance. Organizations that acknowledge this implement flexible work arrangements, remote work policies, and additional leave benefits such as childcare or birthday leave. These initiatives create a supportive workplace, reducing stress and improving productivity. Encouraging employees to take time off and disconnect from work helps lower burnout rates and increases overall job satisfaction (Greenhaus & Allen, 2011).

Compensation and rewards also play a significant role in employee retention. Pay structures should be fair, transparent, and performance-based to ensure job satisfaction and motivation. Equitable pay practices, recognition programs, and comprehensive benefits boost employee morale and build trust in leadership. Ensuring fair compensation regardless of gender, race, or other factors fosters an inclusive workplace culture. Many organizations now prioritize pay equity and transparency to cultivate a motivated and engaged workforce (Blau & Kahn, 2017). By addressing these key factors, organizations can enhance employee satisfaction, lower turnover rates, and build a committed and stable workforce for long-term business success.

Problem Statement

Employee turnover has become a growing concern for organizations in Malaysia, disrupting productivity, driving up hiring and training expenses, and lowering overall employee morale. Beyond affecting daily operations, high turnover can threaten long-term business stability and growth. This study explores four key factors—job satisfaction, organizational commitment, work-life balance, and compensation—that influence employees' decisions to stay or leave in Malaysia's service industries, filling a gap in existing research. Job satisfaction is shaped by opportunities for career advancement, clear job roles that align with employees' strengths, a sense of empowerment, recognition, and fair workplace policies. When employees feel valued and supported in these areas, they are more likely to stay engaged and committed to their organization. Similarly, organizational commitment—driven by emotional connection, a sense of responsibility, and long-term career security—plays a vital role in fostering employee loyalty.

Fair compensation and reward systems are also essential in retaining employees. Competitive salary structures, attractive benefits like health insurance, and performance-based incentives ensure that employees feel fairly compensated for their efforts. Additionally, work-life balance

is crucial for maintaining overall well-being. Rigid schedules, unsupportive management, and heavy workloads can lead to stress and burnout, making it difficult for employees to juggle their personal and professional lives. By examining these factors together, this study provides insights into how organizations can develop effective HR strategies and employee retention programs, ultimately building a more stable, motivated, and engaged workforce in the service sector.

Research Objective

This research examines variables influencing employees' turnover intention in Malaysia's service industries—specifically within the Food and Beverage sector. By investigating four key factors, the study aims to provide insights into developing effective retention strategies, enhancing work environments, and improving organizational performance and sustainability. The Specific Objectives of the study are as follows:

Investigate the influence of job satisfaction on employees' turnover intention in the Food and Beverage industry.

Investigate the influence of organizational commitment on employees' turnover intention in the Food and Beverage industry.

Investigate the influence of work-life balance on employees' turnover intention in the Food and Beverage industry.

Investigate the influence of pay and rewards on employees' turnover intention in the Food and Beverage industry.

Research Question

What factors significantly influence employees' turnover intention in the Food and Beverage industry in Malaysia? Following are the Specific Research Questions

What is the influence of job satisfaction on employees' turnover intention in the Food and Beverage industry?

What is the influence of organizational commitment on employees' turnover intention in the Food and Beverage industry?

What is the influence of work-life balance on employees' turnover intention in the Food and Beverage industry?

What is the influence of pay and rewards on employees' turnover intention in the Food and Beverage industry?

This research will provide valuable insights to help companies in Malaysia create a more supportive and engaging work environment. To improve employee satisfaction and retention, businesses should focus on career growth opportunities, training programs, and competitive compensation packages. Building employee loyalty involves recognizing their contributions, fostering a sense of purpose, and encouraging teamwork through open communication and team-building activities. Additionally, offering flexible work arrangements and support for balancing work and personal responsibilities is key to maintaining a healthy work-life balance.

The study specifically examines employee turnover in Malaysia's F&B service industry, an area that has not been widely researched despite the significant impact of job satisfaction, organizational commitment, work-life balance, and compensation. By analyzing how these

factors influence turnover, the research aims to provide a clearer understanding of employee retention challenges and contribute to improved theoretical models. The findings will help businesses develop effective retention strategies, strengthen workforce stability, and reduce turnover by addressing the unique cultural and economic factors within Malaysia's F&B industry.

Literature Review

This study explores the relationship between four key factors: job satisfaction, organizational commitment, work-life balance, and compensation. By conducting a thorough review of existing research, it seeks to better understand how these elements influence employees' decisions to stay with or leave an organization. The findings will help companies develop effective strategies for attracting, engaging, and retaining talent, ultimately improving HR practices and boosting overall organizational performance.

Employee Turnover Intention:

Employee turnover intention is the conscious decision to leave a job, often triggered by factors like low pay, limited career growth, lack of recognition, and unfulfilling work. A negative work environment—characterized by poor management, toxic culture, or strained relationships—can further push employees toward resigning. Signs that an employee is considering leaving include disengagement, lower productivity, reduced commitment to company goals, and actively searching for new opportunities. High turnover not only increases recruitment and training costs but also disrupts team morale, weakens collaboration, and leads to a loss of valuable knowledge and experience. To prevent this, organizations should focus on creating a positive work culture by offering fair compensation, recognizing employee contributions, providing growth opportunities, and fostering a supportive and engaging workplace.

Relevant Theories:

Herzberg's Two-Factor Theory, also called the Motivation-Hygiene Theory, explains that job satisfaction and dissatisfaction come from different sources. Employees feel truly motivated when they have meaningful work, recognition, responsibility, and opportunities to grow. These are the factors that make people enjoy their jobs and stay committed. On the other hand, things like salary, company policies, and a comfortable work environment help prevent dissatisfaction, but they don't necessarily make employees more engaged or excited about their work. This means that simply fixing problems in the workplace isn't enough—companies need to actively create an environment where employees feel inspired and valued.

Maslow's Hierarchy of Needs adds another layer to understanding what keeps employees motivated. His theory suggests that people have different levels of needs, starting with basic necessities like food, water, and safety, and moving up to social connections, self-esteem, and personal growth. In a work setting, employees need to feel secure with fair pay and good working conditions before they can focus on developing their careers and finding purpose in their roles. When these needs are met, employees are more likely to feel engaged, productive, and loyal to their organization. By combining both theories, companies can create a workplace where employees not only avoid dissatisfaction but also feel motivated to do their best. This is especially important in high-turnover industries like Food and Beverage, where keeping employees happy and engaged can make all the difference in building a stable, successful business.

Development of Hypotheses

Job Satisfaction Vs Turnover Intention: Research consistently shows that when employees are happy with their jobs, they are far less likely to leave. Across different industries and cultures, studies have found a strong link between job satisfaction and employee retention. For example, Chen et al. (2019) found that employees who feel satisfied with their work—based on theories of job satisfaction and burnout—are much less likely to think about quitting. Similarly, Rakhmitania (2022) and Wijesekara (2023) discovered that dissatisfaction in workplaces like hospitals or clerical jobs often leads to higher turnover, using models like Social Exchange Theory, Herzberg’s Motivation-Hygiene Theory, and Maslow’s Hierarchy of Needs to explain the trend.

In the education sector, Siddiqui (2012) found that higher job satisfaction leads to lower turnover, reinforcing the idea that happy employees tend to stay longer. However, Rahman (2020) noted that some factors, like job duties and workplace relationships, don’t always play a major role in whether an employee decides to leave. Overall, these studies highlight a key takeaway: when companies invest in employee well-being, provide a supportive work environment, and create opportunities for growth, they are more likely to retain their workforce. Keeping employees engaged and satisfied not only reduces turnover but also strengthens the organization in the long run (Smith, 2015; Johnson & Lee, 2017; Williams, 2019).

Hypotheses 1: *Job satisfaction has significant influence on employees’ turnover intention in Food and Beverage Industry Malaysia.*

Organizational Commitment Vs Turnover Intention: Research consistently shows that when employees feel committed to their organization—especially on an emotional level—they are far less likely to consider leaving. Tran (2020), using Social Exchange Theory, found that employees experiencing burnout are more likely to quit, highlighting the importance of fostering a supportive work environment. Similarly, Oh (2019) discovered that in South Korea, employees with strong emotional (affective) and moral (normative) commitment were much less likely to leave their jobs.

In academic settings, Hussain (2020) found that employees who feel psychologically and emotionally connected to their workplace are more likely to stay, reinforcing earlier studies by Allen & Meyer (1990), Cotton & Tuttle (1986), and Mathieu & Zajac (1990). This trend extends to the tourism and hospitality industry, where Guzeller and Celiker (2019) confirmed a strong link between commitment and lower turnover rates. Meanwhile, Mui Hung Kee (2021) demonstrated that when employees perceive unfair treatment at work, their commitment drops, leading to higher turnover—though job satisfaction can act as a buffer against this effect. Taken together, these studies highlight a clear message: when organizations nurture a sense of belonging, fairness, and purpose among their employees, they significantly reduce turnover rates. By investing in strong workplace relationships and fostering commitment, businesses across all industries can improve employee retention and long-term stability.

Hypotheses 2: *Organisational commitment has significant influence on employees’ turnover intention in Food and Beverage Industry Malaysia.*

Work-Life Balance Vs Turnover Intention: Work-life balance plays a crucial role in shaping employees’ job satisfaction and their decision to stay with or leave a company. Research by Yu Chenshu et al. (2024), based on Social Exchange Theory, found that when employees feel they have a healthy balance between work and personal life, they are more satisfied, loyal, and

committed to their jobs—leading to lower turnover rates. Similarly, Md Awal Al Kabir et al. (2018) discovered that employees who struggle to manage work and personal responsibilities are much more likely to leave their jobs in search of better opportunities.

However, the impact of work-life balance is not always straightforward. Diani Lestari (2021) found that for Generation Y employees in Bandung, work-life balance did not significantly affect job engagement. This could be because younger employees with shorter tenures may not yet feel deeply connected to their organizations. Meanwhile, Wardana et al. (2020) highlighted that in the nursing field, employees with poor work-life balance were much more likely to consider quitting, with organizational commitment acting as a key factor in this relationship. In another study, Lee and Sarip (2023) found that employees in Malaysia's property development sector reported moderate levels of both work-life balance and turnover intention, suggesting that the relationship between the two can vary based on industry and work culture.

Overall, these studies reinforce the idea that maintaining a healthy work-life balance is generally important for employee retention, though its impact may differ based on factors like industry, company culture, and length of employment. As the concept of work-life balance continues to evolve, it's becoming less about simply managing work and family responsibilities and more about overall job satisfaction, flexibility, and personal well-being. Employees who feel overwhelmed or unsupported in achieving this balance are more likely to seek alternative job opportunities. To reduce turnover, companies must foster a supportive work culture by offering flexible work arrangements, encouraging time off, and promoting overall well-being.

Hypotheses 3: Work-life balance has significant influence on employees' turnover intention in Food and Beverage Industry Malaysia.

Pay and Rewards Vs Turnover Intention: Recent studies highlight the importance of reward systems in reducing employee turnover, with Social Exchange Theory providing a key framework. Bartaula (2023) found that effective reward systems in Nepal's banking sector enhance commitment and engagement, lowering turnover intention. Similarly, Ali et al. (2016) showed that both extrinsic rewards (salary, benefits) and intrinsic rewards (recognition, job satisfaction) significantly impact turnover intentions in private higher education, with organizational commitment playing a mediating role.

Mendis (2017) confirmed that well-structured rewards influence retention in Sri Lanka's logistics sector, while Song (2013) emphasized that a comprehensive total rewards package—including salary, work-life balance, recognition, and career development—reduces turnover intention. However, Goh Jiaying (2023) noted that while career growth and skill development help retain employees, promotion speed and salary growth may not be as decisive. On the whole, both financial rewards, which provide security, and non-financial rewards, which promote recognition and professional growth, are crucial in fostering employee loyalty and reducing turnover. Therefore the following hypotheses is formulated:

Hypotheses 4: Pay and reward have significant influence on employees' turnover intention in Food and Beverage Industry Malaysia.

Conceptual Framework

The conceptual foundation of this study is built upon a wide range of previous research to ensure credibility and relevance. The independent variables—job satisfaction, organizational commitment, work-life balance, and pay and rewards—are based on insights from several

studies, including those by Chen et al. (2019), Rakhmitania (2022), Wijesekara (2023), Siddiqui (2012), Rahman (2020), Khao (2020), Oh (2019), Hussain (2020), Guzeller et al. (2019), Mui (2021), Chenshu et al. (2024), Kabir (2018), Lestari (2021), Wardana et al. (2020), Lee (2023), Bartaula (2023), Ali et al. (2016), Mendis (2017), Song (2013), and Goh (2023). In addition, the turnover intention variables in Section C were inspired by the research of Hom, Lee, Shaw, and Hausknecht (2017) and Arokiasamy (2013), which provided key insights into employee retention challenges within the Food and Beverage (F&B) service industry in Malaysia.

This study examines how job satisfaction, organizational commitment, work-life balance, and pay and rewards impact employee turnover intention in Malaysia’s Food and Beverage service industry. By analyzing these factors in depth, the research aims to provide meaningful insights into why employees leave and how businesses can improve retention. The findings will help develop effective human resource strategies and business practices that create a more engaging, supportive, and motivating work environment, ensuring long-term employee commitment in this fast-paced industry.

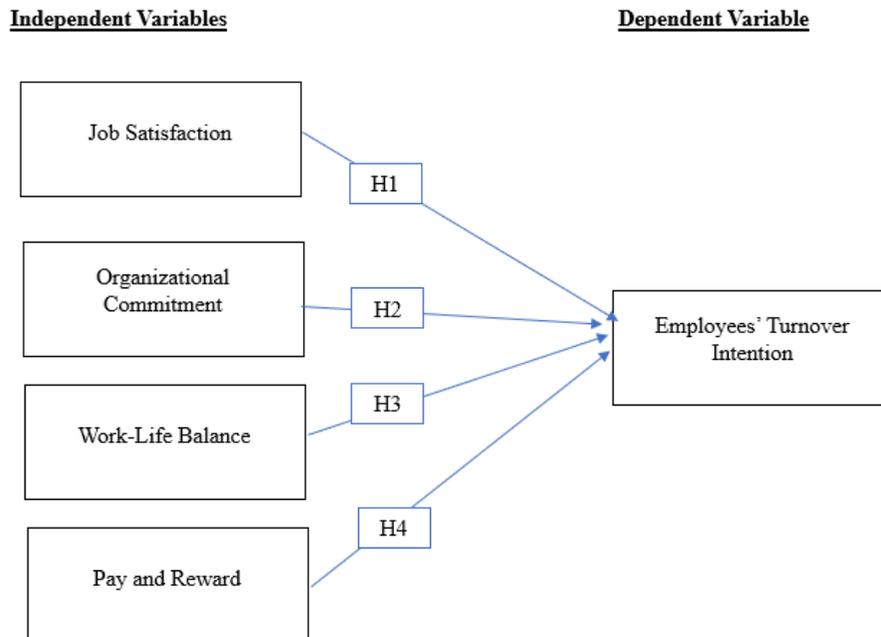


Figure 1: Relationship Between Independent Variables and Dependent Variable

Methodology

This study adopted a structured approach to understanding how job satisfaction, organizational commitment, work-life balance, and pay and rewards influence employee turnover intentions in Malaysia’s Food and Beverage (F&B) industry. The research process involves identifying key questions, developing hypotheses, collecting and analyzing data, and drawing meaningful conclusions. To ensure reliable and insightful findings, careful attention is given to research

design elements such as selecting the right population, determining an appropriate sample size, and using effective sampling techniques.

Building on established research methodologies (Trochim et al., 2006), the study begins with a clear identification of the core issue, followed by a thorough review of existing literature and the formulation of well-defined hypotheses and research questions. A quantitative cross-sectional survey was chosen as the primary method, allowing for an in-depth examination of how these workplace factors influence turnover intentions. The descriptive research design helps analyze the relationships between job satisfaction, work-life balance, and employee retention using classification, narrative descriptions, and statistical correlations (Durrheim, 2010).

To interpret the collected data effectively, descriptive analysis is used to identify patterns, measure variations, and compare different factors that influence employee decisions. Statistical metrics such as mean, standard deviation, and quantiles provide insights into trends and differences among various employee subgroups (Rawat, 2021). The study surveyed 400 employees within Malaysia's F&B industry through an online questionnaire distributed via email and WhatsApp, ensuring an efficient and comprehensive data collection process.

According to Malaysia's 2024 population estimates, the country's population stands at approximately 34.1 million. The highest concentrations of people are found in Selangor (21.6%), Johor (12.3%), and Sabah (11%). The age distribution reveals that 22.4% of the population is below 15 years old, 69.9% falls within the working-age group of 15 to 64, and 7.7% is aged 65 and above. In terms of gender, there are roughly 17.9 million males and 16.2 million females, resulting in a gender ratio of 111 males for every 100 females.

To gather relevant data and explore the research problem, this study employs a questionnaire survey targeting individuals working in Malaysia's Food and Beverage (F&B) industry. The sector employs approximately 1.07 million people, accounting for 3.13% of the country's total population. To determine an appropriate sample size for the study, the widely recognized Krejcie and Morgan (1970) table was applied. Based on their methodology, a sample size of 384 respondents was identified as sufficient to accurately represent the F&B workforce, ensuring reliable and valid findings with a high level of confidence.

Quantitative research methods play a crucial role in data collection, measurement, and analysis, making it essential to carefully select the right instruments to ensure the validity and reliability of the results (DiscoverPhDs, 2020). Among the various tools available—including surveys, observation checklists, tests, and data collection software—questionnaires are particularly effective due to their flexibility and ease of use. They can be administered in multiple ways, such as in person, via mail, or online, and structured using formats like multiple-choice questions, Likert scales, rating scales, and binary responses. This versatility makes questionnaires a valuable tool for efficiently gathering meaningful insights in large-scale studies like this one.

In this study, 400 questionnaires will be distributed to individuals working in Malaysia's Food and Beverage (F&B) service industry. The survey is structured into three sections to ensure a comprehensive analysis of the factors influencing employee turnover. Section A collects demographic information, including gender, age, education level, work experience, and marital status. Section B examines key factors affecting turnover intention, such as job satisfaction, organizational commitment, work-life balance, and pay and rewards. Section C measures turnover intention using Likert-scale items to capture respondents' perspectives accurately. This

structured approach allows for an in-depth exploration of the relationships between these variables and employee retention within the industry.

Before the full-scale study, a pilot test was conducted with 40 respondents who completed the questionnaire via Google Forms, distributed through email and WhatsApp to evaluate the effectiveness of the survey instrument. Pilot testing ensures the reliability, accuracy, and feasibility of these components before broader implementation (Willard, 2024). To ensure reliability, Cronbach's Alpha will be used to assess internal consistency. A reliability coefficient exceeding 0.70 for both dependent and independent variables confirms that the instrument provides stable and consistent measurements, reinforcing the credibility of the study's findings.

Factor	No of Items	Cronbach's Alpha
Turnover Intention	5	0.815
Job Satisfaction	5	0.804
Organizational Commitment	5	0.711
Work Life Balance	5	0.778
Pay & Rewards	5	0.743

Table 1: Summary Of Reliability Test for Pilot Test

Source: Developed from study

According to the Table1, the reliability results show strong reliability across all variables: Turnover Intention ($\alpha = 0.815$), Job Satisfaction ($\alpha = 0.804$), Work-Life Balance ($\alpha = 0.778$), Pay and Reward ($\alpha = 0.743$), and Organizational Commitment ($\alpha = 0.711$). Since all values exceeded the generally accepted threshold of 0.7, the measurement tool demonstrated high consistency.

To accurately measure and analyze the variables in this study, different quantification levels were applied. The demographic data in Section A utilized nominal scales, which classify categorical variables such as gender, ethnicity, marital status, education level, occupation, and age. Meanwhile, Sections B and C implemented ordinal scales, particularly a 7-point Likert scale, to rank responses and capture variations in perceptions.

The data analysis process in this study involves multiple statistical techniques to derive meaningful insights. To maintain consistency and accuracy, internal reliability testing is performed using Cronbach's Alpha, confirming that the survey items effectively measure their intended constructs. A Pearson correlation matrix is then applied to evaluate the relationships between key variables, determining the strength and direction of their associations. Finally, multiple linear regression analysis is conducted to assess the combined effect of the independent variables on turnover intention, allowing for a comprehensive understanding of the factors influencing employee retention in Malaysia's F&B industry. The Factor analysis is conducted to ensure the factors contributing to the employee turnover intention. Through this systematic approach, the study provides valuable insights that can inform strategic HR policies and business decisions aimed at reducing turnover and enhancing workforce stability.

Data Analysis & Results

To gather data for this study, a structured questionnaire was distributed remotely via Google Forms through WhatsApp and email to 400 employees working in Malaysia's Food & Beverage industry. The responses were then processed and analyzed using SPSS software. To ensure a comprehensive understanding of the findings, frequency and descriptive analyses were conducted, with results presented in tables and figures. This approach allowed for a clear examination of the relationships between key workplace factors and employee turnover intentions while also testing the significance of the proposed hypotheses.

Reliability Analysis

For this study, a total of 400 respondents participated by completing a survey distributed via Google Forms through email and WhatsApp. To ensure the reliability of the questionnaire, Cronbach's Alpha was used to assess internal consistency across all measured constructs. The results demonstrated exceptionally high reliability: Turnover Intention ($\alpha = 0.950$), Job Satisfaction ($\alpha = 0.948$), Organizational Commitment ($\alpha = 0.951$), Work-Life Balance ($\alpha = 0.945$), and Pay & Rewards ($\alpha = 0.949$). Since a Cronbach's Alpha score above 0.70 is considered acceptable and values exceeding 0.90 indicate outstanding reliability, these findings confirm that the questionnaire maintains strong internal consistency with minimal measurement error.

Factor	No of Items	Cronbach's Alpha
Turnover Intention	5	0.950
Job Satisfaction	5	0.948
Organizational Commitment	5	0.951
Work Life Balance	5	0.945
Pay & Rewards	5	0.949

Table 2: Summary of Reliability Analysis for Actual Study

Source: IBM SPSS constructed for research purpose

Demographic Profile

The questionnaire contains the demographic information which is Gender, Age, Ethnicity, Marital Status, Education Level and Working experience in an organization, the same is analyzed and presented as under. Table 3 presents the demographic profile of the 400 respondents in this study, offering a detailed overview of the workforce in Malaysia's Food & Beverage industry.

Variable	Category	Total	Percentage
Gender	Male	212	53
	Female	188	47
	Total	400	100
Age	19 and below	35	9
	20-25	65	16
	26-30	89	22
	31-35	86	21
	36-40	85	22
	41 and above	40	10

	Total	400	100
Ethnicity	Malay	176	44
	Chinese	125	31
	Indian	80	20
	Other	19	5
	Total	400	100
Marital Status	Married	180	45
	Single	163	40
	Divorce	56	14
	Other	2	1
	Total	400	100
Highest Education Level	SPM	100	25
	STPM	61	15
	Diploma	107	27
	Bachelor's Degree / Professional	81	20
	Master/PhD	51	13
	Total	400	100
Year(s) of working with current organisation	Less than 1 year	70	17
	1-3 years	123	31
	4-5 years	91	23
	More than 5 years	116	29
	Total	400	100
Job Position	Non-Management Level	98	25
	Lower-Level Management	132	33
	Middle-Level Management	104	26
	Higher-Level Management	66	16
	Total	400	100

Table 3: Demographic Profile

The gender distribution is relatively balanced, with 53% male (212 respondents) and 47% female (188 respondents). In terms of age, the largest groups fall within the 26–30 (22%), 31–35 (21%), and 36–40 (22%) age ranges, while 9% are 19 and below, 16% are between 20–25, and 10% are 41 and above.

Ethnicity-wise, Malays make up the majority at 44%, followed by Chinese (31%), Indians (20%), and those from other ethnic backgrounds (5%). Regarding marital status, 45% of respondents are married, 40% are single, 14% are divorced, and 1% fall into the "other" category.

Educational qualifications vary among respondents: 27% hold a Diploma, 25% have SPM, 20% possess a Bachelor's degree or professional qualification, 15% have completed STPM, and 13% have attained a Master's or PhD. When considering tenure within their current organization, 17% have worked for less than a year, 31% for 1–3 years, 23% for 4–5 years, and 29% for more than five years.

In terms of job positions, 33% of respondents hold lower-level management roles, 26% are in middle-level management, 25% are in non-management positions, and 16% occupy higher-level management roles.

Descriptive Analysis:

The Table 4 provides a summary of descriptive statistics for five key workplace factors: Turnover Intention, Job Satisfaction, Organizational Commitment, Work-Life Balance, and Pay & Rewards. The mean values suggest that employees generally hold positive perceptions of job satisfaction (4.50), organizational commitment (4.46), work-life balance (4.50), and pay & rewards (4.51). However, turnover intention has a slightly lower mean of 4.31, indicating that while most employees do not have a strong desire to leave, some are considering it.

	Turnover Intention	Job Satisfaction	Organizational Commitment	Work-life Balance	Pay & Rewards
Mean	4.31	4.50	4.46	4.50	4.51
Median	5.00	5.00	5.00	5.20	5.20
Std. Deviation	1.40	1.37	1.43	1.38	1.38

Table 4: Construct Evaluation Statistics

The median values further support these findings, with job satisfaction, organizational commitment, and turnover intention at 5.00, while work-life balance and pay & rewards have slightly higher medians at 5.20. This indicates that most employees rate these aspects positively. Standard deviations range from 1.37 to 1.43, reflecting a moderate level of variation in responses. Job satisfaction has the lowest variability (1.37) meaning employee perceptions on this factor are relatively consistent. The data suggests a generally positive workplace environment, with strong satisfaction in key areas.

Correlation Analysis:

The Table 5 presents the results of Pearson correlation analysis, which evaluates the strength and direction of linear relationships between the study's key variables. The findings reveal a high correlation between Job Satisfaction (JS) and Turnover Intention (TI) ($r = 0.738$), indicating that as job satisfaction increases, employees may be more likely to consider leaving their current employer. This could suggest that individuals who feel more satisfied with their roles may also have greater confidence in exploring new opportunities. Additionally, Job Satisfaction and Organizational Commitment (OC) show a similarly high correlation ($r = 0.74$), suggesting that employees who experience greater job satisfaction tend to exhibit stronger organizational commitment. This relationship may be driven by factors such as increased engagement, stronger workplace relationships, and a greater sense of belonging within the organization.

Variable		TI	JS	OC	WB	PR
TI	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	400				
JS	Pearson Correlation	.738**	1			
	Sig. (2-tailed)	.000				

	N	400	400			
OC	Pearson Correlation	.742**	.932**	1		
	Sig. (2-tailed)	.000	.000			
	N	400	400	400		
WB	Pearson Correlation	.767**	.934**	.950**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	400	400	400	400	
PR	Pearson Correlation	.755**	.927**	.928**	.949**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	400	400	400	400	400

Table 5: Pearson Correlation Analysis Result

The analysis highlights exceptionally strong correlations between Job Satisfaction and both Work-Life Balance ($r = 0.934$) and Pay and Rewards ($r = 0.927$). This suggests that employees who are more satisfied with their jobs also perceive greater work-life balance and more favorable compensation, which could enhance overall job retention. Additionally, Organizational Commitment is strongly linked to Pay & Rewards ($r = 0.928$) and even more so to Work-Life Balance ($r = 0.949$), reinforcing the idea that a supportive work environment and fair compensation are key drivers of employee commitment.

The study also reveals a high correlation between Organizational Commitment and Turnover Intention ($r = 0.742$), indicating that employees who feel a strong sense of commitment to their organization are less likely to consider leaving. Similarly, Work-Life Balance is highly correlated with Turnover Intention ($r = 0.767$), suggesting that employees who experience a better balance between work and personal life are less inclined to seek new job opportunities. Likewise, the correlation between Pay and Rewards and Turnover Intention ($r = 0.755$) highlights the importance of competitive compensation in minimizing employee turnover.

Multiple Linear Regression Analysis

The multiple linear regression summary results generated using SPSS from 400 questionnaires distributed among respondents in the F&B industry in Malaysia. The analysis includes summary, ANOVA, and coefficients tables, which together provide an overview of the model's performance. Building on the earlier correlation analysis that examined the relationships between the independent variables—Job Satisfaction (JS), Organizational Commitment (OC), Work-Life Balance (WB), and Pay & Rewards (PR)—and the dependent variable, Turnover Intention (TI), the regression analysis further identifies the strength of these relationships.

Multiple R	R Square	Adjusted R Square	Standard Error	Observation
0.772	0.597	0.592	0.894	400

Table 6: Multiple Linear Regression Summary

The results indicate a Multiple R of 0.772 (77.2%), and an R-squared value of 0.597 (59.7%), meaning that approximately 59.7% of the variance in Turnover Intention is explained by the independent variables. This suggests that Job Satisfaction, Organizational Commitment, Work-

Life Balance, and Pay & Rewards have a moderate influence on employees' decisions to leave the organization.

Model	Sum of Square	df	Mean Square	F	Sig
Regression	467.17	4	116.794	145.989	0.00 ^b
Residual	316.00	395	0.800		
Total	783.18	399			

Table 7: ANOVA

According to Table 7, the ANOVA results ($F = 145.989$, $p = 0.000$) confirm the model's statistical significance, indicating that JS, OC, WB, and PR collectively influence Turnover Intention. The higher regression sum of squares (467.17) versus residual (316.00) suggests a good model fit.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.735	.156		4.699	.000		
JS	.090	.104	.088	.862	.389	.098	10.206
OC	.037	.110	.038	.335	.738	.080	12.532
WB	.440	.131	.434	3.368	.001	.061	16.265
PR	.229	.111	.226	2.062	.040	.085	11.744

Table 8: Multiple Regression Analysis

Regression analysis examines how changes in one variable trigger changes in another, establishing a cause-and-effect relationship (Mara Calvello, 2024). In this study, a p-value below 0.05 indicates statistical significance. The model coefficients presents in the Table 8 reveal that Job Satisfaction (JS) and Organizational Commitment (OC) do not have significant relationships with employee turnover intention ($p = 0.389$ and $p = 0.738$, respectively), leading to the rejection of Hypotheses H1 and H2. In contrast, Work-Life Balance (WB) and Pay & Rewards (PR) exhibit statistically significant relationships with turnover intention, with p-values of 0.001 and 0.040, respectively. Thus, Hypotheses H3 and H4 are accepted.

Smart-PLS Result

Smart-PLS refer to a software to interface the variance based of structural equation modelling (SEM) using the partial least square (PLS) path modelling method. SMART-PLS is compatible for predictive modelling and concentrating on the relationships between latent variables and their indicators. SMART-PLS also used in exploratory research settings to allow for model description and testing with minimal assumptions. As above Smart-PLS result indicates that Job Satisfaction (JS) and Organizational Commitment (OC) no significant influence on employee turnover intention which is $JS=0.443$ and $OC= 0.695$ meaning H1 and H2 are rejected. However, Smart-PLS used for predict the relationship between latent variable and indicators; researcher intensively to refer the result of Pearson correlation analysis result to determine and justify the accuracy relationship of variables that revealed H1, H2, H3 and H4 are accepted with 2-tailed significant result as value of 0.00, means less than 0.05.

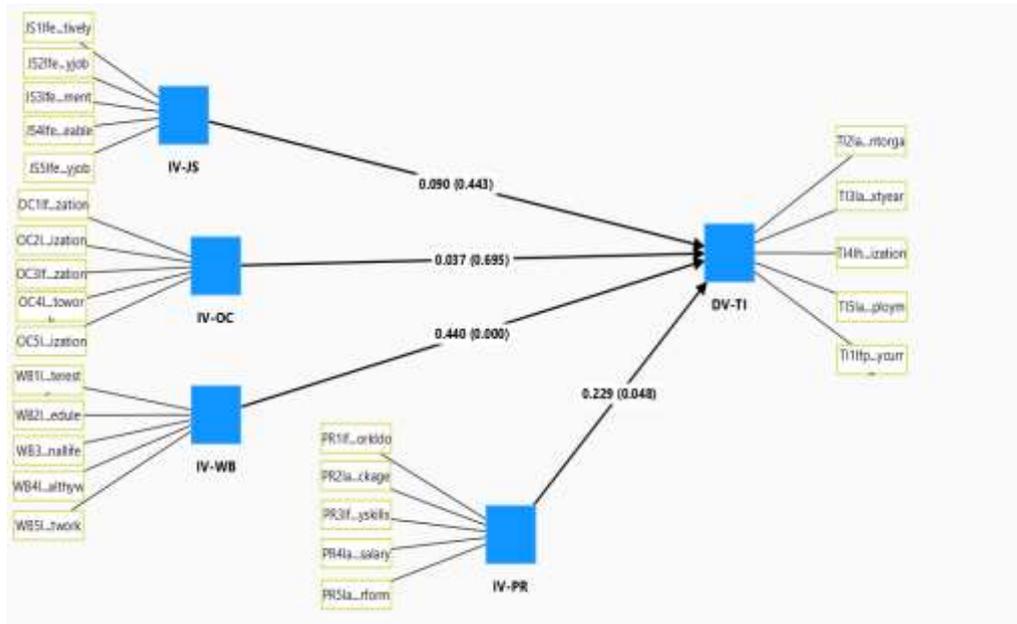


Figure 2: Smart PLS Result

Factor Analysis

The factor analysis is essential to verify whether each variable effectively measures its intended construct and to assess the construct validity of variables within their respective dimensions. In this study, SPSS was used to perform factor analysis on data collected from 400 respondents, using Principal Component Analysis (PCA). This method ensures that the variables align with their theoretical constructs while providing a rigorous evaluation of the instrument's validity.

The Kaiser-Meyer-Olkin (KMO) and Bartlett's tests are preliminary checks to ensure factor analysis is appropriate. The KMO measures sampling adequacy, with values above 0.5 considered acceptable. According to the guidelines, a KMO value of less than 0.5 is poor, 0.5–0.6 is average, 0.6–0.7 acceptable, 0.7–0.8 good, and above 0.8 excellent. For turnover intention (TI), according to the Table 9, the KMO value is 0.894, which is excellent and indicates the data are well-suited for factor analysis. Bartlett's test yielded a value of 1993.983 with a p-value of 0.000 ($p < 0.05$), suggesting that the correlation matrix is significant and that substantial relationships exist among the variables.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.894
Bartlett's Test of Sphericity	Approx. Chi-Square	1993.983
	Df	10
	Sig.	.000

Table 9: KMO and Bartlett's Test (Turnover Intention)

Additionally, according to Table 10 eigenvalues—plotted on a screen plot—help determine the number of factors. In this study, the factors explain 83.38% of the variance, exceeding the acceptable threshold of 70%, with only two factors having eigenvalues above 1. The component matrix loadings ranging from 0.888 to 0.927, confirming that the items related to turnover intention are strongly correlated and well-represented in shows in Table 11.

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.169	83.387	83.387	4.169	83.387	83.387
2	.288	5.750	89.137			
3	.238	4.768	93.905			
4	.170	3.402	97.307			
5	.135	2.693	100.000			

Table 10: Eigenvalues

Variables	Items	Component 1
TI	If presented with a better job opportunity, I would consider leaving my current employer.	.888
TI2	I am actively looking for other job opportunities outside of my current organization.	.921
TI3	I am likely to leave my current organization within the next year.	.917
TI4	I have already made plans to leave my current organization.	.927
TI5	I am dissatisfied with my current job and actively looking for other employment opportunities.	.912

Table 11: Component Matrix (Turnover Intention)

According to Table 12, the KMO value for all dependent variables which are Job Satisfaction (JS), Organizational Commitments (OC), Work-life Balance (WB) and Pay and Rewards (PR) as 0.988 higher than 0.5 meanwhile consider extremely excellent and satisfactory for factor analysis. Barlett’s test value larger at 10,507.372 and significance value (p-value) at 0.000 below 0.05 meanwhile substantial correlations with dependent variables.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.988
Bartlett's Test of Sphericity	Approx. Chi-Square	10507.372
	Df	190
	Sig.	.000

Table 12: KMO and Bartlett's Test

Eigenvalues refer to examine the number of influences is the scree-plot represented in Figure 3. The scree-plot of eigenvalues compared to the number of factors to break or elbow in visible in

scree-plot. A set of factors that explain more than 70% of the variance in the original data is generally considered acceptable which is 78.92%. The eigenvalues for all factors are shown above. Only two factors have eigenvalues above 1 (Vincent Nijs, 2024).

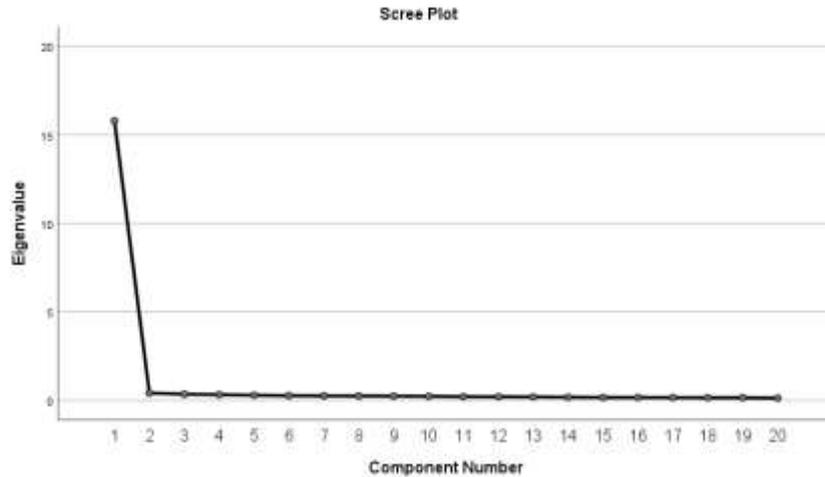


Figure 3: Eigenvalues Chart (Independent Variables)

The component matrix presented that the range of component (0.872-0.908) close to 1.0; Table 13 shows the component matrix of dependent variables which are Job Satisfaction (JS), Organizational Commitments (OC), Work-life Balance (WB) and Pay and Rewards (PR).

Variable	Items	Component
JS1	I feel that my job allows me to use my skills effectively.	.874
JS2	I feel secure in my job.	.881
JS3	I feel that my job provides opportunities for development.	.873
JS4	I feel that my current workload is manageable.	.890
JS5	I feel appreciated in my job.	.908
OC1	I feel a strong sense of loyalty to my organization.	.886
OC2	I am committed to the goals of my organization.	.888
OC3	I feel that my personal values align with the values of my organization.	.895
OC4	I am likely to recommend my organization as a good place to work.	.894
OC5	I am committed to staying with my current organization.	.898
WB1	I feel that I have time to pursue personal interests outside of work.	.895
WB2	I am satisfied with the flexibility of my work schedule.	.899
WB3	Work often interferes with my personal life.	.878
WB4	I receive a high level of support from my organization to maintain a healthy work-life balance.	.896
WB5	I often feel burnt out at work.	.873

PR1	I feel that my pay is fair for the work I do.	.872
PR2	I am satisfied with my current benefits package.	.898
PR3	I feel that my pay is commensurate with my skills.	.894
PR4	I am likely to seek employment elsewhere if I were offered a higher salary.	.890
PR5	I am satisfied with the recognition and rewards I receive for my performance at work.	.883

Table 13: Component Matrix (Dependents variables)

Hypotheses Results

The hypothesis presented in Table 14 investigated the relationships between independent variables—job satisfaction, organizational commitment, work-life balance, and pay & rewards—and the dependent variable, employee turnover intention in Malaysia's F&B industry. Cronbach's Alpha scores for all variables were extremely high (H1: 0.948; H2: 0.951; H3: 0.945; H4: 0.949), confirming excellent internal consistency (values above 0.7 indicate high reliability).

Hypothesis	Results			
	Cronbach's Alpha	Pearson Correlation	P-value	Hypothesis
H1: Job satisfaction has significant influence on employees' turnover intention in Food and Beverage Industry Malaysia.	.948	.738**	.389	H1 is rejected
H2: Organisational commitment has significant influence on employees' turnover intention in Food and Beverage Industry Malaysia.	.951	.742**	.738	H2 is rejected
H3: Work-life balance have significant influence on employees' turnover intention in Food and Beverage Industry Malaysia.	.945	.767**	.001	H3 is accepted
H4: Pay and reward have significant influence on employees' turnover intention in Food and Beverage Industry Malaysia.	.949	.755**	.040	H4 is accepted

Table 14: Hypothesis Results

The Pearson correlation analysis revealed strong relationships between each independent variable and turnover intention: job satisfaction ($r = 0.738$), organizational commitment ($r = 0.742$), work-life balance ($r = 0.767$), and pay & rewards ($r = 0.755$). All correlations were statistically significant ($p < 0.05$), confirming their associations with employees' intentions to leave. However, multiple regression analysis provided deeper insights. While work-life balance ($p = 0.001$) and pay & rewards ($p = 0.040$) emerged as significant predictors of turnover intention—leading to the acceptance of H3 and H4—job satisfaction ($p = 0.389$) and

organizational commitment ($p = 0.738$) did not reach statistical significance, resulting in the rejection of H1 and H2.

H1: Job satisfaction (Cronbach's Alpha = 0.948) showed a strong correlation with turnover intention ($r = 0.738$, $p = 0.000$). However, multiple regression ($p = 0.389$) found no significant impact, leading to H1 rejection. This suggests job satisfaction alone does not predict turnover intention.

H2: Organizational commitment (Cronbach's Alpha = 0.951) correlated strongly with turnover intention ($r = 0.742$, $p = 0.000$). Yet, regression ($p = 0.738$) found no significant effect, rejecting H2. Thus, organizational commitment does not independently predict turnover intention.

H3: Work-life balance (Cronbach's Alpha = 0.945) strongly correlated with turnover intention ($r = 0.767$, $p = 0.000$). Regression analysis confirmed significance ($p = 0.001$), supporting H3. Better work-life balance reduces turnover intention, emphasizing the need for flexible policies.

H4: Pay & rewards (Cronbach's Alpha = 0.949) correlated positively with turnover intention ($r = 0.755$, $p = 0.000$). Regression ($p = 0.040$) confirmed significance, supporting H4. Competitive compensation helps retain employees and reduce turnover.

Findings and Conclusion

This study looked at how job satisfaction, organizational commitment, work-life balance, and pay & rewards affect employee turnover intention in Malaysia's F&B industry. The results showed that while job satisfaction and organizational commitment were positively correlated with turnover intention, they didn't significantly predict whether employees would actually leave. This suggests that while employees may feel satisfied and committed, other factors play a bigger role in their decision to stay or go. On the other hand, work-life balance and pay & rewards had a significant impact. Work-life balance was the strongest predictor, showing that employees who can manage their work and personal life effectively are less likely to leave. Competitive salaries and rewards also played a key role in keeping employees engaged and satisfied.

These findings highlight the importance of creating a supportive work environment with flexible policies and fair compensation. To improve retention, businesses should focus on work-life balance initiatives, career growth opportunities, and recognizing employees' contributions. Future research could explore other factors like workplace culture, leadership, and job security while expanding the study to different industries for a more comprehensive understanding.

Research Limitations

This study had a few limitations to consider for future research. While the sample size of 400 respondents provided valuable insights, it may not fully represent the diversity of Malaysia's F&B workforce. A larger, more varied sample could offer a clearer industry-wide perspective. The data collection method—online surveys via WhatsApp and email—was convenient but introduced potential biases, including a limited reach and possible low response rates. Digital distribution also raised concerns about data privacy and made it difficult to clarify any misunderstandings in the questionnaire, which could affect response accuracy.

Time constraints were another challenge. With the study completed in three months, the research remained exploratory rather than in-depth. A longer timeframe could allow for more detailed

analysis, including tracking trends over time. Addressing these limitations in future research would enhance the understanding of employee retention in Malaysia's F&B industry.

Recommendations for Future Study

To strengthen future research, expanding the sample size and including a more diverse group of respondents would improve the accuracy and broader applicability of the findings. Utilizing approaches such as stratified sampling, conducting studies across multiple locations, and leveraging digital platforms for wider participation could enhance both the reliability and depth of the results. Additionally, longitudinal studies, which track changes over time, would offer valuable insights into emerging trends and causal relationships. Future research could also focus on practical interventions, examining strategies to reduce employee turnover by improving job satisfaction, organizational commitment, work-life balance, and compensation. By addressing these areas, future studies can build on the insights from this research, contributing to more effective employee retention strategies within Malaysia's F&B industry.

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