

Research Article

## **Determinant of Millennials' Retention and Perception towards the Existence of Technology in Malaysia's Hotel Industry**

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### **Abstract**

The hotel industry is one of the fastest-growing industries in the country. Fewer Millennials are willing to work in the hotel industry, which primarily employs unskilled workers. The purpose of this study is to look at the factors that influence millennials' retention and perceptions of technology in the Malaysian hotel industry. This study is carried out using a quantitative method. The Google Forms questionnaire was created and distributed to Millennial employees in star rated hotels in Kuala Lumpur. Employee retention strategies such as personal emotion support, reward and recognition, work environment, and work characteristics, according to the findings of this study, can boost job satisfaction, which leads to retention. It is vital for businesses to be able to keep its people in order to stay in business. Despite the fact that this study intended to include all aspects of staying at a company for a long period, it fell short. According to the study, compensation, work schedule flexibility, and work-life balance are the most important factors for employees to stay with the company, while lower compensation and benefits, inequality and favouritism, a lack of importance for professional growth, and a lack of development opportunities are the most important factors for employees to leave. According to the research, the organisation should focus on the following retention measures to boost employee happiness and retention: flexible working hours, employee awards, and career development programmes.

**Keywords:** *Determinant; Millennials; Retention; Perception; Technology; Malaysia; Hotel Industry*

### **Introduction**

Hotel industry is one of the biggest growing sectors in assisting the country growth (Saner et al., 2019; Giaoutzi, 2017). However, nowadays in the 20th century generation, many other similar organizations with similar services but different type of name that attract the millennials attention in engaging with the system (Zervas et al., 2017). The similar organization consist of Airbnb and Homestay. According to Global Database's Malaysia, 2018 report by Valuation and Property Services Department, Ministry of Finance, the number of hotels were reported 3,188.000 Units. In other word,

there is high possibility that this hospitality sector may need much workforce in the future (Zervas et al., 2017).

Aguenza et al. (2018) stated most employees will stay with an organization if there are the tool of motivation. An organisation should not emphasize only on monetary rewards to the employees instead non-monetary rewards also seems tempting and make the employees feel appreciated by the organization (Mwai, 2018; Msengeti et al., 2015; Bustamam et al., 2014). Therefore, establishing a well balance reward system is one of the strategic approaches where organizations not only able to satisfy employees' needs but also to simultaneously achieve higher employee performance, improve resource efficiency, and enhance customer service quality (Keisu, 2018; Katzenbach et al., 2015). In addition, previous researcher found (recognition, job control, shared core values, work itself, work schedule flexibility, satisfactory pay rate), member reactions (organizational identification, job satisfaction) are among the tool of motivators for the millennial (Fernance, 2018; Wiggins, 2016; Kellison et al., 2013).

Millennial also known as generation y is the target participant of workforce in this era. Since the future retirement of a large group of employees (Baby Boomers) and a small group from generation x has created a crisis as the organizations strive to recruit and retain the younger generations, who supposedly hold significantly different values, attitudes, and expectations from the generations of workers who preceded this generation (Coffey et al., 2018; Anderson and Buchko 2016; Economist, 2009). Many employers are not confident in hiring this generation due to its high possibility of this group intention in changing workplace (O'Hara et al., 2019; Deloitte, 2016). This generation is best known for its active and not to sit still attitude (Huttunen and Christensen, 2019; Smith and Nichols, 2015). Millennial engagement with technologies has changed the way people supposed to interact with the world (Holland et al., 2016). Hence, there are several articles stated that motivating and managing this millennial are challenging and a good opportunity to acquire knowledge to understand more about this group (Eickmeyer and Manning, 2018; Brown et al., 2015).

Currently in Malaysia, there are fewer Malaysians that willing to work in the hotel industry and the industry are mostly hiring the unskilled employees (Garg and Garg, 2019; Del Carpio et al., 2015). Compared to people from other countries like Indonesia, Philippine, Nepal, and Bangladesh which are not that choosy about the job allocation and task (Del Carpio et al., 2015). The problem with Malaysians is the thought to comply to this job as per the status of education level and the standard of living (Jordaan, 2018; Queiri et al., 2015). Few years back, there are still a few numbers of Malaysian in the industry due to the number of wages (Tan et al., 2018; Joo-Ee, 2016). Nowadays, employers would rather hire foreign worker than locals since the requirement of pay is lower (Jordaan, 2018; Del Carpio et al., 2015). This study helps to increase the employment rate of Malaysian and concurrently assist in finding the cause of millennials often have the intention to change job.

Hotel turnover rate is high and has not been solve in many years. According to previous researcher, hospitality industry is considered as an unstable industry due to it dependant on labour force (Hemdi

et al., 2018; Albattat and Som, 2013). In order to solve this problem, technology innovation has been introducing to this industry (Ohlan, 2018; Zaitseva et al., 2016). However, people perception can be varied in term of their generation gaps and characteristics. In this research, the main study is millennial perception on technology implementation in hotel industry.

The high turnover intention especially by millennials have been the issue recently in various industry. Moreover, researchers have studied a few factors that influence the intention to leave the job. There are a few contexts related to hotel industry. However, the intention of turnover in an organization is affected by the demographic and generation differences (Reddit et al., 2017). The younger generation, Gen Y also known as Millennial, has higher intention to leave the job compared to Gen X. Gen X is easily satisfied with the current job compared to millennials. the intention of employee turnover can be influence by the training provided in an organization (Arora and Dhole, 2019; Kang et al., 2015). The gaps between generation X and millennials are their differences in generation which moulded characters of a people (Arora and Dhole, 2019; Lyons et al., 2015).

In this wise technology era, the millennials are more attached and easily attracted by the improvement of technologies (Ohlan, 2018). Millennials are technology savvy. This generation is a slave to the technology. For instance, the way millennials use to communicate and the information seeking process is different from the Gen X. Moreover, job seeking process of Gen X is by Job Seeking Agencies or personal drop-off resumes meanwhile Millennial or Gen Y job seeking method may be through a few websites like jobstreet.com, through this context, the result show that technology and the traditions to retain, train and sustain employees have to be different (Arora and Dhole, 2019; Moghaddam et al., 2015). High turnover rate will cause loss to an organization; an organization need to spend more time and cost to train new employees and to bare the loss of an experienced employees (Santhanam, 2018; Ozolina-Ozola, 2014; Appiah et al., 2013).

For this research, in order to retain millennial as a workforce in hotel industry, advancement of technology is indeed a tool in assisting in attracting this generation cohort. As the trend of technology used in hotel industry advance, the generation of workforce are also changing. Future profits and the source of the generation are the outcomes from corporate management strength (Ansoff et al., 2018; Petrovskaya et al., 2016). The influence of globalization development strategies of hotel industry has internal and external factors that affect the business by reducing the investment attractiveness (Zaitseva et al., 2016). The aim of this research is to study the determinant of millennials retention and perception towards existence of technology in Malaysia's Hotel Industry.

## **Literature Review**

### **2.1. Theoretical Review**

This study investigates the gaps between perception and characteristics of generation x and millennials since these two generations are born in different era. The ways of communicating and adapting to the situation are also different. In order to retention of millennials, this study must sort out the factors of influencing the decision of millennials and ways to attract the millennial to stay in this

industry. A researcher state that monetary benefit can be one of the ways to attract this generation (Tan et al., 2019; Msengeti et al., 2015). Other researcher state that this generation choose job that suits this generation sophisticated and materialistic lifestyle (Tan et al., 2019; Queiri et al., 2015). The researcher also state that the organization look highly on Generation X for the physical skills and abilities that always reached the organization's target (Tan et al., 2019; Queiri et al., 2015). This generation working abilities always exceed the organization expectation. This is the reason why organization demands on training the employees using the same method, while the generation gaps fail the organization as the new generation, millennials are tended to closely be familiarised with the technology that is widely implemented (Anderson and Buchko, 2016).

## **2.2. Theory of Reason Action**

The cause of employees leaving a job can be clarifies through the theory of reason action where it explains the relationship between attitudes and behaviour in human action (Ajzen and Kruglanski, 2019; Montano and Kasprzyk 2015; Fishbein and Ajzen, 2011). In a simpler word, it is used to predict individual behaviour based on their formal exist attitudes and behavioural intentions. In this study, employee turnover intentions are varied due to the difference of characteristics which are form through generation gaps (Ajzen and Kruglanski, 2019; Thomas, 2015). This theory is further revise after a few decades.

## **2.3. Theory of Plan Behaviour**

The theory of plan behaviour links one's belief and behaviour. The determinant of employees leaving a job can be identified though this theory. Further description, individual's behavioural intentions and behaviours can be form through attitude toward behaviour, subjective norms, and perceived behavioural control (Ajzen and Kruglanski, 2019; Fishbein and Ajzen, 1980). For this research, the intention of leaving a job can be influence through the behaviour of the employees.

### **Reason-action Approach**

This is a new theory modified where an integrative framework for prediction and change of human social behaviour (Ajzen and Kruglanski, 2019; Fishbein and Ajzen, 2010). This new theory is similar to the theory of plan behaviour. This theory further describes the change of human behaviour and characteristics where the generation gaps and the environment the employees been brought up can influence behaviour and characteristic of oneself.

## **2.4. Millennials / Generation Y**

Generation Y also known as millennials are born from 1981 to 1995 (Dimock, 2019; Fry, 2016). In other words, Generation Y, often referred to as Millennials, Nexters, or the Net-Generation, is the youngest generation in the current workforce (Kraus, 2017; Sessa et al., 2007). Suleman and Nelson (2011) state that millennials provide advantage to an organization due to this generation are high educated, knowledgeable with technology, innovative and confident. Malaysia's Department of Statistic (2019) stated that Malaysia unemployment rates have been increasing over the past years which are 1.6% since the last records of February 2018. The unemployed persons were last recorded

at a total of 516.4 thousand persons. Millennials is slowly replacing the Generation X in the workplace (Warner et al., 2018). The age differences have impact to the work-related variables (Kraus, 2017; Cadiz et al., 2015). Millennial tends to look for a job that suit the existing lifestyle. Therefore, millennial is known for the picky attitude and too overly confidence with of the ideas in mind (Kraus, 2017; Smith et al., 2015). Millennial are described as well-educated, open-minded, optimistic, collaborative, influential and sociable group of individuals (Vui-Yee and Paggy, 2018). Conferring to the study of "Giving negative feedback to Millennials: How can managers criticize the most praised generation" by Anderson and Buchko (2016) state that Millennials are mostly the child of Baby boomers which go through cultural war, right to abortion, racial and ethnical diversity. In such ways, millennials are being brought up with care, been thought of personal safety and defence that cause this generation to take pride on oneself, high self-confidence and have high level of personal security. The value of millennials includes monetary, leisure and technology are this generation best traits. Meanwhile, the positive values of this generation are the positive attitudes and self-absorbent learning skills (Anderson and Buchko, 2016). This generation takes pride to itself as the self-confidence is high. Based on this generations' expectations of the workplace environment, Millennials are the most difficult generation to recruit, retain, motivate, and manage (Tyson, 2017; Ferri-Reed, 2014; Helyer and Lee, 2012). However, to achieve the trust and retain this cohort of generation could be challenging (Arora and Dhole, 2019; Fitzpatrick, 2015).

## **2.5. Employee Retention**

Employee retention is an effort by every organization in striving to maintain the talented employees. Whereas the higher employee's retention means the lower employees turnover rate (Tan et al., 2018; Msengeti and Obwogi, 2015). Tanwar and Prasad (2016) state that employment environment could be the reason on retaining the employee. However, recruitment program has positive impact on work quality and employee performance (Sutanto and Kurniawan, 2016). Aguenza and Som (2018), employee retention could happen if there is a few motivational value-like financial rewards, job characteristics, career development, recognition, management, and work-life balance could assist in retention. Financial rewards are the direct monetary gift in satisfying the employee and being recognize by the organization. Career development means the employees get advancement in the job and also get promoted into higher position in an organization. Recognition makes the individual feel appreciated. Good and proper management could help the individual feel satisfy and ease with the current organization. Work-life balance could help the individual maintain the lifestyle and work that are important in one's life.

## **2.6. Technology in Hotel Industry**

Ohlan, (2018) stated that there are six latest trend of information technologies in hotel industry such as online reviews, virtual reality, chatbots, robots, mobile technology, and cloud computing. The researcher also state that the customer's choice is affected by the review written on the website or online application. Virtual reality is a picture and video-based items that is used to attract the

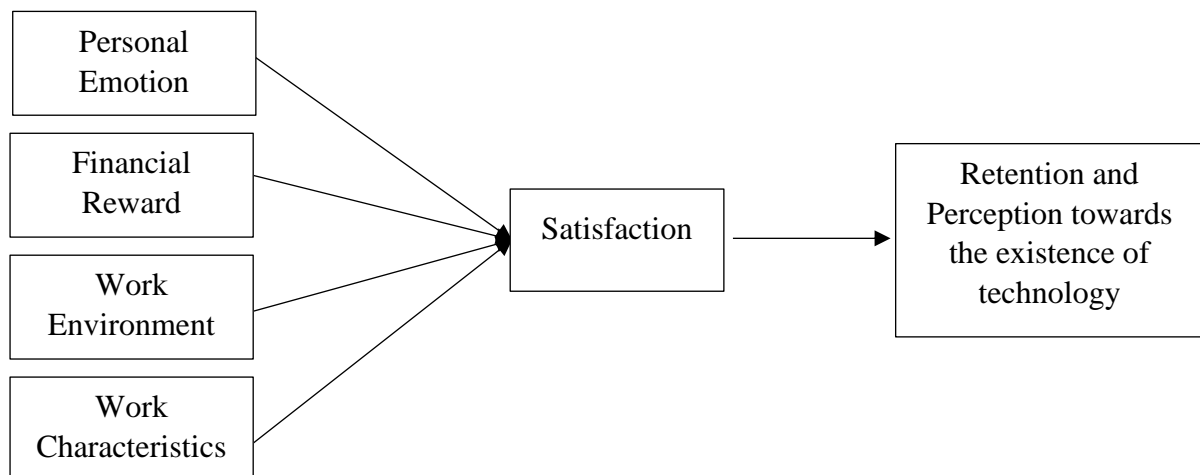
customers. Meanwhile, chatbots is a software used to communicate with the guests, it is very efficient and save the hotel a lot of time. Moreover, robots were first introduced by Nagasaki (2015) in Henn-na Hotel, Japan in assisting the guests needs, instead of people serving the guest, robots are invented. Besides that, mobile technology is an advancement which help people in getting access to book or search information regarding the hotel. There is also technology were checking in and out of a hotel without the use of key or card. Lastly, cloud computing is a software where it can be easily installed online which help in economic benefits.

As technology advancing, society are replacing manpower with robots and machines (Liu and Xu, 2017). There are several assistances that this technology provided to ease the society like education technology or software, where the education is provided through online and no educator involves (Yu, 2019; Edu et al., 2013). Education or learning can be done anywhere and anytime according to the schedule of one’s daily routine (Park et al., 2019; Edu et al., 2013). Besides, Ahmed et al. (2016) stated agriculture is a task needed a lot of labour and hard work, the implementation of technology has helped reduce the time of working. In the early history, manpower has been replaced by the animal but however this 20th century, manpower has been replaced by technology advancement (Ahmed et al., 2016).

**2.7. Research Methodology**

Quantitative technique is used to carry out this research. Quantitative research is an approach to test theories of objectives by examining the relationship between variables (Creswell and Creswell, 2017). The variables can be measured using accurate instrument so that numerated data can be analysed using statistical procedures (Sekaran and Bougie, 2016). The questionnaire developed to distribute to the Millennials in three different ranges of hotels in Kuala Lumpur. The population of this research were 5-, 4- and 3-star hotels’ employees. This study conducted in the hotel industry located in Kuala Lumpur. The questionnaire collected using Google Form distributed through email or WhatsApp to the authorised employees in the hotels and analysed using SPSS version 25.

**2.8. Conceptual Framework**



**Figure 1.** Conceptual Framework (Developed: Cho et al., 2017)

## Research Findings

### 3.1 Multicollinearity test

The results revealed that the tolerance values of all variables in the current study were greater than 0.1, and thus the Variance Inflation Factor values were less than the threshold value of 10 proposed by Hair et al (2010). To summarise, the tolerance values and Variance Inflation Factor values of the variables included in the study were within the suggested threshold values, so it was determined that multicollinearity did not exist in the current study.

**Table 1 Multicollinearity test**

Variable	Tolerance Value	Variance Inflation Factors
PE	0.410	2.442
RR	0.427	2.343
WE	0.402	2.488
WC	0.687	1.455
S	0.653	1.532
RPET	0.411	2.443

### 3.2 Descriptive Statistic

The factors' means and standard deviations were computed. The means of the items in the factors were then used to test hypotheses. Table 2 displays the constructs' means, standard deviations, and minimum and maximum values. Appendix contains the complete SPSS output. For all questionnaire items, the current study used a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).

**Table 2 Descriptive analysis and construct**

No	Variable	Min	max	Mean	Std. Deviation
1	PE	1	5	4.0	0.5
2	RR	1	5	4.0	0.6
3	WE	1	5	3.8	0.7
4	WC	1	5	3.9	0.5
5	S	1	5	5.6	0.8
6	RPET	1	5	4.1	0.6

### 3.3 KMO and Bartlett Test

The Kaiser-Meyer-Olkin test determines sample adequacy. The results of the KMO test range between 0 and 1. Zero indicates that the sum of correlations for parts of them is large in comparison to the sum of correlations, implying that factor analysis is unlikely to be appropriate. Values close to one represent patterns of R numbers that are relatively compact. Values greater than 0.5, according to Kaiser, are acceptable. The KMO for this study is 78.6, which is acceptable. The Bartlett test determines whether the original correlation matrix is an identity matrix. All correlation numbers are

zero if a matrix is an identity matrix. The P-value in this table is important for testing this hypothesis. Table 3 shows that P-values of 0.05 and 0.001 are highly significant.

Table 3 KMO and Bartlett's Test result

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.705
Bartlett's Test of Sphericity	Approx. Chi-Square	105.602
	df	15
	Sig.	.000

### 3.4 Demographic characteristic of the respondents

Table 4 Demographic characteristic

Demographic profile	Number	%
Gender		
Male	163	42
Female	221	58
Age		
25-29 years old	25	7
30-34 years old	189	49
35-39 years old	170	44
Marital status		
Single	270	70
Married	114	30
Education background		
SPM	79	21
STPM	120	31
Bachelor	130	34
Master	55	14
PhD	0	0
Job position		
Operational	36	9
Supervisor	120	31
Executive	150	39
Manager	78	20
How many years working in hotel industry		
Less than 1 years		
1-5 years	87	23
6-10 years	243	63
More than 10 years	63	15
Income level		
Less than 1000	43	11
1000-2000	98	26
2001-3000	165	43
3001-4000	50	13
Above 4000	28	7



The final sample included 384 respondents from the Kuala Lumpur headquarters of employees working in the hotel industry. The sample profile accurately represents the population under consideration. The respondents were classified based on demographic factors such as gender, age, marital status, educational background, job position, years of working experience, and income level.

### 3.5 Convergent Validity

The final sample included 384 respondents from the Kuala Lumpur headquarters of employees working in the hotel industry. The sample profile accurately represents the population under consideration. The respondents were classified based on demographic factors such as gender, age, marital status, educational background, job position, years of working experience, and income level.

Table 5 Average Variance Extracted Score

	Average Variance Extracted (AVE)
Personal emotion	0.572
Rewards and recognition	0.613
Work environment	0.674
Work characteristic	0.594
Satisfaction	0.506
Retention and perception toward the existence of technology	0.530

### 3.6 Discriminant Validity

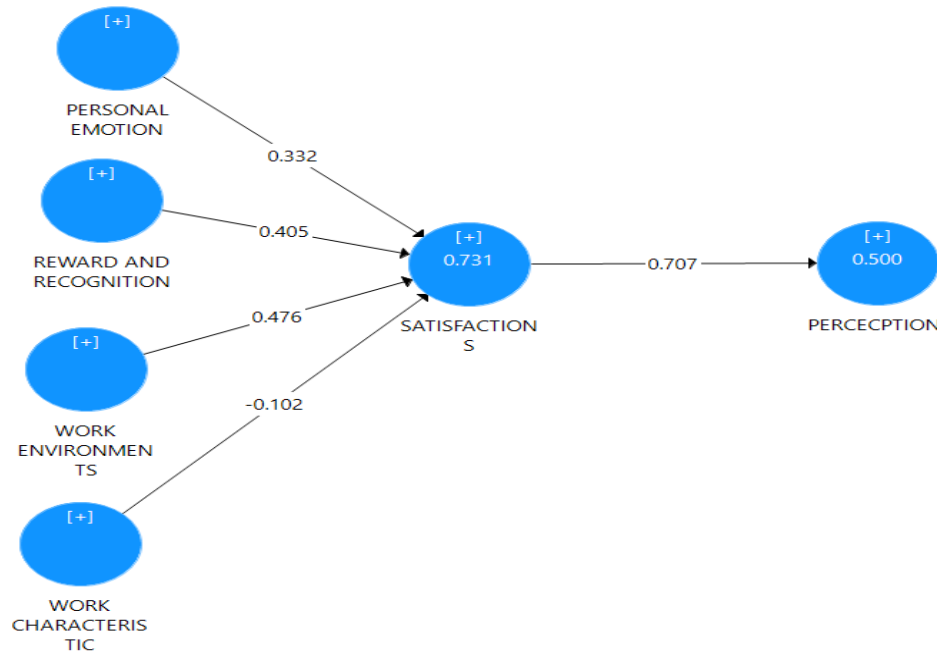
The discriminant validity of the measurement model is assessed in this study using two measures: 1) Fornell and Larcker's (1981) criterion, and 2) cross loading. As previously stated, a measurement model has discriminant validity when 1) the square root of the AVE exceeds the correlations between the measure and all other measures, and 2) the loadings of the indicators against their respective constructs are higher than loadings against other constructs. The square roots of the AVE are represented in Table 6, and non-bolded values represent the intercorrelation value between constructs. According to table 6, all off-diagonal elements are less than the square roots of AVE (bolded on the diagonal). As a result, the outcome confirmed that the Fornell and Larker criterion is met.

Table 6 Inter-Corelation Matrix

	DPRA	EE	FP	RID	SQC	ILS
Personal emotion	<b>0.757</b>					
Reward and recognition	0.968	<b>0.783</b>				
Work environment	0.938	0.936	<b>0.821</b>			
Work characteristic	0.906	0.859	0.865	<b>0.771</b>		
Satisfaction	0.702	0.652	0.633	0.713	<b>0.712</b>	
Retention and perception toward the existence of technology	0.937	0.895	0.924	0.909	0.735	<b>0.728</b>

### 3.7 Structural Model

The R2 value represents the amount of variance in dependent variables explained by the independent variables. As a result, a higher R2 value improves the structural model's predictive ability. In this study, the R2 values are obtained using the SmartPLS algorithm function, while the statistical values are generated using the SmartPLS bootstrapping function. Figure 2 depicts the structural model's outcome.



**Figure 2** Structure Model

### 3.8 Path Coefficients

Table 7 summarises the path coefficients, observed t-statistics, and significance level for each hypothesised path. The acceptance or rejection of the proposed hypotheses is determined using the path assessment results.

Table 7 Path Coefficient, t-statistic, and hypothesis path

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Personal Emotion -> Satisfaction	0.332	0.316	0.047	6.998	0.000
Reward and Recognition -> Satisfaction	0.405	0.379	0.145	1.984	0.236
Satisfaction -> Retention and Perception	0.707	0.710	0.018	9.119	0.000
Work Characteristic -> Satisfaction	-0.102	-0.106	0.051	1.003	0.046
Work Environments -> Satisfaction	0.476	0.497	0.047	10.071	0.000

Satisfactions					
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### 3.9 Hypothesis Testing result

Table 8 Hypothesis testing

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (Stdev)	T Statistics ( O/Stdev )	P Values	Hypothesis Result
Personal Emotion -> Satisfactions	0.332	0.316	0.047	6.998	0.000	Supported
Reward And Recognition-> Satisfactions	0.405	0.379	0.145	1.984	0.236	Supported
Work Environments -> Satisfactions	0.476	0.497	0.047	10.071	0.000	Supported
Work Characteristic -> Satisfactions	-0.102	-0.106	0.051	1.003	0.456	Not Supported
Satisfactions -> Retention and Perception	0.707	0.710	0.018	9.119	0.000	Supported

The first hypothesis proposes that there is a significant relationship between personal emotion and satisfaction. The results show that the path coefficient from personal emotion to satisfaction is significant ( $=0.332$ ,  $t=6.998$   $p<0.000$ ). As a result, H1 can be used. Hypothesis 2 suggests that there is a significant relationship between reward and recognition and satisfaction. The outcome shows that the path coefficient from reward and recognition to satisfaction is significant ( $=0.405$ ,  $t=1.984$ ,  $p>0.05$ ). As a result, H2 can be used. According to the findings, when the reward and recognition are high, it increases employee satisfaction in hotels. Hypothesis 3 asserts that there is a significant relationship between work environment and job satisfaction. The results show that the work environment has a significant impact on job satisfaction ( $=0.476$ ,  $t=10.071$ ,  $p<0.05$ ). As a result, H# can be used. According to the findings, when the work environment is supportive, it increases job satisfaction. Hypothesis 4 asserts that there is a significant relationship between work characteristics and job satisfaction. The outcome shows that the path coefficient from work characteristic to satisfaction is insignificant ( $=-0.102$ ,  $t=1.003$ ,  $p>0.05$ ). As a result, H4 is incompatible. Hypothesis 5 proposes a significant relationship between satisfaction and retention, as well as perception of the technology's existence. The results show that the path coefficient from satisfaction to retention and perception of the technology's existence has a significant value ( $=0.707$ ,  $t=9.119$ ,  $p<0.05$ ). As a result, H4 can be used. Findings show that when satisfaction is high, there is a high adaptation toward retention and perception of exitance technology.

**3.10 Mediating Analysis**

Another important evaluation of a structural model, according to Henseler et al. (2009), is assessing the direct and indirect relationships between exogenous and endogenous latent variables. This direct and indirect relationship can be investigated further by performing a mediating or moderating analysis. This section only evaluated the importance of the mediating relationships. This is based on theoretical reasoning that suggests trust and commitment as two important mediating factors in long-term relationships. Morgan and Hunt (1994).

Table 9 Summary result of mediation

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Hypothesis Result
Personal Emotion -> Satisfactions -> Perception	0.235	0.224	0.033	7.137	0.000	Supported
Personal Perception -> Satisfactions -> Perception	0.286	0.269	0.106	2.710	0.007	Supported
Work Characteristic -> Satisfactions -> Perception	-0.072	-0.075	0.037	1.974	0.049	Supported
Work Environments -> Satisfactions -> Perception	0.337	0.353	0.037	9.129	0.000	Supported

Based on the summary results of mediation in Table 9, we can conclude that satisfaction mediates the relationship between personal emotion, reward and recognition, work environment, and work characteristics with retention and perception of technology's existence. H6, H7, H8, and H9 are supported based on the path analysis.

**3.11 Assessment of Coefficient of Determination (R2 value)**

The following are the criteria for determining the coefficient: (R2). The R2 is a measure of the model's predictive accuracy as well as its quality. The rule of thumb for acceptable R2 varies by discipline, with 0.75, 0.5, and 0.25 describing substantial, moderate, and weak levels of predictive accuracy, respectively (Hair, Ringle, & Sarstedt, 2011; Henseler, Ringle, & Rudolf R. Sinkovics, 2009). Table 10 summarises the coefficients of the model's endogenous variables in this study.

Table 10 Assessment of Coefficient of Determination (R2 value)

	R Square
Satisfaction	0.731
Retention and perception toward the existence of technology	0.500

According to the findings, personal emotion, reward and recognition, work environment, satisfaction, and work characteristics explain 50% of the variance in retention and perception of the existence of technology. According to the rule of thumb, this value is moderate. However, the impact of endogenous latent variable on satisfaction reveals that work environment accounts for more than 73.1 percent of the variance. The R<sup>2</sup> value is closely related to the number of predictors to a specific variable; thus, the more predictors a variable has, the higher the R<sup>2</sup> value.

### Conclusion

Organizations in today's competitive market require unprecedented levels of flexibility in order to offer a diverse range of services and products. Organizations must also be effective, responsive, and cost efficient, almost to the point where human employees are no longer expected to be. Employee retention is critical in organisations because it affects employee performance. According to the findings of this study, employee retention strategies such as personal emotion support, reward and recognition, work environment, and work characteristics can increase job satisfaction, which leads to retention. The ability of organisations to retain their talents is critical for their ability to remain in business. Despite the fact that this study attempted to bring forth all of the factors related to staying in the organisation for a long time. According to the study, the most important factors for employees to stay in the company are compensation, work schedule flexibility, and work life balance, while the most important factors for employees to leave the company are a lower compensation package and benefits, inequality and favouritism, a lack of importance for professional growth, and a lack of development opportunities. According to the research, the organisation should focus on these retention strategies: flexible working hours, employee rewards, and career development programmes to increase employee satisfaction and retention.

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